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## Direct Marketing Lamb

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### INTRODUCTION

The ups and downs of the commodity market frustrate lamb producers who care about providing a healthy and nutritious source of meat to consumers. This guide offers an option for producers to take control of the price received through the direct marketing of their products. Direct marketing bypasses the "middle man" and producers sell directly to customers. To become successful, producers must be willing to become as good at business skills as they are in their livestock management skills.

### KEYS TO SUCCESSFUL MARKETING

**Create an image that appeals.** Decide on the message you want to convey about your product and do what is necessary to create the desired image. Product image development could include developing a farm logo, printing farm flyers and price lists, advertising in various publications, and even development of the farm site if customers will be visiting. A positive image allows the buyer to feel good about their purchase. Think in terms of raising food for people rather than just producing a commodity.

**A mental adjustment must be made on the part of the producer.** The packer is no longer in control of what you are doing. Profitability is in your own hands.

**Create and maintain good customer relations.** Take the time to listen to your customers and to teach them about lamb. Customers will appreciate the extra effort you put into a sale. Be able to deal with and adjust to all types of people. Make sure each customer is satisfied with the product, and that the order has been processed correctly. Follow-up contacts are a must. Customers will return if they are satisfied with the product and have developed a relationship with the producer.

In seeking out new customers, look for people who  
- are predisposed to eat lamb. They have already eaten lamb and like it.

- have traveled or lived overseas.
- are from an ethnic or religious tradition that features lamb for special occasions or prefers it on a regular basis.
- are gourmets who like to cook and enjoy food.
- may not have a lot of surplus dollars, but make quality a priority and will spend where they see value.
- are health conscious and are seeking "naturally-raised" food, free from chemical residue.
- have meat allergies in their family that restrict consumption of other meats and/or poultry.

**Create something special for the consumer.** Offer menu ideas, shopping lists, perhaps a sample of spices. Provide literature and recipes to go along with the order. Know what is new and what is traditional with lamb cuts. Offer suggestions for fun and interesting meals.

Many of today's shoppers, both urban and suburban, are removed from life on a farm by a generation or two. Often they are looking for more than just food. They also seek a connection to the land. People want to know who is producing their food, that it has been raised in a healthy and humane manner, and that it is as free as possible from chemical contamination.

**Maintain consistent top quality.** A reputable, constant quality product is the key for success. Carcass quality is something producers can control and must monitor. Today's consumer expects lean meat and a certain standard of excellence.

Quality products begin with the live lamb. Raising a healthy lamb from birth through slaughter weight, efficiently and economically, requires a good management program. Connie Karstens and Doug Rathke, Minnesota producers and marketers, stress that nutrition and genetics are equally important.

They utilize management intensive grazing (MIG) on their farm to provide adequate feed in a low cost manner to meet the changing nutritional requirements of the

sheep. Dividing available grass pasture and forages into paddocks allows them to move the sheep to fresh, growing feed on a continuous basis. Over time, this has enabled them to increase the number of head grazed per acre, and thus increased potential profit. Additionally, the sheep are healthier because they are not confined in a feed lot. The grass itself has shown improvement by being harvested at the proper time as it is growing, and by having time to regrow before being grazed again. Timing the major lambing period to coincide with the onset of spring grass growth has allowed them to eliminate most feeding of supplemental grain and hay. Ewes and lambs also need less shelter when lambing occurs in warmer times of the year.

Karstens and Rathke's marketing operation requires a year-round supply of lambs, so they do have a portion of their flock lamb in the fall and in the winter at planned intervals. Lambs from these birth periods are grazed as much as possible, and are fed with hay and corn as needed to keep them growing in periods when grass is unavailable. These lambs cost more to raise than spring born lambs.

To keep the supply of lambs consistent in terms of leanness, Karstens stresses good genetics in the parent sheep. It is also very important to be able to judge when a lamb is ready for slaughter. Butchering lambs when they have reached maximum muscle growth without excess fat is a major factor in determining quality. This ideal butcher weight varies among breeds of sheep. Karstens processes her Dorset lambs at about 115 pounds for ideal carcass quality.

Medications are used only as needed, but Karstens and Rathke feel the use of wormers is required. A good mineral program based on the health of the soil and plants is used, and contributes to flock health and profitability.

Keeping livestock healthy by utilizing good genetics, MIG, minimizing or eliminating use of antibiotics and other medications, and by using feed sources as free as possible from chemical treatments or additives, are common practices of many direct marketers. These practices line up with needs identified by their customers: wholesome, residue-free food, raised by people who care about their end product.

There are different management systems being utilized

by other successful direct marketers, including finishing lambs on grain in confined areas. The key is to find which system best utilizes your farm's assets and allows you to reach your goals.

**Always keep a handle on your cost.** In general, if production costs are more than fifty dollars per ewe, per year, you will want to take a closer look at your operation.

**Find a good processor.** Developing a strong, mutually beneficial relationship with your processor is essential. You need to be able to provide what your customer is seeking, whether it is a family wanting a freezer lamb, or an upscale restaurant wanting only racks and legs.

A good processor will take the time to trim off any excess fat from the product, and be willing to do new cuts according to the customer's wishes. Ask the processor if they can package your lamb in cryovac (vacuum-sealed plastic). This lets the customer see the meat they are purchasing and increases shelf life. The processor may also sell lamb for you through recommendations at his establishment.

Mike Lorentz, owner of Lorentz Meats and Deli in Cannon Falls, MN, suggests several questions to ask a prospective processor. First, ask about their certification level (custom, state or federal). Inquire about experiences they have had with other direct marketers. What special services can they provide to help farmers overcome the challenges in direct marketing? Find out where they see this business relationship heading in the next year or two if the initial efforts are mutually beneficial.

Mike challenges farmers to be sensitive to the needs of the processors. Be fair, so that both parties can make money from the partnership. "Don't nickel and dime them." Keep instructions relatively simple and straightforward. Don't ask the processor to make a lot of decisions on your behalf.

Offal removal can be a major challenge for the processors. This problem should be addressed with each potential processor. Some producers must pick up the offal and dispose of it themselves through composting, burying, or disposal at approved waste sites.

The cost to have a lamb butchered, and to have the

meat cut and wrapped, at local processing plants varies. Costs for killing only are reported at \$14 - \$15 per head. Midwestern producers report they are paying from \$35 to \$50 per lamb for killing and processing.

**Know your product to provide better service for your customer.** Educate yourself to understand the elements of carcass quality and the options for breaking down the carcass into cuts. Be prepared to share this information with customers so that they can choose the meat cuts that will suit their needs.

Nutrition information is also associated with direct marketing. You may want to provide your customers with copies of articles about the nutritional aspects of lamb. One excellent Internet source for information can be found at <http://www.sheepusa.org>.

If your lambs are grass-fed, you might highlight the positive benefits of meat from grass-fed animals. Some research indicates that this meat is superior in terms of the increased amounts of CLA (conjugated linoleic acid), which may reduce the risk of heart attacks in humans. ("The Stockman Grassfarmer" October 1999.)

## DIRECT MARKETING OUTLETS

**Direct sales of freezer lambs.** A good place to start is selling whole or half lambs within your local community. Producers deliver the live lamb to the locker plant, which processes it according to customer directions. The customer picks up the frozen meat, paying processing costs to the locker, and paying the agreed-upon cost of lamb to the producer. Some producers deliver the frozen meat to the customer. You may want to require a deposit at the time of the customer's order.

Promotional ideas that have been successful for direct marketers are many and varied. Provide attractive, informative materials about your product. Exhibit or sell your products at local special events. Display appealing road signs. Give presentations to civic groups about your operation and products. Media stories can be the most effective form of "free" advertising. And, of course, encourage word-of-mouth referrals from satisfied customers.

Nick Forrest of Oxford, Ohio enhanced his sales of freezer lambs by doing "Lamb Cooking School" parties in people's homes. He and his wife cook, give samples,

and talk about the history of lamb. Sales grew from 4-5 lambs per year to 20-30 after starting their schools, then to 60-70 lambs. Nick has also found that teachers can be a great source of customers because they have a ready-made network with parents and other teachers.

Producers without proximity to a large population base (350,000 according to some) may find direct sales of freezer lambs to be their best option. However, if you plan to sell large quantities of lambs, you may want to go beyond sales of individual lambs to individual customers.

**Farmers markets.** Producers living within fifty miles of cities with Farmers Markets may find this a viable option. Check with the market director about specific rules regarding what types of meat products may be sold. Some require producers to furnish their own generator and freezer if selling fresh or frozen meat. Some allow cooking meat and the sale of cooked items. Others only allow processed meats such as summer sausage and jerky. Fees and licenses will vary.

Farmers Markets can require a great deal of time. Tom and Mary Cory set up at the Des Moines area Farmers Market every weekend from May through October and many Thursdays as well. They set up by 6:30am and stay till 1:00pm. Tom barbecues and gives out samples. They take a freezer and generator and sell a variety of cuts.

Contact with people at the Farmers Markets generates other sales. People order freezer lambs. Tom Cory picked up a restaurant customer while selling at a market.

At the Markets, you need an inexpensive item that will sell easily. A price of about \$3.00 per item seems to work. Additionally, people carry their purchase home, so it can't be too heavy.

Processed meats such as sausages, bratwurst, and jerky sell well, and are a good use of the "trimmings" from lamb cuts. These "value added" items add to your profit potential.

If a Farmers Market is not available, consider establishing one with other interested producers. Remember that farmers can be the best sales people for their product. People like to see the farmer's face.

**State fairs and other festivals.** This is a specialty market that requires you to provide your product quickly to a large group of people who are in a hurry. Fairs and festivals require a lot of advance preparation and, possibly, additional labor to staff busy booths.

Like farmer's markets, they are a good place to sell specialty meats. Nick Forrest sold 800 bratwursts at the Ohio State Fair one year.

Since 1991, Connie Karstens and family have sold a variety of lamb sandwiches at their booth at the Minnesota State Fair. After introducing lamb gyros, sales really took off. Due to the success of the fair booth and the 1.5 million fairgoers, they have resorted to buying lamb from major processors. They sell as much as 2000# of lamb through this booth.

Seeing customers twelve hours a day for twelve days gives them additional insight into what their consumer wants. They do hire additional help for the fair, but try to keep it at a minimum.

They also feel the fair booth gives their farm retail outlet a great deal of publicity. As a result it helps to generate sales throughout the year.

**Restaurants and grocery stores.** Selling lamb meat to restaurants can be a great promotional tool for your high quality lamb business. However, producers currently selling to this market offer several cautions.

Try to find restaurant chefs who will take the whole carcass. Some restaurants only want certain cuts such as racks, loins, and legs, which leaves the producer the task of marketing the balance of the lamb. This can also work to your advantage. Karstens sells excess lamb ribs to an ethnic restaurant in the Twin Cities, which utilizes all she can provide for a wonderful appetizer.

One Kansas producer furnishes lambs to an ethnic restaurant which has the whole carcass processed into one-inch cubes with the bone in, used for a curry dish. Tom Cory lined up a restaurant as a customer by eating there one weekend, and asking the owner why they didn't offer a lamb dish. He now supplies them with one-inch thick shoulder chops. Some producers have found that bars and delis are consistent customers for their lamb sticks (jerky) and sausages.

One Karstens restaurant customer takes the whole carcass, halved down the backbone. Karstens delivers these carcasses fresh, every two weeks, in a USDA-approved refrigerator trailer. This is an excellent way for the producer to see exactly what you are producing.

Working with a top quality processor is essential to succeeding with restaurant sales. Restaurants require a very high-quality, lean product. You must be very selective in what you provide.

Restaurants are also very price conscious. They are usually well aware of other sources of lamb but some will prefer a consistent local source. Restaurants may require a year-round supply of meat. Be sure you can provide this.

Restaurants can be "fickle" customers. They may not stay in business long. Or the staff you build a relationship with may leave. Restaurants may be less forgiving if you make a mistake.

Grocery stores have most of the same requirements as restaurants. Take care to provide excellent quality and service.

**Ethnic markets.** Lamb is an integral part of certain traditions and religious holidays for many ethnic groups. Providing meat for this population can enhance your customer base.

Nick Forrest introduced himself to ethnic students at Miami University in Ohio, who in turn introduced him to their Mosque leaders. Nick was able to provide 20-30 lambs the first year to these Muslim students. These are some of his recommendations.

Ethnic customers will often want to butcher the lamb themselves in a traditional manner according to their customs. You need to check with your State Department of Agriculture for local regulations regarding home butchering. Forrest provides these customers with a group of live lambs from which they select lambs for purchase and slaughter. Payment is made once the selected lambs have been weighed. They are then taken to a clean location. Nick provides a 10' x 10' space, plastic tarpaulin, a stainless steel table, ropes for hanging the carcass, and water for clean-up. The customers process the lamb and usually will utilize 95% of the animal, leaving only the pelt and feet. The slaugh-

ter room must be left as clean as they found it.

This additional service can be time consuming for the producer. It is important to be clear on your price requirements and the days and times you will be available. Nick has found a majority of his ethnic customers really want fresh lamb, and are very willing to work with the farmer.

Two years ago, Forrest sold 200 lambs to the Muslim market, and a year ago had to turn down an order for 500 due to lack of slaughter space. In a recent six-month period, he sold 150-175 lambs. Finding a year-round supply has proven to be problematic.

**Retailing on-farm.** Some producers sell lamb cuts out of a freezer at home. The lambs are processed at their local locker plant, cut and wrapped there or at another state-inspected facility, and transported to the home site for resale. State regulations vary and must be adhered to. A back up source of power may be required in case of power failure.

Customers must be educated about the hours you will be open, or your availability for appointments.

Having popular cuts on hand in plentiful supply is essential for continued customer satisfaction. This is especially true during holidays such as key Christian, Jewish, and Muslim celebrations.

Farmers must become skilled at marketing cuts which don't move quickly, which often include shoulder cuts and ground lamb. This is an area where specialty meats can be developed, and your processor can be an important asset in developing value-added products. Possibilities include sausages, jerky, lamb sticks, boneless shoulder roasts, and bone-in cubes for stew.

A retail store situated on the farm provides another outlet for producers. This requires set hours, personnel for staffing, and appropriate licenses. For Connie Karstens, this option allows her to be at home while their young daughters are growing up, and at the same time provides a source of income.

Karstens built an addition to their home for a USDA-inspected cutting facility and a small storefront area for customers that includes a freezer case. In this facility they cut and package lamb under their farm label.

The facility also provides Karstens a place to prepare food items for their annual booth at the Minnesota State Fair. The two enterprises complement one another well.

The Karstens retail store features frozen lamb along with other specialty items such as fresh eggs, honey, herbs, seasonings, organic milk, and hand knit woolen items. Customers are notified of certain days when fresh lamb is available.

Location may determine if this option will work for you. Karstens' farm is strategically located on a major highway within an hour of Minneapolis, Minnesota. The farmstead is nicely decorated so that customers have a pleasant farm experience while looking through the items available at the store.

## PRICING

Determining a price that covers costs of production and provides a profit is essential to the success of your direct marketing enterprise. This is a stumbling block for many producers. Farmers are notorious for underpricing themselves.

One strategy for determining prices is to do a market survey in your area to see what comparable products cost. A review of grocery store prices might show you what the market is willing to support.

Another strategy is to determine your cost of production, adding a reasonable hourly wage, and also adding overhead and other hidden expenses, plus a profit. This would represent your wholesale carcass price.

Doubling the wholesale carcass price results in a retail (by-the-cut) price. Adjustments may need to be made to stay within market parameters. Steve Pinnow of Delavan, Wisconsin sells fresh cuts of lamb which have been processed and put in cryovac packages, for prices that return 25-30% above his wholesale costs, including delivery.

When pricing individual cuts, be sure to set the pricing so that you can discount "lower end" cuts such as ground lamb and stew meat. Price chops and the other "higher end" cuts high enough so that they support the discount on the ground lamb and stew meat.

### Specific Pricing Examples.

A 115-120 pound lamb, with a yield of 50%, provides

saleable cuts of about 70% of the carcass weight. This equals about 35-40 pounds of meat. From this lamb you can expect two 5# legs (bone-in), 4-5# sirloin (rolled and tied in a boneless roast), 3.5# loin area chops (1"thick), 7# shoulder (cut into 3-4 arm chops or deboned and rolled into a roast), 3.5# rack (chops or made into rack ), 7-8# ground meat, and two .5# front shanks. The neck area yields 1" cubes (bone in) for stews. Ribs can be cut into a Denver sheet (3# of riblets) or left whole for appetizers. Heart, tongue, liver and kidneys are left intact.

Connie Karstens prices a whole freezer lamb for \$175 and a half lamb for \$90. This price includes processing and wrapping. If sold separately, cuts from the same lamb would cost \$225. This is a 28% mark up for selling cuts over a whole lamb. In their accounting, their store buys the lamb from the farm for \$1.00 per pound (live weight) and pays the \$15 processing fee, which is done at a local locker. All meat is packaged in cryovac, and each cut carries their label stamped with weight and price per pound. Most of their meat is sold frozen, and goes directly to a freezer when cut. The store's costs include electricity, and all supplies used including soaps, packaging, and licensing.

**Pricing range for individual cuts** (Taken from direct marketers across the Midwest - late 1999.)

- Leg roasts (bone-in) \$3.50-4.29 per pound
- Loin chops \$7.50-9.99 per pound
- Shoulder roast \$3.00-5.99 per pound
- Racks \$9.00-10.00 per pound
- Ground lamb \$3.29 per pound
- Rib sheets \$3.99 per pound
- Heart, Tongue, Liver \$1.99 per pound
- Kidneys Two for \$1.00
- Summer Sausage \$5.00 per pound
- Jerky (25 sticks to a pound) \$6.00-12.50 per pound, or \$.50 apiece

**Pricing range for freezer lambs.**

Some variation in the prices below is due to the fact that some producers deliver to the customer's home. Others package the meat in attractive boxes. Almost every direct marketer we have contacted in the Midwest remarked that they felt they could make money with their lambs if they could sell them for \$1.00 per pound, live weight. This is a good benchmark.

- Whole Lambs - \$3.00-5.00 per pound of processed and wrapped meat

- Half Lambs - \$4.50-5.00 per pound of processed and wrapped meat

- Whole lambs - \$1.00-1.50 per pound, live weight. When lambs are purchased by the "live weight", the customer also pays the processing fees to the locker plant.

## OTHER PRODUCTS

Direct Marketers in the sheep business are selling a variety of products in addition to fresh or frozen meat. These include value-added cuts of meat such as sausage, jerky, and lamb sticks, wool, yarn, colored leather (from hides), tanned or salted pelts, specialty cuts such as kidneys, hearts, and livers, compost from manure or offal, cookbooks, recipes, and spice packages.

Pet foods are a growing market for lamb producers. Many dog owners are seeking a meat-based diet for their pets, which they see as a more natural way for dogs to eat than grain-based feeds. Some seek a chemical-free feed. For those whose pets have allergies, lamb meat is a great choice. Producers are marketing organ meats, ground lamb, bones, and other low-end cuts as pet food. For many of these customers, price is secondary to the value they seek for their pets.

Several producers practice what is called "cross merchandising", and offer items complementary to their lamb products. Many offer fresh or frozen broilers, beef, or pork. Some of these products are more familiar to customers than lamb, and often help increase interest in the lamb part of the business. Some producers have market gardens or orchards, and offer fruits and vegetables to consumers. One producer has begun making cheese from sheep's milk, a very specialized niche market. Some raise specialty grains, or operate chemical-free dairies with cattle or goats.

These additional enterprises offer such benefits as reduced-cost feeds for the sheep from surplus garden produce or orchard windfalls, increased returns to the whole farm from pastures grazed more efficiently with different types of livestock, and better use of the farmer's time and marketing investment. When formulating the goals and business plan for the farm, include non-sheep activities. These might be added as the direct marketing business evolves.

## POINTS TO CONSIDER

There are a number of other considerations for direct marketing. Each of these should receive some thought before you begin your marketing effort.

Insurance is important when you are dealing directly with the public. The type of insurance necessary will depend on each operation and whether customers come to the farm itself. Some producers utilize their general insurance on their property, and purchase special liability coverage as needed. Connie Karstens purchases a million-dollar liability policy for their Minnesota State Fair Booth.

Another important area to research carefully involves unique labels the farm business may want to use on their individual products and in advertising. Labels must be honest and any claims made must be done with care. USDA regulates health claims on meat, for instance, and it can cost up to \$600 per individual cut to prove that your meat is "lean."

Labels should be attractive, visually demonstrating what's special about your farm and products. They may include phrases such as Grass-fed, Organic, Natural, Corn-Fed, Woolly, Hormone Free, Home Raised, Locally Grown, Farm Fresh. Consumers are also looking for social responsibility on the part of the farmer and for any certification that assures them the farmer is doing a good job. Labels help tell that story.

Each producer should become familiar with, and comply with, all relevant state and federal regulations in relation to the sale and processing of meat. State Departments of Agriculture are sources for this information. Many producers have experienced confusion when seeking interpretation of regulations by their state officials. This seems to be a "normal" experience, and may discourage producers from pursuing some direct marketing possibilities.

Producers who live a great distance from large population centers, or who have limited interest in marketing may want to consider pooling with other producers. Many of the direct marketers we contacted have difficulty meeting their demand for high quality lambs. There may be a niche for producers to supply lambs produced in a similar management system to these established direct marketers. Prices paid should be consistent with the quality of the product provided.

## SETTING GOALS

Of prime importance is the development of goals for your operation, which are consistent with your values. Each operation needs to inventory its own assets, and recognize its limitations. This inventory will include the people available to staff the direct marketing enterprise, any special skills or talents they possess, the size of the operation, facilities available, and the farm's location, noting the distance to processors and to large population bases.

Is this operation a wholesaler (carcass sales) or a retailer (individual cuts, specialty meats)? How is the product to be raised, processed, priced, advertised, and delivered to customers? Who is responsible for each phase of the operation? Answers to these issues will dictate which products will be offered. Just as importantly, your answers will dictate which outlets will work for you and your team. Goal setting will provide the initial direction for your direct market business.

A written plan for the business will guide marketing, production, and evaluation of successes and failures. Plans should include vision and mission statements, the team of people involved, marketing, production, processing, customer service, advertising, accounting, evaluation, and how the business will handle expansion. As a direct marketer, you should have in mind the goal to double your operations every year.

Direct Marketing takes real commitment and a passion for quality. It also takes people skills, a time investment, knowledge of your product, the desire to meet customer needs, and the desire to continually improve the service and the product. Producers report that many enterprises have evolved unexpectedly, and they have learned to keep their options open.

Finally, direct marketing can enhance profitability for today's sheep farmers. A common theme among many producers is preservation of the family farm. Those consumers who buy our products directly are supporters of this idea. Paying a fair price, which is probably above market price, offers consumers the assurance that the product they are getting is high quality, has been raised humanely, processed cleanly, and is safe. Direct marketers can use this partnership in their marketing strategy: What is good for the family farm business is also good for consumers.

**RESOURCES**

Information for this marketing guide was taken from a series of conference calls involving the following producers(\*), and experienced marketers(+) who served as our guest speakers.

+Connie Karstens and Doug Rathke, Liberty Land and Livestock, 61231 MN Hwy 7, Hutchinson, MN 55350-8020, (320) 587-6094 ph/fax, lambshop@hutchtel.net

+Steve and Darlene Pinnow, N. 5784 Johnson Rd., Delavan, WI 53115, (414) 728-9629, spinnow@idc-net.com

+Nick Forrest, 4124 Hamilton-Richmond Rd., Oxford, OH 45056, (513) 523-1387

+Mike Lorentz, Lorentz Meats, 305 W. Cannon St., Cannon Falls, MN 55009, (507) 263-3617

\*Laura and Doug Fortmeyer, 2285 Falcon Rd., Fairview, KS 66425, (785) 467-8041 ph/fax, jubilee@parod.com (Laura served as coordinator of these calls... Many thanks!)

\*Clark and Linda BreDahl, Mormon Trail Farm, 1911 290th St., Greenfield, IA 50849, (515) 745-2323, mtfarm@mddc.com

\*+Mary and Tom Cory, Cory's Country Lamb, 3560 NE 102nd Ave., Ankeny, IA 50021-9232, (515) 367-2000

\*Jeff and Susan Zacharakis-Jutz, Z-J Farm, 5025 120th St., NE, Solon, IA 52333, (319) 644-3052, zjfarm@ia.net

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\*Jerry Jost, 200 N. Delaware, Manhattan, KS 66502, (785) 776-5851, jjost@flinthills.com

\*Natalya Lowther, Pinwheel Farm, 1480 North 1700 Rd., Lawrence, KS 66044-9312, pinwheel@sprynet.com

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\*Jeanie and Wyatt Fraas, 87681 568th Ave., Coleridge, NE 68727-2287, (402) 283-4802, fraas@nntc.net

\*Betty and Gerald Henzler, Nebraska Natural Meats, Rt. 1, Box 180, Pierce, NE, 68767, (402) 329-4277

\*Ken and Mary Grace Thiltges, Rt. 1, Box 37, Rulo, NE 68431-9713, (402) 245-5460

**CREDITS**

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