

Summary of take-aways and recommendations

Review of best practices: North Central Region programs that facilitate farm/ranch transfer between non-family members

Indiana University and Kansas Rural Center 2016 NCR-SARE R&E project

Acknowledgements	2
Overview	2
Purpose	2
Who is this report for?	2
Terminology	3
Assumptions	3
Procedures	4
Take-aways: best practices	4
Recommendations: next programmatic steps and funding priorities	6
Summary of program review	9
Setting	9
Reason for the review	9
Characteristics of reviewed programs	10
Section 1. Obstacles to non-family transfer	13
Section 2. Defining success for linking programs	14
Section 3. Individual facilitation and educational intervention	17
Section 4. Comparison of owners and seekers	18
Section 5. Increasing landowner participation	20
Farm transfer phase-in	21
Transitioning into retirement: service as a mentor	21
Starting small: enterprise stacking	22
Section 6. Tax credits / financial assistance / policy solutions	23
Appendices	25
Appendix 1. Methods and Characteristics of Programs Assessed and their Participants	25
Appendix 2. Excellent unused interview quotations	29
Appendix 3. Programs participating in the assessment	33

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Overview

Purpose

To identify best practices for programs that seek to facilitate farm/ranch transfer from owners to non-family members. The study is motivated by a clear need to attract younger people into farming and to help them secure land. “Who will be the next generation of farmers?” is a question with multiple answers. This study attempts to tackle one of the answers.

Who is this report for?

- Existing listing, linking, matching, beginning farmer state tax credit, succession planning, and mentoring programs
- Organizations that are considering starting programming in these areas
- Funders such as SARE and BFRDP
- Land grant university Extension systems and other major agricultural institutions such as state departments of agriculture, farm bureaus, farmers unions, and federal agencies such as FSA
- Researchers
- We are particularly interested in providing useful information for organizations in Kansas and Indiana

Terminology

- The programs reviewed offer a range of types of services. These are categorized in buckets according to Table 2. As a group, we refer to the programs as “linking” programs.
- “Seeker” refers to someone looking for a farming opportunity. A seeker may be a beginning farmer or otherwise, young or otherwise. “Seeker” does not include an established farmer looking to expand.
- “Owner” refers to someone who owns farm or ranch land. “Owner” includes owner-operators, non-operator landowners, and absentee landowners.
- “Successor” refers to a next generation farm/ranch operator. We intend for this term to be more precise than “heir,” which could include non-operators along with operators. A successor may be kin or non-kin.

The programs assessed serve two categories of beginning farmer, or seeker. The categories have some overlap. Programs tend to serve one category or the other. A few programs are explicit about aiming to serve both of them (see tables 4 and 8).

1. Beginning commodity producers. These beginners are preparing to operate and **afford to own** a commodity crop and/or livestock farm/ranch of their own. Generally these beginners are from farm childhoods and their home farm cannot accommodate them.
2. Beginning non-commodity producers (specialty crops, added-value products, perhaps direct marketing). Programs aim to help this category of beginner succeed in production and business and secure a farming opportunity of their own. Often this category of beginner has an off-farm background.

Assumptions

Our purpose is to review how programs assist with transfers of farm/ranch management and/or ownership **between unrelated parties**. We focus on the “top end” of the transition by asking how programs serve owners who do not have an identified family successor - owners who could be candidates for a *non-family* transfer. Our focus therefore departs from transfers of operations/ownership when there is a family successor. An assumption we make is that the North Central Region and the nation offer a good deal of assistance with family succession processes, so we set to the side, and do not address, some universal difficulties facing transition processes, examples of which are:

- Families’ internal processes of communicating and planning
- Succession planning in general and the “huge sigh of relief” that comes when things are in order (in the words of one leader of a program we reviewed)
- The need to help farm owners initiate formal succession planning earlier in life

Our review of programs also assumes that senior-junior work pairings, such as mentoring relationships, internships with a preceptor, or apprenticeships, can begin a potential transition relationship, whether this aspect of the pairing is implicit or explicit. Therefore, we include in the

review some of the region's beginning farmer mentoring programs, specifically those funded by NCR-SARE.

We do recognize that in many cases land is owned by multiple parties or legal entities and that ownership often involves more than one decision maker for how farm/ranch ground is operated and who owns it over time.

Procedures

Contacting a sample of 42 active and ended programs led to 29 programs completing a questionnaire and phone interview. (Non-responders tended to be programs that took place longer ago). The sample programs were headquartered in the 12-state North Central Region and met one or more of three conditions, being: (1) listed on the Center for Rural Affairs "Linking Farmers with Land" web page or on the (2) National Young Farmer Coalition Midwest Regional Listings web page; and/or (3) a past NCR-SARE project that addressed farm transfer and/or mentoring.

Leaders estimated that the reviewed programs serve a total of 2,371 farm/ranch owners and 3,898 farm/ranch seekers, for a total of 6,269 owners and seekers. The review included 11 past NCR-SARE projects (an investment of \$960,000) and 8 BFRDP projects (\$2.8 million in funding, including leads and sub-contractors).

Many of the findings derive from qualitative interview data.

Take-aways: best practices

Using medium-term metrics helps define program success. Tracking them helps programs gauge their effectiveness. Given that the ultimate objective of farm transfer programs is very long-term, leaders of linking programs express more satisfaction with their effectiveness when they are tracking some medium-term metrics, short of farm/ranch transfer. Typically these metrics are monitored among seekers only, and not seekers *and* owners. One contribution this review makes is in collecting the medium-term metrics that some linking programs use for others to consider implementing. These metrics are listed in Table 7.

Program leaders are glad they provide listing services - with exceptions. The services that leaders rank as most valuable are listing and mentoring. Other most-valued services include presenting educational events, providing tax benefits, and individual consultation with owners. Program leaders rank as a top obstacle to non-family transfer the basic problem of seekers and owners finding one another. They also rank this as their top area of effectiveness, and listing services are a big part of that. There is some nuance here though because some programs are

frustrated with their listing services, as sections 1 and 2 discuss. Interviews suggest that listing is most appreciated by program staff when: (1) time managing and updating information is compensated, (2) the technology format helps to streamline this task, and (3) monitoring is underway, as indicated above. Programs that administer an online discussion forum (such as a listserv) as an alternative or a complement to a classifieds-style listing particularly appreciate the online discussion format because it allows seekers and owners to build relationships with minimal need for staff oversight.

Seekers and owners differ less than we expected. This may be because this review learned from several programs that serve beginners preparing for commodity production, and from mentoring programs. However, seekers and owners were closer together in participation numbers, product mix, amount of land sought/offered, and assets sought/offered than similar reviews of programs have found to be so (see Section 4 and the Appendix)

Beginning farmer state tax credit programs help in two ways. They attract numerous landowners to make a long-term agreement with a qualifying beginner, or to sell to one, by providing a credit on state income, capital gains, and/or property taxes (averaging \$5,000 per year per asset owner, with quite a range). In Iowa and Nebraska, which have offered these credits since the nineties, about 3,000 unique asset owners have participated in them. As one advisor to this project put it, “these programs have a lot of potential to actually move the needle for beginning farmers.” A third program begins this year in Minnesota. In addition, the mere existence of a Beginning Farmer Tax Credit delivers a meaningful endorsement of beginning farmers and the need to support generations of agriculture on into the future.

Mentoring programs can inadvertently help mentors transition into retirement. Program leaders surprised us by observing that serving as a mentor in a general mentoring program can have the side effect of helping senior farmers/ranchers prepare to transition to retirement - even when this has nothing to do with the objectives of the mentoring program. A general mentoring program can thus assist with intergenerational transfers. Leaders say that mentoring programs are most effective when they are very structured with clear expectations, exchanges, and incentives - and when they recruit a rather advanced set of mentees who allow for the mentors’ “sophisticated knowledge to be well used” (in the words of one mentoring program leader). Note that none of the mentoring programs in the review offer purposeful “successor mentoring,” where a farmer mentors his/her designated successor.

To increase landowner participation numbers, program leaders recommend delivering “indirect” education to farm owners’ regular advisors. The rationale is that nearly every farm/ranch owner, and their advisors, are only aware of selling/renting on the open market as the only option for farm transfer when there is no family successor. Teaching farmers’ advisors about their clients’ many alternatives for transferring to a beginning farm seeker would get the message out, particularly when educational sessions offer continuing education credits.

Recommendations: next programmatic steps and funding priorities

Most effective long-term investments for funders and policymakers

- Research beginning farmer state tax credit programs to determine steps your state can take to pursue a similar program. Minnesota just passed such a law in 2017, after similar proposals came before their legislature for a decade. Finally an organization championed this cause, and it succeeded.
- Extension systems should pursue creation of a full-time case management / facilitation position for farm transfers, following precedent by Iowa State

Is your program considering starting a listing service? This is our top recommendation on a shoestring.

Since starting this review a year ago, 6 other programs in the NCR have contacted our research group, either because they are considering starting a listing service, have just started one, or are proposing one for funding. Motivating them is the number of owners and seekers they encounter who are looking to find a successor or a farm. The impulse is there. If this is where you are, we recommend:

If you are tempted to start a seeker-owner, classifieds-style listing service for your area, consider first starting with the more simple step of offering an open-forum online discussion group such as a list-serv or a Facebook group, rather than a classifieds listing. An online forum allows owners and seekers to communicate freely without having as much committed staff time.

A minimal program that can have positive effects is a list-serv plus adding one low-input owner-seeker mixer to an established event your organization is presenting anyway

Recommendations for improving existing linking programs

- For programs tracking no outcomes: start tracking some medium-term outcomes, just among seekers (see Table 7). Phone calling seekers once every couple of years would be a project, but would supply systematic feedback on how they are faring.
- If tempted to discontinue a classifieds listing, keep it going but figure out how to streamline staff oversight. The destination you are providing is valuable for people who need it.

Other recommendations for initiating new program lines

- Considering offering a general mentoring service? Do it. Make the program formal with clear expectations. Recruit advanced mentees who have “earned the right to a mentor” (in the words of one program leader)
- Deliver “indirect” educational programs to farm/ranch owners’ advisors about non-family transfer opportunities. Priority advisors include lenders, tax preparers, accountants and lawyers.
- Consider offering one-time conversation facilitation as a service to owners (see Section 3)

- As a strategy to increase landowner participation in linking programs, partner with a community/technical college agricultural program or other formal training program. Formal programs such as these seem to be sought out and valued by landowners and employers. Perhaps for landowners they help lessen the risk in working with a beginner.
- Explore alternative land ownership/leasing/land trusts/community foundations currently operating in your state or other states. Some of these offer mentoring programs/training for beginning farmers and/or land ownership opportunities for beginners

Table 1. Anticipated and actual preliminary findings of program review			
What did we expect to find?	Did we find this?		
	No	Sort of	Yes
<p>Effectiveness of linking programs is challenging to demonstrate Lesson: Evidence of successful transfers facilitated by programs is hard to pinpoint. This is a long term outcome. Therefore, programs that are tracking medium-term metrics have a clearer understanding of program success. Medium-term metrics are usually tracked only among a subset of participants, typically seekers.</p>		X	
<p>Linking programs can and do use medium-term metrics to track effectiveness Lesson: Metrics in use are presented in Table 7. Typically these are monitored among seekers only</p>			X
<p>Farm/ranch owners demonstrate less demand for linking services than seekers do Lesson: Programs suggest strategies for increasing landowner participation, see Section 5</p>			Usually
<p>A mentoring relationship can instigate an eventual transition relationship between mentor and mentee Surprising lesson: Programs are particularly enthusiastic about how much value senior farmers/ranchers can derive from serving as a mentor. Service as a mentor can inadvertently help seniors transition toward retirement (see Section 5)</p>			X
<p>Linking models are incompatible with seekers' demand for smaller landholdings</p>	X		

<p>Lesson: The review finds more similarity between owners' and seekers' priorities than we expected, see section 4 and the Appendix. This finding may be influenced by the number of programs serving beginning farmers preparing for commodity crop/livestock production</p>			
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Summary of program review

Setting

We set this study into the context of what is happening across the country: the declining number of farmers, the number of farmers reaching retirement age in next 10 to 20 years, high cost of land, the fragility of farm income and revenues for existing farms, and the wave of interest from a largely non-farm population of young people and those interested in farming as a second career. Add to this a complexity of many farms having with multiple owners and/or operators, and many operators and owners having multiple farms. “Who will be the next generation of farmers?” is a question with multiple answers. This study attempts to tackle one of the answers, by looking at best practices in helping farm/ranch owners transition to a non-related successor.

To that end, the review sought leaders of programs in the NCR that provide listing, linking, matching and beginning farmer state tax credit services. These services aim to introduce and assist pairings of non-related owners and seekers, and/or facilitate mentoring between senior and junior farmers/ranchers. We wanted to learn from programs that continue to operate and from others that have ended. We asked leaders to describe the farm/ranch owner and farm/ranch seeker populations that they work with, the services their programs offer, how they define and gauge success, and what they view as next steps and investments in facilitating transitions of an intact agricultural operation, from farms and ranches with no family successor to someone looking for a farming opportunity.

Reason for the review

Our states, Kansas and Indiana, are two of very few with no formal programs at present to assist with intergenerational farm/ranch transitions between unrelated parties. The term we use for such programs is “linking programs.” Organizations small and large in nearly every other state have started these, to help beginners onto the land, to keep land in agriculture, and to continue the life of existing operations. Intergenerational farm transfers within families are problematic, too, but an assumption we make is that these generally receive more attention and assistance. We wanted to collect lessons learned by programs in the region that address *non-related* transfers to inform next conversations in our states about how to support these same objectives of helping beginners onto the land, keeping land in agriculture, and continuing living operations.

Characteristics of reviewed programs

The sample included programs that are active and others that have ended. About 80% of programs assessed are presently active. The reason for the approximation is that some programs have dropped some particular services over the years and added others. The programs have a median of ten years' experience, ranging from one being new in 2017 to some that began in 1990. The median starting year was 2006.

67% of programs reviewed report offering a listing, linking, matching, and/or tax credit service to connect farm/ranch seekers with farm/ranch owners. The other programs reviewed only offer a mentoring service and/or a service supporting, or ancillary to, farm/ranch transfer.

Table 2. Categories of service provided by reviewed programs (after: Land for Good. 2011. Farmland Access and Transfer: A Working Schematic about Services)	
Bucket of services	Proportion of programs offering (n=30)
Listing, Linking, Matching and/or Tax Credit	67% / 20
Listing (a managed list of available farm/ranch properties; may also list seekers)	47% / 14
Linking (a service providing contact information to seekers/owners, typically pre-sorted or pre-screened)	33% / 10
Matching (a service that facilitates a specific transaction between a seeker and an owner)	17% / 5
Tax credit for landowners and/or farm/ranch seekers	7% / 2
Mentoring (a service that facilitates formal connections between learners (who may be farm/ranch seekers) and mentors who are farm/ranch owners for advice and/or training)	53% / 16
Supporting services (general services that build seeker and/or owner competencies to engage in farm/ranch acquisition or transfer. May include: business/financial/acquisition planning, land use planning/farm/ranch design, estate/succession/transfer planning, tenure option information, lease education, land protection/easements, landowner education/information)	57% / 17
Ancillary services (not directly related to farm/ranch acquisition or transfer. May include: general business / viability planning, marketing, employment/labor, production systems/practices, non-farm/ranch estate planning, financial management, land use planning/conservation)	40% / 12

Most of the programs reviewed (63%) are headquartered at non-governmental organizations (NGOs) (“grassroots” or “non-profits”).

Table 3. Types of program institutions (n=30)	
Non-governmental organizations (NGO)	63% / 19
Extension system / land grant university	17% / 5
State department of agriculture	10% / 3
Community college	7% / 2
Farm Bureau	3% / 1

Table 4. Owner:seeker participation levels according to services provided and category of beginning farmer served				
	Proportion of programs offering (n=30)	Seeker participation (range and median)	Owner participation (range and median)	Seeker:owner participation (median ratio)
Bucket of service				
Listing, Linking, Matching and/or Tax Credit	67% / 20	3-1000 (68)	3-500 (38)	1.8 : 1
Listing	47% / 14	10-1,000 (78)	3-500 (35)	2.2 : 1
Linking	33% / 10	3-650 (75)	3-500 (12)	6.25 : 1
Matching	17% / 5	10-100 (46)	10-500 (43)	1.1 : 1
Tax credit	7% / 2	140-450 (295)	185-475 (330)	.9
All mentoring	53% / 16	6-1,000 (41)	4-500 (39)	1.1
Mentoring <i>without</i> listing, linking, or	23% / 7	6-100 (30)	4-300 (20)	1.5 : 1

Table 4. Owner:seeker participation levels according to services provided and category of beginning farmer served				
	Proportion of programs offering (n=30)	Seeker participation (range and median)	Owner participation (range and median)	Seeker:owner participation (median ratio)
matching				
Category of beginning farmer served				
Commodity producers	11 / 38%	6-650 (78)	3-500 (39)	2 : 1
Non-commodity producers	11 / 38%	3-100 (33)	4-300 (25)	1.3 : 1
Mixed	7 / 24%	35-1,000 (78)	12-200 (38)	2.1 : 1

Table 5. Characteristics of programs assessed	
Start year: median and range	2006 (1990-2017)
Program duration: median and range	10 years (0 to 27 years)
Programs still active	About 80%
Number of owners participating: median and range	38 (3 to 500)
Owner-operators or non-operator owners?	Owners participating in these programs are 3 times more likely to be operators than non-operators
Number of seekers participating: median and range	43 (3 to 1,000)
Service area	<ul style="list-style-type: none"> • Half of programs serve one state • A quarter serve a multi-state region • 16% of programs serve a multi-county region within a state • 9% of programs describe themselves as national
States served	Iowa - 4 programs - 9% Illinois - 2 programs - 5% Indiana - 2 programs - 5%

	Kansas - 3 programs - 7% Michigan - 6 programs - 14% Minnesota - 4 programs - 9% Missouri - 1 program - 2% North Dakota - 3 programs - 7% Nebraska - 9 programs - 20% Ohio - 2 programs - 5% South Dakota - 3 programs - 7% Wisconsin - 5 programs - 11%
Number of transfers per year - median and range Successful Make some progress, but fall through	2 (0 to 50) 3.5 (0 to 50)

Section 1. Obstacles to non-family transfer

The questionnaire asked program leaders to rank common obstacles to non-family transfer according to difficulty. Program leaders then also ranked their program's effectiveness in addressing these obstacles. Their responses are presented in Table 4. When you review this information, please note that fewer than half the programs answered these questions.

Programs rank as a top obstacle to non-family transfer the basic problem of owners and seekers needing to find one another. Fortunately, this is also one of the main ways programs are helping people. Programs rank as their top area of effectiveness helping owners and seekers find each other, and they rank listing as their most effective program service (alongside mentoring). Listing provides a source of information for people who need it. However, common pitfalls of listing services are two:

1. Needing to dedicate uncompensated staff time to managing inflow and outflow of information and keeping it current
2. Having no mechanisms in place for tracking medium-term metrics to account for achievements short of the very long-term goal of successful farm/ranch transfer

As discussed in the next section, some programs in this review avoid these pitfalls by doing two things, even with slim funding and staff time. One, by tracking medium-term metrics just among one set of clients, typically seekers. Two, instead of a classifieds format, providing an online communication platform with lower need for oversight, such as a list-serv or discussion group.

Table 6. Program leaders' assessments of steps that can go into a farm/ranch transition to a non-family successor, ranked according to difficulty and self-rated program effectiveness (n=14). #1 reflects the most common obstacle to transitioning to a non-family successor, or top area of program effectiveness, and so on. (Median rankings)

Obstacles according to difficulty	How effective programs say they are	Step-obstacle
2	3	Owners clarify their goals
3	1	Owners and seekers find each other
4	2	Seekers clarify their goals
5	9	Owners complete a succession plan to address farm/ranch viability for future generations Owners prepare a feasible financial plan (e.g. financing retirement, anticipating capital gains taxes)
7	4	Seekers prepare a feasible financial plan
8	5	Owners and seekers make a lease agreement
9	6 11	Seekers access adequate financing Owners and seekers work through disagreements
11	7 12 15	Seekers build equity Owners secure retirement housing Seekers secure farm/ranch housing
12	9	Owners and seekers share risk
13	13	Owners earn / garner / make enough money from the transition
14	14	Owners transfer actual decision-making / management for the farm/ranch

Section 2. Defining success for linking programs

Several of the programs reviewed offer listing and/or linking services despite having neither dedicated funding nor staffing to run them. Typically these are classifieds-style listings in which a staffer takes time to manage inflow and outflow of information. Given the scarce resources for these services, this set of programs is typically tracking no outcome metrics. **This is a pitfall to avoid.** What we hear from these programs is frustration. Specifically frustrating them is having little evidence of effectiveness or success, combined with low demand for services from owners

compared to high demand from seekers. Some of these programs have ended or reduced effort to bare minimum.

However, we hear coordinators whose programs are able to bring some more capacity to their monitoring routines express satisfaction and a sense of program effectiveness: “I feel like we’re on the right track with getting people starting to think about, and talk about, and educated about, options that they have, and in networking with other people.” Some of the programmatic pieces that seem to help staff reach greater satisfaction are as follows. Some programs conduct evaluation in an ad hoc way. The more systematic phone survey all seekers or graduates every couple-few years, or are deliberate to check in about where their seeker-participants are at annual gatherings or through an annual newsletter.

Recommendations: best practices for listing services

- Track medium-term metrics, intermediate to the longer-term transfer of a farm or ranch. Sample metrics that some programs are using are listed in Table 7.
- Track medium-term metrics just among one class of participants - typically seekers as opposed to seekers *and* owners
- Continue listing but minimize staff effort - listings do provide a destination / source of information for people looking for a successor, an operator, or a landowner, even if the outcomes of providing a listing are challenging to track. Ideally listings stay current. Technological tools can lighten the load on staff.
- Provide an online discussion forum for owners and seekers in the service area, perhaps in the form of a list-serv or Facebook group. This format allows for free dialogue and relationship-building with less need for staff oversight
- With an online forum providing a foundation for relationship building, also offer occasional, low-input networking events. Recommended strategies are to add an owner-seeker mixer to an annual convention or an established series of on-farm/ranch events.

Table 7. Catalogue of metrics: Medium-term indicators to track success of linking programs whose ultimate goal is long-term (successful non-family farm transfer)

Process indicators / program reach

- # of seeker/owner program participants
- # of inquiries from seekers/owners
- # of acres offered / made available by landowners
- # of mentoring pairings in place
- # of succession plans developed in writing
- # of unique hits to website
- # of views / shares / likes on social media posts
- Media coverage

Medium-term outcome indicators

- % of seekers who are farming
- % of seekers farming as their main profession
- % of seekers who have paired with an owner
- % of seekers who say their operation is more stable
- % of seekers who say their operation has grown
- % of seekers still working the same ground
- % of seekers who have acquired ground
- % of seekers who say they are likely to acquire ground
- % of seekers who have developed a new enterprise on an existing farm
- % of seekers renting/leasing assets from an owner
- % of seekers sharing crops, livestock, equipment, etc. with an owner
- % of seekers purchasing assets from an owner
- % of seekers employed on someone else's farm/ranch
- % of seekers who have developed a new farm
- % of seekers in ownership positions
- % of mentees who have become mentors
- % of seekers who say the program was helpful
- % of seekers who would recommend the program

Section 3. Individual facilitation and educational intervention

Some programs go beyond listing by providing some level of individual assistance to owners and/or seekers. Coordinators offered a range of opinions on the incremental value of providing additional levels of facilitation / case management. Consensus was that owners and seekers can use a lot of assistance “in all the phases” of developing a ranch/farm transfer. Opinions diverged on the payback of additional investments of time assisting an owner-seeker relationship. Only one state, Iowa, dedicates permanent, full-time personnel to assisting with non-family transfers, through its Extension system. Otherwise, USDA-BFRDP grants have provided a pulse of capacity for several of the programs (eight of them are leads or sub-contractors on BFRDP projects). Generally everywhere else programs are piecing this work together. Programs do not seem to view the Iowa precedent of a perennial position focused on farm transfer as attainable. Perhaps this is because most programs we reviewed are part of NGO’s, however we do list this achievement among the review’s recommendations as an effective goal for other Extension systems.

Some coordinators suggest that facilitating a single conversation for a landowning family considering transition is an effective service in itself. The aim of the conversation is to “catalyze,” “nudge,” “push the family to actually do something.” “The facilitator has got to be someone who can get the feelings out on the table instead of just the facts. This facilitator has to be able to bridge the emotional and financial.” Worth noting is that people recommending this course of action tend to be facilitators themselves trained in Holistic Planned Management.

Others say that it is necessary to provide more than a single facilitation conversation. “The facilitator is not just a one-meeting kind of thing. You have to keep with it. You have to have it evolve. You have to bring in the experts when needed.” However, coordinators tended to view the high level of need for case management as impossible to meet. More specifically, difficult to fund over time, notwithstanding the precedent in Iowa. Some coordinators instead recommend an indirect strategy as a practicable next step. Their suggestion was to deliver educational interventions to the several types of professionals who advise farm/ranch owners on a regular basis. Top of the list due to frequency of conversation with owners are lenders, tax preparers, and other CPA’s / financial planners. Secondary: lawyers. A related suggestion is to cross-train Extension educators in non-family farm transfer. (Certainly other categories of effective farmer-advisors could be considered, though leaders of reviewed programs did not mention them, for example input dealers). The purpose of these educational programs would be to teach farm owners’ advisors about transfer alternatives to selling on the open market - alternatives that can create a farming opportunity for a beginner and pass along a meaningful legacy for the farm owning family.

Because educating farmers’ advisors was also a recommendation of previous SARE research in the Northwest (EW01-013), the review did ask whether programs deliver educational outreach to farmers’ advisors about potential opportunities for farm transfers. 23

programs responded to this item. Five of them (23%) do offer events for advisors, sometimes providing continuing education credits to the various professions. This is an area for programs to further develop.

Recommendations

- As an alternative to direct case management / facilitation, deliver targeted educational interventions about farm/ranch transfer alternatives to such landowner *advisors* as tax preparers, accountants, lawyers, financial planners
- Offer continuing education credits at these trainings
- Cross-train Extension educators in opportunities for non-family transfer
- Land grant systems should initiate permanent funding lines for farm transfer advisors

Section 4. Comparison of owners and seekers

One critique of linking programs that we expected to hear is that seeker demand for linking services is far higher than that of owners. A second critique we expected is that most seekers are looking for a small specialty crop farm, and not a broadacre commodity farm. Project advisors had identified these types of incompatibility between owners and seekers, so we asked about them. We also explored the programs' impressions of how the owners and seekers they work with view models for land transfer that are alternative to a straight, "turn-key" owner-seeker sales. Here is what we found among this set of programs.

Seeker participation is generally higher than landowner participation. However, taken as a group, these programs do not demonstrate the wide imbalance between seeker interest (high) and owner interest (low) that many individual programs do experience (as high as 20 to 1). This may be attributable to a few things. One, the number of programs that serve beginning commodity producers, whose agricultural models would generally match those of existing landowners, compared to aspiring non-commodity producers. We estimate that eleven of the programs reviewed (38%) principally serve commodity producers, as opposed to non-commodity. This is depicted in Table 8. Two, the programs with mentoring services would entail a one-to-one match (16 programs or 53% of those reviewed). So while some programs report a high ratio of seeker to owner participation, as a group the median number of participants is 43 seekers and 38 owners (ratio of 1.1 to 1). Among the subset of programs that offer a listing, linking, matching, or tax credit service to connect non-related owners and seekers (67% of the sample of programs reviewed), the median ratio is a bit higher, 68 seekers to 42 owners (ratio of 1.6 to 1). Owners participating in the programs reviewed are three times more likely to be operators than non-operators.

Table 8. Type of beginning farmer served and general program characteristics	Number / % of programs reviewed
<u>Beginning commodity producers</u> <ul style="list-style-type: none"> ● State beginning farmer tax credit programs ● Plains states ranching / Grazing Lands Coalitions ● Community college agriculture programs ● Linking programs at large institutions, such as state departments of agriculture, Extension systems, farm bureaus 	11 / 38%
<u>Beginning non-commodity producers</u> <ul style="list-style-type: none"> ● NGO's ● Beginning farmer training programs ● BFRDP grantees ● Farm incubators ● Certified organic producers ● Land conservancies 	11 / 38%
<u>Both commodity and non-commodity producers</u> <ul style="list-style-type: none"> ● Dairy farming training programs ● Larger listing programs (with several hundred listings (from 640 to 1,200 in this study)) 	7 / 24%

Acreage

18 programs responded to an item comparing the farm sizes that owners are offering to the farm sizes seekers want. Ten of these programs report differences between what owners have and seekers need. Three of these actually say that seekers need *bigger* farms than what owners are offering. All three of these programs serve commodity producers (two linking programs and one tax credit). The other programs report seekers needing smaller tracts than owners offer. Overall, owners and seekers tracked pretty similarly in amounts of land offered and sought, See Appendix.

Product mix

23 programs filled out an item comparing what their owner participants produce to what seekers aim to produce. Only two programs report no differences, one ranching program and one that serves commodity producers. The other programs report row crops, hay, dairy, and beef production generally being higher among owners while seekers have more interest in specialty crops and pastured poultry/hogs, although the differences are not wide.

Alternative models of farm/ranch transfer

The questionnaire asked program leaders how the owners and seekers they work with generally view various models for transferring and accessing land. Responses from 29 programs indicate that seekers and owners track pretty well together, as indicated in a chart in the Appendix. The one area where seekers and owners diverge is that seekers are more interested in buying land

than owners are in selling. Between the two options the questionnaire provided for seekers acquiring ownership of land (“lease-to-own” and “buying-selling”), 16 programs (55%) report observing owners having less interest in selling land assets than seekers have in buying.

Section 5. Increasing landowner participation

“We were not getting the hundreds of beginners on the ground every year that we wanted. I don’t know how that happens, but that should be the goal. I think that landowners are a bottleneck in getting that to happen.” - Coordinator of one ended program

Recognizing that a transition to a beginner/seeker will only be a priority for a particular subset of landowners - those who want their operation to continue as an ongoing business or who seek a particular future for their land - program leaders still see a potential for much more owner involvement in their programs. Their recommendations to drive owner participation always include program publicity/marketing, a constant need. One state tax credit program incentivizes staff to publicize the program by tying compensation to revenue the program earns through application fees and closing costs on financing.

Additional programmatic strategies suggested are two. One we’re calling “indirect educational interventions” (discussed above in Section 3). The logic is this: owners without a family successor are not aware of options for transfer beyond selling/renting assets on the free market. Program leaders furthermore observe that the **advisors** that farm owners consult on a regular annual basis (or more) are similarly unaware. Teaching hired advisors about opportunities owners have to transition to a beginner will get the information to many farm/ranch owners. Categories of “agri-fessionals” whose education may pay off most are identified as lenders, tax preparers, and other CPA’s. A related concept is to cross-train other established networks of advisors, for example Extension educators, in non-family transfer opportunities. The other programmatic element that leaders find to be very valuable for owners in particular is serving as a mentor, covered later in this section.

An exception to the pattern of programs suffering from low landowner participation is found in community college training programs. The two community college programs reviewed (both at the same institution) report the opposite. “On an annual basis we have more internship opportunities than we have interns to go to. That has been the case every summer for six years. That follows along with jobs as well.” Granted, the high demand from landowners from this program’s interns gets to a tension that some coordinators observed: the difference between an owner wanting an employee and an owner finding a prospective successor. Says one case manager, “If this farmer is saying, ‘I need some extra help out here,’ I’ll tell him, ‘Well, I’m not a job recruiter. I’m not gonna be a placement officer. You have to commit to wanting your business to go into the future 5, 10, 15, 20 years, and that your children, your heirs that don’t want to farm, are willing to work with the next generation.’”

The community college programs combat this tension by informing prospective employers that their objective is to prepare students to go beyond employment as hired hands to instead achieve *ownership* positions in agriculture. Their training explicitly frames interning, and jobs, as a first phase of a potential transition relationship. Some of their 30 graduating

students per year have gone on to succeed into someone else's operation. This sequence that this program has experienced speaks to the emphasis several program coordinators placed on the value that a seeker-owner pairing can build from a modest early relationship. Here we focus on two routes to phase-in that they recommended. One, mentoring. Two, starting small by stacking an enterprise onto someone's operation.

Farm transfer phase-in

As they reflected on the perspectives of farm/ranch owners, coordinators were sympathetic to the prospect of retiring from farming or ranching. They were sympathetic to the prospect of retiring at all from a consuming vocation that marries place with purpose, and were keenly aware of the need for financial security: "Who's going to feed us applesauce in our old age if we sell the farm to this young family on a reduced rate?" They were also sympathetic to the risk inherent in working with an unproven beginner. Some coordinators suggested ways programs can assist with the "top end" of the transition. The clearest suggestions endorsed mentoring services, finding that serving as a mentor assists owners in approaching retirement and potentially handing on an operation.

Transitioning into retirement: service as a mentor

Coordinators of mentoring programs surprised us by focusing their comments in interviews on how *mentors* prosper from a mentoring format. (We would have expected a focus on the beginning farmer mentees). Coordinators specifically observe service as a mentor to be a very valuable aspect of later career farming/ranching. The mentor role helps to prepare farmers/ranchers for transitioning on their operation by formally moving a farmer/rancher into an advisory role. "A consulting role, speaking, giving tours - graduating into something higher than they've done before. Taking experience on their ranch and carrying it to multiple." Mentoring provides an avenue to "focus on the area of the work most excited about. That makes succession on the top end easier to flow, and makes it easier on the opposite end of the spectrum for transitioning in."

On the other end of the relationship, mentoring program coordinators are clear that mentees need to earn the right to a mentor by being sufficiently experienced in farming. That way, "the mentor really feels that their more sophisticated knowledge is being well used."

One program has begun to explicitly recruit younger mentors, ranchers in their thirties as opposed to only mentors who have thirty years of experience. One reason for this is that mentors who are earlier on in their careers help in developing "a dialogue about 'what does succession look like?'"

Not to paint a unanimously rosy picture of mentoring programs, one coordinator did express frustration with turning owners into good mentors: "The issue that has not worked is recruiting ranchers who meet our criteria for conservation and good work to become mentors. We have a lot of good ranchers around, but if I may speak frankly, damn few of them will take the time to work with a student and teach him." Perhaps one snag for this program is that its mentees are truer beginners, high school students, than the higher-level mentees other programs have found to fit best.

One further comment collected on what mentoring can do for mentors, and for all involved: “The older generation - the experiences that they have, the knowledge that they have about running farms - the only way to get that out of them is to have them mentor the next generation.”

Starting small: enterprise stacking

Some coordinators observe that a potential transition relationship can begin when a farm seeker adds an enterprise onto someone else’s existing farm. Examples of enterprise “stacking” would include an aspiring farmer starting a market garden on one piece of an established farm, raising mushrooms in someone’s barn, or finishing out part of a beef herd for value-added direct marketing. The notion is that over time, the relationship between seeker and owner can build from modest original expectations. A foundation is formed for additional steps toward a transition partnership. However, other program leaders expressed skepticism about the actual success of this approach. Program leaders’ questionnaire responses ranked seekers’ as well as owners’ interest in enterprise stacking as low for each group. Several obstacles were mentioned in interviews. One was that this long-term work-in model may be more realistic within family than with non-family. Another was that, in practice, this model of collaboration can be more messy and complicated than it may seem, since for an owner it involves having someone else on your land, with their stuff, at all hours, potentially maintaining the place differently than you would like. It takes a certain personality to welcome this model.

Recommendations to increase landowner participation

- Sustain investments in program publicity and promotion so that landowners know what opportunities exist
- Start a mentoring program as one way to assist landowners with transitioning into retirement
- Encourage relationship-building by enterprise stacking
- Explore alternative land ownership/leasing/land trusts/community foundations currently operating in your state or other states. Some of these offer mentoring programs/training for beginning farmers and/or land ownership opportunities for beginners

Section 6. Tax credits / financial assistance / policy solutions

“Anything you can do to make it work financially alleviates the deviation between financial and other values.” - Program leader

This region presents a few tax incentive programs that aim to attract owners to a collaboration with a qualifying beginning farmer. These financial incentives include state tax credits in Iowa and Nebraska. Minnesota joins these states in 2018. At the federal level, a Beginning Farm Bond operates in several states of the NCR. This federal tax exemption for interest income earned from agreements with qualifying beginners is an option in Illinois, Iowa, Minnesota, Nebraska, and the Dakotas at the present time. Thus far, these state and federal tax credits are generally geared to support beginners who are from agricultural backgrounds, preparing for commodity production, and working into affording to become an owner. They do attract participation. “State tax credit programs are a great incentive because there’s a big chunk of money involved.” About 3,000 unique asset owners have participated in the Iowa and Nebraska tax credits.

Some push-back we heard on the tax incentives is that they are no substitute for good planning; they’re not a starting place. Rather, family goals, or “what matters most” to a family is the first thing to clarify. (Noting that some coordinators also find value in families being explicit about what matters *less*, in addition to what matters most - owners getting specific about how they are willing to bend, be flexible, accommodate). Family communications are still the starting place. Potential tax credits then “become very important, but those might be step three or step eight.” “The tax credits get people’s attention. If they have the strings attached to do planning, then they can get people moving in that direction.” They do have strings attached - requirements of owners and beginners alike. Requirements such as taking a farm financial course for college credit, attending succession trainings, and/or producing a written, legally binding succession plan.

According to the people who run them, the state tax credits effectively precipitate an agreement with a beginner: “The tax credit gave the owners that extra buffer to help those beginners.” Following up with the beginners who have participated showed the Nebraska tax credit program a consensus that “had it not been for the requirement of the three-year lease, I wouldn’t have been still farming today because that gave me the opportunity to get stable or to grow my operation.” 85% of the Nebraska tax credit’s beginning farmer graduates are still farming the same ground that they entered the program with - the 3-year lease that satisfied the program grew longer. Programs report that owners sometimes charge lower rents, knowing they will make up the difference in tax credit.

Observers also endorse the tax credit programs for reasons other than financial. Because these programs express a tangible endorsement of beginning farmers, they convey support for incoming farmers. The tax credits’ existence and marketing compound value by validating the importance of bringing on a new generation of farmers and ranchers. “They send a message to landowners that this is something the state encourages. And they send a

message to beginners that they are valued by the state and are encouraged to get into farming. The publicity end of that is at least as important as the actual cash that changes hands.”

Recommendations related to policy solutions

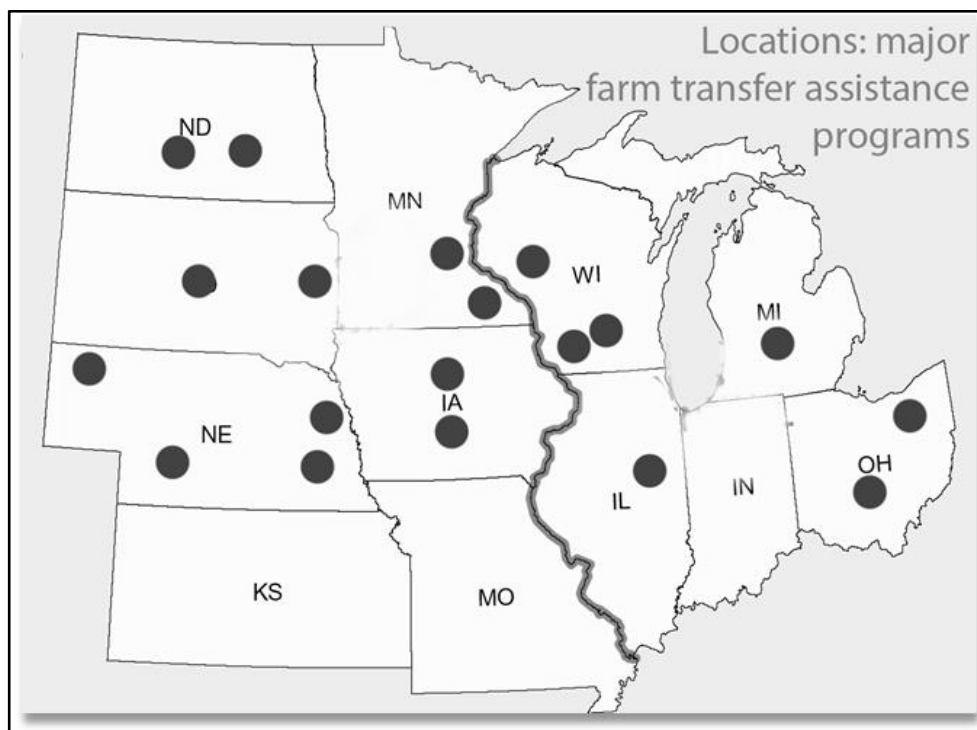
- Research beginning farmer state tax credit programs to determine what steps your state can take to pursue a similar program
- Take steps to bring the federal Beginning Farm Bond to your state
- Publicize state and federal tax incentives

Appendices

Appendix 1. Methods and Characteristics of Programs Assessed and their Participants

Twenty nine programs filled out a questionnaire and participated in an interview. The programs were diverse, selected due to location in the North Central Region and a focus connecting senior farm owners to unrelated farm seekers - whether that be for a transfer of property, business, livestock, equipment, and/or knowledge. Many of the programs placed a focus on assisting farm seekers or “beginners,” many of their programmatic approaches involved mentoring.

The assessment aimed to gather these programs’ best practices, lessons learned by their years of experience “linking” farm seekers and farm owners to facilitate non-kin transfer between generations. Distill these best practices into report-backs to the programs themselves, to the funder, USDA-SARE, and to the states of the study’s two lead research groups, Kansas and Indiana, two of very few states that have yet to take action to assist institutionally with non-family farm transfer.



Next steps in the project: analyse interviews with farm/ranch owners likely to transfer to a non-kin successor; analyse questionnaire responses from farm owners and farm seekers in the NCR; interview additional national experts in linking programs.

The interviews produced a diversity of perspectives perhaps due to variation among the programs - their settings, objectives and services. Several of the programs assessed are set up as beginning farmer programs. Programs that target beginners generally divide into two camps. One camp: beginners aiming for broadacre commodity feed grain production or commodity livestock production - typically these incoming farmers are from a farming background but their family operations have no land to spare. These seekers may be experienced but still need to develop an ability to afford farming. The other camp: full beginners from off-farm backgrounds, oftentimes preparing for non-commodity production (specialty crop, added value and/or direct marketing).

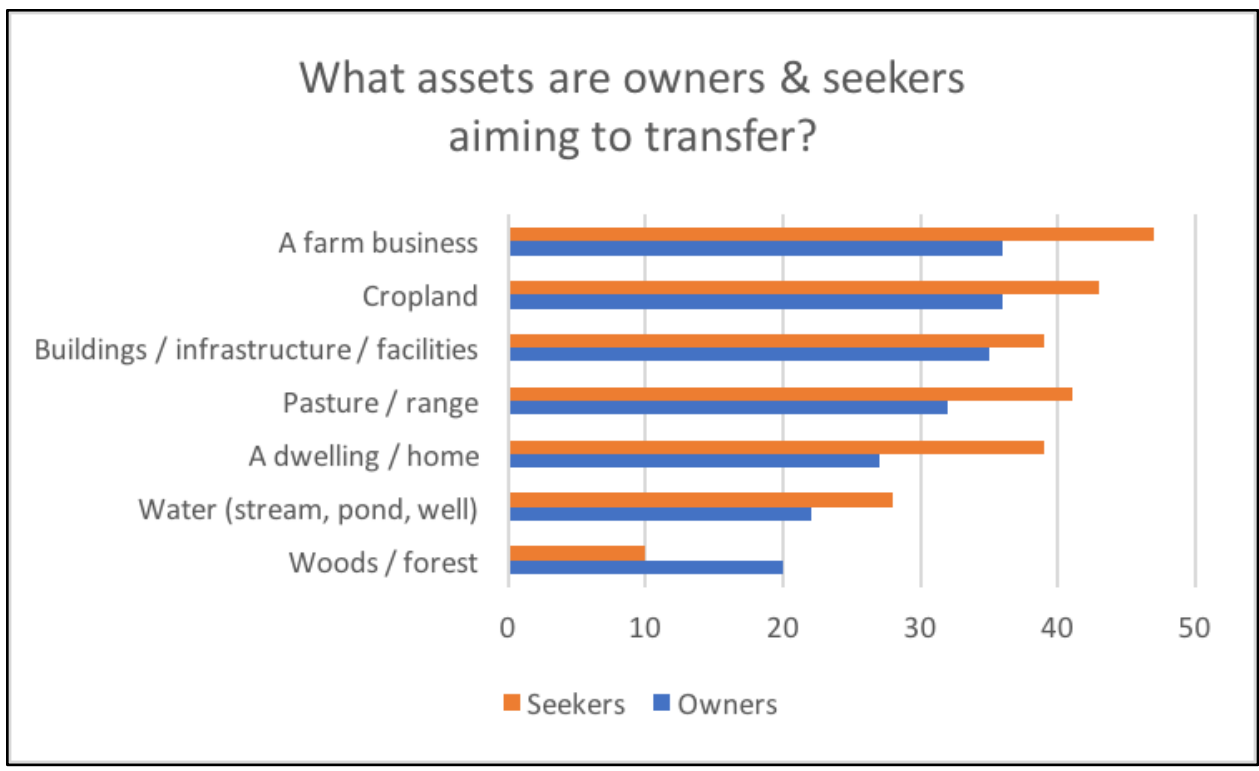
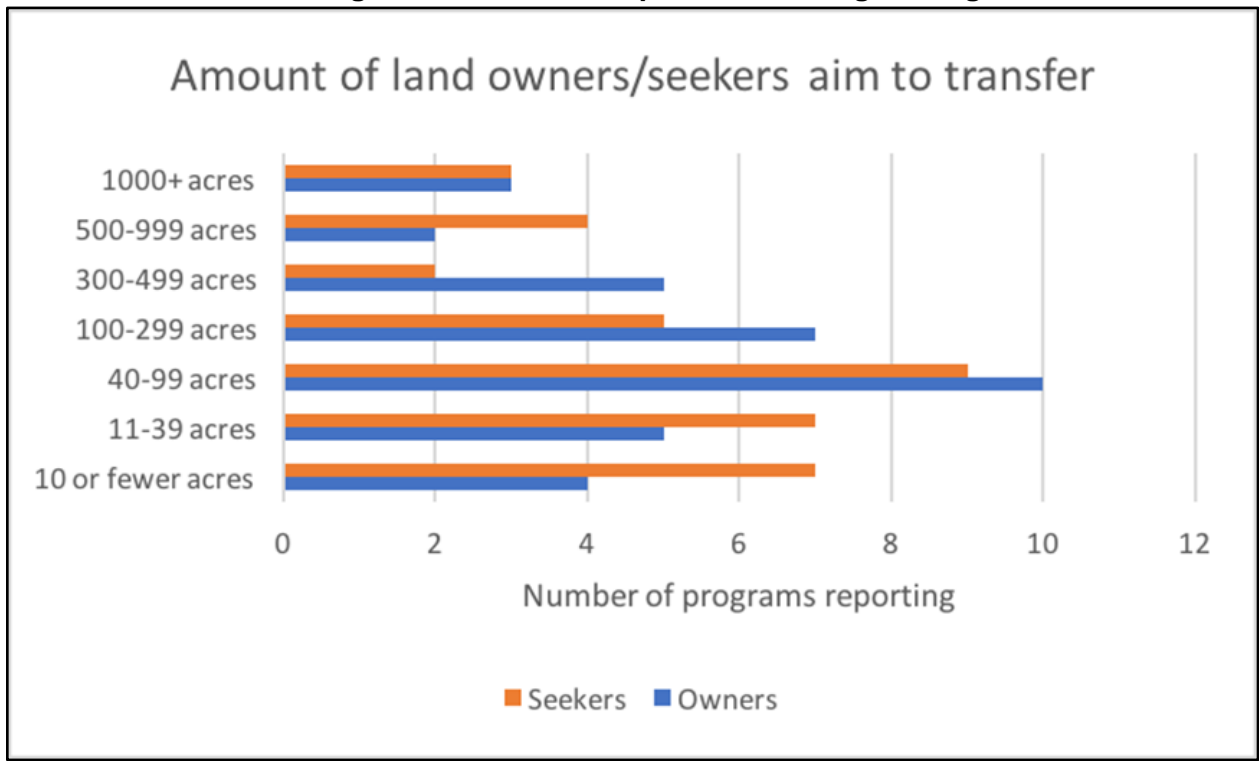
Some programs are explicit about aiming to serve both sets of aspiring farmers and ranchers: *"We have beginning farmers that are on a half acre in an urban area and then that are corn and soybeans on several hundred acres, and so we want this to be useful for all of them."*

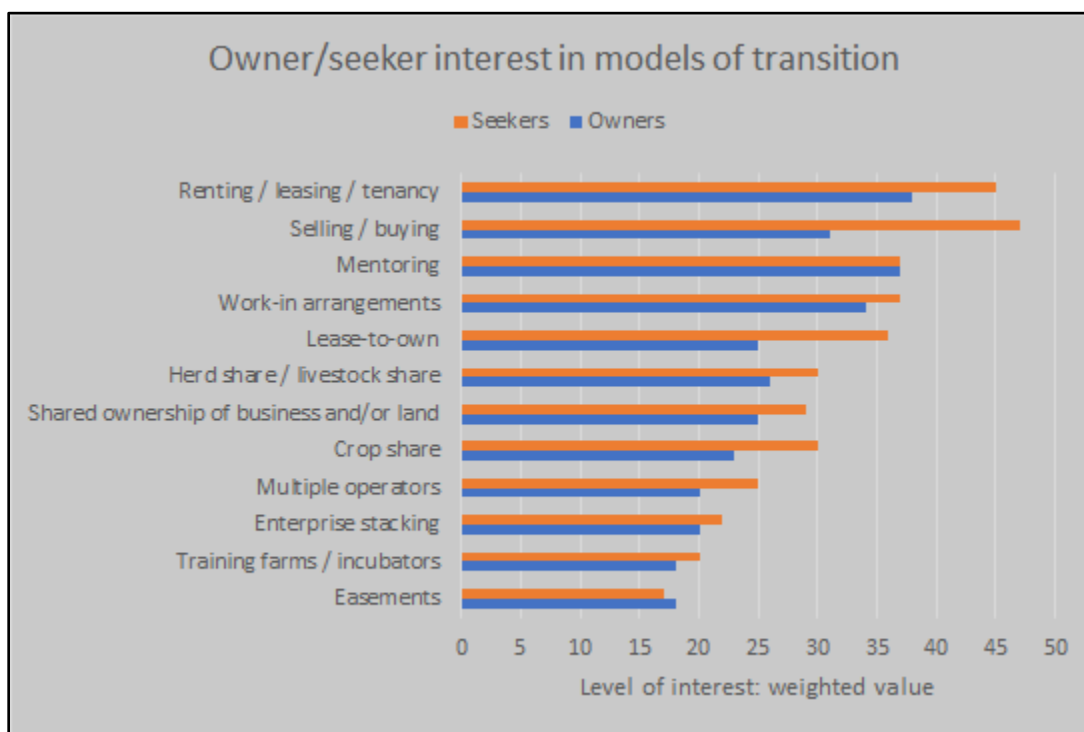
Comparison of seekers and owners

Questionnaire responses yielded a comparison of owner and seeker characteristics. In general we found more similarity than we expected between owners and seekers. (A finding to take with a grain of salt given the diversity of programs participating). In general we expected numbers to skew more toward smaller acreage, specialty crop production for seekers. The responses do not demonstrate this, perhaps owing to the number of programs assessed that serve seekers who are aiming for commodity production. Particular agreement is found in:

- **Acreages** sought by seekers and "offered" by owners
- **Products** of owners' farms/ranches and the products seekers aim to raise. There is particular concordance in the categories of hay/fodder, beer, dairy, and hogs/poultry, whether indoors or pastured. We do find discordance in row crops and specialty crops, with seeker interest in specialty crops double that of owners, and owner production of row crops higher than interest among seekers.

This chart shows more agreement than we expected in acreages sought and offered:





Program effectiveness

Most effective program services (in order of weighted values according to prevalence and importance)		
Service provided	Weighted importance value	Ratio of “very important” to “moderately important”
Setting up mentoring between owners and learners/seekers	34	2.3
Owner and/or seeker listings	34	2.3
Presenting educational events	43	1.5
Providing tax benefits to owners and/or seekers	11	1.3
Individual consultation with owners	34	1.2
Presenting networking events	39	1.0

Providing information in print or online	47	0.9
Individual consultation with seekers	27	0.8

Table __. “Here is a list of steps that can go into a farm/ranch transition to a non-family successor. Please rank them in order of difficulty, with #1 being the most common obstacle to transitioning to a non-family successor, and so on” (n=14)		
Step-obstacle	Average rank	Median rank
Owners clarify their goals	2.6	2
Owners and seekers find each other	3.4	3
Seekers clarify their goals	3.9	4
Owners complete a succession plan to address farm/ranch viability for future generations	4.1	5
Owners prepare a feasible financial plan (e.g. financing retirement, anticipating capital gains taxes)	5.6	5
Seekers prepare a feasible financial plan	6.6	7
Owners and seekers make a lease agreement	8.5	8
Owners and seekers work through disagreements	8.5	9
Seekers access adequate financing	9.4	9
Owners secure retirement housing	10.6	10.5
Seekers build equity	10.6	11.5
Seekers secure farm/ranch housing	10.8	11
Owners and seekers share risk	11.7	12.5
Owners transfer actual decision-making / management for the farm/ranch	12.1	15
Owners earn / garner / make enough money from the transition	12.6	13.5

Appendix 2. Excellent unused interview quotations

Section 1. Tracking effectiveness of linking-style programs

- “How much time and effort do we put into knowing that over a 15 years span we had two matches? I felt really good about those, but that’s it.”
- “Setting the bar at transferring the farm intact is a very high bar to what our goals actually should be. In my mind, our goals should be more beginning farmers that aren’t directly related to an existing farm. We have to be figuring out how to get the non-farmers farming.”
- “The biggest challenge thus far is really showing success of the program.”
- “Often we’ll get that from beginners, “Well, how do I find an owner?” We just simply say, “Hey, start just selling yourself. Talk to anybody and everybody that you know to get the word out that this is what you want to do.”
- Ostlie: “Recordkeeping of each of the conversations and e-mails. That has been the largest challenge. Trying to remember who’s spoken with who and when they did that and that’s probably an area that we should have thought through more when we were developing the program. It was fine when we had 15 people that wanted this information, but now when we have got 85 participants on the beginning side it gets to be a bit more challenging.”

Section 2. How much facilitation to provide?

- “We can be the people to ask those hard questions. What do you want? What does it look like to you? Answer it as honestly as you can. Sometimes spouses will have a differing view on what they want it to look like.”
- Providing a follow-up consultation is essential. An outside neutral party to come in and say, “What have you done to further the succession plan?” And, if nothing, you have to be very blunt with them and say, “you’re going down the road of dissolution. You’re going to be like a divorce.”

Section 3. Increasing landowner participation. Recommendation: intervene with associated professionals

- “From what we have seen, there is not a retirement plan. The retirement plan is selling to the highest bidder. So part of it becomes getting into their minds early in their business cycle a transition program to whomever, whether it’s a transition to a family member or not. I think the vast majority has the mentality of selling to the highest bidder. It’s the 10% that think about keeping it in agriculture long term.”
- “There is a huge amount of need and very few services right now. That is partially because there are services that are needed that are many and multiple; everything from the initial getting the word out that such things exist, such things as unrelated people finding ways to transition land. Most people feel that they have no choice. That if they don’t have a blood relative wanting to take on the farm and make that part of a negotiation within the family, if they can’t do that, they see no option. Nobody tells them that there’s another option other than putting that land up for sale or putting it up for auction. And who’s buying it? Usually it’s somebody who’s just investing. People don’t

know they have a choice. And even when they go to their financial advisor or to their lawyer, the only option the lawyer knows of is to put it up for auction. So that's the only option the family is presented with. So, number one, get the word out. Reach people. Let them know there's options other than selling to the highest bidder."

- "There is this land. No one in your family is going to farm it. You have some options. There's a lot of young to middle-aged people right now who would like to farm. New farmers can't afford land because they haven't inherited it. But they could rent it from you or they could have other arrangements with you. Would you be interested in trying to make your land available to them? Is that something you'd be interested in pursuing? That's an option." A lot of creative options. There are a lot of options and you can do whatever is comfortable for you." A lot of people would like to do that. It would make them feel good to know that that farm would continue and support a new family. That is heartwarming to people. When you start talking specifics, people like up, the people who inherited the land or the elderly person or whatever. If they know that there is a person they could help, often they want to help them. If, of course, it meets their other financial needs. But usually it is not so simple as one person making a decision of what to do next with the farm. Usually it is this multi-family member decision that is sought.
- "The couple with the ownership has other potential heirs that would just as soon sell the farm for the highest value it would bring, as opposed to be vested in a transfer to a beginner. The couple may be very vested in the transfer but they have to bridge the dollars and cents gap and the emotional gap with their emotional desires. That transfer requires some give and take.
- Sometimes the couple doesn't have the same emotional desires. Sometimes one of them wants to give the money to the grandkids and the other one is vested in the land and wants to see to it that the land is nurtured."

Seekers outnumbering owners

- "For every owner we have five who are looking to transition in, to find a partner."
- "We had a bank of these people that we were trying to match up."
- "What we ran into was we had a significant number, 50+ people on the incoming side of the equation, people interested in getting into farming. On the outgoing side, we had very few folks that were interested in discussing the transition piece of their farm."
- "We had way too many young folks that were very specific. They knew the geography they wanted to be in, they knew the type of industry they wanted to be in, and we had very few matches on the other side."

Retirement and Mentoring

- "There has to be a readiness, meaning that there's enough foundational knowledge on the mentee's part, that the mentor really feels that their more sophisticated knowledge is being well used. If they have what I would call naive, real beginner questions, mentors are not interested in that." You don't just get a mentor right from the beginning. You earn a mentor. Because it's true that it has to be valued for what it really is, which is a unique opportunity for accelerated learning."

- “This mentoring program provides a platform for them to be active, actively learn, but not having to figure out when they’re going to have to sell the cattle, when to move the next pasture, now can focus on their area of interest. Their passion.”
- To owners: “what is one thing this year that you can hand the reins over on?”
- “It’s important that they don’t retire *from* something but that they retire *to* something.”
- “There are really two successions happening. Many times the older one is just as important because it needs to succeed *into* something.”

Starting small

- You’re really focusing on the wrong things if we’re trying to get complete ownership transfer of farm, land, equipment to a new farm. You get to that point by having that person who’s been gardening in the corner of the place for five years, who’s been there every summer, because more than likely besides doing their gardening and raising their chickens, they’re also helping the farmer out, fix the fence, use the equipment, learn about the equipment - that all is happening too.”
- Stacking - “getting more people involved in what you have.” “Adding a different perspective onto the farm.” “I’m using wasteland to get more income on the farm - high tunnel, farmers market, farm stand. A big example of that is a corral that hasn’t been used and is covered in weeds. Everybody is putting a high tunnel in a corral.

Section 4. Financial incentives

- “Federal capital gains tax situation is a major obstacle for landowners to consider working with beginners and a partial solution to that is to make some sort of adjustment in that so that landowners are not penalized for doing a deal with a beginner.” They have to pay all of the capital gains tax if they sell it to anybody other than a relative. If there were an incentive such as less tax for selling to a beginner, that by itself could open a lot of land for beginners to access.”
- “Helping farmers to think about their options, about what would be best for their business and their family regardless of taxes, that would be a help. Taxes are a major concern and a stumbling block for good planning.”

Appendix 3. Programs participating in the assessment

State	Program
IA	Iowa State Extension Beginning Farmer Center AgLink
IA	Iowa Finance Authority Beginning Farmer Tax Credit
IA	Practical Farmers of Iowa Find a Farmer
IL	The Land Connection
KS	Kansas Ranch Institute “Ranch and Range Management Internship”
MI	“Growing New CSA Farmers” - SARE farmer/rancher project
MI	Michigan Farm Bureau FarmLink
MI	Leelanau Conservancy Farmer to Farmer
MN	Land Stewardship Project
MN	Renewing the Countryside
MN	Minnesota Department of Agriculture Farm Link
ND	Dakota Prairies Resource Conservation & Development “Ranchers Mentoring Network”
ND	FARRMS - Foundation for Agricultural and Rural Resource Management and Sustainability
NE	Nebraska Grazing Lands Coalition “Developing Mentor Networks”
NE	University of Nebraska Panhandle Extension “Producer-Driven Education to Improve Biodiversity”
NE	Center for Rural Affairs Land Link
NE	Nebraska College of Technical Agriculture “Ownership Advantage” programs
NE	Nebraska Department of Agriculture Next Gen Beginning Farmer Tax Credit
OH	Innovative Farmers of Ohio “Wisdom in the Land”
OH	Ohio Ecological Food and Farm Association Begin Farming Program
OH	CountrySide Farm Link
SD	Dakota Rural Action Farmer Network and Beginning Farmer Training and Linking Project

SD	South Dakota Department of Agriculture Farm Link
WI	University of Wisconsin Center for Integrated Agricultural Systems Wisconsin School for Beginning Dairy Farmers
WI	MOSES - Midwest Organic and Sustainable Education Services Land Link Up
WI	Farley Farm Center Southern Wisconsin Land Link
WI	Dairy Grazing Apprenticeship
WI	Southwest Badger Resource Conservation and Development Council Grazing Broker