

# AG FOCUS



## WILL THERE BE WINTER FORAGE INJURY?

By Jodi Putman

The 2018 harvest of corn silage and grain was long and unusual for many. Disease set in fast and quality quickly diminished. Now many have been wondering what their winter forage injury will be? A warm and mild winter was predicted for 2019, and so far it has appeared to be accurate up until these recent cold fronts. With subzero temperatures occurring frequently this winter season, and limited snow accumulation, the risk for significant injury to new and established alfalfa fields may be high. There were several freeze/thaw cycles that went from cold, wet, and icy conditions to sunny and 50+ degrees which has caused a major concern of winterkill in some parts of western New York. Dormant alfalfa still respire, and oxygen is a key component for cellular respiration. When an area of an alfalfa field is covered in ice, the plants cannot take in oxygen, eventually resulting in death of the affected plants.

It is too early to tell if we are going to experience significant winter forage injury. We will only know the answer when fields break dormancy and the affected areas are evaluated. Being able to diagnose and manage winter damaged stands may help extend stand life and increase production. Let's briefly discuss how to diagnose and manage winter damaged alfalfa.

### Diagnosing Winter Injury

#### Slow Green Up

One of the most evident effects of winter injury is that stands are slow to green up. If other fields in the area are starting to grow and yours are still brown, it is time to check those stands

for injury.

#### Asymmetrical Growth

Buds for spring growth are formed during the previous fall. If parts of an alfalfa root are killed and others are not, only the living portion of the crown will give rise to new shoots resulting in a crown with shoots on only one side or asymmetrical growth.

#### Uneven Growth

During winter, some buds on a plant crown may be killed and others may not. The uninjured buds will start to grow early while the injured buds must be replaced by new buds formed in the spring. This results in shoots of different height on the same plant, with the shoots from buds formed in the spring being several inches shorter than the shoots arising from fall buds.

#### Root Problems

Perhaps the best way to diagnose winter injury is by digging up plants and examining roots. Healthy roots should be firm and white in color with little evidence of root rot. Winter injured roots have a gray, water soaked appearance and/ or brown discoloration due to root rot. If the root is soft and water can be easily squeezed from the root, it is most likely winter killed. If the root is still firm but showing signs of rot, it may still produce, depending on the extent of injury. Typically if over 50% of the root is damaged the plant will most likely die that year. If less than 50% is injured the plant will likely survive for 1 or maybe 2 years depending on management and subsequent winter.

#### **Managing Winter Injured Stands**

Winter injured stands require different

management than healthy stands if they are to stay in production for one or more seasons. If winter injury is evident consider the following:

#### Determine Yield Potential

Potential yield of an alfalfa stand may be estimated by determining the number of stems in a square foot area. Once stem numbers are determined use the following formula to calculate yield potential of that stand:

$$\text{Yield (tons/acre)} = (\text{Stems/ ft}^2 \times 0.1) + 0.38$$

Remember that formula predicts **potential yield** and that several other factors such as soil factors, nutrient deficiency, insects, disease etc... can affect the actual yield.

Density (Stems/ ft <sup>2</sup> )	Action
Over 55	Stem Density Not Limiting Yet
40-55	Stem Density Limiting Yield Potential
Under 40	Stem Density Severely Limiting Yield. Consider Replacing

#### **Allow Plants to Mature Longer Before Cutting:**

By allowing plants to mature to early, mid or even full bloom you are helping the plants restore needed carbohydrates for subsequent production. How long and during which cutting depends on the extent of winter injury. For severely injured stands, allow plants to go to nearly full bloom in first cut and to early flower in subse-

*(Continued on page 3)*

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# WHAT CUSTOMERS WANT

by Margaret Quaassdorff

In early February I traveled to Arizona to attend Phase I of the Class 11 Young Dairy Leaders Institute (YDLI), a three-phase program where participants ages 22-45 develop and retain essential leadership skills, apply those skills in real-life scenarios, and then focus on leadership as influence to benefit the dairy industry.

I arrived early to participate in a pre-conference tour at Danzeisen Dairy, a dairy and creamery, where they bottle their own milk and offer it in many groceries in the Phoenix, AZ area. Co-owner and General Manager of dairy operations, Kevin Danzeisen, gave us a tour of the processing plant, and we learned of the variety of flavors offered by the creamery, including Root Beer, and Arizona Orange. Milk is bottled in signature glass bottles with a \$2.00 deposit on every bottle of any size. We learned that the creamery partners with local professional sports teams and where their milk products are sold at the stadiums during games. Each team has a collector's bottle with their logo offered in the lineup of products.

Danzeisen Dairy's philosophy is, "We

take care of the cows, the cows take care of us", and they claim it is the most important element of success. When speaking with Kevin, he said that his focus is to provide a premium quality milk that "tastes great, like he remembers when he was young." He credits the exceptional taste of the dairy's milk to the top notch care of cows, proper handling of the milk from farm to store, and the glass bottles that serve as a perfect insulator to keep their milk ice-cold. In addition to bottled milk, the creamery offers butter, and butter-making classes at their Creamery Store, where you and your family can use the creamery's fresh milk and flavoring ingredients to make your own butter.

Furthermore, Danzeisen Dairy encourages visitors to join them on tours of the creamery where guests can see how they bottle milk "the old-fashioned way", and enjoy a farm experience feeding calves outside the creamery after the tour.

In asking Kevin about how his business has changed over the years, he said that

*(Continued on page 4)*



## WILL THERE BE WINTER FORAGE INJURY?

*(Continued from page 1)*

quent cuttings. This will give these stands the best chance at survival. Stands with less injury could be harvested somewhat earlier depending on the extent of injury. Stands with only mild injury could be allowed to go to 10 - 25% bloom at some time during the season. It may be best to choose second or third cutting with these stands as first cut is usually the highest quality or largest.

**Increase cutting height:** Increasing cutting height is particularly important when allowing plants to flower before cutting. At this point, new shoots may be forming at the base of the plant and it is

important not to remove them. It will further weaken the plant because it will then have to produce new ones.

**Fertilize:** It is important to adequately fertilize winter injured stands. Soil test and apply recommended fertilizer prior to first cutting if possible.

**Weed Control:** Herbicide application to control weed competition will help the stand by eliminating weeds which compete for moisture, light and nutrients.

**No Late Cutting:** Do not cut winter stands after September 1 to allow for the buildup of food reserves prior to winter.

## FOCUS POINTS...

### ...inside this issue

- 3** What Customers Want
- 5** Spring Grain Options
- 6** Economics of Producing Industrial Hemp
- 7** Is Safety a Priority on Your Farm?  
OSHA LEP Update
- 9** Ask Extension: How Do I Start a Farm?
- 10** Management & Mythology, Part I

(Continued from page 3)



while milk is their main focus, he cannot believe how successful the glass bottle idea has become, and that he has expanded his business to include bottling local juices as well. He said that the bottle return percentage is actually lower for the pints than it is for the larger bottles, because people seem to like to collect them, which he says has put him in the "glass bottle business", also.

What really struck me about the co-owner was his true investment in the quality and taste of the milk he was producing, and how the quality starts at the farm with the cows, and travels through the whole chain. It was clear that he cared that his customers have a fun experience and to truly be able to see where and how their milk was produced.

Overall, this dairy farm and creamery operation provided me with an eye-opening experience and some new ways to think about how NY dairy farmers and creameries can market to local customers. Hopefully it has sparked some ideas for you, too.

In addition, I would like to recommend the Young Dairy Leaders Institute program to others in our dairy community. The first phase of the program has already helped me grow into a more innovative thinker and effective leader in our dairy community. If you have any questions, or would like to know more about my experience during my YDLI process, please do not hesitate to reach out.



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Presenters:

Nancy Glazier, Small Farms & Livestock, NWNY  
and Dave Wilson, DVM, retired

Farm owners, employees, and any youth over 14 years of age are encouraged to become BQA certified. By attending this training level 1 certification will be received. Level 2 certification is earned by filing a signed Veterinarian Client/Patient Relationship (VCPR) form with the NYBC office following initial training.

This training is being offered for FREE, thanks to sponsorship from Finger Lakes Livestock Exchange, and will include meal and training resources. Pre-registration is required by March 11th. For further assistance or information please contact Allison, Finger Lakes Livestock at 585-394-1515 or email [fle83@yahoo.com](mailto:fle83@yahoo.com).



# DIDN'T GET ALL YOUR WINTER WHEAT PLANTED? – HERE ARE SOME SPRING GRAIN OPTIONS by Mike Stanyard

It was a rough fall to get all of your winter wheat acres planted. There were still a lot of soybeans out in the field and soil conditions were less than stellar for planting wheat. The NASS NY report on November 25 said that 82% of the wheat acres were planted and that 66% of those had emerged. Based on conversations with many growers, that number was high. Some farms did not get any planted!

I have been getting plenty of inquiries about planting a spring small grain on those open acres intended for wheat. The main concern has been getting a straw source. With reduced wheat acres, and the possibility of late planted acres not making it, straw could be harder to secure and prices higher. What spring grain choices do we have to replace wheat?

**Spring Wheat (soft and hard).** I have only seen spring wheat planted once in NWNy. It did not go that well. The yield went 35 bu/acre and powdery mildew loved it. Mark Sorrells, Cornell's small grains breeder, told me that the spring wheats are from western US and not well adapted to the northeast. He highly discouraged their planting as a winter wheat replacement.

**Spring Triticale.** I have never seen spring triticale, just winter varieties. Triticale is usually grown for forages but the grain makes good feed. I have spoken to two extension colleagues in NY who have tried spring triticale and were not impressed. It does not tiller as well as the winter varieties and the stand was weaker than expected. From some of my internet reading I have gleaned that it is more drought tolerant than other spring grains, is susceptible to ergot, and the straw is coarser than wheat. Like any spring grain, the earlier you plant it, the better the results. I know both Seedway and King's AgriSeeds have spring varieties available.

**Spring Barley.** I have heard good things about spring barley as an option. Feed barley has been grown successfully in the region for a long time both for the straw and a livestock feed source. If you have animals and need straw, this looks like a good option for you, relative to quality of straw and yields. For the past couple of years, barley straw has been sought after by pond owners as a way to keep down algae populations. This could be an additional market channel. Last year there were only about 8 thousand acres of barley planted in NY and about 25 percent of that was malting barley. Annual grasses can be a huge problem in spring grains and we have not had herbicides labeled to control them. Last year, Axial® herbicide from Syngenta received a NY label for annual grasses in barley and wheat. It is perfect if you have foxtail issues. **It will kill oats!**

**Spring Oats.** This would probably be a good choice if you have the bin space and a market for them. There were about 45 thousand acres of oats last year. NASS NY said the state average was 58 bu/acre but I know many claim to have fields that can yield closer to 100 bushels. There are grain and for-



age varieties. For grain varieties, look at Cornell's oat variety trial results at, <https://plbrgen.cals.cornell.edu/sites/plbrgen.cals.cornell.edu/files/shared/SG%20Summaries10Dec2018.pdf>. Oats are on page ten of the report.

Crown rust has been very prominent in oats the past couple of seasons. At this year's Soybean and Small Grains Congress, I showed some of Gary Bergstrom's rankings of crown rust susceptibility on some of our common oat varieties. One of our more popular varieties, Corral, was unfortunately very susceptible to crown rust while Hayden and Newdak were resistant. Take a look at Hayden, as it was the top yielder in the variety trial, and has good straw length.

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# ECONOMICS OF PRODUCING INDUSTRIAL HEMP IN NYS: PROJECTED COSTS AND RETURNS, 2019 BUDGETS by John Hanchar

For a detailed reporting of this work, please see the team's website: [nwnyteam.cce.cornell.edu](http://nwnyteam.cce.cornell.edu), click "Business", click "Economic Analysis". Also, see Cornell University's website focusing on industrial hemp production in New York, <https://hemp.cals.cornell.edu>.

## Industrial Hemp Production Budgets, New York, 2019

To make decisions regarding industrial hemp's place in their cropping systems, farm business owners can use information from 2019 industrial hemp budgets (Table 1).

Please note that budgets are projections, estimates of expected, future revenues, costs and returns. Presently, considerable uncertainty characterizes projected values of production and revenues. Farm business owners may not obtain projected prices and quantities due to uncertainties in evolving markets for industrial hemp end uses. Farm business owners should thoroughly investigate markets for their potential to sustain favorable economic performance at the farm level by working closely with potential buyers to best understand expected prices, quantities and marketing costs. Marketing considerations suggest that industrial hemp enterprises perhaps require relatively greater management input versus other crops.

### Notes:

- Reported totals may not equal the sum of individual items due to rounding.
- Expected value of hemp fiber production: \$0.10 per pound; expected value of hemp seed (grain) production: \$1.10 per pound
- Expected yield, hemp fiber production, fiber production and harvest only scenario: 3.97 tons per acre; expected yield, hemp fiber production, dual purpose fiber and seed (grain) production and harvest scenario: 1.24 tons per acre; expected yield, hemp seed (grain) production: 1,000 pounds per acre
- Revenues, costs and returns reflect expected 2019 price levels.
- Fertilizers & Lime costs reflect Cornell University agronomists' recommendations regarding N and Purdue University regarding phosphorus and potash.
- Seeds & Plants costs vary by scenario with respect to seeding rates, but are constant with respect to seed price per pound.
- Sprays & Other Crop Inputs include crop professional fees, machinery hire rent & lease, and others. Estimates reflect no spray inputs, since no pesticides are registered for use on industrial hemp in the United States.
- Labor costs reflect labor from hired and/ or family and/ or owner/operator sources.
- Machinery related variable and fixed costs per Lazarus. 2018. <z.umn.edu/machdata>
- This analysis excludes a charge for management inputs.

Budget Item	Hemp Fiber Production & Harvest	Hemp Seed (Grain) Production & Harvest	Hemp Fiber & Seed (Grain) Production & Harvest
		--- \$ per Acre ---	
<b>Value of Production</b>			
Fiber	794.00		248.00
Seed (Grain)		1,110.00	1,110.00
<b>Total Value</b>	794.00	1,110.00	1,358.00
<b>Costs of Production</b>			
<b>Variable Inputs</b>			
Fertilizers & Lime	81.60	81.60	81.60
Seeds & Plants	209.43	104.72	48.48
Sprays & Other Crop Inputs	17.67	62.35	39.61
Labor	37.41	15.23	46.05
<b>Repair &amp; Maintenance</b>			
Tractors	3.60	18.73	20.66
Equipment	13.63	13.24	23.35
Fuel & Lube	17.17	17.41	28.76
Interest on Operating Capital	9.51	7.83	7.21
<b>Variable Costs Total</b>	390.04	321.12	295.72
<b>Fixed Inputs</b>			
Tractors	23.16	40.18	52.84
Equipment	30.67	22.40	40.88
Land Charge	101.88	101.88	101.88
<b>Value of Operator &amp; Family Management</b>			
<b>Fixed Costs Total</b>	155.71	164.46	195.59
<b>Total Costs</b>	545.74	485.58	491.31
<b>Returns</b>			
<b>Return above Variable Costs</b>	403.96	788.88	1,062.28
<b>Return above Total Costs</b>	248.26	624.42	866.69

**Table 1.** Projected values of production, costs and returns by industrial hemp production scenario, dollars per acre, conventional tillage system, New York, 2019 budgets.

Questions? Comments? Contact John Hanchar [jjh6@cornell.edu](mailto:jjh6@cornell.edu).

# IS SAFETY A PRIORITY ON YOUR FARM?

by Libby Eiholzer

“We all have goals, and safety is necessary to achieve them.” Hard to argue with that statement, isn’t it? This was one of the opening comments made by Conrad Spangler during his talk on practical dairy farm safety implementation during the Operations Managers Conference held in Syracuse in January.

Spangler is a veterinarian working for Riverview, LLP, which owns and manages dairies in SD, MN, NE, AZ and NM. The company took a serious look at their safety program a number of years ago and decided to give it a major overhaul. Spangler’s talk offered practical suggestions for any farm business that wants to make safety a priority.

Spangler suggests that you first look at some of your farm’s safety statistics, notably the total recordable incident rate (injuries that must be recorded for OSHA) and the lost time incident rate. Any farm business should be able to calculate these numbers readily, and knowing where you stand gives you a great way to measure your progress going forward.

In order to ensure safety compliance, Spangler suggests starting a safety committee, looking into your state OSHA laws, training employees on safety, and analyzing your “Dairy Dozen” safety risks. At Riverview they focus on one of these safety risks per month. For information and checklists on each of the Dairy Dozen topics, download NYCAMH’s OSHA LEP Training Binder: <https://www.nycamh.org/resources/osha-ny-dairy-lep.php>.

Riverview’s approach to safety is more than OSHA compliance. Spangler discussed a practice that started at one of their farms and is now a daily routine on all of them. When employees arrive for their shift, they gather with their supervisor for a few minutes of informal talk about safety and a group stretching exercise. Spangler said that this routine started as a way to encourage discussion about anything safety-related, including new dangers or near misses. The

stretching portion has also had some unexpected benefits: it gives the supervisor the opportunity to interact with each employee at the beginning of the shift and see how they are doing. It is pretty hard to convince your supervisor that you are sober if you cannot perform some of the exercises that require balance and coordination!

In summary, Spangler shared Riverview’s “Safety Mindsets”, four principles meant to guide all farm employees.

1. Nothing we do is worth getting hurt.
2. All injuries can be prevented.
3. Safety is a process that we will manage. (Just like we manage reproduction or mastitis).
4. Safety is a condition of employment for everyone.

Do you agree with these mindsets? What areas of your farm’s safety program could be improved?

Don’t forget these great farm safety resources:

<http://www.nycamh.org/>

<http://umash.umn.edu/>

<https://fyi.extension.wisc.edu/agsafety/>



Riverview’s safety campaign includes a simple logo with a simple message. Source: <https://www.riverviewllp.com/core-values.html>

## NY OSHA LEP Has Renewed Message from the NY Dairy OSHA Team

In December, we reported that the NY Dairy OSHA LEP (Local Emphasis Program) would not be renewed, as that was our understanding based on communications with NY OSHA Staff. Today, we learned that the **NY Dairy LEP was renewed for an additional year** and is currently in effect. What that means is that the unannounced inspections can still take place for dairy farms with more than 10 employees. The LEP can be renewed beyond 2019 in yearly increments again if OSHA deems that necessary. OSHA is working on an updated webinar which will be available mid-March.

We advise all farms with more than 10 employees to review your safety programs and make sure you are up to date on safety training, have all of your Safety Data Sheets (SDS), and reach out to your resources like NYCAMH and others to schedule any safety trainings you need to meet compliance.

We have also reached out to NMPF to ask when the safety program they are designing will be released. We will send another update when we have more information.

The directive is posted on the US Department of Labor OSHA website:

<https://www.osha.gov/enforcement/directives/2019-03>

## Upcoming Webinars

March 11, 2019, 1:00 p.m.

"This award-winning herd talks about reproductive strategies"

Dairy producer Brian Schilling and B.J. Jones, D.V.M.

<https://hoards.com/flex-309-Webinars.html>

March 12, 2019 - 8:30 a.m. to 10:00 a.m.

Hot Weather Comfort: Cows.

John Tyson and Dan McFarland (Penn State)

<https://extension.psu.edu/technology-tuesdays>

March 11, 2019, 1:00 p.m.

Manejo de Mastitis con Enfasis en el Entrenamiento del Personal (Spanish)

Detection and Management of Mastitis with Emphasis on Staff Training

<https://extension.psu.edu/manejo-de-mastitis-con-enfasis-en-el-entrenamiento-del-personal>

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# ASK EXTENSION: HOW DO I START A FARM?

By Nancy Glazier

This is a question I frequently get. There is continuing growth of the small, or backyard, operations. Many are looking at their backyards or small acreages as their “de-stressers” from the corporate world. Or, maybe it is time for some diversification. Whatever the reason, thought and planning need to go into a farm start-up. Most requests I receive are production-related questions. This article will take a different approach, one that really needs to be addressed first: the “Brainstorming/Assessment” phase. This is not a size-specific article! **All farms should have a strategy before starting a new enterprise or diversifying.**

## INVENTORY YOUR GOALS, SKILLS, RESOURCES

*Why do you want to get into farming?* It is not a negative question, but an honest answer is needed. What resources do you currently have available? Equipment, land, skills, knowledge. Remember, this is a business. What are your weaknesses and how do you improve them? Consider your soil types as this should help frame your crop. The website “Web Soil Survey” can help you find them, <https://websoilsurvey.sc.egov.usda.gov>.

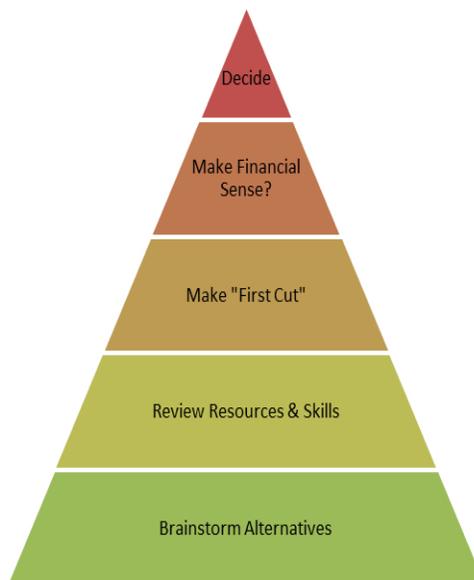
## MARKETING WHAT YOU PRODUCE

Your farm enterprise should be treated like a business. Like it or not, you will be a salesperson and need to toot your own horn. How soon do you want to sell your product? If your product is livestock for food, how soon will the animals reach a marketable weight? The big question: What sets you apart from the rest of the producers of your product: natural, grass-fed, local, etc.? If you decide not to sell directly to consumers, maybe you would prefer marketing wholesale. You still need to find markets. Be careful of putting all your eggs in one basket- keep options open.

## EVALUATING LAND AND FACILITIES FOR YOUR ENTERPRISE

What breed and how many animals? Do I really need a barn? Smaller livestock reach mature size more quickly, and bigger livestock require a bigger area! For example, pastured poultry turn-around time can be 8 weeks – start to finish. Will you do your own slaughtering? Where will you have them processed if not on-site? Figure that out first!

## MAKING A DECISION



Look at this as climbing a pyramid. Brainstorm some ideas; make some lists based on the first 3 questions. Talk to some experienced producers to get some advice. Can you make money with the enterprise? Develop the short list. Maybe it will evolve as you progress with this process!

## GOOD STEWARDSHIP IS GOOD BUSINESS

This step should be a no-brainer. Save your money and headaches and do it right from the start. Protect your land, water and air. Contact your local Soil & Water Conservation District (SWCD) or

Natural Resources Conservation Service (NRCS) for assistance.

## WHAT WILL IT TAKE TO BE PROFITABLE?

Do you know your costs? You need to meet your input (variable) costs and ownership (fixed) costs to break even. Input costs can be feed, fertilizer, seed, gas, labor (your time is worth something); ownership costs include depreciation, interest, repairs and taxes.

## REGULATIONS, TAXES AND LEGAL ISSUES

This is a biggie! Consider business structure, taxes, agriculture district laws, insurance and zoning to list a few. Some towns are more restrictive, so check things out.

The search for resources can be overwhelming. An excellent resource to help you get started is the Cornell Small Farms program. There is a series of worksheets to help you through this process. <http://smallfarms.cornell.edu/plan-your-farm/worksheets/>. These worksheets will help you before the business planning and help develop the plan. Let me know if you need some help.



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# MANAGEMENT AND MYTHOLOGY – PART I

By Timothy X. Terry - Harvest New York

SIMPLY PUT, HOW YOU REGARD PEOPLE AND HOW THEY SEE THEMSELVES CAN MAKE A HUGE DIFFERENCE IN THE SUCCESS OR FAILURE OF THE EMPLOYEE AND YOUR BUSINESS.

How many of you remember the Classical Mythology unit in your high school English class? Do you remember a character named Pygmalion? How about Galatea? For those of you still scratching your heads here's a quick recap: Disinterested in the immoral women of Cyprus in that day, Pygmalion carved his ideal woman out of ivory. The statue was so beautiful and realistic that he fell in love with his "ivory girl" (apologies to Procter & Gamble). One day he laid an offering at the altar of Aphrodite (goddess of love). Upon returning home he kissed the statue and the lips felt warm. He kissed her again and the statue came to life – Aphrodite had granted him his secret wish. She was later named Galatea.

So what's this have to do with management? There are two complementary phenomena in human resource management called the Pygmalion and Galatea Effects. This might make more sense as: The Power of Manager's Expectations and The Power of Self-expectations, respectively. Simply put, how you regard people and how they see themselves can make a huge difference in the success or failure of the employee AND your business.

These effects were first identified while measuring the impact of expectations on elementary students. "If a teacher believes a child is slow, the child will come to believe that, too, and will indeed learn slowly. The lucky child who strikes a teacher as bright also picks up on that expectation and will rise to fulfill it."<sup>1</sup>

Turns out this is just as true in the adult workplace as the elementary classroom. If a manager manages his/her crew as capable and competent they will consistently outperform a similarly talented group whose manager has a less positive regard for his staff.

## **Manager = Pygmalion**

This phenomenon has been widely researched and documented. This *Power of Manager's Expectation* can be summarized as follows:

1. "What managers expect of subordinates and the way they treat them largely determines their performance and career progress.
2. A unique characteristic of superior managers is the ability

to create high performance expectations that subordinates fulfill.

3. Less effective managers fail to develop similar expectations, and as a consequence, the productivity of their subordinates suffers.
4. Subordinates, more often than not, appear to do what they believe they are expected to do."<sup>1</sup>

Livingston uses a real-life case study to prove these effects. In the early 1960's a large insurance firm reorganized its sales staff reporting to one of its district offices into high, average, and low producers, each group led by a high, average, and low performing manager, respectively.

"Shortly after this selection had been made, the people in the agency began referring to this select group as a 'super-staff' because of their high esprit de corps in operating so well as a unit. Their production efforts over the first 12 weeks far surpassed our most optimistic expectations . . . proving that groups of people of sound ability can be motivated beyond their apparently normal productive capacities when the problems created by the poor producers are eliminated from the operation."<sup>1</sup> (#Pareto Principle or 80/20 rule)

The average group, however, proved to be a bit of a surprise. While they did not achieve the volume of business of the high group, their annual growth outpaced the high group. It was later determined that this was a result of the manager refusing to be classed as merely "average" and communicating the same values to her sales staff. (See bullet points 1, 2, & 4)

Moreover, it has been shown that a new employee's first manager has the greatest influence – not only on their tenure with the company but on their career as a whole. In a large telecommunications firm, for example, new employees were tracked for the first year and then for the four following years. Those who worked under good managers who helped them develop the necessary job skills performed better, had more opportunities for advancement and professional growth, and longer tenures with the company. Conversely, those newbies under managers unwilling to develop their job skills had poorer self-images, negative attitudes toward their jobs, and a higher attrition rate as they frequently left for "greener pastures" with more opportunities. I have seen this played out many times where an employee leaves a farm only to flourish at a neighboring farm or even a different enterprise within the same farm.

Granted, there may be many other factors that contribute to an employee's success or failure, including the farm's culture, their level of education, family life, and employee relationships. "However, positive supervision is one of the key factors that will keep good employees on the job."<sup>2</sup>

(Continued on page 11)

(Continued from page 10)

### Employee = Galatea

Likewise, “Even more powerful than the Pygmalion effect, the Galatea effect is a compelling factor in employee performance. The manager who can assist employees to believe in themselves and in their efficacy has harnessed a powerful performance improvement tool.”<sup>2</sup>

In practice you might recognize this as Self-fulfilling Prophecy. In other words, an individual’s opinion of their abilities and odds of success will determine their level of performance – if they believe they can do it, they most likely will. As Zig Ziglar once said, “Your attitude, not your aptitude, will determine your altitude”.

Next Month: I’ll give you some ideas for cultivating that Galatea effect.

<sup>1</sup>J. Sterling Livingston, “Pygmalion in Management”, *Harvard Business Review* (January 2003), [pygmalion-in-management link](#).

<sup>2</sup>Susan M. Heathfield, “The 2 Most important Management Secrets: Pygmalion and Galatea Effects”, *The Balance Careers* (July 2018), [pygmalion-and-galatea-effects link](#).

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### What 2018 Means for 2019 What We’ve Learned

March 20th, 2019 - 9:00am - 3:00pm  
American Legion Post 402  
102 N Main St., Wayland, NY 14572

#### PPA - COURSE AGENDA

**9:00-9:50: Registration, Display, Refreshments**

**10:00-11:00: Gary Bergstrom, Professor of Plant Pathology, Cornell University.** Gary will talk about this past year’s weather challenges and what it means for 2019. He will cover corn, soybeans and wheat, specifically discussing their diseases and what you can be aware of next season.

**11:00-Noon: Daniel Digiacomandrea, “Danny D”, Northeast Bayer Tech Sales Specialist,** Danny will talk about his line of crop protection materials for corn, potatoes, soybeans, wheat and his line of defense for growers in 2019. He will also discuss seed treatments and specialty products.

**12:00-1:00: Buffet Style Lunch and Door Prizes**

**1:00-3:00: Jeffrey Phillips, (Monsanto) Bayer Account Manager, Crop Protection Division,** Jeffrey will talk about Round-Up Power Max. He will discuss the product, its use rates and the timing of application. He’ll also cover the use of water conditioners and surfactants. Jeff will discuss the 2019 TUG (Technology Use Guide). He’ll explain the legal situations with Monsanto lawsuits and discuss the Monsanto/Bayer merger.

**3:00: Meeting adjourned, DEC Certificates**

**This program is awaiting (4) NYS-DEC points.**

**Please RSVP by March 11<sup>th</sup>!**

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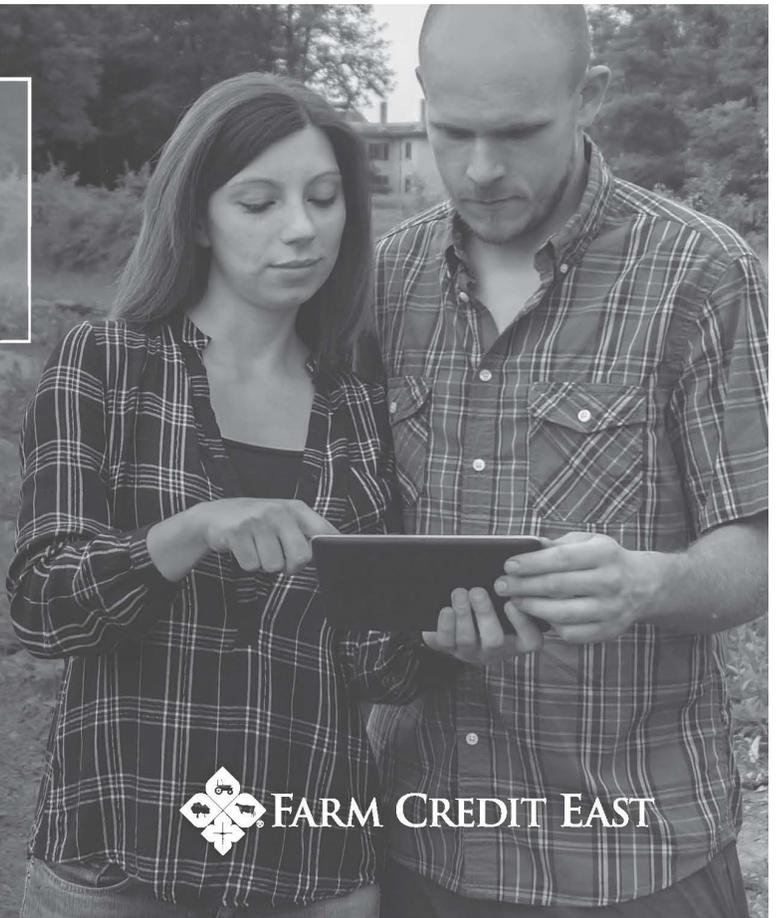
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<p><b>Heavy Spec</b></p> <p><b>2007 PETERBILT 357 CAB &amp; CHASSIS; 350 HP Cummins ISM, Allison Auto., HauMaxx Susp.; 20,000# F/A; 40,000# Full Locking R/A; 22.5 Tires; 238" WB; 18'6" Frame Behind Cab; 150" CT; 180,265 Miles; Sk. #5873 - \$54,500</b></p>	<p><b>Allison Auto.</b></p> <p><b>2007 STERLING L9500 DAYCAB; 466 HP CAT C15; Engine Brake; 18-Spd. Trans.; Tri-Axle; 14,700# F/A; 20,000# Lift Axle; 46,000# Full Locking Rears; w/Wetline; Headache Rack; Dual Exhaust; 307,906 Miles; Sk. #5851 - \$32,900</b></p>	<p><b>Rust Free Water Tanker</b></p> <p><b>2008 MACK GRANITE 6U813 WATER TANK TRUCK; 485 HP Mack MP8; 18-Spd.; Tandem Axle; 24.5 Tires (75% Rubber); 238" WB; 20,000# F/A; 46,000# Locking Rears; 4,400 Gal. Water Tank w/Pump; Can Separate Tank From Chassis; 21" Frame Behind Cab; 170" CT; 337,914 Miles; Sk. #5838 - \$39,900</b></p>	<p><b>Low Mile Luger</b></p> <p><b>2004 MACK GRANITE 6U713 RECYCLING TRUCK; 480 HP Mack AC; Engine Brake; 18-Spd.; Tri-Axle; 22.5 Tires (Good Rubber); Spoke Wheels; 262" WB; 20,000# F/A; 46,000# R/A; Double Frame Luger Truck; 20,000# Lift Axle; Hitch; 10,393 Hours; Will Separate Body From Chassis; 19'6" Frame Behind Cab; 184" CT; 136,747 Miles; Sk. #5847 - \$45,900</b></p>
<p><b>Low Miles</b></p> <p><b>2005 INTERNATIONAL P44 STAR 6600 CAB &amp; CHASSIS; 450 HP Cummins ISX; Allison 4500 Auto. Trans.; Engine Brake; Hendrickson Susp.; Tandem Axle; 20,000# F/A; 58,000# R/A; 4.37 Ratio; Double Frame; 23" Frame Behind Cab; 170" CT; 2,477 Hours; 40,303 Miles; Sk. #5625 - \$49,900</b></p>	<p><b>44K Lockers</b></p> <p><b>2004 MACK GRANITE 6U713; Mack 460 HP; Engine Brake; 18-Spd.; Tandem Axle; Alum. Wheels; 300" WB; 20,000# F/A; 46,000# R/A; Low Mile Double Frame Truck w/Wetco WHL23TC75 Crane; Cranesmart LHM; Dual Controls &amp; 5th Wheel; 165,000 Miles; Sk. #5628 - \$49,900</b></p>	<p><b>Allison Auto.</b></p> <p><b>2008 PETERBILT 367; Daycab; 485 HP Cummins ISX; Allison Auto.; Tandem Axle; 24.5 Tires; Alum./Steel Wheels; 202" WB; 14,500# F/A; 44,000# Full Locking Rears; Wetline; 109,212 Miles; Sk. #5843 - \$59,900</b></p>	<p><b>Clean, Heavy</b></p> <p><b>2006 INTERNATIONAL 7600; 330 HP Cummins ISM Diesel; 10-Spd.; Color: Red/Black; 22.5 Tires; Steel Wheels; 256" WB; Double Frame Flatbed w/Wetted Forklift Carrier; Steerable Lift Axle; 22" Deck (We Will Separate The Deck); 319,213 Miles; Sk. #5781 - \$37,900</b></p>
<p><b>Low Miles</b></p> <p><b>2012 MACK GRANITE 6U713 DUMP TRUCK; 505 HP Mack MP8; Engine Brake; 18-Spd.; Air Ride; 18,000# F/A; 44,000# R/A; 15" Steel Box w/42" Sides; 24.5 Tires; 230" WB; Wet. Hitch &amp; Plumbed For Pup Trailer; Sk. #5812 - \$62,500</b></p>	<p><b>20K/46K Rears</b></p> <p><b>2007 MACK GRANITE 6U713 CAB &amp; CHASSIS; Mack 460 HP; Engine Brake; 18-Spd.; 24.5 Tires; 238" WB; Air Ride; 20,000# F/A; 46,000# Locking R/A; 24.5 Rubber (80%) HD Single frame; 178" CT; 620" Frame Behind Exhaust; 238" WB; 208,736 Miles; Sk. #5811 - \$46,900</b></p>	<p><b>Dozens of Mack Dumps!!</b></p> <p><b>1998 MACK RD688S DUMP TRUCK; 400 HP Mack E7; Engine Brake; 8LL Trans.; Rubber Block Susp.; Tri-Axle; 19" Steel Body; 20,000# F/A; 46,000# R/A; 22.5 Tires; 248" WB; Spoke Wheels; EXPORT PRICED!!!!; 777,148 Miles; Sk. #5801 - \$19,800</b></p>	<p><b>18K/45K Rears</b></p> <p><b>2002 KENWORTH T800B; 410 HP CAT C12; Engine Brake; 8LL Trans.; Tri-Axle; Color: Yellow; 4.88 Ratio; 22.5 Tires; All Steel Wheels; 280" WB; 18,000# F/A; 46,000# Full Locking Rears; w/Fassisi F330SE Drywall Crane; 56.8' Boom; (5) Sections; 25" Steel Flatbed; 30" Total Double Frame; 210" CA; 301,153 Miles; Sk. #5744 - \$42,900</b></p>
<p><b>Big Heavy Spec Tanker</b></p> <p><b>2007 MACK CL733 WATER TANK TRUCK; 460 HP Mack A1; 18-Spd. Manual; Air Ride; Tri-Axle; 5,000 Gal. Steel Tanker; 18,000# F/A; 69,000# Triple Locking Rears; 24.5 Tires; 64" WB; Can Separate Tank From Chassis; 26" Frame Behind Cab; 196" Cal To Center Center Drive Axle; Can Be Tandem; 222,543 Miles; Sk. #5879 - \$48,560</b></p>	<p><b>46K Lockers</b></p> <p><b>2011 KENWORTH W900B DAYCAB; 600 HP Cummins ISX; 18-Spd.; Engine Brake; Air Ride Susp.; 14,800# F/A; 46,000# Full Locking Rears; 22.5 Tires; 238" WB; Air Slide 5th Wheel; Engine Rebuild @ 176,170 Miles; Service Records Available; 327,006 Miles; Sk. #5238 - \$56,900</b></p>	<p><b>Winch Truck</b></p> <p><b>2007 WESTERN STAR 4900SA WINCH TRUCK; Detroit 485 HP; Engine Brake; 10-Spd. Walking Beam Susp.; 22,000# F/A; 65,000# R/A; 37,000# GVW; 12,000# Lift; 315" WB; 115.37' 500 lb. Rollback Winch; 19" Deck Pockets For Gr Poles; Tail &amp; Center Rollers; 12,000# Off-Road Tires Rear; 24" Double Frame 98"HD Cab; 4-Spd. Aux. Trans.; 194,751 Miles; Sk. #5906 - \$46,600</b></p>	<p><b>30 ft. Frame</b></p> <p><b>2006 INTERNATIONAL 7600; 335 HP Cummins ISM; Allison Auto.; 5.55 Ratio; 22.5 Tires; 220" WB; 20,000# F/A; 46,000# R/A; Double Frame Cab &amp; Chassis w/17" Frame Behind Cab/Muffler; 136" CT; 83,267 Miles; Sk. #5706 - \$39,900</b></p>
<p><b>Chassis Or Dump</b></p> <p><b>2006 PETERBILT 367; Quad Axle Dump Truck; 370 HP Cummins ISM; 8LL Trans.; 24.5 Tires; 18,000# F/A; 44,000# Full Locking Rears; 17" Steel Dump Body; Quad Axle w/Hyway Single Frame; (2) 11,000# Steerable Lift Axle; Will Separate Box From Chassis; 22" Chassis Behind Cab; 212" CT; 302,500 Miles; Sk. #5831 - \$48,500</b></p>	<p><b>46K Lockers</b></p> <p><b>2006 KENWORTH W900 CAB &amp; CHASSIS; 335 HP CAT C15; 8LL Trans.; Engine Brake; Hendrickson Susp.; 18,000# F/A; 46,000# Full Locking Rears; 4.88 Ratio; 24.5 Tires; 250" WB; Clean; Low Mileage Southern Truck; 106,595 Miles; Sk. #5718 - \$48,900</b></p>	<p><b>CAT 6N2</b></p> <p><b>2001 PETERBILT 367 W/Winch FIELD TRUCK; 475 HP CAT C15 6N2 Turbo; 8LL Trans.; Tandem Axle; Color: Red; 12,000# 24 Tires; Spoke Wheels; 390" WB; 40,000# F/A; Double Frame; Twin Steer Flip Up Truck w/75-Ton Braden Winch; 4-Spd. Aux. Trans.; Planetary Drive Rears; 27" Deck w/Tail Roller &amp; 30" Chin Poles; 32,963 Miles; Sk. #5780 - \$69,000</b></p>	<p><b>550 HP</b></p> <p><b>2006 KENWORTH C560B; 550 HP CAT C15; 20,000# F/A; 50,000# R/A; Chalmers Susp.; 4.89 Ratio; 24.5 Tires; 272" WB; Tulsa Rutek Winch; 17' x 8' Deck w/Tail Roller; 21" Frame Behind Cab; 192" CT; 343,792 Miles; Sk. #5911 - \$49,500</b></p>
<p><b>460 HP</b></p> <p><b>2008 KENWORTH T800 WINCH/FIELD TRUCK; 400 HP CAT C15; Engine Brake; Air Ride Susp.; 38,480# F/A; 46,000# Full Locking Rears; 4.10 Ratio; 333" WB; Twin Steer; Double Frame Truck w/60" Grapple Measurement; Premier Telex Pump; Pultruster HL25 Winch; Max-Lit 500 Crane; Will Separate Pump, Winch &amp; Crane From Chassis; 256" CT; 50" Frame Behind Cab; 298,283 Miles; Sk. #5910 - CALL</b></p>	<p><b>46K Rears</b></p> <p><b>2006 MACK VISION CX613; 460 HP Mack AC; 18-Spd.; Tandem Axle; Engine Brake; 22.5 Tires; Alum./Steel Wheels; 190" WB; 14,000# F/A; 46,000# Full Locking Rears; w/Wetline &amp; Air Slide 5th Wheel; 547,638 Miles; Sk. #5654 - \$29,000</b></p>	<p><b>Heavy Spec Crane</b></p> <p><b>2009 WESTERN STAR 4900SF TEREX BT2647 BOOM TRUCK GRABER; 525 HP Detroit Diesel; Jake Brakes; 10-Spd. Manual Trans.; Double Frame; 36" Bat Top; 24" Deck; 18,000# F/A; 46,000# Full Locking Rears; 314" WB; Hitch; Crane Can Be Separated From The Chassis; 25" Frame Behind Cab; 190" CT; 149,145 Miles; Low 7,683 Hours; 20,000 lb. Lift Capacity; Sk. #5882 - \$49,500</b></p>	<p><b>475 HP CAT</b></p> <p><b>2006 KENWORTH T800; 475 HP CAT C15; 8LL Trans.; Tandem Axle; 4.30 Ratio; 24.5 Tires; Alum. Wheels; 210" WB; 20,000# F/A; 46,000# Full Locking Rears; Rear Double Frame; w/Bradon 75,000 lbs. Winch; Tail Roller; 15'6" Frame; 134" CT; 574,854 Miles; Sk. #5748 - \$49,760</b></p>

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- 7** **Soil Health Workshop**, 9:00 a.m. - 2:00 p.m., King's Catering, 4031 State Route 5&20, Canandaigua NY. Keynote speaker Jim Hershey, "Managing for Healthier Soils and Cleaner Water". DEC and CCA credits, \$20 pre-registered, \$25 walk-ins, includes lunch. For complete program and registration details, <http://www.canandaigualakeassoc.org/get-involved/soil-health-workshop/>, or call 585-394-5030.
- 7+14** **Dairy Managers Training**, 10:00 a.m. - 3:00 p.m., CCE-Wyoming Co., 36 Center St., Suite B, Warsaw NY. For all the details and registration info., visit our website: <https://nwnyteam.cce.cornell.edu/event.php?id=823>.
- 9** **Farmer and Chef Fair: Prep, Cut, Pair**, 3:00-6:00p.m., Hobart & William Smith Colleges, Scandling Center, 300 Pulteney St., Geneva NY. Must be 21 years or older. For all the details, visit our website: <https://nwnyteam.cce.cornell.edu/event.php?id=830>, or email [smeyers@whs.edu](mailto:smeyers@whs.edu).
- 12 +14** **Pre-Exam Training Workshop & Test to Become a Certified Pesticide Applicator**, 12:00 p.m. - 4:30 p.m., CCE Wayne Co., 1581 Rt. 88 N., Newark NY 14513. *Pre-Registration Required by March 4, 2019, \$55 for the training workshop (includes lunch)*. To register for the training workshop, contact Judy Glann, 315.331.8415, ext. 117 or email [jmg358@cornell.edu](mailto:jmg358@cornell.edu). You must register and pay for the exam separately (\$100) by contacting the Bath DEC Office 607.622.8264.
- 15** **Beef Quality Assurance Training - Free**, 6:00 p.m. - 9:00 p.m., Finger Lakes Livestock Exchange, 3865 Rt. 5&20, Geneva Turnpike, Canandaigua NY 14424. Sponsored by Finger Lakes Livestock, the training includes a meal and materials, but you must pre-register by March 11th to Allison, 585-394-1515 or [flle@yahoo.com](mailto:flle@yahoo.com). See page 4.
- 21** **Labor Road Show II - New Date & Location for WNY**, 8:30 a.m. - 4:00 p.m., CCE Wyoming County, 36 Center St., Warsaw NY 14569. \$55, pre-registration is appreciated. Registration <http://agworkforce.cals.cornell.edu/> or call 315-433-0100, ext. 5595. *For those that were registered for the 1/31 date, please help us plan accurately by registering again.*

## APRIL 2019

- 8+9** **Herd Health & Nutrition Conference**, Double Tree Inn, 6301 State Route 298, E. Syracuse NY 13057. Presented by PRO-Dairy and Northeast Agribusiness & Feed Alliance. For all the details, go to the website: <https://prodairy.cals.cornell.edu/conferences/herd-health-nutrition/>, or call Heather Darrow 607.255.4478.

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