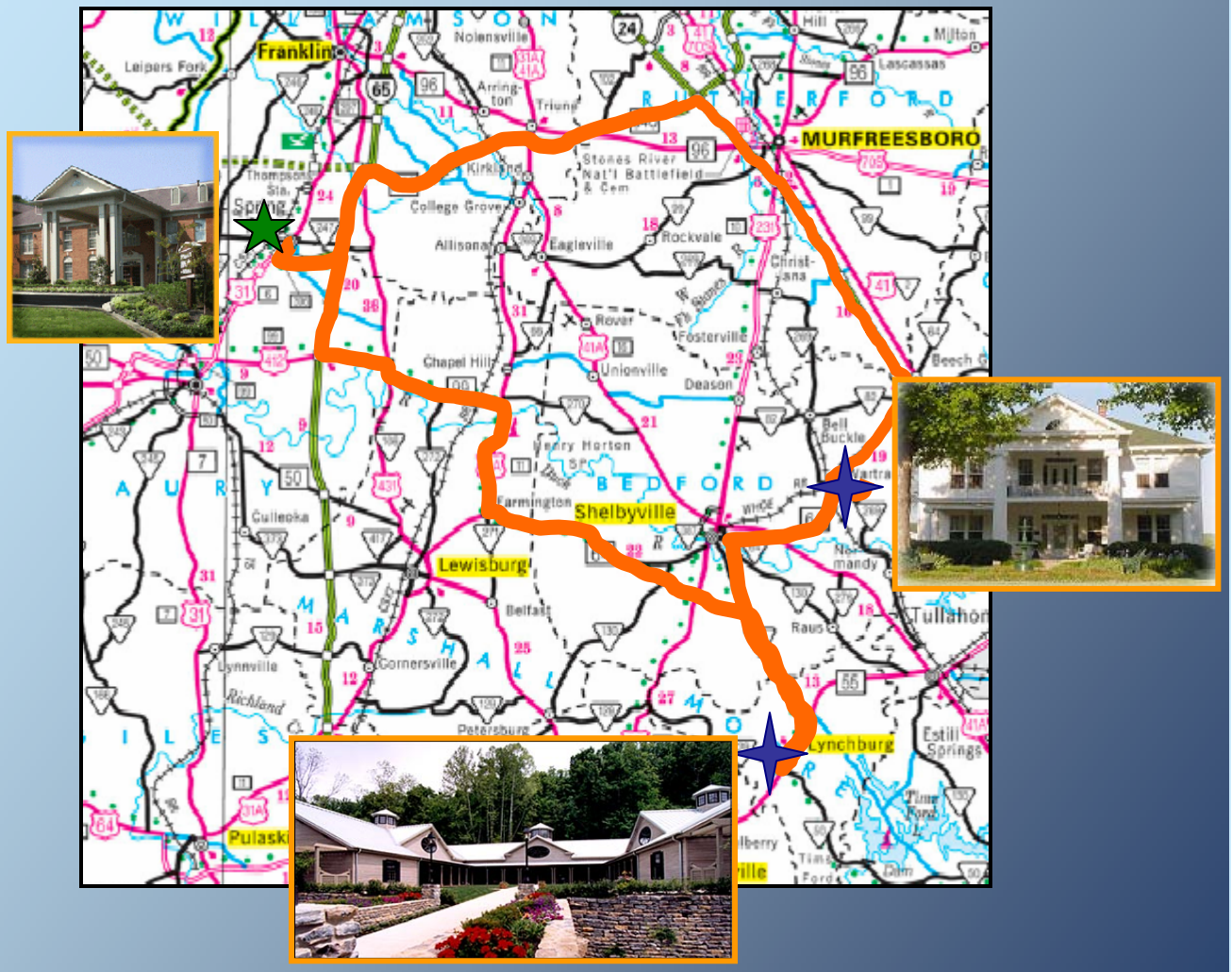
2005 TAAA&S Annual Meeting
Professional Improvement Tour

April 28, 2005



FOREWORD

Welcome to the "2005 TAAA&S Annual Meeting Professional Improvement Tour." We will be traveling first to the Jack Daniel's Distillery in Lynchburg, Tennessee where Moore County Extension Director, Larry Moorehead, will serve as our local tour guide. We will take a tour of the Distillery followed by some "Behind the Scenes Comments" from the Grounds Maintenance Crew and the Distillers Grain Feed Operation Crew. We will finish out the morning with a lunch sponsored by the Moore County Livestock Association, guaranteed to be delicious (it won't be chicken).

After lunch, we will take a short drive to Valley Home Farm in Wartrace, Tennessee (7 miles East of Shelbyville). Here we will learn about a successful black-plastic strawberry operation that specializes in pick-your-own direct marketing, agritourism and value-added products. Allen Straw and Pam Rye will give us some in-field tips on strawberry production, and we will hear about the corn Maze, Fall mums, food products made in the on-farm commercial kitchen and hosting school groups.

Throughout the day we will get an update on Tennessee's new cooperative law, a marketing study that is being conducted to identify farm production opportunities targeting the Hispanic market, and the environmental issues/horticulture. We will also get some background information on each of the 6 Middle Tennessee Counties that we will drive through on our 170-mile tour.

Special thanks to the **Moore County Livestock Association** and the **TDA, USDA – Rural Development "Tennessee Agritourism Initiative"** for sponsoring this Professional Development Tour.

Appreciation is also extended to the following:

- Larry Moorehead, Moore County Extension Director
- Mike Womack, Jack Daniel's Distillery
- Mike Tipps, Jack Daniel's Distillery
- Bill Gray, President Moore County Livestock Association
- Nancy Edwards, Valley Home Farm
- Allen Straw, UT Extension Plant Sciences
- Kim Martinez, UT Extension Center for Profitable Agriculture
- Pam Rye, TSU Cooperative Extension
- Karla Kean, UT Extension - Montgomery County
- Megan Bruch, UT Extension Center for Profitable Agriculture
- Amanda Ziehl, UT Extension Center for Profitable Agriculture
- Dan Strasser, Tennessee Department of Agriculture Market Development Division
- Stone Clear Bottled Water
- Dotta Sue's Bake Shop
- Sweetwater Valley Cheese

Rob Holland
Extension Specialist
Center for Profitable Agriculture

ITINERARY/SCHEDULE

7:45 Load Bus in the Parking Lot of Best Western, Spring Hill

8:00 Depart Hotel; Welcome and Overview of Itinerary; Discuss the "Tour Guide"; Value-Added, Horticulture, Agritourism; County Summaries; Programs of Discussion

Program of Discussion #1: Cooperative Development (Video & Publications)

9:30 Arrive Lynchburg Tennessee - Larry Moorehead, Local Host and Tour Guide
Tour *Jack Daniel's Distillery* - Hosts 200,000 Tourists Each Year
Behind the Scenes Comments from Grounds Maintenance and Distillers Grain Feed Operation
Lunch – Sponsored by the Moore County Livestock Association

1:00 Depart Lynchburg

Program Discussion #2: Hispanic Market Development

2:00 Arrive Valley Home Farm – Wartrace, Tennessee
Welcome and Introduction to Valley Home Farm, Nancy Edwards
Stop A - - Value-Added Experience (Nancy Edwards)
Stop B - - Black-Plastic Strawberries (Allen Straw and Pam Rye)
Stop C - - Direct Marketing & Agritourism (Amanda Ziehl & Dan Strasser)

3:45 Depart Valley Home Farm

Program of Discussion #3: Discussion of Environmental Issues Affecting Urban Horticulture: Water Quality Issues

5:00 Arrive Hotel - Spring Hill

Table of Contents

DIRECTIONS

Spring Hill to Lynchburg

Depart Best Western in Spring Hill. Travel south on Highway 31 approximately 1 mile to the Saturn Parkway (State Highway 396). Travel East on Saturn Parkway approximately 4 miles to Interstate 65.

Travel south on Interstate 65 approximately 7 miles to Exit #46 (Highway 99).

Travel east (left off of exit ramp) on Highway 99 approximately 5 miles to Highway 431.

Travel south (right turn) on Highway 431 approximately 1 mile and continue East (left turn) on Highway 99.

Travel east on Highway 99 approximately 7 miles to Highway 31-A.

Travel south (right turn) on Highway 31-A approximately 7 miles to Highway 64.

Travel east (left turn) on Highway 64 approximately 11 miles to Camp Ground Road (you will pass through the community of Wheel, then past Henslee Road, Thompson Lane and Comstock Road all on the left . . . then Camp Ground Road will be on the right).

Turn right and travel on Campground Road (which may become Dixon Road) approximately 5 miles to Highway 130.

Turn Left on Highway 130 just long enough to cross a bridge then make an immediate right turn on Snell Road.

Travel on Snell Road approximately 5 miles to Highway 231.

Cross over Highway 231 and travel on New Center Church Road approximately 5 miles to Highway 82.

Turn right and travel south on Highway 82 approximately 6 miles to Highway 55.

Turn right on Highway 55 and travel approximately 3 miles following signs to the Visitors Center for the Jack Daniel's Distillery on the Left.

Lynchburg to Valley Home Farm (Wartrace, Tn)

Depart Lynchburg traveling north on Highway 55 (toward Tullahoma) to Highway 82.

Turn left on Highway 82 and travel approximately 15 miles to Highway 64 in Shelbyville.

Turn right (Baptist Church will be on the right) on Highway 64 and travel approximately 8 miles to Wartrace.

Cross the railroad tracks in Wartrace and make an immediate right turn through the business district on Highway 269 / Knob Creek Road and travel approximately 2 miles to Potts Road.

Turn left on Potts Road and travel approximately 1 mile to the Valley Home Farm on the right.

Valley Home Farm to Spring Hill

Travel north on Potts road approximately 2 miles to Highway 64.

Turn right and travel east on Highway 64 approximately 6 miles to Interstate 24.

Travel North-West on Interstate 24 toward Nashville approximately 25 miles to Interstate 840.

Travel West on 840 toward Interstate 65 approximately 25 miles to Interstate 65 south.

Travel south on Intestate 65 approximately 6 miles to the Saturn Parkway.

Travel west on Saturn Parkway approximately 4 miles to Highway 31.

Travel north on Highway 31 approximately 1 mile to the Best Western on the left.

COUNTY OVERVIEWS

Maury County (taken from http://www.tngenweb.org/maury/history/historyindex.htm)

Population (2000 census): 73,198

Population percent change, April 2000 to July 2003: 5.3%

County seat: Columbia (The Mule Capital of the World)

Other Incorporated Towns: Columbia, Mt. Pleasant, Spring Hill

Maury County was formed in 1807 from Williamson County and Indian lands. The Cherokee Indian title was bought at Washington, D.C., on January 7, 1806, for $10,000 and $100 per year annuity paid to "Old Black Fox," who surrendered all claims to lands stretching from Duck River to Alabama. (What is now Maury had been part of that Middle Basin land that the Cherokees, Chickasaws, and sometimes Shawnees and Northern tribes, claimed as their own preserve, defended against trespass by all others). On November 24, 1807, an Act passed at Knoxville created Maury County from Williamson. Maury originally comprised all of Giles, most of Lewis and Marshall, and portions of Bedford, Hickman and Lawrence Counties. Maury County was named in honor of Major Abram P. Maury of Williamson County, who was a member of the Tennessee legislature and an officer under General Andrew Jackson in the War of 1812. Maj. Maury was the uncle of Commodore Matthew Fontaine Maury.

Maury County Profile 2002 Agriculture Census	
Number of farms	1754
Land in farms	240,833 acres
Average size of farm	137 acres
Market value of production	$20,731,000

Average per farm, net cash farm income -$442.

Maury County Top Livestock		
	Quantity	*State Rank*
Cattle and calves	55,285	5
Horses and ponies	3,323	10
All Goats	3,226	9
Layers 20 weeks old and older	1,846	27
Hogs and pigs	405	47

Maury County Top Crops	*Quantity*	*State Rank*
Forage – land used for all hay and haylage, grass silage, and greencrop	47,182	4
Soybeans	7,957	29
Corn for grain	5,803	26
Corn for silage	1,645	12
All wheat for grain	1,619	25

Marshall County (taken from marshallcountytn.com)

Population (2000 census): 27,537

Population percent change, April 2000 to July 2003: 2.9%

County seat: Lewisburg

Other Incorporated Towns: Chapel Hill, Cornersville

Marshall County is 397 square miles/236,800 acres and has a population of 26,767, as of the year 2000. In 1825, citizens from Bedford, Lincoln, Giles and Maury Counties petitioned the General Assembly of Tennessee to form a new county from portions of the four mentioned. These citizens argued that their respective courthouses were too far away for convenience. It was not, however, until February 20, 1836 that the Tennessee Legislature actually acted upon the petition. The new county took the name Marshall after the noted American jurist, John Marshall. Though communities were already established at Belfast, Chapel Hill, Farmington, and Cornersville, the town of Lewisburg was formed specifically to be the county seat. Census records show that the majority of these early settlers were engaged in farming. County business was first transacted in the courthouse, which was located in the center of the town square. The current courthouse is the third one and was built in 1929. Renovations to the courthouse in 1974 and in 1998 indicate its value to the taxpayers. Two courthouse annexes were established in 1998 - one on the southeast corner of the square and one in the building formerly used as Hardison School. Today the county business is conducted in the Marshall County Courthouse Annex while the main courthouse is the county judicial center. The Marshall County Commission, composed of eighteen commissioners representing nine districts, governs the county. A County Mayor, elected every four years by popular vote, serves as the Chief Executive Officer of the county and functions as the director of daily operations. Fiscal duties are handled by a Director of Accounts and Budgets. The population of Marshall County is approximately 27,000 people. The annual county budget exceeds 36 million dollars.

Marshall County Profile 2002 Agriculture Census	
Number of farms	1,312
Land in farms	174,794 acres
Average size of farm	133 acres
Market value of production	$21,979,000

Average per farm, net cash farm income + $ 96

Marshall County Top Livestock		
	Quantity	*State Rank*
Cattle and calves	38,187	17
Horses and ponies	3,732	7
All Goats	5,396	3
Layers 20 weeks old and older	1,429	34
Hogs and pigs	Cannot disclose	10

Marshall County Top Crops		
	Quantity	*State Rank*
Forage – land used for all hay and haylage, grass silage, and greencrop	32,934	16
Soybeans	3,087	40
Corn for grain	1,900	42
Corn for silage	2,285	7
All wheat for grain	862	37

Bedford County (taken from www.shelbyvilletn.com)

Population (2000 census): 40,253

Population percent change, April 2000 to July 2003: 7.1%

County seat: Shelbyville

Other Incorporated Towns: Bell Buckle, Normandy, Wartrace

The City of Shelbyville, Tennessee was established by an act of the Tennessee Legislature in 1809. The southern half of Bedford County, as it then existed, was taken away from Bedford to form Lincoln and Moore Counties. The County seat of Bedford County had been established at or near the Mulberry Community, south of Lynchburg, hence, the remaining territory forming Bedford County was without a county seat. The legislature appointed a total of seven commissioners to fix a place on Duck River within two miles of the center of the county on a line east and west and as much nearer the actual center east and west as a suitable situation can be procured. The act directed the Commissioners to "purchase one hundred acres of land at the place which they may fix...and...lay off said hundred acres of land into a town, to be known by the name of Shelbyville, reserving near the center thereof a public square of two acres, on which the courthouse and stocks shall be built, likewise reserving any other lot... for the purpose of having a jail built hereon, for the use of the County of Bedford." Instead of buying land on which to locate Shelbyville, the new County seat, a member of the Community, Mr. Clement Cannon, donated one hundred acres of land where Shelbyville now stands, for the location. The site was plotted into lots as directed, and very soon merchants came and established new businesses. Best authorities available show that Shelbyville was named for a Distinguished Indian fighter, Colonel Issac Shelby. He later became prominent in state and national political affairs during the early days of both Tennessee and Kentucky. Bedford County got robbed of more territory in 1836 when five civil districts (12 through 17) were transferred to Marshall County (this taking the birth place of Confederate General Nathan Bedford Forrest out of Bedford County and moving it to Chapel Hill). At this same time a considerable slice was taken away to make Coffee County. Thus Bedford, once the state's largest county in the area and also the largest in population with more than 30,000 people, was reduced to its present area.

Bedford County Profile 2002 Agriculture Census	
Number of farms	1,667
Land in farms	219,429 acres
Average size of farm	132 acres
Market value of production	$85,627,000

Average per farm, net cash farm income + $ 9,966

Bedford County Top Livestock		
	Quantity	*State Rank*
Cattle and calves	59,585	4
Horses and ponies	5,227	3
Broilers and other meat type chicken	4,364,242	1
Layers 20 weeks old and older	62,530	6

Bedford County Top Crops		
	Quantity	*State Rank*
Forage – land used for all hay and haylage, grass silage, and greencrop	46,043	7
Soybeans	8,187	28
Corn for grain	6,535	22
Corn for silage	1,388	17
All wheat for grain	2,281	21

Moore County (taken from http://www.knology.net/~jparkes/genealogy/mooretn/moore.htm)

Population (2000 census): 5,911

Population percent change, April 2000 to July 2003: 3.0%

County seat: Lynchburg

An act of the General Assembly of the State of Tennessee was passed on 14 December 1871 to establish the county of Moore. It was finally formed from the counties of Bedford, Franklin and Lincoln and was named in honor of Major General William Moore, a Kentuckian who settled in Tennessee in 1808. Moore commanded a company of volunteers in the Creek War and finished the War of 1812 as a major general. He served two years in the state House of Representatives and lived in Lincoln County and in Tullahoma, Coffee County. Elections were held in each of the fractions of the old counties to be included in the new to ascertain the will of the people on the formation of a new county. The votes cast reflect the ratio of settlers from each county that would be affected by the new county. In fraction of Lincoln County for the new county, 799; for old county, 51. In fraction of Bedford County, for the new county, 59; for old county, none. In fraction of Franklin County, for new county, 284; for old county, 6. After the subdivisions were made of the old counties of Bedford, Lincoln and Franklin, there were 11 districts formed. Many people ask, "Did Moore County also come off of Coffee County?" The answer is no. That had been the original intention, however. The commissioners had the power to make any change in the lines, if found necessary, so as to conform with the requirements of the constitution of the State-*i.e.*, that none of the old counties out of which the new one was to be formed should be reduced below 500 square miles; and that they should cause an actual survey of the county to be made, and an actual enumeration of the qualified voters in the limits of the county to be taken, to ascertain if the county contained 275 square miles, and 700 qualified voters. Accordingly, on January 6, 1872, the commissioners met and voted to employed surveyors to survey the boundary line of the new county. On January 23rd a plat of the survey was presented to them and was accepted. It was learned that Coffee County contained less than 500 square miles, and consequently no portion of it could be attached to the new county. The county seat of Lynchburg came off that part which had been Lincoln. Thomas Roundtree, was the original proprietor of the lands on which the town is located. He laid out the town about the year 1818. In December, 1883, a fire broke out, which consumed a large portion of the town. The old red brick Courthouse built in 1885 sits in the middle of the town. The businesses along the four streets beckon the tourist with their handmade wares and country charm. The White Rabbit Saloon on the courthouse square is still open for business. These days, however, it serves soups, sandwiches and lemonade.

Moore County Profile 2002 Agriculture Census	
Number of farms	387
Land in farms	62,713 acres
Average size of farm	162 acres
Market value of production	$9,639,000

Average per farm, net cash farm income + $ 4,553

Moore County Top Livestock		
	Quantity	*State Rank*
Cattle and calves	17,743	52
Horses and ponies	725	70
All Goats	1,258	28
Layers 20 weeks old and older	381	78
Broilers and other meat type chicken	412,069	17

Moore County Top Crops		
	Quantity	*State Rank*
Forage – land used for all hay and haylage, grass silage, and greencrop	11,075	62
Soybeans	1,150	52
Corn for grain	763	57
Tobacco	46	57
All wheat for grain	Cannot disclose	56

Rutherford County (taken from www.rutherfordchamber.org)

Population (2000 census): 202,310

Population percent change, April 2000 to July 2003: 11.1%

County seat: Murfreesboro

Other Incorporated Towns: Eagleville, LaVergne, Smyrna, Walterhill

Rutherford County, Tennessee represents a unique blend of Civil War history and a thriving 21st Century community. Located in the "heart of Tennessee," it is the population and geographic center of the state. Just southeast of Nashville, the county combines the benefits of smaller-town living with the amenities of a major metropolitan area. Industry abounds in Rutherford County and represents a Who's Who of corporate giants, such as Nissan, Ingram, Whirlpool, General Mills, Bridgestone-Firestone, State Farm, and Verizon, just to name a few. The beautiful 500-acre campus of Middle Tennessee State University is located in Murfreesboro, the county seat. With over 21,000 students, MTSU is the focal point of education in the county. Graceful structures dating back to the early 1800's blend with the modern shopping, medical facilities, and amenities to lend a touch of Southern nostalgia to Rutherford County.

Rutherford County Profile 2002 Agriculture Census	
Number of farms	2,088
Land in farms	210,754 acres
Average size of farm	101 acres
Market value of production	$19,417,000

Average per farm, net cash farm income - $ 894

Rutherford County Top Livestock		
	Quantity	*State Rank*
Cattle and calves	39,085	15
Horses and ponies	5,534	1
All Goats	5,575	2
Layers 20 weeks old and older	43,535	9
Broiler and other meat type chicken	58,316	29

Rutherford County Top Crops		
	Quantity	*State Rank*
Forage – land used for all hay and haylage, grass silage, and greencrop	42,849	11
Soybeans	5,611	32
Corn for grain	3,901	33
All cotton	1,399	19
All wheat for grain	1,359	26

Williamson County (taken from http://www.tngenweb.org/williamson/)

Population (2000 census): 141,301

Population percent change, April 2000 to July 2003: 11.6%

County seat: Franklin

Other Incorporated Towns: Brentwood, Fairview, Nolensville, Thompson's Station

Williamson County was established in 1779 and named in honor of Dr. Hugh Williamson, surgeon general of the North Carolina militia, member of the Continental Congress, and signer of the Constitution. Some of the richest farmland in Middle Tennessee graces Williamson County, a county of gentle rolling hills, magnificent horse farms, and the wandering Harpeth River. Located minutes from Nashville, the county seat is situated in the small picturesque city of Franklin. In addition to being voted the "Best Small Town in Tennessee," Franklin is a Tennessee Main Street Community under the National Trust for Historic Preservation. The neighboring community of Leipers Fork has a rich 215-year history and is home to numerous prize-winning horse farms as well as many country music stars. This historic charm is contrasted by a thriving local economy that has made Williamson the fastest growing county in Tennessee. Its per capita income ranks among the highest in the nation. Williamson County is rich in American history, and the Battle of Franklin is its most significant event. Still standing is the Carter House, which served as Federal headquarters during the Battle of Franklin, as well as Carnton Plantation, used as a field hospital by the Confederate Army during and after the fight.

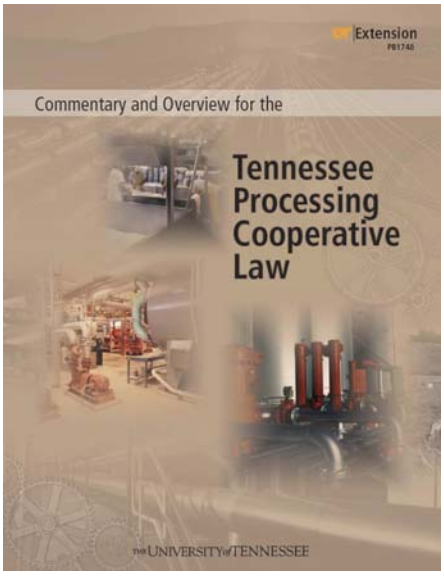
Williamson County Profile 2002 Agriculture Census	
Number of farms	1,712
Land in farms	202,230 acres
Average size of farm	118 acres
Market value of production	$25,926,000

Average per farm, net cash farm income + $ 1,771

Williamson County Top Livestock		
	Quantity	*State Rank*
Cattle and calves	41,538	12
Horses and ponies	5,331	2
All Goats	2,995	11
Layers 20 weeks old and older	1,485	31
Rabbits	Cannot disclose	1

Williamson County Top Crops		
	Quantity	*State Rank*
Forage – land used for all hay and haylage, grass silage, and greencrop	44,303	10
Soybeans	6,873	30
Corn for grain	3,939	32
Corn for silage	647	33
All wheat for grain	2,175	22

PROGRAM OF DISCUSSION #1: COOPERATIVE DEVELOPMENT



The "Tennessee Processing Cooperative Law" provides new opportunities for Tennessee farmers. These include new market opportunities for farm commodities and the opportunity for investment in a value-added processing business. The new law is intended to encourage business formations that will add value to farm commodities and agricultural resources in Tennessee.

A thorough introduction and overview of Tennessee's processing cooperative law is available in UT Extension PB1748, "Commentary and Overview for the Tennessee Processing Cooperative Law." Basically, the new law provides for the establishment of a new business structure specifically for businesses that will add value by processing or marketing agricultural commodities. The new business structure can be described as a hybrid between a traditional cooperative and a Limited Liability Company (LLC). A business formed under the law will follow traditional cooperative organization principles and will be exempt from state franchise and excise taxes, similar to traditional cooperatives, but will accommodate both patron and non-patron membership.

A business organized under the new law can raise start-up capital from farmers (patrons) and investors (non-patrons) with both having membership rights in the cooperative. Patron members are those who "conduct business" with the cooperative by delivering a predefined quantity of raw input commodities to the business for processing. So, a patron member of a "processing cooperative" has potential benefits from selling commodities to the business plus possible financial returns on investment in the business from the value of the processed product. Non-patron members do not have an obligation to deliver commodities for processing. Non-patron members seek to benefit from their capital investment through dividends and appreciated stock value. Non-patron membership is not restricted to non-farmers. Non-patron members may be retired farmers, venture capitalists, current farmers or any other individual interested in an investment position without the commitment of delivery or input commodity for processing.

The initial start-up costs for many large-volume agriculture processing businesses often exceed the investment capacity for even a large number of cooperating farmers. The new law provides a legal business structure that allows farmers to cooperate with each other to obtain the required quantities of agricultural commodities for a processing operation and to supplement their capital investment with capital from outside investors. The start-up costs associated with many large value-added processing businesses are often very high. Under the new law, a "processing cooperative" can raise start-up capital from both farmer and non-farmer members.

It is important for farmers who are considering membership/investment in a new processing cooperative to understand that their involvement will be from three different perspectives: member, capital investor and obligated supplier of commodities for processing. Patron membership brings with it various responsibilities and opportunities for leadership, direction and decision making in the business. Patron members are also capital investors, having invested financial capital in the business. Additionally, patron members become commodity investors because they must commit a specified amount of their annual commodity production as raw input for processing by the business.

JACK DANIEL'S DISTILLERY

(taken from www.jackdaniels.com)

The Jack Daniel Distillery is the oldest registered distillery in the country and is a National Historic Site. Licensed in 1866, the distillery continues to make its old-time Tennessee sipping whiskey the way Mr. Jack did back in 1866 and remains true to its founder's straightforward motto: "Each day we make it, we will make it the best we can."

Jack Daniel, one of 13 children, was born in 1850. Jack Daniel believed in mellowing fresh whiskey through hard maple charcoal. While this process was widely used, the time and expense involved made it less popular with penny-pinching whiskey makers. But Mr. Jack thought it was essential, so he perfected his charcoal mellowing process back in 1866. To this day, this still gives Jack Daniel's its smooth character and unique taste. In anticipation of government taxes, Mr. Jack registered his distillery in 1866. He was the first to do so. Making it the nation's oldest registered distillery.

Though only 5'2" tall, Mr. Jack's stature as a distiller kept growing. To mark his 21st birthday, Jack went on a shopping spree in the city. He returned wearing a formal knee-length frock coat and a broad-brimmed planter's hat, which would become his daily uniform for the rest of his life. Those acquainted with the man claim, "Once he got something the way he liked it, he never changed it." It was a personality that would characterize his whiskey.

In 1904 Mr. Jack entered his Old No. 7 Tennessee sipping whiskey at the World's Fair held in St. Louis, Missouri. Of the 20 whiskeys from around the world, his was the only one awarded the World's Fair Gold Medal and honored as the world's best whiskey.

Around 1905, Mr. Jack arrived at work early one morning and tried to open the safe in this office. He couldn't remember the combination and so he kicked it in anger. The blow broke his toe and infection set it. He eventually died from blood poisoning in 1911.

Because Jack Daniel never married or had children, he deeded his distillery to his hard-working nephew, Lem Motlow, who oversaw the distillery through Prohibition.

10 Agritourism Fundamentals Entrepreneurs Can Learn from a Tour of Jack Daniels Distillery

1. Get visitors to the operation
    - Effective use of signage
    - Tour information available on Web
    - Cooperate with tourism agencies/organizations
2. Make a good first impression
    - Signage and buildings visually appealing as drive up
    - Signage indicates driveway
    - Signage indicates parking area
    - Parking area well laid out
    - Entrance to visitor center identified
3. Keep it clean
    - No litter on the ground
    - Trash cans available and not overflowing
    - No clutter
    - Clean bathrooms/hand washing facilities
4. Pay attention to landscaping
    - Visually appealing
    - Well planned
    - Maintained throughout year
5. Create ambiance
    - Appears authentic throughout operation
    - Effective use of antique equipment
    - Personnel dress and personality/play with visitors adds to ambiance
6. Provide excellent customer service
    - Visitors greeted in friendly manner immediately upon arrival
    - Restroom facilities available, clean and in working order
    - Displays for visitors to browse while waiting for their tour
    - Personnel encourage and cheerfully answer visitor questions
    - Personnel knowledgeable about operation
    - Visitors asked to come again upon departure
7. Create an opportunity to conduct market research
    - Develop mailing list from guest book
    - Visitor survey on computer kiosks
8. Develop a method to monitor and measure your success
    - Visitor comment cards allow customers to provide comments and suggestions
9. Follow-up
    - Letter to visitors following tour to remind of tour, thank for visiting
    - Periodic e-mails announcing special events
10. Develop a Web presence
    - Visually appealing, functional Web site
    - Includes map/directions, hours of operation, description of products/services available, information about the business and history
    - Entice visitors to visit Web site to view photograph taken during the tour

Megan Bruch - Extension Specialist
Center for Profitable Agriculture
P.O. Box 1819
Spring Hill, TN 37174-1819
Phone: (931) 486-2777
Fax: (931) 486-0141
Email: mlbruch@utk.edu
Website: http://cpa.utk.edu

PROGRAM OF DISCUSSION #2: HISPANIC MARKET DEVELOPMENT

Hispanic Market Development Study

The purpose of the Hispanic Market Development study is to identify potential market opportunities for value-added agriculture producers as a result of the growing Hispanic population in Tennessee. Funding for the project, in part, is provided through the Tennessee Department of Agriculture and the Federal-State Market Improvement Program (FSMIP) of the USDA Agricultural Marketing Service.

The specific objectives to be achieved by the study are

1. *Consumer Demographic and Psychographic Analysis*
   Geographic areas of Tennessee that are experiencing growth from the Hispanic population will be identified, and food product tastes and preferences and buying behavior of Hispanic consumers will be evaluated.
2. *Retail Market Analysis*
   By interviewing retail outlet managers in the pilot area of Bedford County who sell products to the Hispanic community, valuable information can be gathered and shared with Tennessee farmers and agri-entrepreneurs.
3. *Conduct Outreach Efforts*
   The final objective of this study is to effectively summarize and disseminate information learned in the study. A comprehensive market development resource will be compiled and distributed. Educational workshops will also be held.

According to the United States Census Bureau, the Hispanic population is expected to grow from 12.6 percent of the total U.S. population in 2000 to almost a quarter of the total population in 2050. Tennessee has seen over a 16 percent increase in the state's Hispanic population between 2000 and 2003. Changes in county population during these years ranged from an increase of over 53 percent in Robertson County to a decrease of 19 percent in Montgomery County. A summary of the percent change in resident Hispanic population in the state, top ten counties and the counties visited on today's tour are summarized in the following table.

County	Percent Change in Resident Hispanic Population 2000 to 2003	Rank (High=1) Percent Change Resident Hispanic Population
Robertson	57.38%	1
Cannon	55.77%	2
Macon	46.88%	3
Bedford	41.46%	4
Hamblen	36.10%	5
Trousdale	36.04%	6
Rutherford	35.58%	7
Fayette	33.56%	8
Jefferson	33.22%	9
Greene	31.57%	10
Maury	27.67%	14
Williamson	24.78%	20
Marshall	16.49%	40
Moore	-6.98%	90
Tennessee	***16.63%***	-

Source: U.S. Census Bureau. Annual Estimates of the Population by Race Alone and Hispanic or Latino Origin for Counties: April 1, 2000 to July 1, 2003. Available online http://www.census.gov/popest/counties/asrh/CC-EST2003-RACE6.html/.

A summary of the estimated Hispanic population in 2000 and 2003 for the top ten counties and other counties visited on today's tour are summarized in the following table.

County	Resident Hispanic Population		Rank (High=1) Resident Hispanic Population 7/1/2003
	7/1/2000	7/1/2003	
Davidson	26,401	31,976	1
Shelby	23,600	26,434	2
Rutherford	5,149	6,981	3
Hamilton	5,539	6,049	4
Montgomery	7,197	5,829	5
Knox	4,869	5,418	6
Hamblen	3,352	4,562	7
Williamson	3,257	4,064	8
Bedford	2,858	4,043	9
Maury	2,273	2,902	10
Marshall	770	897	25
Moore	43	40	93
Tennessee	***125,187***	***146,000***	-
Source: U.S. Census Bureau. Annual Estimates of the Population by Race Alone and Hispanic or Latino Origin for Counties: April 1, 2000 to July 1, 2003. Available online http://www.census.gov/popest/counties/asrh/CC-EST2003-RACE6.html/. Accessed March 9, 2005.			

To date, interviews of six retail outlet owners and managers serving the Hispanic community in Bedford County have been conducted with the assistance of Bedford County Extension Assistant Lydia Rodriquez. Of the six interviewees, only one indicated they currently purchased food items from a small food producer (defined as farmers or small food entrepreneurs). All six, however, indicated they would consider purchasing food items from a small food producer in the future.

VALLEY HOME FARM

We are happy to have you as our very special guests. We would like to take you on a personal tour, but the short time we have together today will just not allow us the pleasure. So, we have prepared a few self-guided tour notes that will help you if you have an interest in southern history, architecture and antique period furnishings. But first we'll give you an overview of the farm's history and the current farming operations.

Valley Home is a 350-acre, 5-generation family farm owned by the Potts Family. Our farm income has changed from traditional row crops and livestock in the 1950's-1980's to diversification into the broiler poultry business in the 1980's and on-farm processing of beef and pork and now wild game, primarily deer. In 2000 Valley Home was further diversified into specialty crops and agri-tourism. The farm is now open six weeks in the spring for plasticulture strawberries and six weeks in the fall for pumpkins, mums and agri-tourism. In 2004 two newly-designed cool cell tunnel poultry barns were added to the operation. Approximately 140,000 chickens are currently being raised every seven weeks in the six barns. The spring market is operated at the south end of the farm just behind the main farmhouse. The strawberry sales shop has a small commercial kitchen for baking strawberry bread, strawberry cakes and fresh strawberry pies in season. The bee yard has 35 colonies of honeybees for pollination and honey production. All of the honeybees have been relocated from cutting bee trees, moving swarms or using bait hives in the woods.

The 2005 strawberry crop is a combination of Sweet Charlie and Chandler varieties and totals three acres. The fall market area is located on the north end of the farm and includes a covered fall market, mum beds, animal barn with a straw crawl, pumpkin palace, pavilion, a one-mile nature walking trail, a five acre corn maze and our Big Daddy's Country Café.

The Farmhouse tour…..

Valley Home was built by Jeremiah Cleveland of South Carolina in 1835 for his Maury County, Tennessee bride, Sarah E. Stone. The home was built in the Greek Revival style and served as the main residence to the 1,400 acres owned by the Cleveland family. The house originally faced the east before it was turned around using logs and teams of mules in the 1908-1910 renovation by the Walker family when the road was moved near the hillside due to flooding. The house was completely renovated in 1989-1991 by Larry and Nancy (Potts) Edwards and furnished with period and regional pieces. Valley Home was placed on The National Register of Historic Places in 1989 for its architectural significance. As you step inside the front door, the entry is furnished with cherry, mahogany, and rosewood pieces dating from 1825-1840's, including a Tennessee curly cherry chest, a rosewood melodeon, a round carved mahogany game table and an Empire mahogany square scroll front center table. To your right is the music room. The piano is a mahogany and rosewood square grand and is the only piece of furniture from the Cleveland family. The piano was shipped from New York to Nashville by rail car and then by log wagon to Valley Home in 1881 for the Cleveland children. Enter the dining room through the large oak pocket doors. To your left is an 1830's walnut blind door corner cupboard, a cherry full-column sugar chest and a cherry Jackson Press. Across the room is a walnut 1825-30 sugar chest with Missouri history. The cherry blind door Jackson Press has an architectural crown and dates from the 1840's. The walnut Pennsylvania cupboard dates 1830's – 1840's. The focal point of the kitchen is a collection of pattern glass cake stands dating 1880-1920. Each state had a designated pattern along with other varied designs made into pitchers and other serving pieces. You'll pass through the den on your way to the downstairs bedroom. Of special interest is a 20th century life-size folk art wood carving, a walnut slant top schoolmaster's desk and a Sheraton cherry chest with satinwood inlay made in Ohio around 1830-40. The only downstairs bedroom has an 1850's walnut full tester bed made by McCracken in New Orleans. Across the room is an 1840's walnut full column front chest and a cherry bonnet chest dated 1838. If you will walk through the bathroom and back into the entry, you'll be able to make your way upstairs to the landing. On the landing is a Victorian full column pier mirror with a marble base dated 1870, an early 20th century pedestal and a Philadelphia carved love seat dating 1835-40. In the upstairs center living room is an Eastlake Victorian parlor suite, Victorian tables and a figured walnut plantation bookcase. Step out on the upstairs porch to sit a spell. There are four upstairs bedrooms. In the pink bedroom is a Cherry blind door Tennessee secretary, a mahogany Federal Washstand, a cherry blind door wardrobe, a cherry and tiger maple child's chest, a cherry flat-front Sheraton chest and a cherry bed and trundle made from lumber cut off the farm in 1958. In the front bedroom, you will see an 1860's Victorian walnut spool-turned bed, a lift-top sewing table and Empire dresser. In the front bedroom across the hall is a walnut turned post bed which was originally a rope bed. There is also a New England pine hooded cradle, a walnut Eastlake plantation desk and a walnut Victorian chest. In the grey bedroom is a cherry ¾ column chest dating 1825-1830, a mahogany gooseneck rocker, two cherry work tables with reeded legs, and a cherry Sheraton-style canopy bed. Finally make your way down the back staircase to the den and out the back door to the strawberry shop.

The Potts Family
Valley Home Farm
Parents - Martha & Lowell Potts
Bobby & Janet Potts
Dan & Linda (Potts) Williams
Billy & Vickie (Potts) Pyrdum
Nancy (Potts) Edwards
And a lot of youngins

Annual Plasticulture Strawberry Production in Tennessee

In the early 1900's, Tennessee, North Carolina as well other states in the Mid-South region were major strawberry producers. During this time, one producer in West Tennessee grew 500 acres (5 - 100 acre fields) of strawberries that were sold locally, as well as shipped by rail to the Northern and Eastern parts of the U.S. However, during the 20th Century most of the strawberry production in the U.S. moved to California, leaving only limited production in the Mid-South.

Until recent years, the primary method of strawberry production in Tennessee, Kentucky, Southwest Virginia, Western North Carolina, and well as other areas of the Mid-South was the matted-row system. The matted-row system consists of planting bare-root dormant plants in the spring a year prior to the first harvest season. During the first year of matted-row production, these "mother" plants, as they are known, produce "daughter" plants that fill in a continuous row of plants 2 ½ to 3 feet wide.

However, recent years have seen the adoption of the annual plasticulture technique of strawberry production throughout much of the Southeastern U.S., as well as the Mid-South. According to Barclay Poling, Extension Specialist with North Carolina State University, much of the Mid-South region is in an area that is transitional for annual plasticulture strawberry production. Retired Extension Specialist, Charlie O'Dell, from Virginia Tech said that Barclay was politely saying that annual plasticulture strawberries should not be produced in these areas.

Keep in mind that the annual plasticulture production system was developed in California. This production technique combines the use of raised beds, plastic mulch, drip irrigation, fertigation, fumigation, as well as varietal developments into a single system that produce an intensive crop that can yield from 2 to 4 times the amount of berries produced by the traditional matted-row production system. Instead of planting an entire year prior to the first harvest, annual plasticulture strawberries are planted in the fall prior to the first harvest. Since plastic mulch is utilized and no "daughter" plants are allowed to root, only the original "mother" plants are used in the production system. These are just a couple of the differences between the two production systems. Others differences (advantages and disadvantages) will be discussed in a later section.

The Mid-South region does have some potential production limitations that need to be considered. Cold winter temperatures that could potentially damage the crowns, extremely cold temperatures during bud and bloom development, along with a limited production season top the list of concerns. However, several producers in this region have been quite successful in overcoming these production problems, and year after year have been able to consistently produce acceptable crops of annual plasticulture strawberries.

Why Utilize the Annual Plasticulture System of Strawberry Production

There are almost always advantages and disadvantages to any decision made, and choosing the type of production system to use in strawberry production is no different. However, advantages can greatly outweigh the disadvantages (or vice versa). In the case of annual plasticulture verses matted-row strawberry production, the advantages of using the plasticulture system greatly outweigh the disadvantages. The advantages and disadvantages of the annual plasticulture are listed below.

Advantages of the Annual Plasticulture System as Compared to Matted-Row Production

1. Higher potential yields. As a rule, the average yield of annual plasticulture strawberries should be 1 quart/plant. With 14,520 to 17,424 plants, an acre is capable of producing 15,000 quarts of strawberries, double the average yield expected from matted-row production.
2. Greater potential returns. Berries from the annual plasticulture production system will sell for as much or more than berries from the matted-row system. Double the yields at the same or higher price equals at least double the potential sales. Even with higher production costs, the returns/A from the annual plasticulture production system is at least double the returns of the matted-row system.
3. Larger fruit. The fruit of the 'Chandler' and 'Camarosa' varieties used in the annual plasticulture system are generally larger than the fruit produced by the traditional matted- row varieties. In addition to larger initial berry size, the use of fertigation in the annual plasticulture system maintains larger fruit

throughout the harvest season. The inability to add additional fertilizer to matted-row berries during the growing season usually results in a decline in fruit size.

4. A longer picking season. In the Mid-South, most matted-row varieties produce berries for only about 3 weeks. 'Sweet Charlie', a variety produced for winter production in Florida, will generally produce berries for 3 weeks. However, in some years, a timely cold snap can cause 'Sweet Charlie' to flower again, resulting in an 8 to 10 week picking season. Other plasticulture strawberry varieties, 'Chandler' and 'Camarosa' will produce berries for 4 to 5 weeks.
5. An earlier picking season. As a rule, strawberry plants grown utilizing the annual plasticulture techniques will begin producing fruit 10 days to 2 weeks earlier than plants grown using the matted-row system. The negative aspect of an earlier harvest is that frost or freeze protection will need to be started earlier in the spring. However, the advantages of having earlier berries (higher prices and market establishment) more than offset the extra work and expense incurred by additional frost / freeze protection events.
6. Cleaner berries. Since plastic mulch is utilized in the annual plasticulture production system and the berries do not come in contact with the soil, the berries are cleaner and less gritty than berries produced using the matted-row system.
7. Easier harvest. Again, in the annual plasticulture system the "mother" plants produce the fruit on plastic mulch. As compared to the "mat" of the matted-row system, the plants of the annual plasticulture system are individually separated, making it easier to harvest the berries. In addition, the red berries are easier to see on the contrast of the black plastic mulch.
8. Better in-row weed control. Pre-plant soil fumigation can be utilized in both production systems. However, in the matted-row production system, the tarp (plastic) must be removed prior to planting "mother" plants. In the annual plasticulture system, the plastic used to retain the pre-plant soil fumigant, stays in place. Plants are transplanted through holes punched in the plastic. The plastic mulch suppresses weed development in the rows.
9. Less potential incidence of disease. First, the plastic mulch of the annual plasticulture system helps prevent the fruit from coming in contact with the soil. Also, the separated, individual plants of the annual plasticulture system allow better air movement, which should reduce the incidence of fruit diseases as compared to the matted-row system. However, this by no way implies fungicides are not needed for the control of fruit diseases in the annual plasticulture system.

Disadvantages of the Annual Plasticulture System as Compared to Matted-Row Production

1. Greater establishment costs. The establishment costs of the annual plasticulture production system are approximately double the establishment costs of the matted-row system. The major difference in establishment costs is attributed to the number and cost of plug plants for the annual plasticulture system. Some of these establishment cost can be offset by growing your own plug plants from tips.
2. Greater production costs. As the name annual implies, the annual plasticulture system starts from scratch each year, whereas the perennial matted-row system can be maintained for 3 to 5 years.

Even though the advantages appear to greatly outweigh the disadvantages, there may be some cases where a grower might choose to stay with the traditional matted-row production system. One of these cases is the lack of operating capital to invest in such an enterprise. Another case would be the inability to provide overhead frost / freeze protection. The annual plasticulture production system of growing strawberries is not for everyone, but does provide an opportunity for some excellent returns on the investment.

Equipment Needs

Bedder / Mulch Layer
Water Wheel Transplanter
Mulch Lifter
Pump
Media or "Sand" Filters
Fiberglass and Stainless Steel
Fertilizer Injector
Screen or Disk Filter
Pressure Regulator
Frost Protection System
Irrigation Line
Floating Row Cover
Deer Fence

Economics

Annual plasticulture strawberries offer the greatest potential returns per acre of all legal crops in produced in Tennessee. However, they are also one of the most expensive to produce. The average grower invests $5,000 to $6,000/A in the fall of the year to establish the crop. Plants account for one-fourth to one-half of the establishment costs. Depending on the exact production practices, a grower may spend $10,000 to $20,000/A producing a crop and marketing it. However, they still have the potential to provide net returns of $10,000 to $20,000/A.

Production Concerns

The first major concern is finding disease free plants. Bringing in disease can ruin a crop, as well as leave disease problems in the soil to battle for years to come. Of course disease control in the spring can be a serious problem. However, several new fungicides have made this less of a concern, but an expensive proposition.

"Frost" protection, or lack there of, can result in as much as a 50% crop loss in one cold night. Therefore, over-head watering for frost / freeze protection is a necessity. For us in Tennessee, we often are talking about real freeze control and not just "frost" protection. We often experience below freezing temperatures during bloom.

Conclusion

Annual plasticulture strawberries are a crop that can offer a great potential return to Tennessee producers. However, it is not an enterprise not for the faint of heart. They require a significant amount of investment in equipment, management, capital and time. If this enterprise is right for you, then go for it and do your best. If you are going to have to cut corners or are unsure that this enterprise is right for you, then it is recommended that you not pursue this path.

Calendar of Jobs for Annual Plasticulture Strawberry Production

6 months prior to planting or as soon as feasibly possible (March / April)
- Soil sample proposed site.
- If needed, apply lime to adjust pH to around 6.2.

2 to 3 months prior to planting (June / July)
- If planting into a site with heavy residue (pasture, meadow, or natural vegetative fallow), plow in order to break down residue.
- Order plants or tips

2 to 3 weeks prior to anticipated planting (1st week in September)
- Apply and incorporate P_2O_5 and K_2O based on soil test recommendations (all of the recommended P_2O_5 and at least ½ of the recommended K_2O should be applied in the fall) and 60 lb./A of actual N, incorporate
- Fumigate (300 - 400 lb./A of Methyl Bromide 67/33 or 30 - 40 gal./A of Telone C-35)
- Form 6 to 8 inch high beds
- Lay trickle irrigation tape 1 - 2 inches deep in the bed
- Cover with 1.25 mil black plastic mulch film.
- Broadcast annual ryegrass cover crop as soon as possible after laying plastic mulch. This allows the wind and rain to remove seed from the plastic mulch film prior to transplanting.
- Erect deer fence

From mid-September to end of September
- Transplant strawberry plugs. If waterwheel transplanter is used to set plugs, overhead irrigation in the fall may not be required. However, if setting plugs without watering, overhead irrigation may be used to firm soil around plants. In some locations, high temperatures may persist requiring additional overhead irrigation to aid in plant survival.

October
- Replace missing or poor plants.
- Drip irrigate as needed to maintain adequate soil moisture in the bed (approximately 1 inch/A/week). (Two ft. wide beds on 6 ft. centers would require 9,050 gal. of water/A)
- Scout for insect or disease problems. In warm falls spider mites are likely to become a prominent pest.

End of October to 1st of November
- Winterize trickle irrigation system.
- If planning to use row covers, they can be applied in November. However, warm temperature in November and December may promote more vegetative growth that desired. The goal in the fall of the year is to develop a plant about 8 - 10 inches in diameter with 4 - 6 branch crowns, without excessive runner development. Therefore, if plants are set at the proper time, and "normal" environmental conditions exist, row covers may not be required until bloom, and in some cases may not be used at all.
- If growing "Camarosa", row covers should be applied at this time and left on for at least 3 weeks to aid in fruit production.

Winter (well in advance of bloom)
- Setup and **TEST** the overhead sprinkler irrigation system to be used in frost protection. An adequate irrigation system for frost protection will require a system capable of delivering a minimum of 0.15 inches of water/hour (approximately 70 gal./min.).

February to early March
- Remove dead foliage and runners. This can be done by hand or using a mechanical device like a brush or high vacuum mower. Dead plant material is the primary source of *Botrytis* (Gray Mold) spores. Therefore, removal of this dead plant material is essential.

March -

Disease Control - Prior to first bloom, begin a preventative spray program for control of *Botrytis*. This preventative schedule requires 4 or more applications of Elevate™ or Switch™ fungicide: 1) prior to first bloom on new vegetative growth; 2) at 10% bloom; 3) at full bloom; and 4) at late or final bloom. (*Botrytis* spores actually infest the bloom, and manifest themselves later on the fruit. Therefore, protection of the blooms is critical). Under periods of heavy rainfall, additional applications of Elevate™ or captan may be required.

Fertigation - After the initiation of new growth (at least by the time of first bloom) begin irrigation as needed (1 inch/A/week) and fertigation. Fertigation is the process of applying fertilizer through the trickle irrigation system. Generally speaking another 60 - 80 lb./A of actual N will be applied in the spring. If only ½ of the K_2O was applied in the fall the remainder should be applied in the spring. One way of accomplishing the desired fertility is to alternate applying 1 - 50 lb. bag of KNO_3 (potassium nitrate) and 1 - 50 lb. bag of calcium nitrate/A/week. If you apply these rates for 8 - 10 weeks you have applied from 56 - 70 lb. of actual N/A.

Marketing and Labor - Review your marketing plan and make necessary contacts. Make sure you have your labor force in place.

Late March
- Apply Poast herbicide at 1.5 pints/A to kill the annual ryegrass cover crop. A second application could be applied if needed. However, make sure to adhere to the 7 day preharvest interval.

Late March to April
- Use overhead irrigation system, and row covers if desired, for frost protection. Be ready to start the irrigation system when temperatures reach 34 - 35°F. The initial startup of the system will result in evaporative cooling, which in turn can cause the air temperature to drop a couple of more degrees.

Late April to Early June
- Harvest berries every 2 to 3 days. Temperature, humidity, disease pressure (weather) and labor availability will influence frequency of harvest. If trying to ship berries they will need to harvested more immature than if selling on the farm.
- Once harvest is completed, burn down strawberry plants to prepare for fall double crop.

R. Allen Straw, Assistant Professor
University of Tennessee Plant Sciences Department
352 Ellington Plant Sciences Building
Knoxville, TN 37996-4561
(865)974-7208

What is Plasticulture?

The plasticulture system refers to the method of growing crops on raised beds that are covered with plastic mulch and irrigated with drip tape.

Advantages to the plasticulture system are: Earlier maturity, fewer diseases, greater quality, higher yields, and greater profit potential per acre compared to conventional field methods.

Strawberries are a common crop that can benefit from plasticulture production. Producing strawberries on plastic utilizes the annual hill training system in which strawberry transplants are planted in early fall in double rows at densities averaging 17,400 plants per acre on fumigated, raised beds that are covered with black plastic mulch. One acre of strawberry plasticulture produces roughly the same annual yield of 2.5 acres of traditional matted row production.

The most common strawberry variety grown on plasticulture in Tennessee is "Chandler"; it has an early maturity, tolerance of cool temperatures and long harvest period are vital to the success of plasticulture. In this system, growers harvest berries 7 to 8 months after planting compared to approximately 12 months for matted row methods. The picking season is between 6 and 8 weeks. After the strawberry season ends (mid-June), plants are destroyed and the plastic beds can be reused for summer or fall vegetable crops.

We will take a look at the following components of the production process:

**Equipment* **Bed Preparation & Planting*

**Irrigation, Fertigation & Frost Protection* **Pest Control*

**Double-cropping Options*

For more information concerning small and alternative farming enterprises contact:

Pam Rye
Area Small Farm Management Specialist
1030-A Cumberland Heights Rd.
Clarksville, TN 37050
(931) 648-5725
prye@utk.edu

Direct Marketing: Signals of Success and Red Flags

The 2002 Agricultural Census shows the number of Tennessee farmers participating in direct farm sales to consumers increased by 698 farmers between 1997 and 2002. This 25.9 percent increase in the number of Tennessee farmers involved in direct marketing was paralleled by a 34 percent increase in the total value of agricultural products sold directly to consumers. In line with the data from the Agricultural Census, specialists at the *Center for Profitable Agriculture* have seen an increase in value-added (further processing, packaging and/or marketing of a commodity) activities throughout Tennessee. Despite the increase in direct marketing and value-added activities, not every idea will generate success. Value-added enterprises have failure rates similar to those of most new products and start-up businesses – 75 to 80 percent fail in the first few years.

Work with several value-added enterprises over the years has allowed *Center* specialists to identify a number of factors that contribute to, or are necessary for, overall success. Each successful enterprise is unique; but oftentimes they have many of the following factors in common.

- Unique combination of resources (time, money, labor and energy)
- Quality end-product
- Management and leadership skills
- Sound business planning
- Strong vision and commitment to the long-term
- A thorough marketing plan including market research
- Marketing savvy and people skills
- Customer service
- A strong financial position with a low dependency on grant funds
- Able to manage and maintain cash flows
- Market development with significant marketing costs
- Flexible and able to adapt to changing regulations
- Able to see problems and react to them
- Large enough volume sold at a high enough price to turn a profit

Specialists in the *Center* have heard several comments and thoughts from producers which raise "red flags" – meaning the producer should "stop and re-evaluate" their intentions and objectives for their idea. A list of several red flags with a brief explanation of why these thoughts should raise concerns follows.

Red Flags	**Why raise the red flag?**
"It's already a success, now we just need a feasibility study."	The feasibility study should be conducted before the product makes it to the market. A product cannot be successful if it is not feasible.
"Let's stop planning and just do something."	Planning is essential for the value-added enterprise.
"We don't have any competition." "We already know it will work."	These comments can be made if market research and a feasibility analysis have been conducted to determine what competition exists or if the product is marketable.
"We need to get moving because we've already got a good name picked out."	A marketable product is important for success, but not alone sufficient enough to make an enterprise successful.
"If we build it, they will come." "We don't need to advertise, it will sell itself."	Do not expect demand for a product and consumer education about a product to exist just because the product has been made.
"Now, we just need a grant." "We don't need a champion, we need money."	Reliance on grants does not work because grants run out. Equity and deep pockets are not enough.
"We just need to get it into Cracker Barrel."	It is difficult to get product into brand name stores like Cracker Barrel because they usually have their own distributor. Goals for the enterprise should be realistic. Start small and then expand from there.

Since 1998, the *Center for Profitable Agriculture* has been developing educational resources and tools to assist producers in the evaluation and development of value-added ideas. Most resources provide guidelines for evaluating available resources in comparison with market needs. Some resources help stimulate ideas and assist in identifying unique factors behinds successes and failures of other businesses. All educational resources developed by the *Center* are available on their Web site at http://cpa.utk.edu.

Amanda Ziehl - Extension Specialist
Center for Profitable Agriculture
P.O. Box 1819
Spring Hill, TN 37174-1819
Phone: (931) 486-2777
Fax: (931) 486-0141
E-mail: aziehl@utk.edu
Web site: http://cpa.utk.edu

Tennessee Agritourism Initiative

The Tennessee Agritourism Initiative is a campaign to increase farm income and make a positive impact on rural communities through agritourism. The initiative is a partnership of the Tennessee Departments of Agriculture, Tourist Development, Economic and Community Development, University of Tennessee Extension and the Tennessee Farm Bureau Federation. Funding for the initiative is provided in part by USDA Rural Development.

The aim of the Tennessee Agritourism Initiative is to work with farmers, local chambers of commerce, visitors bureaus and others to build farm income through agritourism; expand tourist income in rural communities; and establish a sustainable, long-term program. The process of attaining these goals is broken down into three phases:

- Inventory and Analyses – identify and study existing agritourism operations in Tennessee
- Training and Development –
  - Conduct workshops and conferences
  - Develop educational materials and a guide for Tennessee farmers interested in learning about or pursuing agritourism activities
- Promotion – promote agritourism through various outlets including the Departments of Agriculture and Tourist Development Web sites, visitor centers, press tours, print and broadcast media

A Snapshot of Tennessee Agritourism: Results from the 2003 Enterprise Inventory

A total of 210 existing agritourism enterprises were successfully contacted in the fall of 2003 to participate in a survey by the Tennessee Agritourism Initiative. The purpose of the survey was to identify characteristics of the agritourism industry in Tennessee and to identify issues and obstacles faced by agritourism enterprises that may be addressed by future research, teaching and outreach.

Tennessee Agritourism Industry Characteristics

- Eighty percent of enterprises offer visitors more than one attraction
- Sixty percent of enterprises are open only seasonally
- Operators identify advertising, marketing and promotions as most important factors for success
- Eighty-five percent of visitors are from in-state
- An estimated 3.5 million people visited the 210 agritourism enterprises in 2002
- Thirty percent of enterprises earned between $1 and $10 per visitor

Issues & Obstacles Faced by Agritourism Operators

- On average, operators have most difficulty with:
  - Promoting the enterprise
  - Finding and hiring qualified employees
- On average, operators have some difficulty with:
  - Liability insurance
  - Identifying markets
  - Signage
  - Preparing business plans
  - Financing issues
- Operators stated they need assistance with advertising, marketing and promotions
- Large number of respondents did not know key benchmark evaluation measures which indicates a need for education and outreach

Statewide Agritourism Conference

Agritourism: Cultivating Farm Revenue
November 7-9, 2005
Franklin, TN

This statewide agritourism conference will include a combination of general and breakout sessions for beginning and experienced agritourism operators as well as interested professionals. The conference is being planned by partners of the Tennessee Agritourism Initiative. Funding, in part, has been provided through grants from USDA Rural Development.

Dan Strasser - Marketing Specialist
Tennessee Department of Agriculture
Ellington Agriculture Center
P.O. Box 40627
Nashville, TN 37204
Phone: (615) 837-5298
Fax: (615) 837-5194
E-mail: dan.strasser@state.tn.us

PROGRAM OF DISCUSSION #3: DISCUSSION ON ENVIRONMENTAL ISSUES AFFECTING URBAN HORTICULTURE: WATER QUALITY ISSUES

"Environmental Issues Affecting Urban Horticulture: Water Quality"

Discussion of environmental issues related to water quality/storm-water quality management in urban areas as this affects both urban horticulturists and farmers. Both are having to change practices and incorporate BMP's into their plans in order to meet state standards and such. I think this is a topic that Ag agents could discuss regardless of their specialty and background (horticulture vs traditional ag). As a member of TN Urban Forestry Council and the Clarksville Tree Board, this is something we have been looking at and looking at ways that we can help the regional planning commission get up-to-date on BMP's, new design ideas etc.

Issue Statement:

To protect our natural environments, as educators we should be building leadership for healthy watersheds through education, training and discipline. Some of the biggest issues affecting our surroundings in the next 10 year include:

urban sprawl
land fragmentation
rural area development (loss of farmland)
population growth
inter-basin water transfers

"The cycle of life is intricately tied up with the cycle of water (Jacques Cousteau)."

Discussion:
After reading the above statement, what are some solutions to the problems listed? What resources are available for communities to develop storm management/water quality programs?

Look at the Storm Water Phase II requirements for communities and discuss things that homeowners, developers and farmers are having to deal with.

Karla Kean, Extension Agent
The University of Tennessee
Montgomery County Extension
1030A Cumberland Heights Road
Clarksville, TN 37040-6901
(931) 648-5725