

SUMMARY

Roundtable Proceedings

September 26 - 28, 1985

UCROSS FOUNDATION

"Ranching and Agriculture in Wyoming"

With Grateful Acknowledgement

To Lollie Plank
for the many hours volunteered
to record, review and assimilate
these Roundtable proceedings

Table of Contents of Proceedings

ROUNDTABLE

on

RANCHING AND AGRICULTURE IN WYOMING

September 26 - 28, 1985

<u>Topic</u>	<u>Page</u>
"What are the <u>assets</u> of Wyoming which offer <u>promise</u> to the Agriculture/Ranching industry?"	1
"Specific needs/plans/goals which can stimulate/enhance Agriculture/Ranching in Wyoming."	3
"Plans for action which would, if implemented, make a measurable, positive difference for Agriculture/Ranching in Wyoming."	5
Plan: To adapt investment practices of the State to increase availability of investment capital to Wyoming businesses.	7
Plan: To establish a Wyoming agricultural land trust fund.	10
Plan: To merchandise Wyoming lean beef as a specialty product commanding Tarket premium.	12
Plan: To expand and diversify Wyoming's production of Certified Seed.	15
Plan: To develop a system for the economic production and marketing of malt barley (an example).	17
Plan: For fun (and perhaps profit) produce and market sagebrush ,. .nd its by-products.	20
List of participants	22

WHAT ARE THE ASSETS OF WYOMING WHICH OFFER PROMISE TO THE AGRICULTURE/
RANCHING INDUSTRY?

A. Natural Resources

1. Land

- a. public/private mix,
- b. soil,
- c. grass,
- d. open range,
- e. forests.

2. Water

3. Climate

- a. clean air,
- b. number of days of sunshine,
- c. natural pest control.

4. Abundant wildlife: game and fish

5. Energy and other mineral resources

- a. oil and gas,
- b. coal,
- c. trona,
- d. bentonite,
- e. CO₂,
- f. wind.

6. Recreation opportunities year-round

7. Scenic beauty

B. Human Resources

1. Quality education system and facilities for young people with related extension services and research.

2. In-place irrigation systems.

3. Transportation systems: highways and railroads, especially east/west.

4. Favorable tax climate.

5. Capability to diversify agricultural base: botanical and animal variety.

6. Quality of lifestyle and people
 - a. innovative and hardworking,
 - b. positive image: public acceptance of agriculture,
 - c. rural communities and local color.
7. Accessibility of state government
 - a. low population density,
 - b. lay legislature with political accountability,
 - c. stewardship of public lands, environment and resources.
8. Tourism and recreation
9. Quality agricultural products and markets: grains and livestock.
10. Accessible farm lending programs
11. Well-developed agricultural organizations

SPECIFIC NEEDS/PLANS/GOALS FOR THE STATE WHICH CAN STIMULATE/ENHANCE THE LONG RANGE HEALTH OF RANCHING/AGRICULTURE IN WYOMING.

A. Product Development

1. New, improved, more diversified products including extraneous product lines
 - a. developed through research and technology;
 - b. utilizing wildlife in the private sector for recreation and by-products, such as antlers; and
 - c. tourism: on the ranch, in the mine.
2. Vertical integration
 - a. more in-state processing - new industries,
 - b. circumvent or replace out-of-state middlemen,
 - c. contract production.
3. Improve efficiency, reduce costs with sophisticated business practices
4. Anticipate consumer wants
5. Natural, renewable resource product development
 - a. timber: management and accessibility
 - b. water

B. Market Management

1. More market alternatives: vertical integration means more products to more markets.
2. Research: meet market conditions.
3. Promotion: targeting markets.
4. Structure: marketing methods.
5. Transportation: improve physical market accessibility.

C. Education

1. Of consumer, to Wyoming products.
2. Of producer, in understanding and using better financial management practices and tools.
3. Of Wyoming people, that agriculture is the backbone of their economy.
4. Improved communications and networking
 - a. within state and among regions,
 - b. among and between groups and organizations,

D. Resource Allocation and Development

1. Clarification and identification of values.
2. Land and water: public/private use.
3. Capital
 - a. greater availability for in-state needs,
 - b. lower cost of money,
 - c. pooling of public and private funds
 - d. state investment policy changes.
4. Enlighten the greater public's misperception of Wyoming's tax climate.
5. Foster new capital investment through removal of selected regulation barriers.

SPECIFIC PLANS FOR ACTION WHICH WOULD, IF IMPLEMENTED, MAKE A MEASURABLE, POSITIVE DIFFERENCE IN STIMULATING ONE OR MORE SECTORS OF THE AGRICULTURE/RANCHING INDUSTRY IN WYOMING.

- A. Encourage vertical integration, through associations of small producers
 - 1. Specialty products from field to consumer
 - a. field producers: lean beef,
 - b. processed products: fast foods (Beef McNuggets), packaging.
 - 2. Direct marketing.
 - 3. Contract marketing.
 - 4. New agricultural industry between field and consumer.
 - 5. Co-ordinate efforts of those groups involved in the production and delivery chain.
 - 6. Market research and development
 - a. identify markets and size of markets,
 - b. educate consumer to new Wyoming products and nutritional experiences,
 - c. promote selected Wyoming products.
- B. Educate producers to adopt better financial business/ranch management. General educational emphasis for youth, as well as
 - 1. University of Wyoming.
 - 2. Community College system.
 - 3. Agricultural Extension Service.
 - 4. Perhaps require would-be borrowers to know and understand their costs of production before becoming credit-worthy.
- C. Change state's investment philosophy to allow the state to participate in private and public/private capital investment within the state.
- D. Make state farm loan funds available on a matching basis to local banks at reduced interest rates for agricultural loans at tolerable, blended interest rates.
- E. Form a state agricultural land trust to make state funds available at below-market interest, in exchange for the equity portion of a farmer/rancher's land so as to get crippling interest and debt off producer's back in the short term.
- F. Develop unity within, and co-ordination and collaboration among and between agricultural groups.

- G. Develop unity among resource users in the state: i.e., develop a strategy plan.
- H. Establish action groups to challenge government regulations that are untimely barriers to farmer/rancher survival.
- I. Financial management aid and family counselling for both viable and non-viable agriculture units.
- J. Develop new national and international markets for Wyoming products.
- K. Stimulate production of certified grain.
- L. Utilize facilities and technology of the Wool Department of the University of Wyoming for development of cottage industries.
- M. Increase the production of Wyoming malt barley and perhaps other grains for export to targeted and developed international markets.
- N. Nutritional education program for Wyoming agricultural products: hotel/restaurant management training to reach tourists, as well as consumer education to inform Wyoming residents and to develop markets.
- O. Establish an information center to collect and disperse data pertinent to agricultural industry relating to finance, state and federal government, environment, personal and profession services, research, new products, etc.
- P. Develop a telecommunications and computer network to make available to everyone the data base referred to in "O" above, as well as continuing education programs, pertinent marketing information and current information concerning activities of agriculture-related organizations.
- Q. Re-open the Sheridan Meat Company with a viable business plan.
- R. With a touch of humor, and perhaps some substance, the following two suggestions were made:
 1. Promote coyote races at Buffalo Downs with a few strategically located training tracks to encourage broad participation in a new sport certain to take care of the ranchers' coyote problem while it provides state tax revenues from parimutuel betting.
 2. Promote the harvesting of Wyoming sagebrush by developing new uses for and new by-products from this hardy plant and targeting new markets.

SIX GOALS SELECTED WITH PLANS DEFINED AND BLUEPRINTS FOR ACTION DEVELOPED.

- I. The Goal: to adapt the investment practices of the State of Wyoming to increase the availability of investment capital to businesses that provide economic support to agriculture and local economies.
 - A. The Plan: through legislative action
 1. To change Wyoming's present investment policy of getting the highest rate of return to a policy which includes allocating a portion of state funds for capital investment to encourage the state's long-term economic well-being.
 2. This would be a state initiative to provide investment capital to specific business endeavors in the private sector that have a good chance to contribute to the positive future of agriculture in Wyoming - primarily agriculture-related projects.
 - B. The Players: not clear at the outset who would emerge to provide primary leadership among a mutual association of groups and Boards that would be attracted as participants.
 - C. Logical Participants:
 1. Proponents who would likely support the process
 - a. all agriculture groups,
 - b. Chambers of Commerce and retail merchants,
 - c. legislators,
 - d. Economic Development Board,
 - e. State Planning Co-ordinator,
 - f. Wyoming Bankers' Association,
 - g. Wyoming Borne Builders Association,
 - h. Hotel/Motel Association,
 2. Opponents
 - a. Fiscal ultra-conservatives
 - b. No-growth advocates
 - c. Representatives of the educational system, which currently receives about 70% of state funds allocated to state activities, who might fear some loss of funding.
 - d. Bankers who might view state investment capital as competitive with their loan activities.
 3. Neutral: possibly the State Treasurer and the Legislature though predictable bias unknown.

- D. This initiative should begin in the near future with adequate time to organize a constituency and draft legislation before the appropriate time to approach a legislative session - either 1986 or 1987.
1. Homework
 - a. get information from State Treasurer as to what funds would be available;
 - b. assuming feasibility, determine if Treasurer's Council would administer the program;
 - c. determine what legislation would be required.
 2. Process and anticipated time frame
 - a. gathering of interested participants, drafted by the Roundtable group presenting the plan, in a neutral setting - such as Ucross - to
 - b. explore interest and feasibility,
 - c. establish criteria for allocating funds
 - (1) long-term employment potential,
 - (2) value added to state's economy,
 - (3) economic value more important than maximum interest rate.
 - d. draft bill.
 - e. generate public interest and additional support - three months.
 - f. gain legislative approval - 40 days, either the 1986 or 1987 Legislative Session.
 - g. participants must follow through to see that the plan is implemented and encourage new businesses to take advantage of it.
 3. Specific examples of possible qualifying projects
 - a. lamb processing plant,
 - b. a consortium of producers investing in a feed lot,
 - c. small manufacturing: furniture, jewelry,
 - d. brewery: specialty beers,
 - e. meat packing facilities to turn out specialized products to meet ethnic and religious requirements.
 4. If constitutionality is in question and legislation is therefore not possible, a court challenge may be required.

- E. Expectations: broadening the definition of the state's fiduciary responsibility to its residents to include providing investment funds to generate new economic entities to enhance the agricultural infrastructure could
1. Rejuvenate the agricultural prospects for the state.
 2. Result in the development and processing of more agricultural-related products within the state.
 3. Increase employment.

II. The Goal to establish a Wyoming agricultural land trust fund.

A. The Plan: to make available to farmers/ranchers overburdened with debt and interest payments and with at least 30% equity in their land, short-term, low-interest (approximately 6.6%) "loans" to refinance their debt and provide (operating funds) to improve cash flow.

1. After an acceptable land appraisal, ranchers land (equity) would be placed in trust with a lease-back agreement.
2. Proceeds from trust fund, based on appraisal of value of equity in land, would be available to rancher to make it or break it.
 - a. if successful at increasing equity (up to 70%) and cash flow, rancher would get his land back and look for future credit through commercial channels.
 - b. if unsuccessful - default results in trust selling land.
3. A possible requirement for participation in this program could be understanding and using financial management and counselling that closely tracks costs of production.

B. The Players

1. state elected officials '
2. agricultural organizations
3. financial groups

C. Participants

1. Proponents: in addition to Players
 - a. agribusiness
 - b. local Chambers of Commerce
 - c. church groups
 - d. lenders
2. Opponents
 - a. possibly, but not necessarily, environmental groups
 - b. interests outside agriculture who
 - (1) might deplore propping up an uncompetitive sector of the economy.
 - (2) those consumers of general fund dollars who might feel threatened by possibility of decreased funding.
3. Neutrals parties
 - a. mineral groups
 - b. county officials

- D. Initiative should begin now with the organization of a planning group of leaders favorable to concept.
- I. Planning group to convene by mid-November at a central location, perhaps Casper, so that draft copies of the plan, as delineated at the meeting, could be distributed as soon as possible to interested groups.
 2. Process and time frame
 - a. draft plan - two weeks
 - b. distribute to proponent groups
 - c. allow time for comment - 30 days
 - d. finalize proposed legislation - 60 days
 - e. seek public support up until the 1986 Legislative Session
 3. Roadblocks to this initiative might develop because of lack of comprehension of the "domino effect" of the agricultural crisis - the undesirable options.
 4. A study showing the positive benefits of this interim form of capital infusion would indicate the level of sales tax revenues from local communities supported by the ranching/agriculture industry.

E. Expectations

1. This program is a good idea to provide funds to worthy participants to enhance the survival of agriculture in Wyoming.
2. It would help to preserve a viable local tax base - sales tax revenues from rural communities.
3. It could relieve some pressure on the private financial community stressed by loan defaults.
4. Land trust's orderly sales of land where warranted should stabilize land values.

III. The Goal: to merchandise Wyoming lean beef as a specialty product commanding a market premium.

A. The Plan: a pilot project supported by state appropriations and public venture capital funds to market lean beef at at least a 10% premium above current market to the producer.

1. Raise lean beef that can be finished for slaughter within the state with state-grown feed, that meets established criteria for consistent _____
2. Process and package the meat in-state at a public/private funded plant for that and other compatible purposes.
3. Distribute the meat as a specialty item because of its nutritional and other positives, to small retail stores (possibly Wyoming-owned) in target population centers like Los Angeles and Denver.
4. This project is an integrated, co-op/type production and sales effort.

B. The Players: leadership provided by

1. Wyoming Beef Council, the marketing arm of the Wyoming Stock Growers' Association
2. Wyoming Meat Processors' Association
3. Supportive state senators: notably Charles Scott, State Senator/Natrona county, and Boyd Eddins, State Senator/-Lincoln county

C. Participants

1. Proponents

- a. producers of grass, steers, and yearlings
- b. University of Wyoming research groups (College of Agriculture)
- c. Stock Growers' Association
- d. Farm Bureau
- e. Beef Cattle Improvement Association
- f. Department of Agriculture Planning and Development
- g. Cowbelles

2. Opponents

- a. those who think this project should be supported only by the private sector
- b. those who would cut off further funding of required research, leaving on-going funding only from the established University budget

3. Neutral participants

- a. University of Wyoming,
- b. news media,
- c. consumers.

D. Initiation: process and time frame

1. Idea to be presented to the Wyoming Beef Council and at the next meeting of the Wyoming Meat Processors' Association - October, 1985.
2. Provide opportunity for commitment to participate in this project to producers and proponents - December, 1985.
3. Receive and "action up" the University of Wyoming College of Agriculture research report on lean beef products and markets due to be released - November 1985.
4. Interested proponents to lobby Legislature for
 - a. funding of test-market research
 - b. funding, of development of lean beef processing and packaging capability in Wyoming - January/February, 1986.
5. Put in place retail market locations in target population centers, such as Denver and Los Angeles.
6. Develop in-state processing plant(s).
7. Numbers 5 and 6 require some form of private and/or public capital investment funding rendering the lead time indefinite.
8. Assistance in this timely specialty product endeavor would be needed from
 - a. Economic Development and Stabilization Board,
 - b. the Governor,
 - c. key legislators,
 - d. Legislative Appropriations Committee,
 - e. lenders.
 - f. Wyoming Venture Capital Fund.

9. Hindrances

- a. lack of follow-through,
- b. groups of producers of other commodities who might feel concentration of energy and dollars on lean beef unfair.

F. Expectations

1. The lean beef project is a pilot project that could be copied and improved on by future endeavors to move selected agricultural products out of the commodity category into the premium specialty product category.
2. If successful, this project could be designed to recapture public funds into a revolving fund available to future specialty product/market efforts.
3. Specialty agriculture products are likely to prove the primary opportunity for premium return to the farmer/rancher producer.

IV. The Goal: to expand and diversify Wyoming's production and sale of Certified Seed - given the combined advantages of favorable climate and a wide area of land suitable for this crop.

A. The Plan: to rejuvenate and further develop appropriate activities necessary to the production and sale of Certified Seed in the state of Wyoming.

1. Mechanism of seed certification is already in place nationally and on the state level.

2. Markets are thought to be readily available for quality products with an aggressive marketing effort.

3. Farmers currently producing uneconomic crops could, by joining this program, produce seed crops with appreciably higher margins.

4. The crux of the plan would be the education of potential growers by the infrastructure already in place and on-going research to develop quality products.

B. The Players: in-place operators of Wyoming's Certified Seed Program supported by renewed efforts to rejuvenate their activities.

1. Wyoming Crop Improvement Association - association of growers of certified seed.

2. Wyoming Agricultural Experiment Station - to develop competitive quality products.

3. Wyoming Agricultural Extension Service, which funds and co-ordinates the state's Seed Certification Service.

a. service is funded with minimal public money

b. operation of service is funded by inspection fees charged to producers.

4. Wyoming Department of Agriculture.

C. Participants

1. Proponents

a. Wyoming grain, feed and seed dealers.

b. Wyoming Legislature: necessary for continuing support of on-going research and extension activities that are essential to success of this program.

c. crop producers and producers' associations. Broaden Wheat Growers' Commission to be a Small Grains Commission.

d. associated community organizations.

2. Opponents: out-of-state competitors.

3. Neutral participants: purchasers of Certified Seed.
- D. Time frame and process: plan can be implemented without additional organizational Infrastructure.
1. A current can/ neat to action on the part of leadership organizations (Wyoming Crop Improvement Association, Wyoming Stabilization and Conservation Service, Agricultural Extension Service) to
 - a. notify and educate potential growers.
 - b. identify and develop markets.
 2. Program to be announced at the winter meeting of the Wyoming Crop Improvement Association
 - a. consensus for action - two to three months.
 - b. expansions and diversification of seed producers - two to five years.
 - c. development :f appropriate markets - one to ten years.
 3. Assistance is a matter of commitment on the part of service organizations, producers and the Legislature with minimal tax support and expansion funded primarily by the private sector.
 4. Hindrances
 - a. competition from out-of-state producers and marketers.
 - b. reduction in market demand.
- E. Expected Results: a successful program supported by expanding markets
1. Success probability is very good with constraints being weather- and market-dependent, but these should not represent excessive risks. The key to success is the identification of markets.
 2. Seed demand in international markets will most likely increase as population increases and developing countries increase their production.
 3. U.S. (and Wyoming) has a built-in lead in research and technology to develop a wide variety of quality certified seed.
 4. Anticipated increase in set-aside lands will open new markets for grass seeds to regenerate those lands naturally over several years.

- V. The Goal: the co-ordination of all existing agricultural commodity production/marketing groups to create and implement a Wyoming methodology for economic development applied to agricultural commodities.
- A. The Plan: structure and effect a methodology for the economic production and marketing (national and international) of malt barley.
1. Form a consortium to sell the pilot idea and implement the consolidation and co-operation of existing efforts that currently duplicate or contradict each other.
 2. Involve other interested individuals in positions of power to help effect the increased efficiency of services and co-ordination and availability of timely information that this effort would bring about.
 3. Hire an executive staff to expand production of and markets for malt barley as a pilot commodity.
- B. The Players:
1. Wyoming Agricultural Commodity Marketing Consortium: an umbrella organization composed of agricultural commodity organizations and a professional staff.
 2. Wyoming Agricultural Lenders' Association.
 3. State entities working in fragmented ways on marketing
 - a. Economic Development and Stabilization Board,
 - b. Department of Agriculture,
 - c. Government Co-ordination and Planning Board.
 4. Legislators interested in maximizing Wyoming's economic opportunities.
 5. University of Wyoming and Community College system.
- C. Participants
1. Proponents: those who see their own self-interest better represented might include commodity producers, processors, transporters, buyers, dealers.
 2. Opponents: those potential participants so noted in Number 1 above who might not see their self-interest properly represented because of inadequate information.
 3. Neutral participants: unclear, other than ultimate consumers.

D. Time frame and process

1. Initial meeting in 1985-86 fall/winter months (the idle months for agriculture) - possibly hosted and underwritten by the Ucross Foundation - to include a committed leader/spokesman from each agricultural commodity organization and other interested individuals in positions of power.
2. Form Commodity Marketing Consortium - umbrella organization for the co-ordination and networking of existing organizations with a professional staff - one year.
3. Identify and secure funding, perhaps from membership fees - two years.
4. Functioning and beginning results from executive staff - two years.
5. Staff directed to
 - a. research and identify markets - initially for malt barley,
 - b. develop marketing tools and procedures that can be used as a methodology with all Wyoming agricultural commodities,
 - c. implement promotion Of commodity through education and the efficient co-ordination of all services offered by existing organizations.
6. Assistance needed from lenders to provide capital for potentially profitable business development, perhaps even an import/export firm.
7. Hindrances
 - a. middlemen who could frustrate an integrated in-state effort;
 - b. foot-dragging by paid staffs and bureaucrats in agricultural commodity-related organizations whose jobs might be threatened by an umbrella organization dedicated to eliminating duplication and contrary policies.

E. Expectations; malt barley a good choice for pilot commodity.

1. Good success probability or expanding market for Wyoming malt barley - especially in Japan and the Pacific rim countries
 - a. Japan uses 750,000 metric tons of malt barley per year
 - b. current major source is Australia, a high labor cost, developed country
 - c. Montana now as 83,000 acres in malt barley producti.
 - d. 750,000 metric tons = 400,000 acres of Wyoming irrigated land at 95 bushels per acre

2. At very worst, this pilot project exercise would result in better consolidation, co-operation and efficiency of marketing-related efforts within the state.

VI. The Goal: for fun and perhaps for profit, use Wyoming methodology for economic development applied to a presently under-utilized agricultural commodity, to produce and market sagebrush and its by-products.

A. The Plan: develop a credit-worthy business plan to form "Stinger B Sagebrush, Inc.", a private company that would produce and sell sagebrush products nationally and internationally, utilizing the services, information and expertise provided by the Wyoming Agricultural Commodity Marketing Consortium.

B. The Players: Stinger B's

C. Participants:

1. Proponents: all landowners who have sagebrush on their property.
2. Opponents
 - a. antelope,
 - b. Wyoming Game and Fish Department,
 - c. possibly environmentalists, though Stinger B's would agree at the outset not to clear cut.
3. Neutral: impossible to tell with no history of predictable biases.

D. Time frame and process

1. Research products and specialty markets - one month.
2. Pull organization and business plan together - six months.
3. Develop marketing plan - one year.
4. Launch business and wait for first bottomline - two years.
5. Implement production of three to five products directed at specialty markets.
 - a. spice for food,
 - incense,
 - c. landscape and potted patio plants - to be fertilized with antelope peanuts,
 - d, air fresheners,
 - e. perfume,
 - f. aromatic bouquets shipped by home-grown mail order company,
 - g. aphrodisiac for Oriental-country markets,
 - h. base for a new liqueur.
6. Develop advertising campaign: sales force, brochure and media campaign

- E. Expectations: with a commitment to develop unique market products peculiar to Wyoming and with a good business plan
 - I. Success dependent primarily on a stable of products that meet consumer acceptance .
 - 2. Failure would indicate lack of commitment on part of conceivers and consumers.
 - 3. A real demonstration of entrepreneurial moxy at work, diversifying the agricultural community of products.

PARTICIPANTS
RANCHING AND AGRICULTURE IN WYOMING
ROUNDTABLE
September 26-28, 1985

BOB BAKER, State Representative, Fremont County
P. O. Box 282, Dubois, WY 82513, (307) 455-2251

BRUCE BARTON, Vice President/Operations, Ucross Land Company
Clearmont Route, Box 39, Buffalo, WY 82834, (307) 684-9527

LARRY J. BOURRET, Executive Vice President, Wyoming Farm Bureau Federation
P. O. Box 1348, Laramie, WY 82070, (307) 745-4835

GURN BROWN, Coordinator, Wyoming Young Farmers/Ranchers
Casper College, 125 College Drive, Casper, WY 82601, (307) 268-2595

BOB BUDD, Executive Secretary, Wyoming Stock Growers' Association
P. O. Box 206, Cheyenne, WY 82003, (307) 638-3942

HEATHER BURGESS, Director, Ucross Foundation
Ucross Route, Box 19, Clearmont, WY 82835, (307) 737-2291

SHERIDAN BURGESS
Wyarno, WY 82845, (307) 737-2261

SAM CORDES, Head, Agricultural Economics Department, College of Agriculture, University
of Wyoming
Box 3354, University Station, Laramie, WY 82071, (307) 766-2386

SANDRA L. (SANDY) and JOHN M. DALY
P. O. Box 69, Gillette, WY 82716, (307) 682-3971

EDWARD L. (ED) FISK, Associate District Manager, Bureau of Land Management
P. O. Box 119, Worland, WY 82401, (307) 347-9871

ROBERT R. (BOB) FLETCHER, Director, Wyoming L.E.A.D.
Box 3354, University Station, Laramie, WY 82071, (307) 766-3372

ED GARDING, Ag Chairman, Wyoming Bankers' Association
P. O. Box 2007, Sheridan, WY 82801, (307) 674-8595

JIM GERINGER, State Representative, Platte County
Route I, Box 4932, Wheatland, WY 82201, (307) 322-9709

HAROLD HELLBAUM, State Executive Director, Agriculture Stabilization and Conservation
Service
P. O. Box 902, Casper, WY 82602, (307) 261-5231

HELEN HOUSE, W.I.F.E.
P. O. Box 683, Ralston, WY 82440, (307) 754-3761

STANTON HUBBS, President, Wyoming Wheat Growers' Association
P. O. Box 65, Hawk Springs, WY 82217, (307) 788-1347

Participants
Ranching and Agriculture in Wyoming
Roundtable
September 26-28, 1985

COLIN KALTENBACH, Associate Dean, College of Agriculture, Director of Agriculture
Experiment Station, University of Wyoming
University Station, Laramie, WY 82071, (307) 766-1121

C. K. (CHUCK) LAWRENCE
Clear Creek Ranch, Clearmont Route, Box 30, Buffalo, WY 82834, (307) 684-2332

FRANK MCCREA, Editor, Wyoming Stockman Farmer
110 East 17th Street, Cheyenne, WY 82001, (307) 634-7964

BOB MOORE
P. O. Box 126, Arvada, WY 82831, (307) 736-2262

MICHAEL (MIKE) ORMSBY, Director, Farm Home Administration
P. O. Box 820, Casper, WY 82602, (307) 261-5271

JOHN ORTON, Commissioner of Agriculture, Board of Agriculture
2219 Carey Avenue, Cheyenne, WY 82002, (307) 777-7321

CAROLYN PASENEAUX, Executive Director, Wyoming Wool Growers' Association
P. O. Box 115, Casper, WY 82602, (307) 265-5250

MARY PAXSON, Executive Vice President, Chamber of Commerce
350 West 21st Street, Torrington, WY 82240, (307) 532-3879

LOLLIE PLANK
550 East Long Lake Road, Wayzata, MN 55391, (612) 473-7904

VIRGINIA PURDY
200 North Wyoming Avenue, Buffalo, WY 82834, (307) 684-7717

RUTH G. RICE, Member/Board of Agriculture
Wrench Ranch, Kirby Star Route, Box 39, Sheridan, WY 82801, (307) 674-8564

RUDY RUTAR, Farmers' Union
R.R. 112, Torrington, WY 82240, (307) 532-2406

MARLENE SIMONS, State Representative, Crook County
Windy Acres, Beulah, WY 82712, (307) 283-2664

MARTHA THOMAS
Ucross Route, Box 19, Clearmont, WY 82835, (307) 737-2343

RUSSELL and ILA ZIMMER, State Senator, Goshen-Niobrara Counties
P. O. Box 236, Torrington, WY 82240, (307) 532-2347

UCROSS FOUNDATION STAFF

RAYMOND PLANK, Chairman of the Board and CEO
Apache Corporation, 730 Second Avenue South, Minneapolis, MN 55402-2498,
(612) 347-8700

BOB THOMAS, President
Ucross Foundation, Ucross Route, Box 19, Clearmont, WY 82834, (307) 737-2291

HEATHER BURGESS, Director
Ucross Foundation, Ucross Route, Box 19, Clearmont, WY 82834, (307) 737-2291

PETE WILLIAMS, Director, Wyoming Futures Project
Ucross Foundation, 232 East 2nd Street, Suite 201, Casper, WY 82601, (307) 577-1772

VERNA KOHLS, Administrator
Ucross Foundation, Ucross Route, Box 19, Clearmont, WY 82835, (307) 737-2291