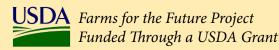
### Farms for the Future

### Balmer Family Stoney Path Farm Transformation Team Case Study









### Balmer Family Stoney Path Farm

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### **Farm History and Executive Summary**

Jeff and Jesslyn Balmer, and their four children, operate 140-acre Stoney Path Farm, located in Lititz, Lancaster County. Prior to their Transformation Team project, the couple milked approximately 50 cows in a tie-stall barn. The 10 year lease agreement with Jeff's mother was expiring, and an option to purchase the farm was presented. It was an ideal time to consider their future in dairy. In a quest to improve cow comfort, business profitability and quality of life, the Balmers began researching parlor and robotic milking systems.

Led by their nutritionist, the Transformation Team helped the Balmers analyze their expansion plans, comparing the feasibility of both milking systems and the appropriate benchmarks for their business. Ultimately, the family decided on two robotic milking units and doubling their herd size to 100 cows. They also executed a succession plan, purchasing the farm from Jeff's mother.

In August of 2011, the Balmers broke ground on their new facility and purchased an additional herd of cows from another Lancaster County farm. Once again, the Transformation Team was instrumental in helping Jeff manage the herd health issues associated with incorporating new animals into an existing herd. They also remodeled their existing tie-stall barn to accommodate young stock.

Today, herd management relies more on data collected from robots and observation, instead of previous hands on/clinical observations. The Balmers adjust dairy cow rations to help cow flow to the robot and achieve optimal production. They see more standing heats in the herd and have an activity monitor in the identification collars that alert them to possible heats.

Thanks to this robotic technology, the Balmers also actively participate in their children's school and extracurricular activities, as milking schedules no longer dictate family life.





### **Business Plan**

### Situation Overview:

A. *Why did the farm need a business plan?* The need for a business plan was spurred by the downturn in the dairy economy in 2009. We recognized that to sustain the farm, changes would need to occur for us to remain profitable. Past financial information and records were utilized to create the business plan to accommodate future business planning.

B. *Does the farm have a mission statement?* Yes. Stoney Path strives to produce quality milk at a profit by:

- Raising our family to understand the value of working together to achieve our goals while caring for animals and crops, both on the farm and with the public.
- Utilizing our God given talents and resources to care for the animals and land in a sustainable and environmentally conscious manner.
- Breeding our cows for longevity with functional type traits that will be both appealing and marketable.
- Providing an educational opportunity for other producers and the community to see technological advancements in dairy farming.

### Actions:

C. *What are the key components to the final plan?* Cash flow, balance sheet, loan amortizations, production goals and mission statement were all components of the final plan.

### **Results:**

D. What benefits, if any, has your farm dairy operation derived from engaging in a business planning process? We placed more concrete numbers on the business of dairy farming and the need to evaluate and think forward in the planning process.

E. *How did the business planning process help the family make better decisions?* We had the information needed when applying for a loan(s). All the information was in one place.

F. *How often will the farm update the business plan, in the future?* It's a continuous process, but we plan to take a hard look every five years.

G. Was there anything uncovered during the business planning process that helped family members to better understand other members of the family? The process helped us to clearly express our personal and business goals. This is sometimes difficult to do, and this process forced us to become more comfortable with doing it.

### **Modernization and Technology**

### Situation Overview:

- A. Detail the farm's reasoning behind the decision to pursue a modernization plan.
  - 1. Our tie stall barn needed updated and was causing cow comfort issues.
  - 2. A 10 year rental lease was about to expire, with an option to purchase the farm. We could house animals, but then how do we milk them? There was a robot versus parlor discussion. We wanted the daily schedule freedom that robots offered. There is less labor with robots, as compared to a parlor system.

B. *List the key variables that impacted the decision to move ahead with the plan.* We compared the financial feasibility of robots versus parlor milking systems. We liked that robots also allowed a flexible schedule for our family that includes four young children. It's a family farm, with family members managing the day-to-day work; neighbors help in a pinch.

- C. The following modernization areas apply to our farm and describe the incorporation of technology.
  - Young stock facilities Remodeling old tie stall for young stock.
  - Milking cow facilities Two robotic milking units.
  - Manure management and storage No additional storage. Tank holds 4 5 months.
  - Manure handling Chain link, not cable, scraper systems with tube gutter keeps alleys drier, pump through transfer line.
  - Feed Storage In March 2013, we started pasteurizing waste milk for our calves. Low quality milk is separated and collected by the robot to be pasteurized.
  - Ventilation Built a three row barn. Natural prevailing winds for cross ventilation. AutoVent system controls curtains and fans and has a detector that reads wind and indoor/outdoor temperatures. Humidity and precipitation sensors change curtains based on weather conditions; curtains are opened and closed more often with sensors, as compared to manual operation.

### Challenges and Opportunities:

D. What were the different options the Transformation Team considered as they worked together to pursue this plan? Please describe. The Transformation Team helped us consider one robot, versus two, and also keeping the same herd size, versus doubling our herd size. Ultimately, we decided on two robots, doubling the herd size. This decision also changed our cropping and manure handling systems. Our break-even price dropped by \$1.

### Modernization and Technology...continued

E. *Did any barriers, or bottlenecks, occur during the project, and if yes, how did the team overcome those issues?* Yes. Tropical Storm Lee was the biggest construction obstacle. For project financing, all three loans were contingent on the other. We needed one lender to go first.

### Actions:

F. *How did the work done on a business plan or feasibility study impact the farm's final decisions?* Once we gathered our estimates and our financial numbers matched, we moved forward with our plan.

G. How long did the project take, start to finish? Two years.

### Timeline:

- Late winter/early spring 2010: Rental agreement for the farm was coming to a close
- July 2010: First meeting of the Transformation Team
- January 2011: Financed with the bank
- April 2011: Bank approved
- August 2011: Construction began
- December 14, 2011: Cows moved into the new barn

### **Results:**

H. *How did the modernization and new technology change the business as it relates to profitability?* We would not have purchased the farm and remained in dairy without the modernization plan.

I. *Can the farm quantify labor savings, energy savings or environmental impact?* Our herd is a little more than double the original size, and we can finish our chores in equal or less time without additional hired labor. Chores no longer revolve around the strict 2x per day milking schedule.

J. *Did the modernization and new technology change management practices on the farm?* Herd management relies more on data collected from the robot and observation, instead of all hands on / clinical observations. Rations for the dairy cows have been fine tuned to help cow flow to the robot, and achieve optimal production. We now see more standing heats in the herd and have an activity monitor in the identification collars that alert us to possible heats.

### Modernization and Technology...continued

K. *Have you learned anything that has influenced future decision making about technology or given you new enthusiasm for some aspect of modernization?* The completed project continues to be a work in progress for us. There were computer glitches in the beginning, but we didn't begin this project expecting everything to be perfect. We had great support to help fix those glitches.

Other than the routine/schedule maintenance to rebuild, calibrate, etc., we haven't had a service person on the farm for more than six months.

Reproductive performance was fantastic from January through March, after the initial move to the facilities. Breeding on standing heat and conception rate was excellent and new for us having moved from a confined housing, stall barn environment.

L. *Has the farm shared the new facilities or technology (milking facilities, manure management, etc.) with others in the community? If yes, what was the response from the community?* Many farmers have stopped to see the new facilities and robots in action. Curious neighbors that visit are amazed by the robots! Non-agriculture visitors often ask us when we start milking. Our answer – "we milk 24/7!"

In August of 2012, we hosted state and federal inspectors from the Northeast, who were convening in Pennsylvania to discuss milking equipment with a focus on robotics. It was an enlightening experience for us and some of the inspectors/regulators who had not previously seen a robot in action.

A group of European educators also came to the barn through Penn State Cooperative Extension. Due to our proximity to a local equipment dealer, farmers often stop in who are "driving by" and want to look at the facility. Other Lely dealers have brought tours of prospective buyers from Virginia, New York, Michigan, Indiana, Ohio, etc.



### **Site Survey**

### Situation Overview:

A. *How did the team analyze potential sites for construction?* We consulted with Transformation Team members, along with the building contractors and other experienced individuals to weigh the pros and cons of each construction site option.

B. *What variables did the team consider as they reviewed sites?* The major variable was avoiding the property line between the two preserved farms. In addition, the new barn needed 100 – 150 foot setback from the existing structures. The barn design also impacted the site survey.

### Actions

C. How long, from start to finish, was the site survey process? 3-4 months

D. *Approximately, how much did the site survey work cost?* Not including permits, engineering fees were approximately \$12,000+ from start, through meetings, and final inspection by the engineering firm.

### Results

E See the resources section of this case study for the project blueprint.



### **Conservation and Environmental Stewardship**

### Situation Overview:

A. *How does this farm view their environmental responsibilities for both the farm and land? Please describe.* We want to be good stewards of the land realizing that matching nutrient needs and nutrient availability will both reduce need for purchased fertilizer and maximize yield potential. It also should reduce excess runoff that could affect the township water supply and other entities "downstream."

B. What conservation and environmental best management practices (BMPs) have been incorporated into the farm plan during the last 5-10 years?

- Crop residue management
  - o No-till
  - o Conservation till
- Contour farming
- Contour strip cropping
- Filter strip
- Conservation buffers
- Crop rotations
- Cover crops
- Grassed waterways
- Animal Trails/Walkways

- Structure for water control
- Barnyard runoff controls/Heavy use area protection

Dairy EXCELLENCE

- Water (manure) storages/Manure Stacking
- Animal mortality handling facility
- Milk house waste
- Roof runoff management
- Precision feeding/Feed management
- Integrated pest management

C. Does the farm have a Nutrient Management Plan (NMP) or Manure Management Plan? Yes. Did this project change the way the farm handles animal manure? Please describe. We have had a NMP for a number of years because of a partnership with the local township wellhead protection program. An updated plan and modified crop rotation with expansion has changed the manure application rates and timing.

D. Is manure applied in the winter months (generally December – February)? Is the manure applied in winter due to not enough storage or for other reasons such as timing, field conditions in spring, etc.? [if yes, for what particular reason(s):] We try to avoid winter application, but only one field has restrictions. All others allow winter application with cover crop. We do haul onto rye if field conditions and storage allow.

E. Does the farm have a conservation plan or an agricultural erosion and sedimentation control plan? If yes, what are the key components? The key components in our conservation plan is crop rotation and reduced tillage practices.

### Conservation and Environmental Stewardship...continued

F. *Can the farm quantify the environmental impact of the project? Please describe.* No, but the retention pond certainly does control the flow of rain runoff from buildings, drive, etc.

G. What is the most significant environmental/conservation improvement made on this operation within the *last 5 years, and what improvement(s) did it result in?* For our farm, it's a combination of collecting barnyard runoff into manure pit and controlling (attempting to infiltrate) storm water into the retention pond. The result is cleaner water leaving the property during a storm event.



### **Animal Care and Comfort**

### Situation Overview:

A. Can you determine if cow comfort or care was limiting the productivity or profitability of your dairy operation? Yes. If yes, please list animal factor(s) that needed to be improved. Stall design was a major limiting factor to cow comfort. After construction, we realized that air quality also was limiting cow productivity and profitability. With a new ventilation system, we can move more air through the barn, circulating through fans, which is good for our cows. Sprinklers also can be added to the system, if needed, at a later date.

B. If you determined that cow comfort or care was a limiting factor, did you make structural and/or management changes to address the deficiencies? Yes. Please list structural and/or management changes. We used Penn State University numbers for stall size. Upon first moving into the new barn, we adjusted the brisket pipe.

The cows are cleaner in the new barn. Their tails are up under them, not in the alley way. The barn features a tube gutter. The chain is out of site, with no cables, which leads to less cable damage to cows' hooves.

C. Relative to animal care, what have you learned from this project that you believe would have broad application to the dairy industry? What would you do the same and what would you do differently? We have moved the solid neck rail pipe forward to maintain strength/support of the loop stall while adding a yellow tie down strap where the pipe was originally installed. We observed that cows would stand up and hit the pipe near the point of shoulder. We also noticed cows would end up too far front in the stall, or for some reason have trouble getting up, resulting in hurting the cows' topline/back. After seeing a cow temporarily stuck and seeing a photo in *Hoard's Dairyman*, we implemented the strap. It still keeps the cows standing back far enough in the stall, but is also flexible in a way that is not hard on the cows' shoulder/back/topline.

D. What is your farm's approach to administration and documentation around the use of standard operating procedures (SOPs) for animal care? We have a verbal checklist, but know that we need to work on written SOPs, especially for people who may help with barn chores. In April 2013, through Ag Vet Associates and a grant through Beef Quality Assurance program, we participated in a SOP workshop which provided templates to establish SOPs for our farm. Good record keeping and a written checklist for anyone helping out while we are away, will help assure that we continue to provide a safe product for consumers.

E. *Have you enrolled in a formal animal care program?* Yes. *If so, what have you learned that's been beneficial to your operation?* To date, any efforts in an animal care program have been led by our cooperative, Mount Joy Farmer's Cooperative, and local vet practice. The animal care program focuses on the following areas: (1) nutrition, (2) animal health, (3) environment and facilities, and (4) handling, movement, and transportation.

### Animal Care and Comfort...continued

F. *What is the vision for animal care at Stoney Path Farm?* We believe that our cows should be cared for with the utmost respect and follow the quote of W.B. Hoard about "treating them like a mother." The cows in a robotic system are very calm because they can do everything they need to do (eat, drink, milk, walk, lie down, scratch their back and socialize with herd mates) and can do it on their own schedule. Through data from the system and personal observation and interaction, we strive to stay ahead of any problem hindering a cow's performance. A happy healthy cow is a more productive cow, resulting in more milk sold from our farm.





### **Other Unique Components**

### Situation Overview:

A. *Please detail additional areas that were part of the farm's project.* As part of the project, we needed to approximately double our herd size. We were blessed to be able to find a herd for sale with owners who were willing and able to continue taking care of the herd until the barn was complete and ready for move-in.

B. *How was the team instrumental in helping you think through available options?* Some of the team members were familiar with the previous herd owners and highly recommended the acquisition because of the known herd health history. This option was preferred over buying animals (most likely heifers) from various herds and hoping that no new herd health issues would be introduced to our farm/herd.

C. *Did any of these additional components result in added profitability or a change in management style?* The additional cows were required for the cash flow to work. The additional cows increased the number of calves and heifers on the farm. We remodeled the old bank barn and had to change the ages of animals that the existing pens held. Raising our own replacements helps to control introduction of herd health issues into the herd.

### D. Before and After the Project:

- 48+ cows milking plus dry cows for a total of approximately 55 before the project plus heifers to equal 100 animals.
- 105+ cows milking plus dry cows for a total of 120 cows with potential to milk 120 and total up to 135 cows plus 100 heifers kept on farm with potential to sell excess heifers.
- Acres before project is 110 acres rented plus 25 acres grass rented nearby. Raised corn for silage and grain, soybeans double cropped with barley, and alfalfa for haylage/dry hay.
- After project, own 110 acres and still rent 25 acres of grass nearby. We have an agreement with a neighbor to haul excess manure per NMP and able to purchase corn for grain. We now double crop farm with corn for silage and a cereal grain silage, with approximately 10 acres of soybeans after direct cut barley.
- Total forage before filled a 20x60 silo with corn silage and a 8x100 bag with corn silage. Haylage filled a 20x70 structure during the year from 1st to 5th cuttings, and HMSC filled a 20x50 structure half full. Grass hay was about 60 tons.
- After the project approximately 1,600 tons of corn silage, 250 tons of small grain silage, and now 125 tons of grass hay are produced.
- Storage structures before and after 20x70, 20x60 and 20x50 silos. The use has changed for the 20\*70 from haylage only to small grain silage and topped off with corn silage in the fall. The 20\*60 remains corn silage. The 20x50 converted from HMSC to corn silage and/or small grain silage. In 2014, we made two ag bags of corn silage, 10 x 300 and one 8x150.

Odor Management Plan

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	Prepared For:	
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	Prepared By:	
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	<b>TeamAg</b> Incorporated	
	Incorporated	
	ion:	
Date of Plan Approva	nl:	

### Odor Management Plan

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### Planner and Operator Commitments & Responsibilities

### Plan Implementation Requirements

This odor management plan has been developed to meet the requirements of the following programs addressing the following farm type:

- Pennsylvania Act 38 of 2005 Concentrated Animal Operation (CAO)
- Pennsylvania CAFO (Concentrated Animal Feeding Operation (CAFO) program
- Volunteer Animal Operation (VAO)
- Other program (explain):

Plans developed under these this Act 38 of 2005 (Nutrient and Odor Management Act) programs are required to be implemented as approved in order to maintain compliance with the specific law or program. Implementation includes adherence to installation of listed Odor BMPs within implementation schedule timeframes and conditions; maintenance the Odor BMPs consistent with the operation and maintenance schedule timeframes and conditions contained in this plan; and record keeping obligations of the program.

Plans developed under this program also require agricultural operations to allow access by the Commission for status reviews and inspections for complaints. Agricultural operations will commit to providing the operation's biosecurity protocols to the Commission.

Prior to Utilizing a new or expanded animal housing or manure storage facility addressed in this plan, the operation must receive written approval from the Commission confirming implementation of the plan. In order to obtain this written approval, the operator must inform the Commission upon completion of construction activities, of their desire to begin using the new or expanded facilities, and at that time the Commission will send out a representative to assess the implementation of the approved Odor Management Plan.

### Plan Implementation Documentation Requirements

Plans developed under this program require agricultural operations to keep and maintain accurate records of the Odor BMPs consistent with the implementation, operation and maintenance schedule and require agricultural operations to allow access by the Commission to those records in order to determine the compliance status.

### Planner Signature

The information contained in this plan is accurate to the best of my knowledge. This plan has been developed in accordance with the criteria established for the Act 38 of 2005 Odor Management Program indicated above.

Planner Name: Devi	in Gerlach	Certific	ation number:	12 OMC
Signature of Planner:	Den Dehl	Date:	4-7-11	
Date(s) Evaluation Dis	tance Area Site Visit Conducted:	12-1-2010		

Please note that the Planner's Signature and above date(s) certifies that a site visit(s) was conducted to verify the criteria within the evaluation distance area, at the time of developing the plan, specifically for the odor source(s) to locate houses, businesses and public use facilities within the evaluation distance, as well as, the site land use and the surrounding land use factors, and that the plan was not merely developed from an aerial map.

**OMP** Version 1.3

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**Operator Signature Addendum Section** 

### **Odor Management Plan Prepared for:**

Operator's Nam	ne: Jeffrey Balmer	
Site Address:	572 Millway Road	Municipality: Warwick Township
	Lititz, PA 17543	County: Lancaster County

### **Odor Management Plan Signature Requirements**

In accordance with §83.741(i), plans shall be signed by the operator of the agricultural operation indicating concurrence with the information in the plan and acceptance of responsibilities under the plan. The following signature requirements apply:

(i) For sole proprietorships, the proprietor.

(ii) For partnerships, a general partner.

(iii) For corporations, a vice president or president. For any other authorized representative, the plan must contain an attachment, executed by the secretary of the corporation, which states that the person signing on behalf of the corporation is authorized to do so.

### **Operator Agreement**

All the information I provided in this odor management plan is accurate to the best of my knowledge and I will implement the practices and procedures outlined in the odor management plan in order to manage the potential for impacts from the offsite migration of odors associated with the operation.

Indicate business entity type: Sole Proprietor

Partnership/LP/LLP

Corporation/ LLC

Signature of Operator: Jeffrey Balmer Date: 4/2/2011

*Title of Operator:* Owner / Operator

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Odor Management Plan

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### **Plan Summary**

A. Operation Summary (see Appendix 1 to view complete Operation Information)

Animal Type(s): <u>N</u>	(ilk Cows	
Additional AEUs (p	er animal type): <u>82 Milk Cows – 107 AEUs</u>	
AEUs per acre for th	e operation: 3.01	•
	48 Milk Cows – 62	•
*Transferred AEUs:	AEUs $\Box$ N/A	

\*Note: "Additional AEUs" are used for determining the Odor Site Index evaluation distance area, "Transferred AEUs" are used for determining significant change of the regulated facility(ies) for plan amendments. A significant change is defined as a net increase of equal to or greater than 25% in AEUs, as measured from the time of the initial plan approval, which will require a plan amendment.

**B. Odor Site Index Summary** (see Appendix 3 to view complete Index) Score: 10.5

### C. Odor BMP Implementation, Operation & Maintenance Schedule

### **Describe Odor BMPs**

- All Odor BMPs will be maintained for the lifetime of the livestock facility unless otherwise noted.
- All employees will be instructed at least two times per year on operation and maintenance of the various Odor BMPs listed in this plan and required documentation for each of the practices.

### Level I Odor BMPs to be Implemented

List below all Level 1 Odor BMPs from the PA Odor BMP Reference List that are applicable to this animal operation.

N/A (None Required)
Level I Odor BMP Requirements:

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### Level II Odor BMPs to be Implemented:

List below all Level II Odor BMPs detailing the following:

- 1. the general construction and implementation criteria
- 2. the corresponding timeframes of when each Odor BMP will be implemented in
- 3. all operation and maintenance procedures for each Odor BMP along with the corresponding timeframes for carrying out those procedures
- 4. the lifespan of each Odor BMP.

Please Note: NRCS Conservation Practice Standards and Job Sheets that are in existence for the Level II Odor BMP are encouraged to be used for construction, implementation, and operation and maintenance criteria.

⊠ N/A (None Required) □ Level II Odor BMP Requirements:

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### **D.** Documentation Requirements

Describe what information will be documented by the Operator for each Odor BMP to ensure compliance with the plan.

### Level I Odor BMP Documentation Requirements

### N/A (None Required) – If N/A, the Level I Quarterly Observation Log can be deleted

### Level I Odor BMP Documentation Requirements:

The Operator will complete the Level I Odor BMPs Quarterly Observation Log, at least on a quarterly basis, detailing the proper implementation of the Odor BMPs as identified in the Implementation, Operation & Maintenance Schedule. The Operator will also complete the Level I Odor BMPs Quarterly Observation Log upon any of the following occurrences:

### Level II Odor BMP Documentation Requirements

### N/A (None Required) – If N/A, the Level II Quarterly Observation Log can be deleted

### Level II Odor BMP Documentation Requirements:

The Operator will complete the Level II Odor BMPs Quarterly Observation Log, at least on a quarterly basis, detailing the proper implementation of the Odor BMPs as identified in the Implementation, Operation & Maintenance Schedule. The Operator will also complete the Level II Odor BMPs Quarterly Observation Log upon any of the following occurrences:

## SCC Odor Management Program Technical Manual / December 3, 2008Act 38 of 2005, Odor Management Plan

Level I Odor BMPs - Quarterly Observation Log

oftho (The operator will record observations relating to each Level I BMP on the first day (annroximately) of each YEAR

Odor Management Plan

	4 <sup>th</sup> Quarter (October)							
e Use)	□ 3 <sup>rd</sup> Quarter (July)	NOTES						
(Copy This Page For Future Use)	□ 2 <sup>nd</sup> Quarter (April)							
	[_] 1 <sup>-</sup> Quarter (January)	DATE			-			
ł	Select Quarter:	ODOR BMP	ЫN					

### **Other Unique Components**...continued

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### Odor Management Plan

SCC Odor Management Program Technical Manual / December 3, 2008Act 38 of 2005. Odor Management Pian	Level II Odor BMPs – Quarterly Observation Log YEAR (The operator will record observations relating to each Level II BMP on the first day (approximately) of each quarter of the year). (Conv This Page For Future Use)	ary) 🗌 2 <sup>nd</sup> Quarter (April) 🔤 3 <sup>rd</sup> Quarter (July) 🔤 4 <sup>th</sup> Quarter (October)		d be completed as soon as possible upon the observation that maintenance is needed. NOTES					
SCC Odor Manag	Level II Od ecord observatio	<sup>t</sup> Quarter (Janu	P NAME : at are to be docume	activities should be DATE					
	(The operator will 1	Select Quarter: 1 <sup>st</sup> Quarter (January)	<b>LEVEL II ODOR BMP NAME</b> Document the following activities: • List any activities here that are to be documented.	Note: All Maintenance activities shoul ACTIVITY     DATE     DATE	N/A				

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Odor Management Plan

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### **Appendix 1: Operation Information**

### **General Information:**

Operator's Nar	ne: Jeffrey Balmer	
Site Address:	572 Millway Road	Municipality: Warwick Township
	Lititz, PA 17543	County: Lancaster County

### Farm Description

### Part A: Odor Source Factors

**Existing / Non-Regulated Facilities Description:** 

- 1. Existing Species/ Animal Types: Milk Cows (48) / Dry Cows (7) / Heifers (22) / Calves (18)
- Existing Animal Equivalent Units per Species or Type: <u>Milk Cows 62 / Dry Cows 9.1 /</u> <u>Heifers - 19.8 / Calves - 6.8</u>
- 3. Site Livestock History (Maximum AEUs of Livestock at the site within the past 3 years): 97
- 4. Existing Animal Housing Facility(ies):

Tie-stall Barn (will become calf barn) – 90' x 55' Box Stall Barn – 55' x 20' Calf Barn – 60' x 30' Heifer / Calf Barn – 70' x 30' Heifer / Dry Cow Barn – 100' x 40'

### 5. Existing Manure Storage Facility(ies):

Circular Concrete Storage – 77' x 10' Rectangular Barnyard Pit – 71' x 12' x 10'

### Proposed / Regulated Facility(ies) (or portions thereof) Description:

Additional Animal Types: <u>Milk Cows</u>
 Additional Animal Numbers: <u>82</u>
 and Additional AEUs/ Type:<u>107</u>

□ N/A Transferred Animal Types: <u>Milk Cows</u> Transferred Animal Numbers: <u>48</u> and Transferred AEUs/ Type: <u>62</u> OMP Version 1.3

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### Odor Management Plan

SCC Odor Management Program Technical Manual / December 3, 2008Act 38 of 2005, Odor Management Plan Note: "Additional AEUs" are used for determining the Odor Site Index evaluation distance area. "Transferred AEUs" are used for determining significant change of the regulated facility(ies) for plan amendments. A significant change is defined as a net increase of equal to or greater than 25% in AEUs, as measured from the time of the initial plan approval, which will require a plan amendment.

### 7. Proposed new or expanded animal housing facility(ies):

A new dairy free stall barn (300' x 70') with robotic milkers will be built to house a total of 130 milk cows. Approximately 48 of the cows in the new barn will be transferred from the current dairy tie stall barn. The current dairy barn will be used to house additional youngstock.

### 8. Proposed new or expanded manure storage facility(ies):

Manure from the proposed dairy barn will gravity flow in two gutters and be temporarily collected in a covered reception pit/manhole (6'  $\times$  10'). From the manhole the manure will be pumped into the existing circular concrete manure storage.

Is a Nutrient Management program setback waiver attached?	' 🛛 N/A	Yes	🗌 No
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### Part B: Site Land Use Factors

(Indicate if this Agricultural Operation has any of the following status:)

- 1. Agricultural Security Area 🛛 🖾 Yes / No 🗌
- 2. Agricultural Zoning Xes / No
- 3. Preserved Farm XYes / No

### Part C: Surrounding Area Land Use Factors

- Indicate the types of other Livestock Operations (≥ 8 AEUs) within the evaluation distance (list the type of operation, the direction (N, S, E, W) and quadrant (distance from the facility). Also locate the operation(s) on the map in Appendix 3):
  - In the east quadrant (1200-1800') there is a beef operation with more than 8 AEUs.
- 2. Distance to nearest property line (measured from nearest corner of the animal housing facility or manure storage facility to the property line): 100'
- If nearest property is less than 300' (as indicated in "2" above), is this neighboring property a Preserved Farm?
   Yes / No 
   N/A

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### Appendix 2: Operational Maps

Odor Manzgement Plans must include a topographic map drawn to scale, identifying: the land included in the plan; operation boundaries; location of existing and proposed animal housing and manure storage facilities on the operation: location of neighboring homes, businesses, churches and public use facilities within the evaluation distance; local topography (as indicated by the topographic lines); concentric circles drawn at 600' intervals for the entire evaluation distance; identification of the various map quadrants to include North. South, East and West; the distance to nearest property line from the nearest facility; road names within the evaluation distance area; all neighboring facilities and public use facilities that are being given credit for the Intervening Topography and Vegetation Factor; and a map legend. Multiple maps may be provided to facilitate specific details.

Odor Management Plan

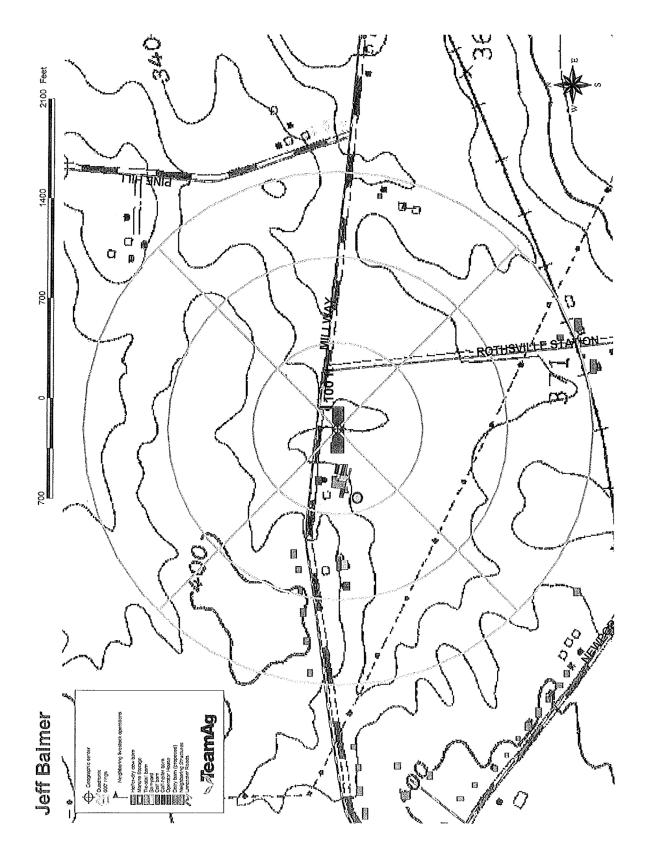
### Other Unique Components...continued

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Dairy EXCELLENCE

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### Odor Management Plan



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Appendix 3: Plan Evaluation – OSI

### Odor Management Plan

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	1000+ = 10 points 500+ = 0 points ail SCC	wet (no crust = 10 points	TOTAL PART A	and the second	(es	Yes	TOTAL PART B	ts		(S)		TOTAL PART C	FINAL ODOR INDEX SCORE
	750-999 = 8 points points 200-499 =3 points 500+ = Cail SCC	Outdoor uncovered wet (no expected) or feedlot = 10 points		= 0 points	0 points	0 points		5 or more = (-5) points	>300' = 0 points				FINAL ODOR
ay Balmera n Cedaen Derry 1800 - The Bar	500-749 = 6 points 50-199 = 6 points Broilers, Turkeys, Horses = 10 points	Outdoor uncovered wet (crust expected) or uncovered dry = 5 points		(-) 5 points; No	(-)10  points; No =	= (-)20 points; No =		1 to $4 = 0$ points	151' to 300' = 5 points	No = 0 points	Total from Appendix A Total from Appendix B	~	
	200-499 = 4 points 1-49 = 9 points Layers, Veal, Pullets, Cattle =	1.2 points Outdoor covered wet or dry = 3 points		Yes =	Yes =	Yes		Zero = 5 points	<150' = 10 points	Yes = (-)5 points			
Operator Name: Planner Name: Type of Operation: er of AEUs Proposed: Evaluation Distance:	srs <200 = 2 points Zero = 12 points Swine, Ducks = 15 points	In or under building = 2 points		Ag Security Area	Ag Zoning	Preserved Farm	lloo Eactoro	in evaluation	line	it preserved			
Operator   Planner   Type of Oper Number of AEUs Proj Evaluation Dis	Part A: Odor Source Factors Facility Size (AEUs) covered by OMP Site Livestock History (AEUs) Species/Type	Manure Storage Type	Dart R. Site I and I se Eartone	Lait D. SILE Falla OSE LACI			the factor of th	Other livestock >8AEUs within evaluation	Distance to nearest property line	If nearest property <300', is it preserved farmland?	Neighboring Homes Public Use Facilities		

SCC OSI V.1

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Odor Management Plan

# Appendix C: Intervening Topography and Vegetation Factors for Homes and Public Use Facilities

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### ootnotes

<sup>1</sup> Number of homes, etc, in the distance/direction section.

<sup>2</sup> Point value assigned to each home, etc, in the distance/direction section.

 $^3$  Factor from Appendix C to adjust for intervening topography and  $\prime$  or vegetation

<sup>4</sup> Total score for the distance/direction section.

### **Other Unique Components**...continued

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Appendix B: P
Appendix B: Public Use Facility Multiplication $A^{1} B^{2} C^{3} T^{4} A$
Appendix B: Public Use Facility Mui $A^1 B^2 C^3$
Appendix B: Public Use Facility
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### Footnotes

<sup>1</sup> Number of public use facilities in the distance/direction section.

<sup>2</sup> Point value assigned to each Public Use Facility in the distance/direction section.

 $^3$  Factor from Appendix C to adjust for intervening topography and / or vegetation  $^4$  Total score for the distance/direction section.

Public use facility definition - Public schools, hospitals, public nursing homes/elder care facilities and apartment buildings with greater than four dwelling units.

# Appendix C: Intervening Topography and Vegetation Factors for Homes and Public Use Facilities

Odor Management Plan

### Other Unique Components...continued

### **Succession Plan**

### Situation Overview:

As told by Jeff Balmer

A. *Why did the farm need a succession plan?* We had the first right of refusal to purchase the family farm, from my mother, signed in 2004. The Transformation Team helped us understand and work through the details of exercising our option to purchase.

B. *What resource people did the team use to build the plan?* Team members Dennis Hall, Dr. Charlie Gardner and bank representatives helped build the plan. When it was time to approve the transfer, lawyers helped complete the details of the purchase.

### Challenges and Opportunities:

C. *What challenges, if any, developed during the succession plan process?* I have five Balmer siblings. The challenge was to gain agreement to the purchase by all my siblings.

D. *How did the team overcome those challenges*? The challenge was one that we needed to work out with the siblings, rather than the team. It did add an extra level of stress to the program.

### Actions

E. *What are the key components to the final plan?* The key components included farm transfer, purchase and expanding the dairy herd.

F. *Approximately how much did the succession plan cost?* It's difficult to determine exact cost because fees intertwined with other Transformation Team project costs.

G. *Approximately how long did it take to develop the plan?* The plan was first developed in 2004, so the time frame was not applicable to the Transformation Team.

### Succession Plan...continued

### Results

H. *What benefits, if any, has the farm operation derived from engaging in a succession planning process?* Thanks to succession planning, our farm remains a family operation and family farm. I am the third generation on a farm that's been in the family since 1930. Our 6th and 4th graders are thrilled with the changes and the possibility of another generation on the farm.

I. Was there anything uncovered during the succession planning process that helped family members to better understand other members of the family? Communication is important.

J. Is there anything you would have done differently with your succession plan? Team member Dennis Hall offered to send out a questionnaire to my siblings when the project began in July 2010. It would help begin the conversation with the siblings and summarize any issues. At that time, we opted not to initiate the questionnaire because we thought all the issues had been worked through in 2004, when purchase option was signed. In addition, there was no resistance from any of the siblings.

In December 2010, when we were ready to move forward with the purchase, sibling issues popped up. While Dennis Hall's resources might not have changed the situation, everyone would have been engaged six months before we were prepared to purchase the farm.



### **Risk Management**

### Situation Overview:

- A. Before applying for this grant, this farm used the following traditional risk management tools:
  - Crop insurance field crops

B. What new risk management tools did the farm pursue during, and after, the project? Please describe. During the project, the farm chose to pursue Livestock Gross Margin (LGM) Dairy Insurance and had coverage under this policy through January 2012. Contracting of feed also has been discussed for the future. We have used forward contracting with the cooperative to either place a floor on our price, or a purchase a Max/Min contract.

C. *Does the farm have a marketing plan? Please describe.* All milk produced at Stoney Path Farm is marketed to Mount Joy Farmer's Cooperative. We have been shipping milk to Mount Joy for many years, and we are pleased with this business relationship.

### Challenges and Opportunites:

D. If the farm incorporated new risk management plans into your business model, did you overcome any challenges to implementation? Please describe. One of the LGM policies that we thought would have provided a payment covering cost and indemnity, actually resulted in us owing money to cover purchase costs at the end of the policy. We now have a better understanding of the basis for grain prices in this area compared to the "market" prices used in calculations.

### Actions:

E. What communication was necessary with the farm's ag lender and what were their requirements for additional ag protection through risk management to move the project forward? Please describe. Dale Hershey, our ag lender, attended the Center for Dairy Excellence risk management session with us. He strongly recommended utilizing LGM insurance and realized the benefits of pursuing risk management options for the farm. No additional requirements from the lender were needed for this project.

### Risk Management...continued

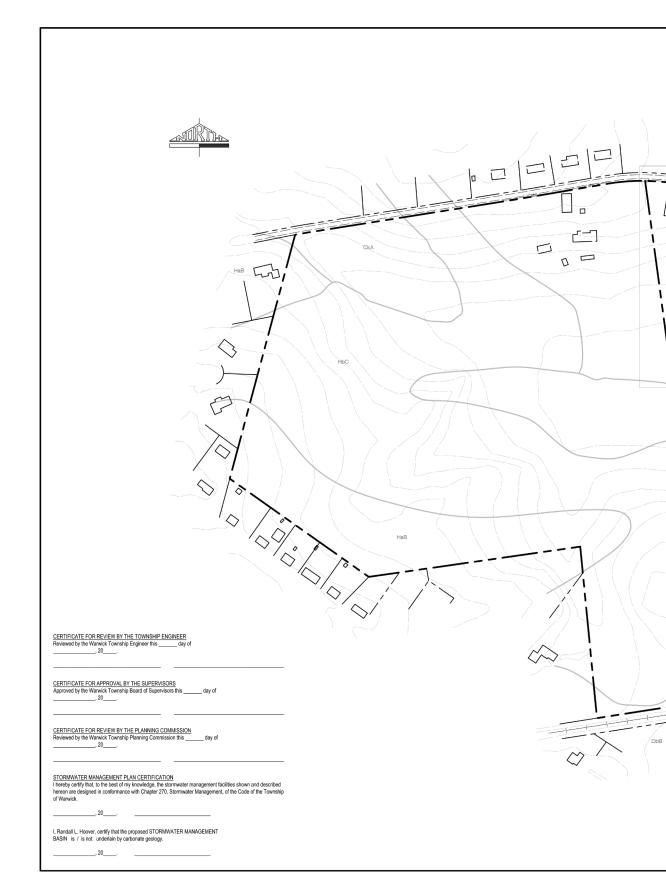
### Results:

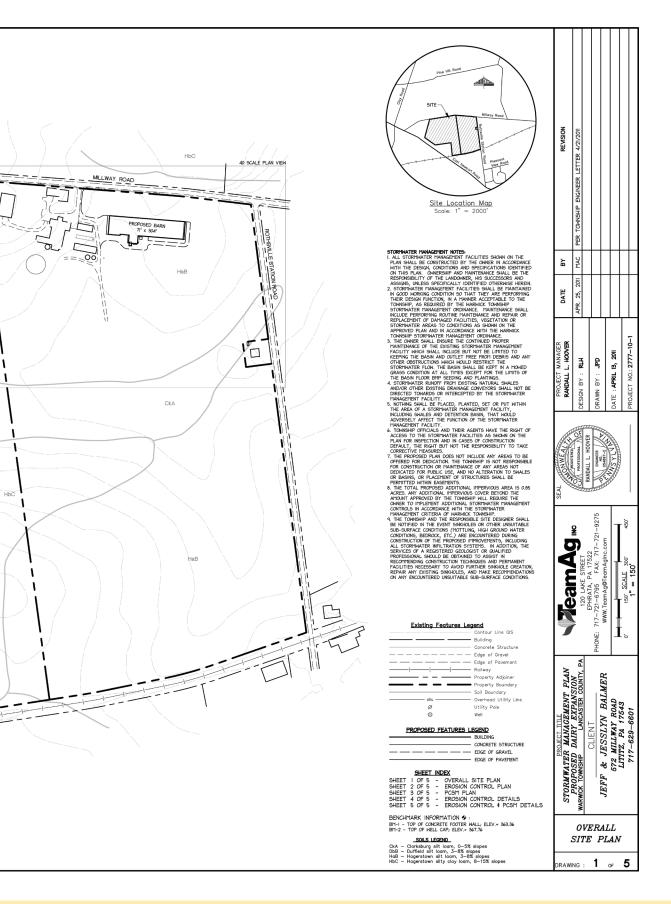
F. *Can the farm quantify the change in business profitability attributed to implementation of new risk management tools? Please describe.* All contracts and policies, so far, have provided the assurance of protection in the event of significant changes (negative) in the market. It is still a challenge for us to pay the premium and pay for the protection and not have a financial return on that investment. We know that we are protected, if and when the markets change.



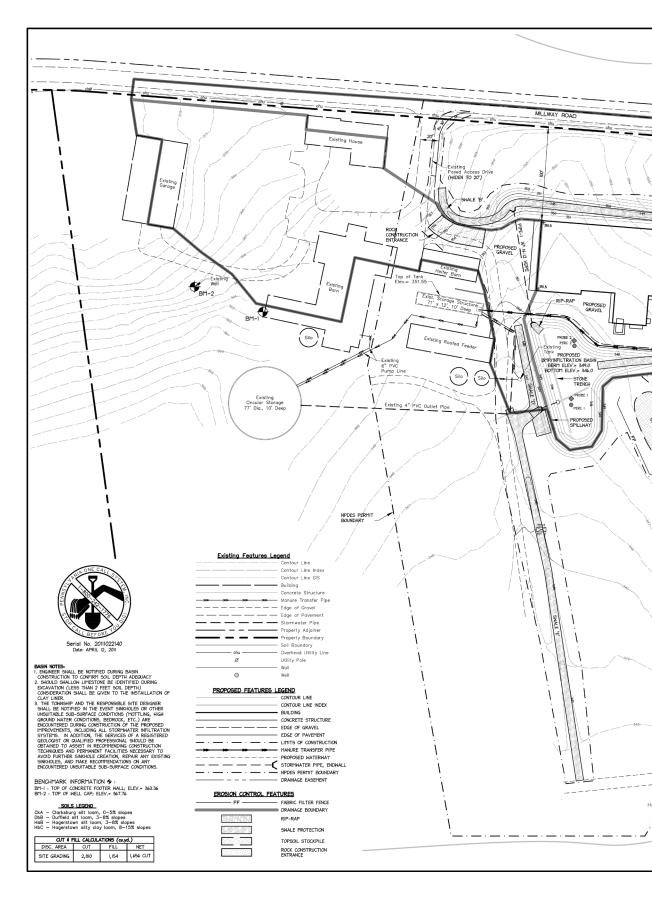
### **Resources and Contact Information**

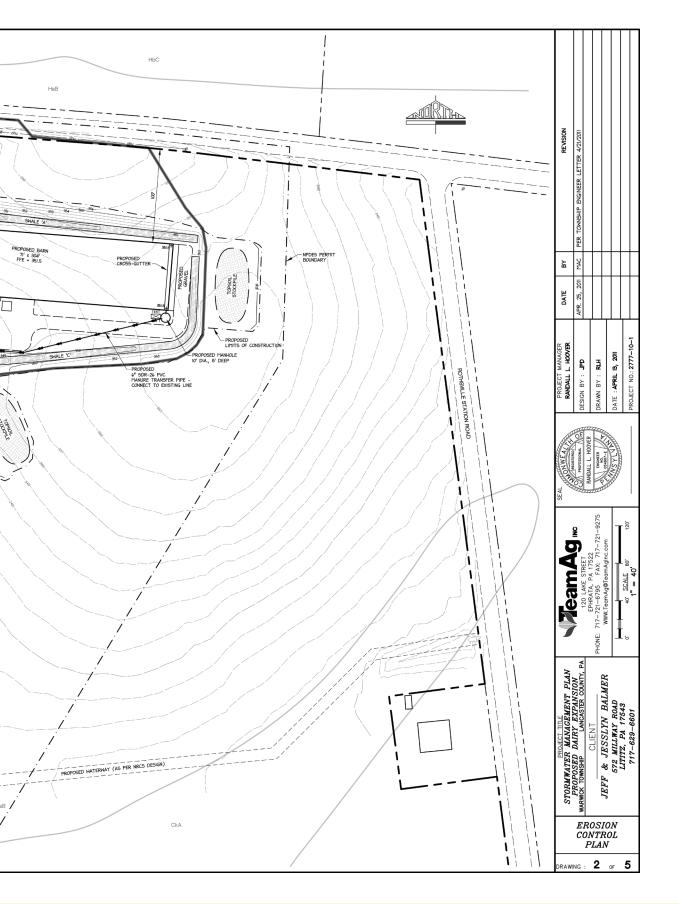
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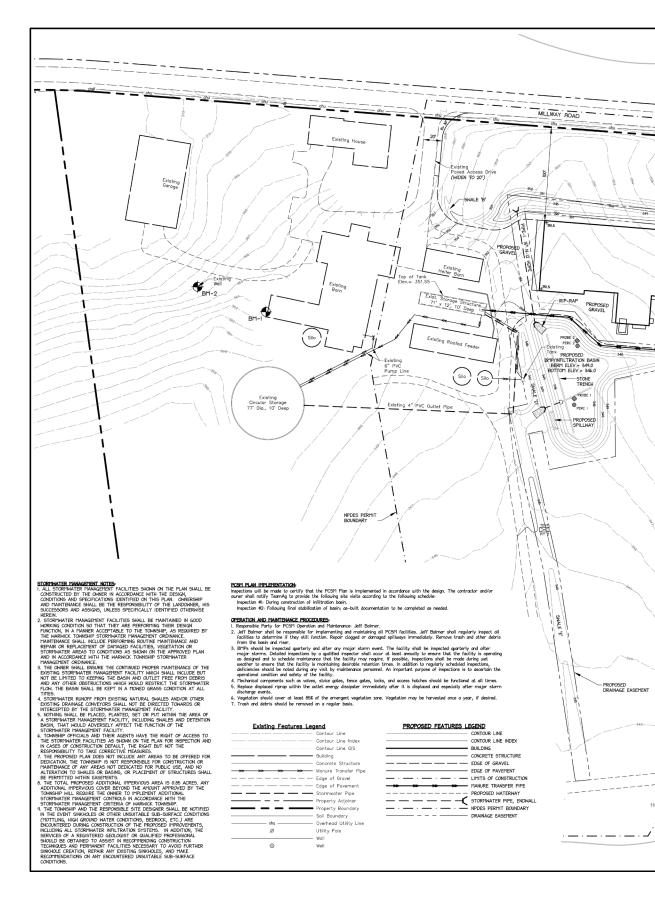


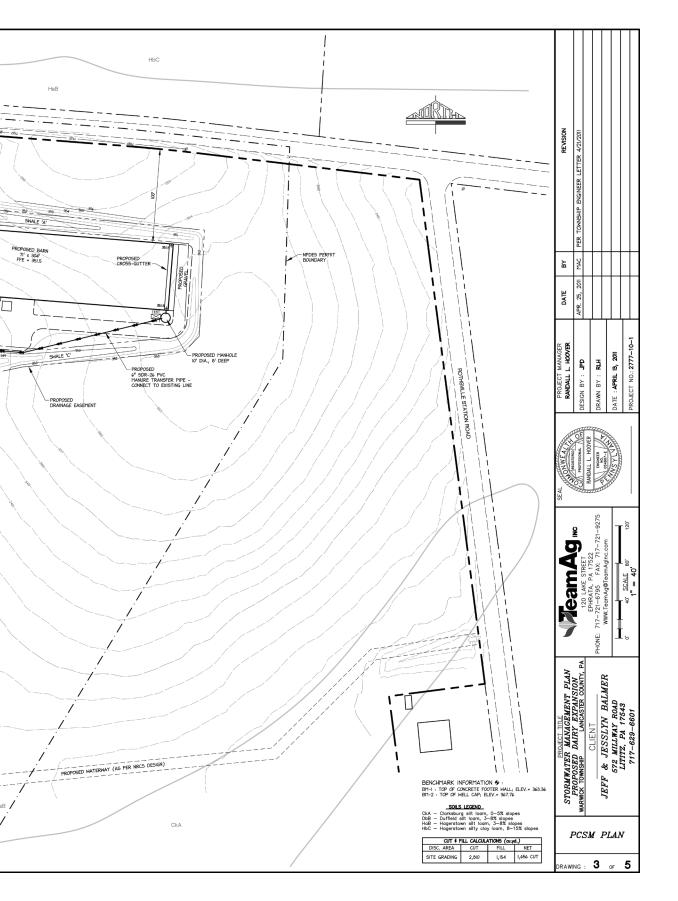
### Blueprint





### Blueprint





**Dairy**EXCELLENCE

### Blueprint

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- (2) An acceptable part limits permanently minimize accelerate environ and seamentation. MITENEXC CE CENCIC NATURE ACALINES. The General Cartractor, or in the deterse of a General Cartractor, the Operator/Duner, shall be responsible for implementing and minimizing all Soli Tossino Cartros. The Cartractor shall, at the and of each usek as used as with each nariefail, inspect all drainage and ensistic cartros of the Cartractor shall, at the end of each usek as used as with each internal it enactive failinguing force. Additional state balactic shall be placed, if messary, to cartroit the tracking of muld by construction vehicles onto the adjacent roads. Cerk bala internativements, spillaugo, and adjacets for ension, piping and settlement. Make necessary repairs immediately. Cerk bala internativements, spillaugo, and adjacets for ension, piping and settlement. Make necessary repairs immediately. Cerk bala endotements, paillaugo, and adjacets for ension, piping and settlement. Make necessary repairs immediately. Cerk bala endotements, paillaugo, and adjacets for ension, piping and settlement. Take necessary repairs immediately. Cerk bala endotements, paillaugo, and adjacets for ension, piping and settlement. Take necessary repairs immediately. Taket into a diversions en encessary, they shall be provided and engeliative tracture candy conservation Definite must review all charges. Sediment deposited behind silt borriers shall be removed and incorporated into the final grading operations.

- If diditional silt fered at diversions are necessary, user surveys and extension shall be removed and incorporated into the final Diricht must include. Submitted and the second second second second second second into the final Diricht must include and second second

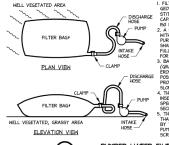
**DECOMPRENT ICE RECOLUSE** The developer or is entorhed representative shall to the greatest extent possible recycle and neue construction materials when no larger modeld on the site. Concrete forms will be neared in other construction projects. Excess materials will be used in other projects as much as is facility (rather than disposed in the site.

NOTES FOR SEEDING

			MINIMUM \$		MAX. \$	SEEDING RATE
CONDITION	FORMULA AND SPECIES	HEKGHT	PURITY	GERMINATION	HEED SEED	LBS. PER 1000 SY.
LAWN AREAS	FORMULA B - Peremial ryegrass mixture (LOUM PEREINE) a combination of improved certified varieties with no one variety exceeding 50% of the total.	20	98	90	0.15	4.0
LESS	- Creeping Red Fescue or Chewings Fescue	30	98	85	0,15	6.0
THEN 3 TO I	<ul> <li>Kantucky Bluegrass mixture (PCA PRATENSIS) a combination of improved certified varieties with no one variety exceeding 25% of the total.</li> </ul>	50	98	80	0.20	11.0
LAWN AREAS GREATER THEN 3 TO 1	FORMULA C - Crounvetch (CORONILLA VARIA) - Annual Ryegrass (LOULIM MULTIFLORUM)	45 55	99 98	70 90	0.10 0.15	4.0 5.0
PERMANENT SWALES	FORMULA D - Tall Fescue (FESTUCA ARUNDINACEA VAR. KENTUCKY 31) - Creeping Red Fescue or Chewings Fescue	70 30	98 98	85 85	0.15 0.15	15.0 6.0
TEMPORARY	FORMULA E - Annual Ryegrass (LOLIUM MULTIFLORUM)	100	98	90	0.15	10.0

GENERAL OTTES Ray distributions or unkide estivity has cossed and which will remain exposed must be seeded. Ray distribution or unkide estivity has cossed and which will be repaired at the recommended rotes. Disturbed areas which are not a thinking data and which will be relatived within upor may be seeded and mulched. Unkide agakt growing temporary seeding mixture and mulch. Disturbed areas which are either at finished grade or will not be relatived within an even mult be useded and mulched with a permanent week of mixture and mulch. In the seeded and mulched with a permanent week of the seeded with and the seeded with a set of the se

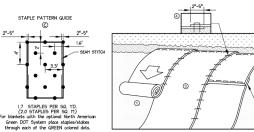
3. hoghestic and hold will be applied as have be to be able 30 for \$10 for 20. The applied and the applied applied and the applied and the applied and the applied applied and the applied applied and the applied applied and the applied applied applied applied and the applied applied



FILTER BAGS SHALL BE MADE FROM NON-WOVEN GEOTETLE SEWN NITH HIGH STRENGTH, DOUBLE STICHED <sup>11</sup> THRE SAMS. THRE SHALL BE CAPABLE OF TRAPPING PARTICLES LARGER THAN IGO MICRONS. 2. A SUITABLE MEANS OF ACCESSING THE BAG WITH MACHINERY REGURED FOR DISPOSAL.

INTL HUGHNERY REQUIRED FOR DISPOSAL PHRPOSE HUGHNER FOR DISPOSAL PHRPOSE HUGHNER FOR DISPOSAL FURNOSE HUGHNER FOR DISPOSAL FOR REPLACED HURT HUGHNER FUNCTION REPLACEMENT OF THOSE THAT HAVE FAIL S. BAGS SHALL BE LOCATED IN HELL-VERTATE (GRASSY) AREA, AND DISCLARED (ONTO STAL) EROSINK RESISTANT AREA. HURE: THIS IS NOT POSBILE, A GOTOTTULE LOVA PATH SHALL BE

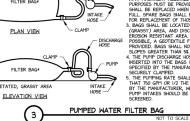
3'



Itroogh oxo' at the GREEN Given date.

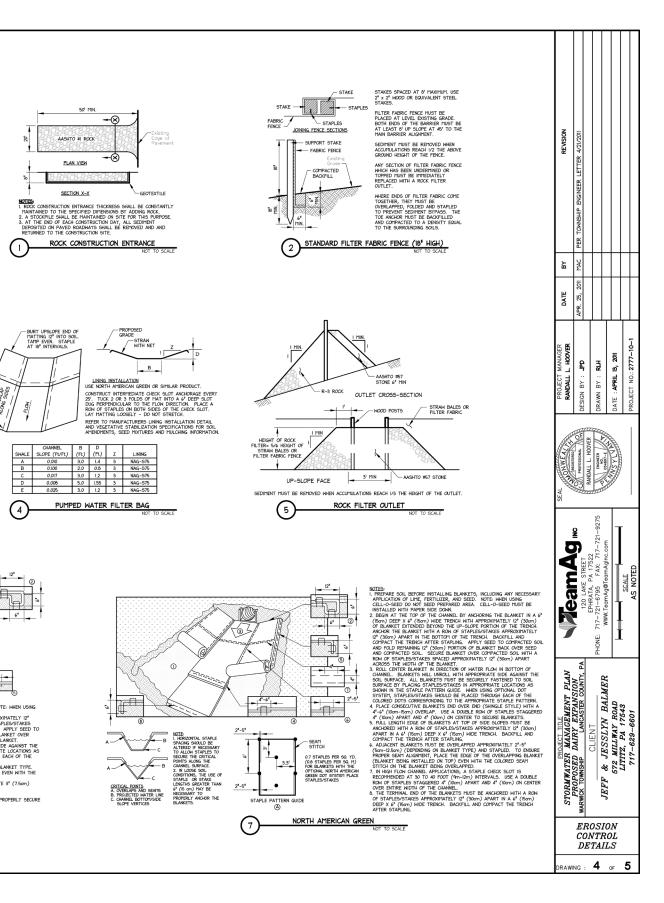
NOTE: IN LOOSE SOIL CONDITIONS, THE USE OF STAPLE OR STAKE LENGTHS GREATER THAN 6" (I5om) MAY BE NECESSARY TO THE BLANKETS.







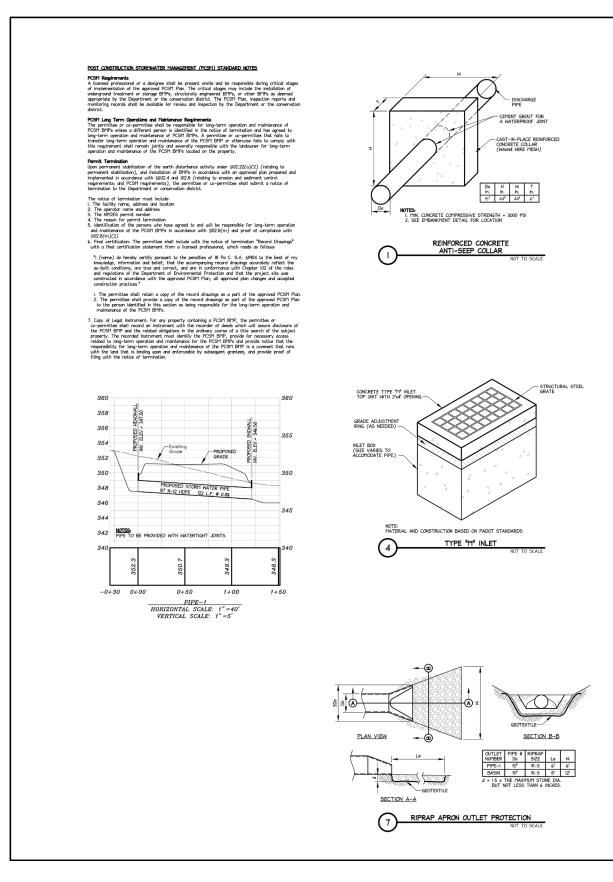




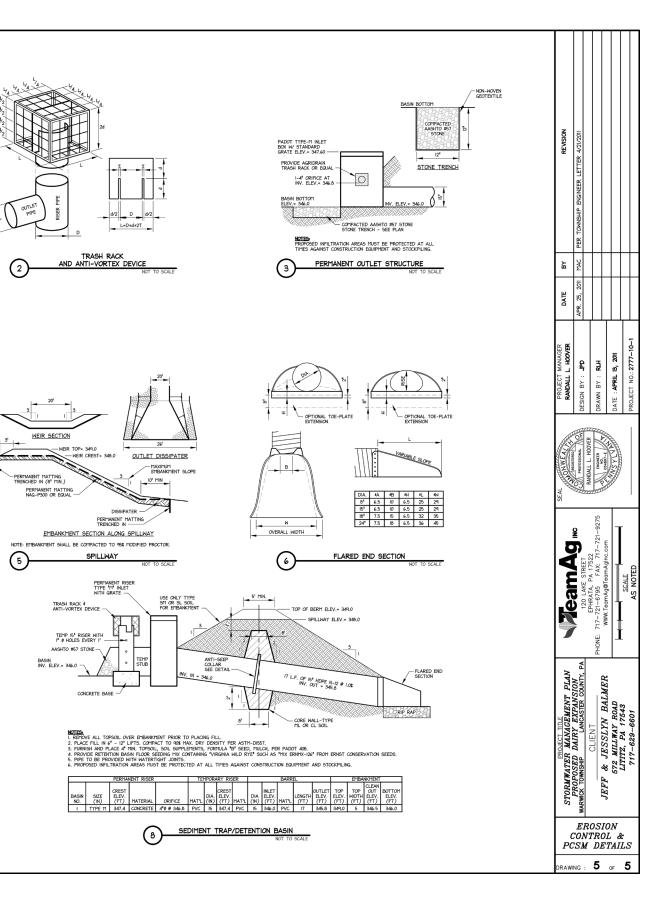
CENTER FOR

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### Blueprint



44 Balmer Family



### Contacts:

Please call the Center for Dairy Excellence to make contact with any of these individuals or organizations to learn more about their role in successfully completing this project.

Dr. Charles Gardner

Randy Hoover, Team Ag

Dale Hershey

Dennis Hall

Dr. Steve Foulke, Herd Veterinarian





To learn more, contact the Center for Dairy Excellence 2301 North Cameron St., Harrisburg, PA 17110 Phone: 717-346-0849 + Fax: 717-705-2342 info@centerfordairyexcellence.org + www.centerfordairyexcellence.org Follow Us on Facebook