Index

Acreage reduction programs, 160–161, 207–208
Age distribution of farmers, 7–8, 262–263
Agribusiness, 26–27, 31–33. See also Commodity markets; Corporate farming and contracting, 82 and marketing, 38 and organic farming, 59–61
Agricultural Fair Practices Act (AFPA) of 1967, 56, 180–182, 231, 244
Agricultural sector. See also Civic agriculture; Corporate farming; Farm policy alternative agriculture, 27–28 conventional agriculture, 166–169, 171 crops, 147, 152, 157–161 multifunctional agriculture, 203 supply and demand in, 157 sustainable agriculture, 170–172
Agriculture of the middle. See also Farms defined, xiii, 3 farm size and sales, 260–262, 278 strategies for, 254–255
Antitrust law (cont.)
Sherman and Clayton Acts, 228–229, 237
and wealth transfers, 243
Apple growing study, 184–193
methodology, 184
OLS analysis, 191–192
price comparisons, 185–186, 188–189
satisfaction index, 190
survey methods and results, 186–198
Arm's-length relationships, 122–123
Asset specificity, 91
Auctions, 75
Authoritarian technology, 13–14
Automobile industry, 124
Bargaining. See Cooperative bargaining
Beale, Calvin, 5
Beef industry, 105, 114, 123
antibiotic-free beef, 150–151
market consolidation in, 233
value chains in, 132–135
Berry, Wendell, 13, 20
Bilateral linkages, 123–124
Biodiversity
livestock and crop, 28–29
and specialization, 12–13, 24–25
and synergistic systems, 254–255
Bioenergy crops, 160–161
Biological manufacturing, 9–10
Biotechnology, 234, 236–237
Blueberry producers, 240
Bon Appétit, 112–113
Broadcast marketing, 16
Broiler industry. See Poultry industry
Burgerville, 113–114
California, 279–281
Capper-Volsted Act of 1922, 55–56, 72–73, 231
Captive supply, 235–236, 245–246
Cattle. See Beef industry
Centralization
of cooperatives, 45–47
and federated structures, 49
and food security, 23–26, 28–29
and public health, 28
Channel masters, 130
Chefs Collaborative, 113
Chipotle Mexican Grill, 111
Civic agriculture, 155–156, 165–176
and agriculture of the middle, 166–169
characteristics of, 173–175
and civic farmers, 170
consumers and, 173
and food citizenship, 175–176
and local economies, 165–166, 169–170, 173–175
and organic farming, 174
and problem solving, 169–170
and sustainable agriculture, 170–172
Clayton Act, 228
Cluetrain Manifesto, The, 16
Commodities Exchange Act, 230
Commodity markets, 3
and conventional agriculture, 166–167, 171
and farming production, 19
and midsize producers, 153, 162–163
and OFARM, 66–67, 69–70, 73
and organic farming, 59–61
and product differentiation, 4, 15–16
and SMEs, 62–63
Commodity payments, 216–220
Community Food Security Coalition, 110
Community gardens, 174
Community supported agriculture (CSA), 110, 155, 171, 174
Compensatory farm policy, 158
Competition, 227–247. See also Antitrust law
and buying power, 234–235, 240–242, 247
and contracting, 236, 245–246
and direct marketing, 95–96
and market concentration, 232–237
and market regulation, 229–232, 243–246
and mergers, 228
and price manipulation, 235–236
and value chains, 122
Complexity, system, 23–24
Concentration, market, 232–238
Conservation Reserve Program (CRP), 161, 207–208, 211, 274
Conservation Security Program (CSP), 205–206, 211
Consumers, 103–115
and civic agriculture, 173
and cooperatives, 41–42
and diet, 107–108
food requirements of, 15, 50, 104, 253
and food safety, 106
and food system decision making, 175–176, 255
and global food system, 103, 109, 176
and local produce, 110–111, 119
and midsize producers, 114–115, 152–153
and organic farming, 60
Contract farming, 10, 38, 79–98
and asset specificity, 91
and bargaining, 56, 96–98, 179–180
and competition, 236, 245–246
and farmer management, 96
and global food system, 79, 82
and grower mortgages, 91–93
history and theory of contracts, 81–84
and labor, 10–11, 81, 94–95
marketing contracts, 80, 83
power relations in, 79–80, 83–84, 89–95, 98
production contracts, 10, 38, 80–81, 83–85, 91–92
and public policy, 97
and technological change, 90
and trust, 93–94
Union Parish study, 84–89
and value chains, 131–132
Contract Grower’s Bill of Rights, 97
Conventional agriculture, 166–169, 171
Cooperative bargaining, 55–56, 179–193
and AFPA, 180–182
and antitrust law, 231
conditions favoring, 183
and contracting, 56, 96–98, 179–180
and fringe benefits, 186
and good faith, 181–182
and prices, 185–186, 188, 193
and state laws, 182–183, 193
Cooperative Extension Service, 167
Cooperative Regions of Organic Producer Pools (CROPP), xiii–xiv
Cooperatives, 37–51
centralized, 45–47
and consumers, 41–42
defined, 37
and democratization, 40
and fair practices, 231
federated, 47–49
grower-controlled, 174
local, 43–45
management of, 44, 46–47
and marketing, 39, 45
member democracy in, 42–44, 46, 48–49
and monopolies, 39
principles of, 40–41
and social movements, 38–39
Corporate farming, xi–xii. See also Agribusiness
and environmental degradation, 11–13, 168
objectives of, 9–10
social and economic effects of, 10–11, 55, 168–169
and standardization, 175
and sustainable agriculture, 171–172
Cost-price squeeze, 60
Cranberries, 104
Creutzfeldt-Jakob disease, 105
Crop agriculture, 147, 152, 157–161
Cropland retirement programs, 160–161, 207–208
CSA movement, 110, 155, 171, 174
Cultural diversity, 24–25

Dairy Farmers of America, 233, 242
Dairy industry, 105, 231–233, 242, 245
Dean Foods Company, 112, 232, 242
Decentralization, 29
Decision making and consumers, 255
in value chains, 127–128
Democracy in cooperatives, 42–44, 46, 48–49
and technology, 13–14
Democratization, 40
Developmental farm policy, 158
Diet, 106–108
Direct-marketing sector competition in, 95–96
and midsize farms, 150–151
and product differentiation, 4
and relationship marketing, 16–17
and small farms, xi–xii, 3
Direct sales, 264–268
Distributive justice, 128
Diversity, species, 23. See also Biodiversity

E. coli, 105
Eat Here, 109
Economic Research Service (ERS) studies, 214–221, 257, 273
Ecosystem theory, 23
Education, agricultural, 167
Efficiency, 237–238
Eggs, 104
Environment. See also Agri-environmental payments; Land management and corporate farming, 11–13, 168
and diversified farming, 254
and government regulation, 154
and regional food systems, 129
Environmental benefits index, 211

Environmental Quality Incentives Program (EQIP), 207–208
Erosion, 214–216
Experimental biology, 166

Fair Contracts for Growers Act of 2003, 97
Fair-trade movement, 253–254
Family farms, 148–149. See also Midsize farms
Farm Bill of 1985, 207–208, 273
Farm Bill of 1990, 170, 208
Farm Bill of 1996, 159–160, 208, 273
Farm Bill of 2002, 281
Farmers Diner, 113
Farmers’ markets, 109–110, 174
Farm Fresh Connections, 134, 136
Farm policy, 147–163, 255–256, 283. See also Agri-environmental payments; Antitrust law; Competition and civic agriculture, 155–156
commodity payments, 216–220
and contracts, 97
developmental/compensatory, 158
and family farms, 148–149
food supply expansion, 157–158
history of, 158
macro, 159–161
and midsize farms, 153–155
and polarized agriculture, 162
supply management programs, 159–160, 162

Farms. See also Midsize farms
definition of, 257
direct and organic sales, 264–268, 279–280
family, 148–149
farm structure, 203
government programs, 271–274, 280–281
income and expenses, 274–278, 280
large, 259–260
off-farm work, 263
operator characteristics, 262–264
ownership, 269–271, 279
populations, 5–6
Japan, 62
Jefferson, Thomas, 24
Justice, types of, 128

Kraft Foods, 112, 233–234
Kroger, 175

Labor
and contract farming, 10–11, 81, 94–95
nonwage, 82
Land grant system, 167
Land management
and acreage reduction programs, 160–161, 207–208
and corporate farming, 8–10, 168
and small farms, 9
and technology, 13–14
Land O’Lakes, 233
Land stewardship, 4–5, 9. See also
  Agri-environmental payments
Land tenure, 269–271, 279
Large farms, 259–260. See also Farms
Laura’s Lean Beef, 124, 151
Leopold Center for Sustainable Agriculture, 152
Livestock markets, 230, 233
and antitrust law, 245–246
captive supply, 235–236
competition in, 238, 242
Local economies, 4–5, 10–11
and civic agriculture, 165–166, 169–170, 173–175
and consumers, 110–111, 119
and cooperatives, 43–45
food products in, 110–113
and global food system, 109
and SMEs, 63
and value chains, 129

Mackey, John, 107
Macro farm policy, 159–161
Mad cow disease, 105
Managed ecosystems, 23
Management. See also Land management
of cooperatives, 44, 46–47
of family farms, 149–150
and marketing, 8–10
and production agriculture, 167
Manufacturing sector, 58
Market concentration, 232–238
Marketing. See also Commodity markets; Direct-marketing sector; Relationship marketing and agribusiness, 38
contracts, 80, 83
as conversation, 16
cooperatives and, 39, 45
and farm management, 8–10
and midsize farms, 3–4, 15, 37–38, 119, 150–153
and product differentiation, 4, 18–19, 255
regional, 70–71
Market regulation, 229–232, 243–246. See also Antitrust law;
  Competition
Marquez, Theresa, xiii
Materialism, 74
Maytag Dairy Farms, 152
McDonald’s, 111
Meatpacking industry, 234, 244
Mergers, 228, 241
Michigan, 279
an Agricultural Cooperative Marketing Association (MACMA), 183, 188–193
Michigan apple industry, 184–193
Michigan bargaining law, 182–184
Midsize farms. See also Farms
characteristics of, 149–150
and civic agriculture, 165
commodity shares of, 208–209
and consumers, 114–115, 152–153
and contracts, 80
disappearance of, 7–8, 149, 259, 281–282
distribution of, 218–219
and farm policy, 153–155
and green payments, 204–205, 210–212, 216, 220–221
and marketing, 3–4, 15, 18–19, 37–38, 119, 150–153
and product differentiation, 153, 162–163
and rural economy, 4–5
Midtier value chains, 17, 120. See also
Values-based supply chains
Milk markets, 105, 230–233, 242, 245
Monopoly, 228–229, 235
Monsanto, 234, 236–237
Mudd, Keith, xiii
Multifunctional agriculture, 203
Multilateral linkages, 123
Multinational agribusiness, 38
Mumford, Lewis, 13–14
Murphy, Tod, 113
National Dairy Holdings, 232–233, 242
National Farmers Organization, 69
National security, 28, 30–32, 106
Natural food products, 111–112
Nebraska, 279–280
Nematode infestation, 161
Nestlé, 233
Networking. See Relationship marketing
New Jersey, 155
New Leaf Grocery, 110
New Seasons Market, 114–115, 122, 137
New York, 279, 281
New York apple industry, 184–193
Niman Ranch, 124, 135
Nitrogen runoff, 214–216, 218–220
Nonwage labor, 82
North Carolina, 280–281
North Dakota, 279

Obesity, 28, 106–107
Off-farm work, 263
Oregon Country Natural Beef, xiv, 114, 123, 132–137
Organic Essentials, 137
Organic Farmers Agency for Relationship Marketing (OFARM), xiv, xvi and buyers, 68
and Capper-Volsted Act, 72–73
case study of, 56–58, 64–75
and commodity markets, 66–67, 69–70, 73
and conventionalization, 60–61, 65–66
goals of, 63–66
loyalty and recruitment, 71–73
and market regionalization, 70–71
strengths of, 66–68
trust in, 68–70
Organic farming, 56–58
and civic agriculture, 174
and conventionalization, 58–61, 65–66, 268, 282
and price stabilization, 66
and product demand, 70–71, 74
sales, 264–268
Organic Valley Family of Farms, xiii–xiv, 17, 123, 135, 137, 151
Ownership, farm, 269–271, 279
Ozark Mountain Pork, 123, 134, 136–137

Pacific Northwest and Ozark Mountain Pork, 123, 134, 136–137
Packers and Stockyards Act (PSA), 230, 243–245, 255
Pennsylvania, 279, 281
Pizza, 113
PlacerGROWN, 17
Plant sciences, 167
Policy. See Farm policy
Pollution, 220
Populations, farming, 5–6, 55
Pork production, 17
Poultry industry, 12, 80–81, 138
contracting in, 236, 243
and integrating firms, 83–86, 89–92
market consolidation in, 233
Preservation, farmland, 30
Prices
and bargaining, 185–186, 188, 193
in crop agriculture, 157–159
and Farm Bill of 1996, 159–160
manipulation of, 235–236, 245
and product differentiation, 134–135
stabilization of, 66, 160
Procedural justice, 128
Process-based trust, 125
Producer Protection Act, 97
Product differentiation, 121, 130, 253
and commodity markets, 4, 15–16
and midsize farmers, 153, 162–163
and organic farming, 282
and pricing strategies, 134–135
and regional marketing, 4, 18–19, 255
Production agriculture, 167–168. See also Corporate farming
Production contracts, 10, 38, 80–81, 83–85, 91–92
Public health, 28
Puget Sound Fresh, 17
Quality assurance, 125–126
Quinn, Bob, xiii
Rainfall erosion, 214–216
Ralston Purina, 233
Regional food systems, 128–129. See also Local economies
collaboration between, 255
efficiency of, 254
and environmental protection, 129
and marketing, 70–71
Regulation, market, 229–232, 243–246. See also Antitrust law; Competition
Relationship marketing, 16–17, 55–75. See also Organic Farmers
Agency for Relationship Marketing (OFARM)
and commodity markets, 66–67, 69–70, 73
and conventionalization, 58–61, 65–66, 73–74
and local producers, 114–115
and regionalization, 70–71
small and midsize enterprises (SMEs), 61–64
Research and development, 137–138
Resiliency, system, 23–24
Resource intensity, 23–24
and diversification, 30
and industrial farming, 168
Ripe for Change: Rethinking California’s Food Economy, 111
Rural economy. See also Local economies
and corporate farming, 10–11
and midsize farms, 4–5
Safeway, 175
Sales, farm, 258–262, 264–268, 279–280
Schnieders, Rick, 15, 18, 112
Second Industrial Divide, The, 62
Security, national, 28, 30–32, 106
Seed industry, 239
Sherman Act, 228–229, 237
Simplification, system, 23–26
Slow Food movement, 113
Small and midsize enterprises (SMEs), 61–64
Small farms. See also Farms
Census data, 257–258, 283
and direct marketing, xi–xii, 3
and land management, 9
Small Planet Foods, 112
Smithfield, 233
Soil and Water Resources Conservation Act of 1977, 206
Soil erosion, 214–216
Soil sciences, 167
Soybeans, 234, 236–237
Specialization
in agriculture, 26, 91
and biodiversity, 12–13, 24–25
flexible, 62
local, 174
Species diversity, 13. See also Biodiversity
Standardization, 24, 108–109, 175
Supermarkets
and natural foods, 111–112
and value chains, 121–122
Supersize Me, 107
Index

Supply chains, 9, 119. See also Values-based supply chains
Supply management programs, 159–160, 162
Surgeon General’s Call to Action to Prevent and Decrease Overweight and Obesity, The, 106
Sustainable agriculture, 31, 170–172
Switchgrass, 160–161
Synergistic systems, 254–255
SYSCO, 112

Tallgrass Prairie Beef Cooperative, 133–135
Taylor, Ken, 16
Technology
and contract farming, 90
and land management, 13–14
neutrality of, 24
and specialization, 91
Texas, 279
Texas Organic Cotton Cooperative, 136–137
Thumb Oilseed Producers Cooperative, 123, 134
Tillamook County Creamery Association, 134–135
Time to Choose, A, 6, 203
Tobacco industry, 150, 240
Toyota, 124–125, 132
Transaction costs, 10
Tyson, 233

Union Parish study, 84–91
contract history, 86–87
grower debt, 89–91
input quality, 93
integrating firms, 87–89
scope of, 86
United Kingdom, 60
Urban agriculture, 110
U.S. food safety program, 106
USDA
and AFPA, 181–182
ERS studies, 214–221, 257, 273
food guidelines, 107
and market regulation, 243–246

Value chain pledge, 138–140
Values-based supply chains, 14–15, 17–19, 119–140
and capitalization, 136–137
characteristics of, 120
collaboration in, 122–124
and competition, 122
and contracts, 131–132
cross-ownership in, 137
decision making and governance, 127–128
efficiencies of scale, 135–136
farmer/rancher empowerment, 129–130, 255
information sharing and vision in, 126–127, 129, 131
management of, 137
performance systems in, 124
and pricing strategies, 134–135
and product differentiation, 121, 130, 134
and profit margins, 131
quality assurance systems in, 125–126, 136
regional, 128–129
research and development support, 137–138
and standards, 130, 138
and supermarket sector, 121–122
trust and fairness in, 124–125, 130–131
Vegetable farming, 168
Vermont, 279–281
Vertical integration, 122–123

Wadsworth, Adrian, xiii
Walker, Stephen, xiii
Wal-Mart, 103, 112, 175
Water-quality payments, 210
Waters, Alice, 113
Wetlands Reserve Program (WRP), 207–208, 274
Whole Foods Market, 103–104
Wildlife Habitat Incentive Program (WHIP), 207–208
Wilson, E. O., 12–13
Wind erosion, 214, 216
Wine industry, 17, 134–135
Wisconsin, 279
World Health Organization, 107
World Trade Organization, 256

Yakima Chief Inc., xiv, 133, 135–137