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PROFITABLE
LANDLORD FARMING
In the
SOUTHWEST

by
Wayne M. Akin
and
D. E. Heywood

CONTENTS

	Page
Introduction	3
Chapter I—Production Problems of the Landlord Farmer	5
Chapter II—The Essentials of Successful Operation	11
Chapter III—The Elements of Systematic Management	13
Chapter IV—The Operation of Systematic Management	17
Chapter V—Does Trained Management Pay?	22
Conclusion	29

“SUCCESS *in farming is achieved not by doing unusual things, but by doing the usual thing unusually well.*—H. M. CASE



WAYNE AKIN

Supervision means continual checking on crops to determine their immediate needs.

DAVE HEYWOOD

Efficient farm management involves the solving of irrigation engineering problems.



The Authors. Amid surroundings, in which both by experience and inclination, they feel most at home.

Introduction

IN THE IRRIGATED VALLEYS of southern Arizona there are over 3000 farms owned by persons who do not themselves farm the land, and who must therefore depend upon others to do it for them. These thousands of "absentee farmers—*landlord farmers, if you please*—represent every walk of life. Many of them are almost entirely dependent upon the income from their properties—few of them can afford to disregard *loss* or decrease of that income.

It is presumed that you are one of these Landlord Farmers. It is presumed, too, that you are desirous of *increasing* the income from your property.

You are, of course, well aware that the agriculture of this subtropical irrigated section is highly specialized and requires a type of farm operation and management of higher quality than is necessary in most sections of the United States.

Your investment in land is one that amounts to thousands of dollars, an amount probably comparable to your investment in other types of securities. Would you consider an investment in an industrial security unless you were convinced that the management of that industrial organization was of the highest order? We are sure you would not.

By the same logic, can you afford to trust your land investment to management which is not equally competent?

It is assumed that you live at a distance from your farm. Can you maintain the close contact with your farm that you do with other lines of business in which you have a large investment? Can your farm management take advantage of immediate favorable situations—of dodging particular effects—of capitalizing on circumstances?

It is the purpose of this little book to point out some of the possibilities of securing the advantage of competent management which is available for the Landlord Farmer in southern Arizona.

Your viewpoint is that of the practical farmer. The authors of this book are also practical farmers. Their viewpoint is that of practical farm management. Their experience in the management of scores of farms in southern Arizona has given them a background of concrete, usable, coldly practical farming knowledge. They have no pet theories to promote. It is their responsibility to *make farms pay*.

In every farming section it is quite usual for a tenant-farmer—especially if he is renting for cash—to attempt to milk the land to the last drop. In Arizona, not only the incentive but also the opportunity to do this is greater than in the colder farming areas. The possibility of continuous farming leads to exploitation of the land. During the life of his lease he often takes everything possible from the soil, and leaves it in such bad condition that it may require several years to restore the farm to a high level of productivity.

The many problems of proper crop diversification, soil management, and irrigation, make it necessary for a tenant-farmer to have a much greater amount of knowledge and information at his finger tips than is required, for instance, in the middle west. And if he has not this information and knowledge—as is too often the case—it must be *imparted* to him before he can gain that success which means *bigger farm incomes for the owner*.

The most important milestones on the road to successful *landlord farming*—in Arizona or anywhere else—are *knowledge*, either possessed by or imparted to the tenant, and *skilled supervision* by a disinterested third party who *knows* what should be done, and *how* to do it.

This necessity for specialized information is very clearly demonstrated in the following chapter in which are discussed briefly some of the outstanding factors that make for success or failure in Arizona farming—irrigation, soil management, and crop selection being of particular interest, though other factors, such as seed selection and weed and pest control, are equally important.

CHAPTER I

Production Problems of the Landlord Farmer

"Look at it any way you please, the farm is a business enterprise. Land management differs from industrial management only in its particulars—in PRINCIPLE it is the same. Efficiency of operation, over a considerable period of time, spells success in either case."—C. J. CLAASSEN.

IRRIGATION—The owner of a Salt River Valley farm recently complained to the authors that his cotton crop was small because of water shortage. In checking up, it was found that he had a full acre foot per acre of pump water which was not used *because neither he nor his tenant knew it was available.*

Such incidents indicate how important it is to have not only KNOWLEDGE on the part of the tenant, but someone with equal or greater knowledge who is ON THE JOB to tell him what to do, when to do it, and to see that it is *done.*

The precipitation which provides the storage water for the Southwest irrigated valleys, falls largely during the winter months. In the early spring it is possible to predict, with a high degree of accuracy, the amount of water which will be available for the season, and consequently a cropping plan adapted to the particular conditions can be made by some one who knows how. If such a plan is intelligently administered, the raising of crops is practically assured.

However, the correct application of irrigation water to the

desert soils requires a high degree of skill. The average tenant farmer does not have an adequate knowledge of irrigation practice. Often he employes ignorant and incompetent labor to do his irrigation, and the common result is poor penetration and water wastage.

The irrigation layout and method of water application should be *planned* for each individual farm in such a way that *deep penetration* is possible and that water shall be available at the point in the soil and at the time in the growth of the plant that will bring maximum crop production.

Frequent tests should be made to determine accurately the depth of water penetration. This can be readily done by the frequent use of a soil tube, and once having an accurate knowledge of the actual depth of water penetration, it is possible to determine, without guessing, the proper time for irrigation and the method of irrigation suited to the particular soil and crop in question.

It is fairly obvious that the landlord who depends entirely on his tenant is placing a heavy degree of responsibility on his shoulders. It is costly, experience has taught, to take it for granted that your tenant knows all there is to know about irrigation farming.

As in every other field of human endeavor, everything depends on the individual, and even the best laborers do better work under careful supervision.

SOIL MANAGEMENT—Unless one has made a definite study of tenant farms, it is difficult to realize the vast amount of land that is held out of production by careless farming.

The authors lately completed a survey of an 80-acre farm which showed seven acres of idle land, due to high borders that were failing to get water, corners "scalded" by failure to provide waste water outlets, unnecessary lanes, and careless plowing in the corners and along ditches and fences. Here was an owner losing the income from nearly one-tenth of his investment—paying



*Water—properly applied
is one secret of profit-
able farming in the south-
west.*

MARK BLISS,
*farm supervisor, examin-
ing a core of soil taken
to a depth of six feet by
use of a soil tube.*



*Frequent checking of the soil makes it possible to determine accurately water
penetration and the various needs of the soil.*



Beef cattle on an 800-acre farm managed by the authors.



Dairy cows provide a profitable means of marketing farm products on many farms.

a tithe, in other words, for the privilege of *mismanaging* his property.

This type of waste is apparent to any careful observer. However, there are other factors in land wastage due to the failure to raise maximum crops on fields apparently under full cultivation.

In most agricultural areas the soil rests during the winter, or approximately half of the time. In southern Arizona this fallow period, so essential to high production, must be deliberately planned by proper crop rotation and systematically planned rest periods.

Furthermore, desert soils are highly variable in nature, and effective cultural methods often are entirely different for two fields on the same farm.

Farms which are to be maintained permanently on a profitable basis, *must* have a definite program of SOIL MANAGEMENT, a thing which the average tenant can not, or will not, provide, and a condition which is aggravated by the periodic change of tenants.

CROP SELECTION—In southern Arizona it is possible to grow a very wide variety of field crops. However, the profitable production of the various crops on a particular farm must be determined by a careful study of the adaptability of the land, the market conditions, and the ability and equipment of the tenant.

Obviously there are many opportunities for a tenant to make mistakes in judgement, and the problem of crop selection is one, the correct solution of which has a tremendous influence upon the landlord's income.

Furthermore, resourcefulness and good judgement in taking advantage of particular crop and market conditions will accrue definitely to the benefit of the Landlord Farmer. For instance, on one farm under the supervision of the Western Managed Farms Company, it was estimated that, on account of water shortage, the returns from a forty-acre alfalfa field would not exceed

\$100 for one cutting. At this time there was a distinctly good market for alfalfa seed, so instead of making hay, a seed crop was produced which netted over \$500—FIVE TIMES THE INCOME as a result of timely good judgement.

The matter of crop selection for one particular year is only part of the program. The proper planning of the crops to be grown over a long period of years is of paramount importance if maximum returns are to be available, and at the same time, the soil fertility and physical condition is to be maintained at a high level of productivity.

SEED SELECTION—In spite of the wide recognition of the fact that well selected seed of productive strains and high in percentage of germination is essential to profitable farming, many tenant farmers seem impelled by a sense of *false* economy to plant seed which is low in price per pound but very costly in the long run.

It is possible to purchase seed scientifically tested and carrying an adequate guarantee of quality. Of course this information is available to tenants, but, as in many other phases of farming operations, the majority of tenants fail to take advantage of it and too frequently display bad judgement in the selection of seed.

TIMELINESS OF OPERATION is universally recognized as essential to the achievement of maximum results. For example, it is possible to plant alfalfa in February, but, as a rule, far better results will be obtained by fall planting.

The yield of cotton may be affected as much as FIFTY PERCENT by a difference of only a few weeks in the planting period.

The failure to apply water at the proper time may cause a difference of from 25 to 50% in the final yield of any crop.

These examples merely suggest the essential nature of **TIME-LINESS** in the farming operation. Can the landlord afford to leave so important a function entirely to the judgement and convenience of the tenant?

EQUIPMENT of the tenant farmer influences the timeliness of his operations as well as the thoroughness with which the work can be done.

Too frequently, the tenant does not realize the fact that he can secure the use of heavy equipment for some operations at a cost to him below the cost of doing the work with his own lighter and partially inadequate equipment.

Furthermore, the average tenant often fails to appreciate the importance of maintaining what equipment he does own in a high degree of efficiency at all times. It is the part of efficient management to work out with the tenant a program of effective operation from the standpoint of equipment.

WEED AND PEST CONTROL are extremely important in southwestern farming because the conditions which can produce so richly can not fail to be an ideal home for equally rank weeds. Hardy perennials, such as Johnson Grass, Bermuda Grass, Nut Grass, as well as common annual weeds, thrive and are very destructive to farm profits.

The control of these weeds is a matter of consistent work, and in Landlord farming continuous supervision of the tenant is necessary if the best results are to be obtained.

Ants, gophers, grasshoppers, and other pests furnish another source of loss unless a continuous effort is made to control them. An ant hill may seem an insignificant thing in comparison to an eighty-acre farm, but on one farm inspected by the authors, it was found by actual measurement that six per cent of the soil available for crops was rendered completely useless because of ants, and six percent is a good annual return on capital.

CARE OF IMPROVEMENTS is a very important part of tenant-farm operation not only from the standpoint of protecting what is usually a very considerable investment for the landlord, but because well-kept improvements are almost invariably the most conspicuous evidence of a well-managed farm, and a potent factor in maintaining tenant morale.

Every lease stipulates that the tenant shall maintain these improvements, and turn them over at the termination of the lease in as good shape as at the beginning, ordinary depreciation excepted. But it is well-known that unsupervised tenants do not as a rule take care of improvements with the same degree of interest and attention that an owner would devote to them.

The proper care of improvements can only be assured by careful selection of the tenant and constant supervision during the period of his lease. The right sort of tenant will prefer to better his living conditions *with his own labor*, rather than to put up with the discomforts and inconveniences of neglected improvements. Efficient management will encourage him to paint, repair and clean up at regular intervals, and cheerfully provide him with the necessary materials.

A comparatively small amount invested by the owner in care of improvements, under competent supervision, of course, will add considerably to the saleability of his property, which is often an important consideration.

An increase in one year of 400 percent in the income of a farm sounds almost fantastic, yet it was accomplished on one of the farms under the supervision of the Western Managed Farm Company just last year (1934). This farm had been handled by the pasture harvesting method and had not been properly irrigated. The extra income was brought about largely by a carefully planned method of pasturage, hay making, and seed production, combined with an intelligent application of the other management factors above discussed.

True, the general rise of prices contributed, but only an outstanding increase in production made it possible to capitalize on this price increase.

The foregoing discussion presents briefly some of the management problems which confront you as a Landlord Farmer. It gives an inkling of many factors—the control of which leads to stability and profits, and which naturally provoke the question in your mind, “Can I improve my farm management?”

CHAPTER II

The Essentials of Successful Operation

"The wide difference in returns between farms, even in the same community, tends to prove that the real secret of successful farming, whether exercised by the owner on his own farm or by an intermediate party on a rented farm, is SYSTEMATIC MANAGEMENT."—C. J. CLAASSEN.

IT IS APPARENT that successful farming in Southern Arizona is not likely to result from amateurish efforts. The authors hold the opinion that in this territory there are proportionately as many skillful, trained and intelligent farmers as in any other agricultural sector, but in the very nature of things most of these are operating their OWN farms.

While successful tenant farmers eventually own and operate their own farms, successful operating owners seldom become tenants.

The non-farming landlord owner usually must depend for the operation of his land upon farmers of a more general class, ranging from the ignorant and the inexperienced (who are not by any means the same), up through every grade of character and ability. Many have all the desirable qualities except *expert knowledge*.

If and when this expert knowledge can be *imparted* to tenants having every other worthwhile qualification for success, the non-farming owner is in a fair way to getting the very most out of his land, and given this ideal state he will find himself before long

in possession of an investment that will, year in and year out, compare more than favorably with any other of like safety of principal.

If you are such a non-farming owner note well the following: The successful operation of your farm to the point where it will pay you, in rentals, a commensurate return on your investment, depends on three things—

1. The character, ability and equipment of the man who farms it for you.
2. The extent of the KNOWLEDGE of complicated Arizona farming problems which he has, or which *can be imparted to him in a practical way.*
3. A system of SKILLED and EXPERIENCED supervision which will take full advantage of his character and ability, and see that the KNOWLEDGE imparted is *put into practice.*

No one of these can be said to be more important than the other, but if the *third* factor is put to work on your farm, the other two factors will soon be there also.

That such a system of skilled and experienced supervision is available to Arizona landlord farmers is now generally known, but it is the purpose of the following chapters to make the reader acquainted with HOW it operates, WHAT it has done for those who have used it, and what it can do for any other landlord who employs it.

This system, modeled on the most successful organization* of its kind in the country, and operated by men of wide experience and unusually specialized training, is offered to Arizona landowners by the Western Managed Farms Company, of Phoenix.

*—The Farmers National Company, operating in Iowa, Nebraska, Minnesota, Missouri, Kansas and Colorado.

CHAPTER III

The Elements of Systematic Management

"The practice of the new agriculture is a profession. It is among the most difficult and highly technical of all professions."—GEORGE W. FISKE.

UPON a wide background of practical Southwestern farming experience, colored by technical training of a high order and intensive study of the various factors surrounding the successful practice of agriculture, the officers and staff of the Western Managed Farms Company have obtained outstanding results in making farms produce an adequate income for their owners.

Those results have been obtained, largely through the following factors of SYSTEMATIC MANAGEMENT:

1. Highly skilled and experienced field men, with only ONE job to do.
2. Selection of high-class tenants.
3. Imparted knowledge of soil preparation, irrigation and cultural practices.
4. The use of good seed.
5. Scientific crop rotation.
6. Efficient, tactful but firm supervision, FREE FROM ALL LOCAL COMMUNITY INFLUENCES.
7. Systematic accounting of all farm business and negotiating of necessary financing.

8. Supervision of crop division and the storage and marketing of the landlord's share of the crop.

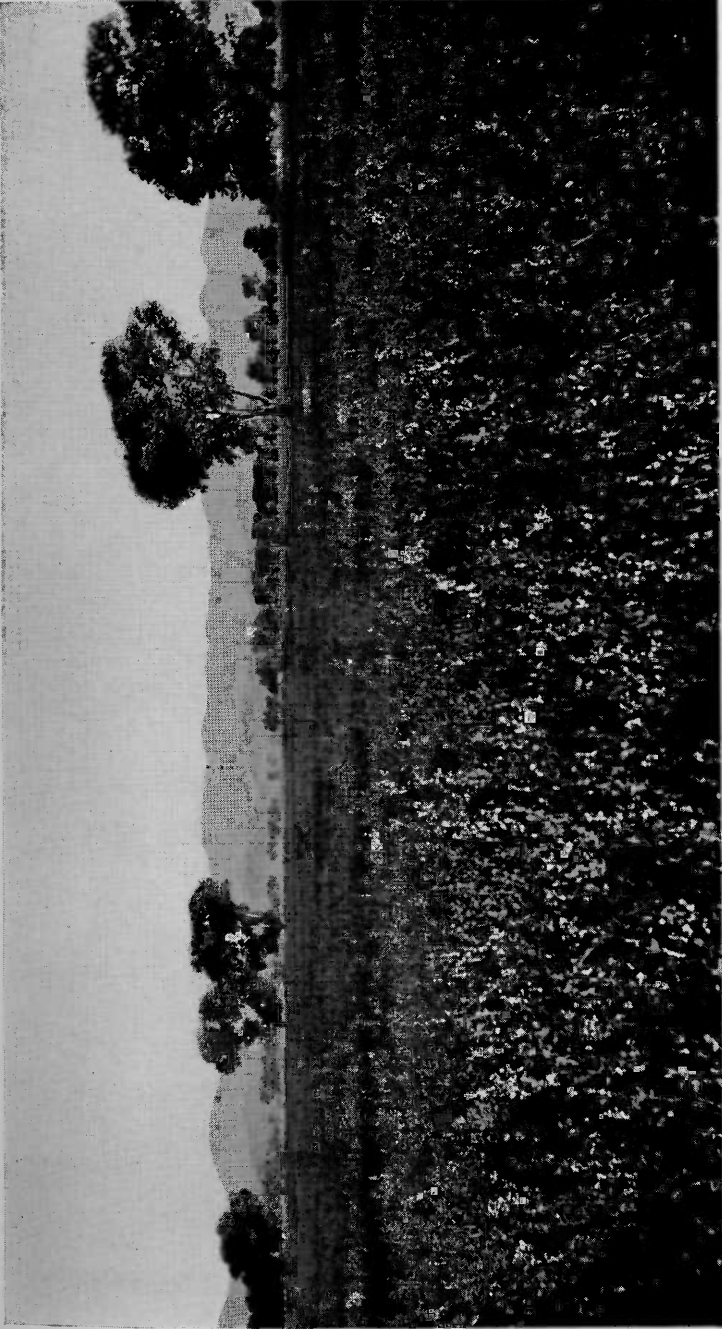
How different such a system is from farm management as typified by the average rental agent, who in most instances is merely a collector of rent—when he can get it. Our method is to **INSURE** the collection of rent in advance, by drawing up the proper kind of lease, and showing the tenant how to **MAKE** the rent.

Collection then becomes the easiest part of our work, being merely the business of remitting to the owner that which we have built up and marketed for him through systematic management.

Farming everywhere, but particularly in Arizona, is a **BUSINESS** which is becoming continually more complex. As is evident from the brief outline of Southwestern farming practice contained in the preceding chapters, even the tenant farmer who has the initial ability to **PLAN** his production and marketing activities is too busy working with a multitude of details of production to be able to do so adequately. He is generally too physically tired at night to do much thinking—to study or keep detailed accounts. Ironically enough, if he **IS** able to do those things, he is quite probably neglecting the production angle. The tenant farmer is seldom both a “planner” and a “doer”.

Our system of management fits perfectly into this situation. Our organization does the practical **PLANNING** with an eye to the future without which no enterprise can progress—while the tenant, under our supervision and instruction, translates those plans into profit-bearing realities.

It is our function to instruct the tenant and guide him in the latest approved methods. We see that he plants the right crops, at the right time, in the right place—and that he uses the right seed. We instruct him in the preparation of the ground and the proper use of irrigation facilities. We decide what shall be done to restore the fertility of the soil, and supervise the doing of it.



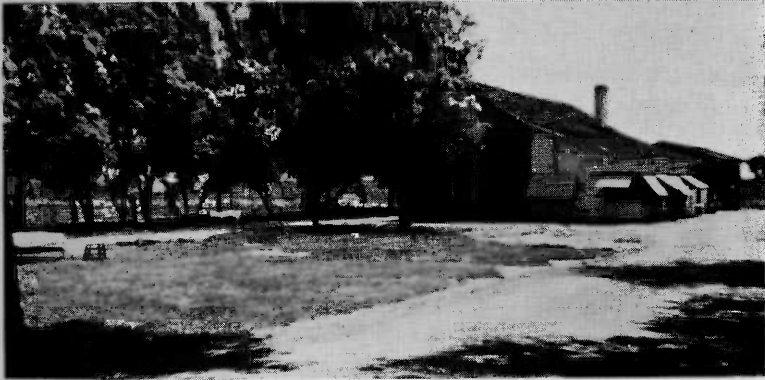
An alfalfa yield that was doubled by proper irrigation.

Tenants bled this farm for five years.—This is the result

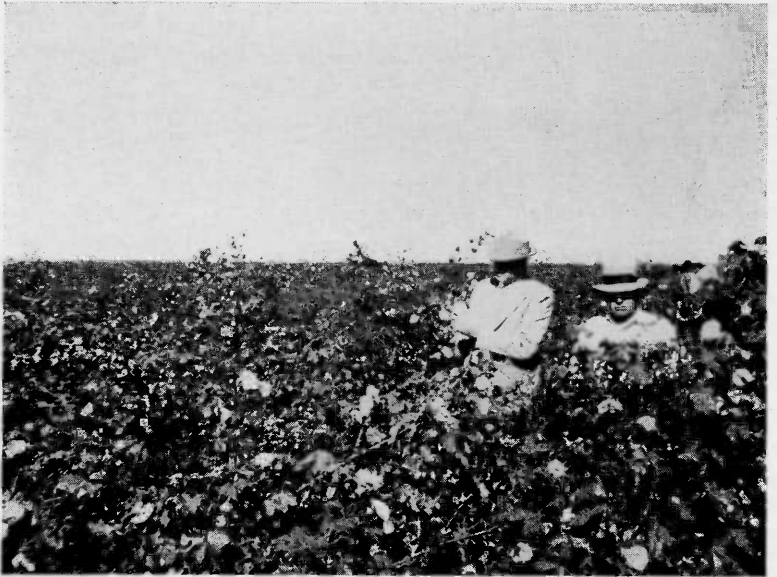


Unsupervised tenant farming leads to run-down farms and capital loss.

*Care of buildings and their surroundings does not require unusual expense—
A good tenant will provide the labor.*



Supervised tenant farming provides for proper maintenance and capital gain.



Proper cultural and irrigation practice does produce results.



Straight ditches like this may be cleaned by machinery, saving much time and labor.

We insure that improvements are kept in good shape—bearing in mind the psychological effect of a good appearance upon a possible buyer, and its effect, also, upon the morale of the tenant.

We see that machinery and materials are brought together and used with the greatest degree of economy, consistent with efficiency; that crops are marketed in the most profitable manner, and the proceeds divided according to the terms of whatever lease may be in force; and that adequate cash returns are collected where a portion of the land is rented on that basis.

Furthermore, all that we do is pictured clearly to the owner in a series of reports which he may study at his leisure. Accounts of income and expenditure are kept in our offices for both tenant and landlord, an accurate set of books which reflect the condition of the property at all times. This accounting is of particular importance to the landlord in making income tax returns and in establishing the value of his land for purposes either of loan or sale.

The program of governmental crop control has become an inescapable problem for every farmer. The adjustment campaigns have focused attention on the need for farm records. Farmers have had to survey their farm business, producing an accurate statement of the farming transactions as a whole in order to get credit through governmental agencies, or to take advantage of the governmental disbursements.

In the future, the securing of land-mortgage loans, production loans, emergency loans, and production benefit payments can be greatly facilitated by accurate farm records. Our system of farm accounting assures the landlord farmer that these records are carefully kept and permanently available.

The above are only a FEW of the hundreds of details of management which we accomplish for the owner. Contrast the scope of them, however, with that of the only kind of management with which most landlords have had experience—the kind that has for its only duty and objective the making of leases and collection of rentals.

PROFITABLE LANDLORD FARMING

Form No. 28-1

JOHN HALLARD FARM COMPANY
Pawnee, Nebraska

FARM SURVEY AND INVESTMENT STATEMENT

Owner: J. H. Gomez Nebraska, Colosseo Date: June 2, 1936
 Description: 112 acres SEC 10 & 24 of T22N Sec. 22 Twp. 22 N. R. 26
 County: Lawrence Division: Other Erection: Present
 Type: Open 8 miles distant. Volume: Open one of the best

Detailed Map	Improvements	Value
	Buildings, 19 x 24 Very good condition Hay shed 60 x 80 Good condition Shear from roof Good mixer and which should be care of at end	\$200.00
Water May be <u>cut off</u> later Night, close <u>2</u> <u>117.0</u> acres Supplementary water - pump on field up Distance from <u>mainline</u> Canal - 1 mile	Power of miles 3-4 m. Condition but see	Valuation 100 & 2 1/2 AC

Application lay-out (Satisfactory and Condition)
 The water is delivered at the north-west corner
 gated to the west. The fall is 10 ft per mile,
 which is average with Johnson Creek and needs a
 need channel. The borders are in fair shape but
 across within field are low in the corner making

Crop acreage and Condition
 Twenty-five acres of alfalfa in north-west
 best clover and is in fair condition. The 40
 40 is in an old stand of alfalfa very good in
 southwest 40 acre field is in a good stand
 is in best alfalfa. The crop just raised

Preliminary Farm Survey Report

Form No. 28-1

FARM SURVEY - continued

Present Owner: E. L. Ford
 Children: 1 but 17 years old at time
 Present use: Open Acres: 112 Acres covered: 112
 Management: Open and other horse equipment in fair state of repair, adequate for this farm. Lease expire: October 1, 1936
 Ability: Good Other: None Fully Conditioned: Yes
 Other title: None Planned condition: Yes

LAND: The land has a uniform slope, about 10 ft. fall to the west and as the well does not have the water freely, special care should be taken to get the water into the fields. All of the land is under cultivation. The clay line is an excellent drainage device. The surrounding farms are unusually well watered for such a largely productive area.

SOIL: Brown Clay loam type. This soil type is highly productive and is suitable for all of the common crops.

IMPROVEMENTS: The farmstead lies in the north-west corner of the property. The house is old and no crop and presents a very poor appearance. The well is a windmill pump but the water should be lowered to the water table. There is a good pump on the property and it would be desirable to have a very good one. The old domestic well is in a poor condition and it would be desirable to have a very good one. The old domestic well is in a poor condition and it would be desirable to have a very good one. The old domestic well is in a poor condition and it would be desirable to have a very good one.

WATER: Present land is a 50-60 acre area with the landowner paying for used and of some few water. If approved on October 1st, 1936. This is the best type of water for this land and we recommend its purchase.

RECOMMENDATIONS: Tenant has rented this land for a number of years. He is thoroughly familiar with the farming conditions in this neighborhood and most operations will make a first class farmer. We recommend that he be leased to him.

The great land should be immediately plowed and planted to alfalfa. The 10 acre old alfalfa on the north side of the southeast 40 should be plowed about July 1st and allowed to lie until after the first of October for the purpose of July plowing the Johnson and summer wheat. It should then be planted to alfalfa. The southeast 40 acre summer wheat. It should then be planted to alfalfa. The southeast 40 acre summer wheat. It should then be planted to alfalfa.

Signed E. Mark Blue
Farm Supervisor

Farmers and other business men need to plan ahead. In this planning they must make some assumption as to whether their productive operations, the trend of prices, the adjustment of marketing activities, the making of loans, and the holding of crops are going to be under the influence of processing taxes, benefit payments, licenses, and other AAA influences, or, whether the agricultural phase of the New Deal is soon to be withdrawn.—EDWIN G. NOURSE.

CHAPTER IV

The Operation of Systematic Management

"The day is over when land was always a desirable investment because, even with incompetent use, it always grew in value. Now, land is a profitable investment when capable management obtains earnings and assures increased productive power."

—WHEELER McMILLEN.

THE SYSTEM of farm management effected by the Western Managed Farms Company embraces five principal features. They are:

1. ANALYSIS—

Just as a diagnosis by a skilled physician is the first step in beginning the restoration of a patient's health, so the first step in building up a farm to the vigor and activity which is so necessary to its financial success is an analysis of *all* the conditions surrounding it.

Our first objective, upon accepting a farm for management, is to **KNOW** that farm—to learn it, and to put those facts on permanent record, in black and white.

2. PLAN—

All else being equal, the income of the farm is dependent directly on the land, therefore a careful study must be made of

same time, maintaining the production and income of the farm.

With the necessary cropping plan established, proper seed selection, preparation of the seed bed, time of seeding, cultivation, irrigation, harvesting, storing and marketing of the crop must have attention, as each is a step that has a direct bearing on the farm income.

3. IMPROVEMENTS—

The improvements must have attention, too. Minor repairs made as needed are an economy in that subsequent greater damage is prevented. An old and useless building torn down, or remodeled into an extra shed or chicken house, removes an eye-sore and provides a serviceable building. In some instances a new building may be the means of attracting a better equipped and more efficient tenant to the farm.

The tenant is instructed as to the value of keeping the property in good shape, for his own sake as well as for the owner's. Under our supervision he is prompted to take a pride in his place, and with such a spirit even a badly rundown farm may be made to show new life and vigor in a short time.

Judiciously supervised expenditures on this account promote economy of maintenance.

4. SUPERVISION—

Our supervisors visit the farms regularly—a sufficient number of times to effectively follow its operation, and to give attention to all its details in order that the owner's

interest may be fully protected. Their reports provide the owner with complete information throughout the year.

5. SALE—

A well-managed farm is a half-sold farm. While our business is primarily farm management, we do make a practice of selling farms under our supervision at the request of the landlord, and we are in a position to find the right kind of buyers.

The best of salesmen can sell a product to better advantage if he KNOWS it thoroughly. No real estate salesman could possibly know as much about the farms under our management as we do. This knowledge, together with our written records of farm production and income, gives us a decided advantage in the market.

Incidentally, because of the climate, the certainty of crop production under our splendid irrigation systems, and the enchantment of owning a farm in the southwest, there is a definite movement of capital from other sections into farm lands of southern Arizona. With prices of land as they are at present, such an investment is very safe, and will make a good interest return to capital *provided there is good management to insure proper handling of the farm.*

Thus the advertising of our management service brings us many inquiries for the *purchase* of property, and we have sold at good prices properties under our management whose owners desired the capital for other purposes.

COMPLETE SERVICE—

Summing up, our management service includes the following:

1. It works through the tenant now on the farm—or if he is unsatisfactory, it replaces him with a better one.
2. It carries out a system of crop rotation and soil improvement, which, of itself, makes for a steady gain in income each year.
3. It advises as to the seed to be used, and makes it available. It eliminates, as far as possible, all guess-work as to the productivity of the seed.
4. It instructs in the technical details of southwestern farming, and sees that full advantage is taken of the favorable features of soil and climate.
5. It sees to the upkeep of improvements.
6. It secures ALL collectable rentals, entirely unbiased by LOCAL COMMUNITY INFLUENCES.
7. It provides an accurate and complete system of accounting, giving the landlord periodic reports which enable him to keep in close touch with the progress of his farm affairs, and assure him of prompt receipt of farm returns.

Furthermore, the permanent record made available is of great value for future use in farm planning as well as in financing and complying with government requirements.

8. It sells the farm, if sale is desired. (It does not solicit the listing of farms for sale only).
9. Finally, it manages the farm as the owner would do himself if he had the time and the necessary knowledge.

CHAPTER V

Does Trained Management Pay?

"To prove this, let FACTS be submitted to a candid world."—DECLARATION OF INDEPENDENCE.

THE reader will be justified in asking "What are the results of this system of management? What has it done?" Our space permits only a few examples to be cited.

The following, taken from the records* of the Western Managed Farms Company, will provide at least a part of that answer, and are illustrative of the results that can be accomplished by management of the right type.

Tripling Farm Returns

On our Farm No. 112, the tenant had completed one year of a two year lease when we assumed management in January, 1934. He had come to the Salt River Valley from a corn belt farm. He was of average intelligence and ability, had made a success of farming in the east, but was failing to make his irrigated farm produce enough so that the landlord's share would pay for the taxes and water.

In our preliminary inspection of the farm, we looked up the records of water used for the year 1933, and found he had used barely two acre feet of water per acre on the entire farm. His method of irrigation had been such that the penetration of water into the soil on many parts of the farm was less than one foot.

*—We will be glad to show the source records of these examples to any authorized person calling at our office, together with much other evidence of the successful results of our system.—WESTERN MANAGED FARMS COMPANY.

After several weeks of careful work under our supervision, this tenant, hitherto inefficient in irrigation practices, was getting good results and his water penetration was reaching from four to six feet, with the expected increase in crop production.

The matter of improved irrigation practice illustrates the improvement in the efficiency and morale of the tenant which was evident in all of his work, so that this farm, in 1934, produced an income to the landlord of \$1552.88 after all expenses of operation were deducted. In 1933, the corresponding income had amounted to \$510.12. In other words, the landlord received in 1934, with the same tenant, but under our management, an amount 304.41 % of the 1933 return.

What Price Inefficient Marketing!

The method of harvesting and marketing crops frequently makes a vital difference in the return to the Landlord. This is clearly illustrated by an incident in the management of our farm No. 51.

This farm was entirely in a mature stand of alfalfa, and was taken over by the Company during the second year of a three year lease.

Harvesting had been largely done by the pasture method, and the returns to the landlord had been unsatisfactory. When the first crop after we had assumed management was ready to harvest, the best bid that could be secured for pasturage was \$400, making the half due the Landlord \$200.

From a Minnesota Client:

"The pictures show the place looking entirely different than it did when you took over the management. One would not think it possible for such a big improvement to be made in so short a time, and it certainly shows a fine looking cotton crop. Thanks for getting the leveling done without cost.

"Thanking you very much for managing the place so efficiently, I remain,"

The tenant was not willing to change his method of harvesting, and consequently we made a deal with him to pay him \$200 for his interest in the crop. We then took over the responsibility for harvesting and marketing the crop.

When the crop was sold, the net return above all expenses, amounted to \$688.59. Deducting the portion paid to the tenant, the Landlord received \$488.59. In other words, the returns were considerably more than doubled.

This is only one of the many instances which might be quoted to demonstrate that active, continuous supervision will definitely accrue to the benefit of the Landlord.

Handling the Financial Situation.

Another type of service rendered is illustrated by the case of a 240 acre farm which is owned by a widow.

Delinquencies in installment payments and taxes had brought the farm mortgage to a point where foreclosure proceedings had actually commenced. A year previous, application had been made to the Federal Land Bank for a refinancing loan. However, the loan granted was too small to take care of the outstanding obligations, despite the fact that much larger loans were being granted on similar land. The reason for this lay in the fact that the Land Bank appraisers were not satisfied with the old method of farm management.

By demonstrating our ability to produce results, the mortgagee was induced to delay foreclosure proceedings pending the making of a new application for a Land Bank loan. Because of

A Nebraska Lawyer writes:

"Your program of cropping our 40 acres as scheduled in your letter appeals to us as very satisfactory and you are at liberty to make the necessary alterations that the land and market conditions warrant. We would be pleased to have this farm put on a productive and paying basis. It certainly has been criminally misused by our tenants in the past."

the difference in management, and demonstrable farm returns, it was possible to secure a loan large enough to refund the outstanding indebtedness. The farm is now in a satisfactory position financially, and is making all payments regularly as they fall due.

Remaking a Farm

We were asked by a *local* business man to make a preliminary survey of one of his farms. On our initial trip we found a badly neglected place. In places the land was covered with weeds and Johnson Grass higher than a man's head, in other places the ground was absolutely barren because no irrigation water could reach it.

Cottonwood and mesquite trees were scattered along the ditches and made proper field management impossible. Ditches running in almost every direction cut the farm into many small irregular fields. It looked like an almost hopeless situation.

Our initial report to the owner set forth our opinion that the only way to make anything of this farm was to re-align it entirely, plow in the existing ditches and build new ones to cut down the number of fields and systematize the irrigation work. This was a discouraging prospect for the owner, but his difficulty in securing tenants, and the lack of return from his farm spurred him on to do something about it.

He turned the farm over to us for management and asked us to make a plan and secure bids for the work of leveling and other rehabilitation work. Having made the plan, we asked several contractors to bid on the work. Their bids varied all the way

From a Chicago Minister:

"At this time I desire to state that I am very much pleased with the thoroughness of your reports, and I have marveled at the painstaking care that you have taken in rendering these reports."

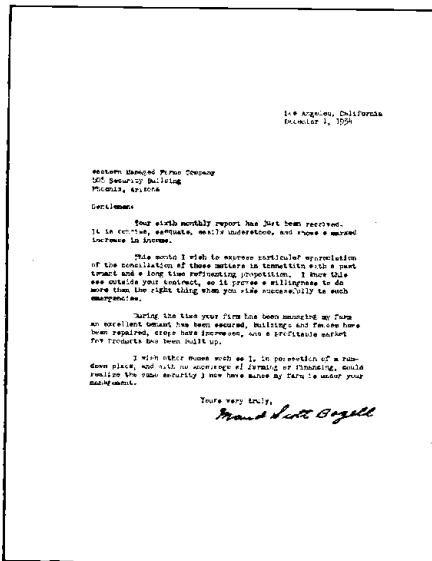
PROFITABLE LANDLORD FARMING

from \$14 to \$25 per acre for land levelling and ditch rebuilding. Such figures were prohibitive.

Accordingly we did our own estimating which convinced us the work could be done for a figure much below any of the contract bids. We assumed the responsibility, hired the necessary tractors, mules, men and machinery and went to work.

Our original plan was carried out in detail, the land leveled, the new ditches built, the water ordered and turned on to the place. It was a real thrill to see that water spread and cover the land as our level lines had told us it should.

Every foot of tillable land, much of which had never before been productive, is now showing good crop growth. The water applied to the soil is doing the job properly and none is now being wasted. The fields are regular in shape and large enough to be efficiently farmed. The farm is one of which any owner might be proud, and is leased to one of the most successful dairy farmers in the county.



The lowest bid for this reconstruction work, at \$14 per acre, amounted to \$1904.00. The total actual cost, *under our supervision*, amounted to \$930.75, or \$6.84 per acre, representing a net saving to the landlord of \$973.25.

That saving alone is a considerable item, yet the INCREASE in returns from this reconstructed farm will amount, at a minimum, to more than that figure EVERY YEAR.

PROFITABLE LANDLORD FARMING

Rehabilitation and Sale

Our farm No. 15 was taken over at the termination of a lease period. It was owned by a financial institution which had been offering it for sale for a number of years, without success. It had been abused and had acquired the reputation in the neighborhood of being unprofitable.

Buildings were better than average, but the farmstead was cluttered up with junk. The fences were in bad repair. Ditches and fences cut up the place so that machinery could not be used effectively, and proper irrigation was impossible.

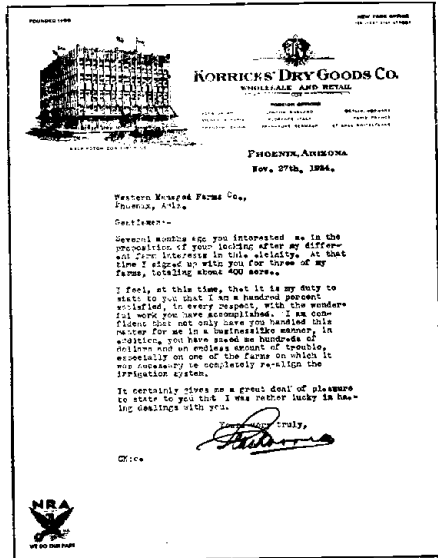
The weedy fence rows and ditch banks were an eye sore.

We secured an energetic young farmer as a tenant. Soon the farm was laid out into 40 acre fields and was being efficiently farmed and irrigated. The crop growth was a revelation.

The farmstead was cleaned up and made attractive. The half acre family citrus grove was pruned and thoroughly cultivated and fertilized.

The transformation of this farm, *which was accomplished without expenditure on the part of the Landlord*, was such that, within six months it had been sold at an attractive figure.

The foregoing examples of farms handled by the Western Managed Farms Company illustrate the way in which systematic management benefits the Landlord Farmer. They show: first,

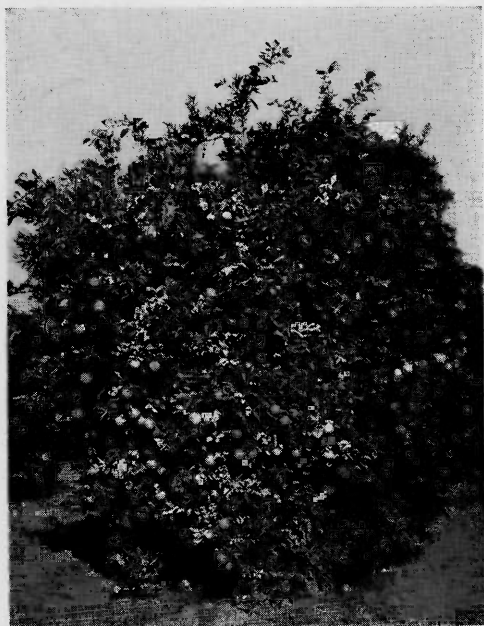


that every farm has its own individual problems, just a little different from those of any other farm; and second, that, given the managerial ability, skill, experience, and freedom of action, each of these widely different problems is possible of a solution that means increased income for the owner.

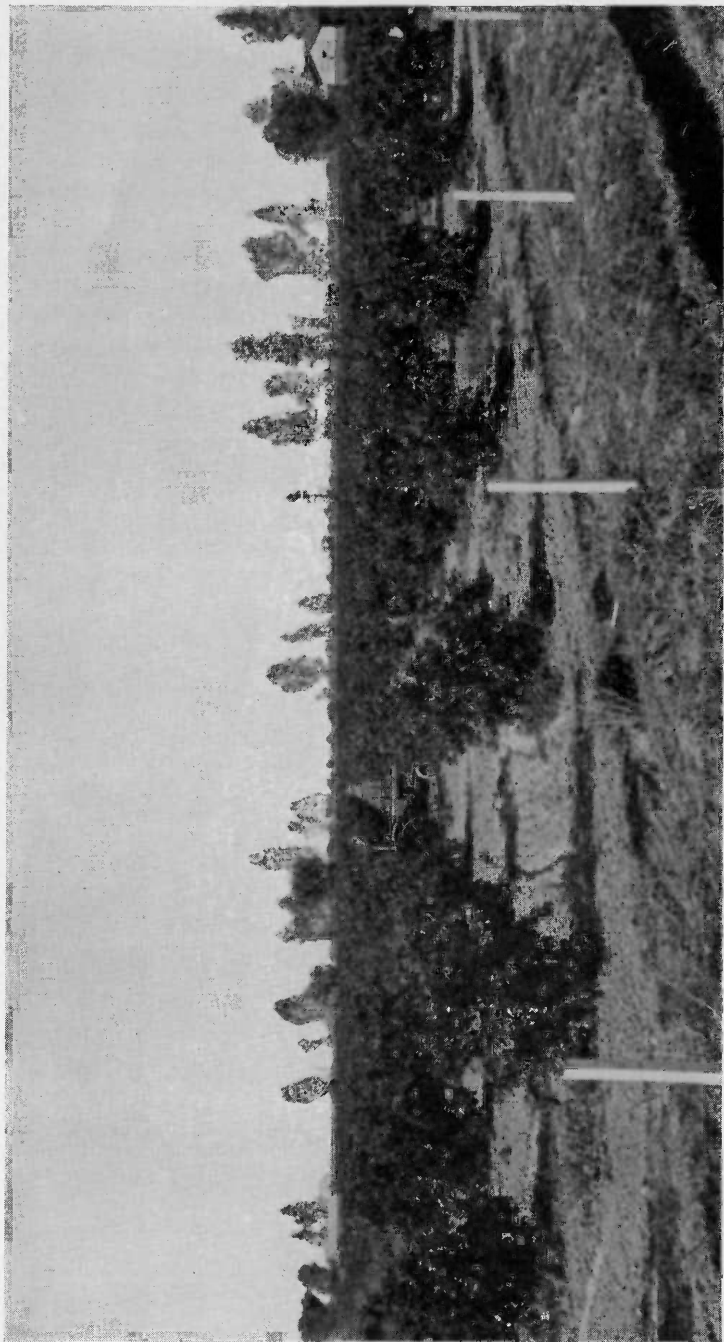


Cultivating a four-year-old citrus grove under Western Managed Farms Company management.

High fruit yield comes as a result of careful culture over a long period of time.



Constant attention to details is important in all farming but is indispensable in citriculture.



"Probably no agricultural enterprise demands such highly specialized knowledge and craftsmanship as does citrus fruit production."
—A. F. KINNISON.

Conclusion

"The great end of life is not knowledge, but ACTION."—THOMAS HENRY HUXLEY.

UNLESS you have the time, patience, skill, experience and technical knowledge necessary to successfully manage your own farm land—unless you know much more about Southwestern agriculture than does your tenant—you need the services rendered by the Western Managed Farms Company.

To secure its services, all that is necessary for you to do is to fill out the application blank at the back of this book and mail it to our offices in Phoenix, accompanied by your check for \$25.00.

This deposit is required to cover a portion of our expenses incurred in the preliminary inspection, survey, and supervision of your farm. It is not in any sense an extra charge for if, for any reason, we do not accept your farm for management, your check will be returned to you. If, on the other hand, your application is accepted, the amount of your deposit will be **CREDITED** to your account and applied against the first year's management fee.

In accepting your farm for management the Western Managed Farms Company undertakes full charge of the property, with power to rent, collect income and remit to the owner; to economically make the more pressing repairs, to a limited extent during any one fiscal year; to look after the insurance taxes, water assessments, etc., if and as desired; to use all practical and economic methods tending to increase income and to do all of this for a consideration of ten percent of the landlord's rental return.

In assuming the management of your farm the Company is confident of its ability to render a service so satisfactory that it will be continued indefinitely. However, if you should at any time desire to terminate the management service you may do so by giving sixty days written notice.

On receipt of your application, the Company will inspect your farm immediately, and if it is accepted for management, will render a full report of its condition and notify the tenant and your present agent, if any, of our assumption of management.

It will be our responsibility to take from your shoulders the annoying details of the affairs of your farm. Your part will be to read our frequent reports and receive the remittance of income.

And now, in conclusion, let us remind you of these features of our system.

If your farm is rented for this year, or for a number of years, the Western Managed Farms Company can render you a valuable service through the tenant you now have. If you have an agent at present in charge of your land, he will be courteously informed of the change in management without the slightest embarrassment to you, or without any overlapping of fees.

And one more thing! You may think that you *cannot afford* to pay ten percent of your rentals for our service—but—can you **AFFORD TO BE WITHOUT IT?** The evidence here presented shows that it **PAYS FOR ITSELF** many times over. It is costing you **SOMETHING** to manage your farm now. For probably no more you can have a management that will not only mean continuous increase in the income from your investment, but will protect and increase the value of the principal too.

It is never too **SOON** to start improving your income. Mail your application blank now to the Western Managed Farms Company and achieve a new peace of mind, a new freedom from worry, a new joy in **LANDLORD FARMING**.

WESTERN MANAGED FARMS COMPANY

Agricultural Service
PHOENIX

"PROFITABLE LANDLORD FARMING"

APPLICATION FOR AGRICULTURAL SERVICE

Western Managed Farms Company,
505 Security Building,
Phoenix, Arizona.

Date.....

Gentlemen:

It is my desire to place my farm, as described below, in your hands for management, to receive your complete Agricultural Service.

I enclose my check for \$25.00 with the understanding that, if my application is accepted, this amount will be credited on my account for the first year of management. It is further understood that, in accepting my application, you assume full responsibility for the care of my farm, and will attend to all matters pertaining to its welfare.

In the event you do not accept my land for management, you will at once return my check.

1. DESCRIPTION: My farm contains acres, and is described as follows:
.....
Section, Township, Range, of the Gila and Salt River Base and Meridian.
County of, State of
2. TENANT: Name Address
3. PRESENT AGENT: Name Address
4. VALUATION: Approximate value—Buildings, \$..... Total Property, \$.....
5. INCOME: The last few years, about \$..... for 19....., and for 19.....
6. RENTAL: You are to have complete and undivided charge of the property; supervise the tenant's farming operations; secure a new tenant if and when it becomes necessary; collect and remit all rentals; and render periodic crop and financial reports.
7. TAXES—INSURANCE—WATER ASSESSMENTS: When I want you to look after the taxes, insurance and/or water assessments I will instruct you.
8. REPAIRS—IMPROVEMENTS: Unless otherwise authorized in writing you will limit any crop and soil-improvements and economical building and fence repairing to \$50 yearly.
9. COST: For this service I agree to pay ten percent of the rentals; minimum \$100 first year, \$75 each year thereafter.
10. TERMINATION: I will give you 60 days' written notice in case of withdrawal.

.....
(Please sign here)

.....
(Address)

.....
(City)

.....
(State)