

## ADAPTING TO CHANGES BY FRED KIRSCHENMANN

*The real question, for anyone truly concerned about our future, is not whether change is going to come, but whether the shift will be peaceful and orderly or chaotic and violent because we waited too long to begin planning for it.*

-- Paul Roberts, **The End of Oil**

It is interesting to note that Pulitzer Prize-winning author Jared Diamond dedicated his recent book, *Collapse: How Societies Choose to Fail or Succeed*, to Montana farmers. In his latest work, he draws some interesting parallels between modern agriculture and the Norse Greenlanders, many of whom starved to death because they insisted on farming the way they always had, despite the fact that everything happening around them suggested that change was imperative.

It is becoming increasingly difficult for us to ignore the fact that we may be entering an era that will force agriculture to change more in the coming decades than it has in the last half century.

The primary driver of this change is likely to be energy. Even major oil companies are now admitting that the days of "easy oil" are over. Whether we have already reached peak global oil production, or will reach it in the next decade, has become a moot point. The fact that world demand for oil is skyrocketing precisely when we are reaching peak oil production further intensifies

the problem. As a recent Chevron ad put it: "It took us 125 years to use the first trillion barrels of oil. We will use the next trillion in 30."

### End of fossil fuel era signals change

Simply stated, the fossil fuel era is over. This is bad news for farmers and will require major changes in our farming practices. The industrial agricultural systems that enabled us to produce unimaginable quantities of monoculture crops and livestock are incredibly energy intensive and depend almost entirely on fossil fuel. This affects farmers who face the increasing cost of diesel fuel, and also rising prices for fertilizers, pesticides, irrigation and farm equipment. As oil and natural gas prices explode due to tightening supplies, costs for all essential farm inputs will spiral upward.

The development of alternative energy supplies will not provide farmers with much relief because no currently available supplies can be harvested anywhere near as efficiently as oil and natural gas were during the last half century. According to Marty Bender of The Land Institute, the United States generated approximately 100 units of energy for every unit of energy that was invested in making oil and natural gas available during the 1940s. A recent report indicates that in Saudi Arabia we are still obtaining more than 200 units of energy

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## CLASSIFIEDS

As an added service to our clients, International Certification Services, Inc is now offering free Classified ad space to all ICS clients (and also to organizations associated with ICS) in the ICS Sustainable Times. The Sustainable Times is published 6 times a year and is also available electronically from our website.

To submit an ad for print in the ICS Sustainable Times, please send your classified ad to the editor, Brandi Eissinger, at brandi@ics-intl.com. Final approval is at the option of the editor. Any questions you have on this opportunity, please contact Brandi via the aforementioned email address, or call 701-486-3578.

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**FVO farm in southeastern Minnesota** has 72 Narragansett turkey eggs in the incubator - and they are starting to hatch! This is a heritage breed of turkey, delicious to eat, fun as pets, terrible feed-conversion ratio. Could not believe it when they started to lay in January, bought an incubator, organic starter, and they are starting to hatch like crazy! At the moment, they are non-certified, from an ICS certified farm and being fed organic feed. If anyone is interested please contact me at [Grasvaly@aol.com](mailto:Grasvaly@aol.com) or call Betty 507-895-6222. You can only keep so many turkeys in the basement!

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**Seed for sale: CERTIFIED ORGANIC:** Foundation and Registered Carter flax; Registered Amidon wheat; Common Dacold rye. Contact: Gates Golden Seeds, 205 Lawndale St, Mohall, ND 58761, 701-756-6205

## FEEDBACK WELCOME

ICS welcomes and encourages feedback on our FVO Requirements as well as the other programs we offer.

We also encourage comments and suggestions on our newsletter and website. If there is anything else you'd like to see, please let us know and we'll do our best to get you what you need.

## SUBMISSIONS TO "SUSTAINABLE TIMES"

Letters to the editor are welcome. Please include complete contact information including your daytime phone number and signature. All letters are subject to printing in our newsletter, however submission does not guarantee printing. Letters may be edited and cannot be returned.

For information on submitting an article, or if you have any ideas on articles that you'd like to see in our newsletter, please contact Brandi Eissinger at 701-486-3578 or via email at brandi@ics-intl.com. Letters to the editor may be sent to this same address.

**IN THE SPOTLIGHT—UFRA**

**A UNIVERSE IN EXPANSION - BETTER QUALITY OF LIFE**

*Definitely, the organic market is no longer something for visionaries. Reality shows us today a sector that deals, in global terms, with a considerable part of many and many billions of dollars.*

*Besides the positive commercial weight in the economy, this means that it is the consumer, with conscience and renewed attitudes, who has been making the world grow faster and faster. And one of the most important consequences of this search for a better quality of life is the preference for healthier and absolutely natural food, originated from recognized clean and ecological processes - organic food.*

Let us go back in time: 1946. The Balbo family starts its agro-industrial business in Sertãozinho, founding Santo Antonio Sugar Mill (USA). Ten years later, it acquires Sao Francisco Sugar Mill (UFRA). From the beginning, the enterprise has shown a fast and steady development of its productive capacity.

Today, the sugar mills harvest 3.3 million tons of sugarcane annually, which are transformed into 185,000 tons of sugar and 164 million liters of alcohol. Nature is the soul of our business.

1986: Sao Francisco Sugar Mill begins to develop a self-sustainable system of sugarcane production based on the search for the ecological and conservationist potential of this crop. The Green Cane Project is born, aimed at preserving, restoring, and improving the environment. From the preparation of the soil for planting to industrialization, the Green Cane Project has integrated the most modern available technologies

with the traditional natural techniques of production. The result of this union is organic sugar and the Native brand. Organic food has been introduced to the general public for the first time gaining acceptance and providing another choice for Brazil.

In the Green Cane Project sustainability is realized through the enterprise's social, environmental and economic activities. Sao Francisco Sugar Mill plants 7,400 hectares (over 17,000 acres) of sugarcane, 100% certified for organic production. To achieve the necessary organic raw material, 6,000 hectares

(14,400 acres) of sugarcane plantation from Santo Antonio Sugar Mill were also converted. These 13,400 hectares (32,000 acres) provide the organic industrialization of Sao Francisco Sugar Mill's entire harvest. This is the largest organic agricultural project to date. We have overcome numerous obstacles which were a challenge for implementing this project on such a large scale.



*The recomposition of the environmental condition as nature has created it may be the most complex and interesting aspect of the pioneer project of production of organic sugar in large scale of São Francisco sugar mill. When Native sugar arrives at the shelves of stores and supermarkets, a whole concept of life quality goes together, and it involves details that go beyond its production and industrialization, certified*

*(Continued on page 4)*

## IN THE SPOTLIGHT— UFRA (CONTINUED)

*(Continued from page 3)*

by renowned national and international agencies.

*A much wider consciousness is implicit in organic products, generating continuous concerns and cares that, no matter how small they seem, are essential in the inverse proportion. Specifically in the project of São Francisco and Santo Antônio sugar mills, we practice what we call agriculture-ecology, whose systematic vision is supported on three main aspects in order to integrate the self-sustainability: the environmental, the economic and the social aspects.*

*From this point of view, we can understand better the routines that compose the day-to-day of the farms and the procedures and maneuvers that define the Green Sugar Cane Project.*

The Native brand was created to represent the Green Cane Project philosophy. Its launching happened in March of the year 2000 and the news was widely reported in the Brazilian media.

The Native brand expands: besides sugar, there is a complete line of organic coffee, fruit juices and chocolate powder. New organic products are constantly being developed, always showing excellence in taste and health benefits. To date, Native products are found on all continents, in more than 40

countries, among them, the United States, Japan and the European countries, with packaging developed specifically for each unique market.



The company is prepared to face the most demanding markets, with a capacity to ship up to 300 containers a month, with total infra-structure, consisting of boarding platforms, packing, warehouses and machinery. A specialized team is available at all times to best serve our clients.

*Sao Francisco Sugar Mill's industrial park is established in a privileged location, in the middle of forests, cane brakes and lush riverside vegetation.*

*The industrial procedure makes use of the most up-to-date production techniques, placing an emphasis on environmentally secure production procedures that are compatible with the preservation of neighboring ecosystems.*

*The human being, at the same time manager, doer and integrating part of the process, has a fair and dignified relation with the company in the Green Sugar Cane Project. Although social aspects and work relations are part of the analysis and evaluation of certification, São Francisco and Santo Antônio sugar mills act in the improvement of these areas since their foundation, and not only because of the Green Sugar Cane Project.*

*São Francisco and Santo Antônio sugar mills maintain a residential village that shelter, at no cost, a big*

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### In the Spotlight

Do you wish to be "In the Spotlight" or know of another ICS client you'd like to see have a feature article in this newsletter? Please contact the marketing department at [brandi@ics-intl.com](mailto:brandi@ics-intl.com) with your suggestions and ideas.



## IN THE SPOTLIGHT— UFRA (CONTINUED)



*(Continued from page 4)*

*part of their employees and families, who can also count on medical and*

*odontological assistance and elementary school for children and adults. The mill also has facilities used in leisure, sport and entertainment programs for everybody.*

*Actions of social promotion, education and appreciation of the employees include technical training programs, scholarships for superior education and career plans based on positions and salaries. Benefits that are comparable to those of the best companies in*

*the world are added to the incentive of the program of Participation in the Results and Total Quality (participatory management), creating a positive impact on the increase of life quality of its community of employees.*

*Absolutely coherent with the concept of organic production, the business posture of São Francisco and Santo Antônio sugar mills is aligned with environmental and economic aspects. And this is how the Green Sugar Cane Project opens its way to the expansion of the Native brand, with a diversification of products that respect and promote the philosophy directed at men's health and the future of the planet.*

*(sections in italics were taken from UFRA's website: [www.nativealimentos.com.br/eng/mundo\\_organico.php](http://www.nativealimentos.com.br/eng/mundo_organico.php); all other sections came from the Corporate Profile)*

## STAFF SPOTLIGHT—ROBERT SIMMONS

Robert Simmons, one of ICS' Senior Executive Partners (SEP), began working for ICS in 1997. As SEP, Robert is responsible for overall company-wide quality assurance, control, functioning and performance as well as staff and business development.

Prior to coming to ICS, Robert first cut his managerial teeth in the U.S. Navy and then with a large multi-national company based in New York. Upon returning to North Dakota in 1990, Robert pursued a Bachelor of Arts degree in acting. Even though his duties with ICS take up much of his professional life, he still manages to get on stage occasionally.

Robert has been instrumental in expanding ICS' international operations and relationships and has become well versed in the various requirements for organic around the world. Well able to see the big picture, he enjoys breaking new ground and developing the framework for new initiatives. He also enjoys, and is quite good at, helping co-workers realize their full potential.

Robert now resides in the Brooklyn Park suburb of Minneapolis, MN with his wife Wini, his two children – seven year old son, Collan and three year old daughter, Bronwyn – and their two cats, Bino and Missy a.k.a. Wombat. He enjoys spending time with his family and friends, attending and acting in plays, playing sports such as racquetball and bicycling, and also enjoys reading.



## MULTI-ENTERPRISE FARMS BY TERRY JACOBSON

Conventional wisdom suggests that farmers need to get big or get out. It also suggests that specialization results in efficiency. That if one farmer produces enough to feed something like 40 people, that is efficiency. But is that really efficiency or is it a justification for expansion. Perhaps real efficiency is surviving on a small farm.

Many organic farmers subscribe to the “get big” line of thinking. However, as in so many areas of organic agriculture, this is not the only way to view the subject.

Many small farmers survive by operating a number of different enterprises within the farm that contribute a part of the income of the farm rather than all the income from one enterprise. Some large farms are organized this way as well. The diversity of enterprises helps spread out the risks of unstable markets and weather, much like the diversity of a crop rotation spreads risks using the resources available within the farm.

Frequently the added enterprise consists of a value added business. On our farm we have added a wool processing business and a direct market grass fed beef enterprise that add value to products we already grow on the farm. In each of these two enterprises we have more say in the pricing of our products. The direct marketing has an added benefit of greater contact and communication with people purchasing our products. It is rewarding to talk with someone who really cares about how you raise your animals, or what you have

done to increase the quality of a given product. Many consumers truly wish to know more about how their food is raised. This desire is presenting new possibilities for some enterprising farmers. The “local foods” movement is a logical response to the impersonal, industrial, international, global market.

Value added enterprises are frequently labor intensive. This is one reason they add value. It is also why it is not being practiced on large specialized farms. It may provide some needed income for another generation that wishes to remain on the farm. It can provide an opportunity for the next generation to begin developing management skills of their own, if they are allowed to do the decision making for the new enterprise.

Adding a livestock unit to a farm specializing in grains can diversify the income of the farm. It may also better utilize poorer land or lower quality grains that have been weather damaged. However, adding such an enterprise can change the workload dramatically. Also it takes much different skills and equipment. Care must be taken in the choices you consider if you add another enterprise to your farm. Ideally one would like to see it spread the workload out rather than significantly increase the workload in an already busy season.

Sometimes the additional enterprise grows out of an interest or hobby. Making a new enterprise out of something you like doing makes sense for ones emotional well being as well as possible financial considerations. If you dislike animals, it doesn't make sense to start raising livestock. However, if you like animals and have beef cattle, it may not be such a big step to add sheep or goats. If this new enterprise helps combat a problem such as leafy spurge, the farmer may solve a problem and also generate more income by creatively adding a well selected enterprise. Now that is efficiency!

Growing vegetables for a local farmers market may start out as a great project for

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### ABOUT THE AUTHOR TERRY JACOBSON

Terry Jacobson has been with ICS since 1982. He owns and operates an organic farm in NE North Dakota, raising beef cattle, sheep, and small grains.

## **MULTI-ENTERPRISE FARMS(CONT)**

*(Continued from page 6)*

the kids for the summer. It might grow into an enterprise that adds a meaningful supplement to the farm's income, or perhaps even a new direction for the farm to grow. As with most learning episodes, it is wise to start small and make your inevitable mistakes on a small scale as you figure out the new production and marketing requirements to make things work. But that is how most of us have gotten as far in organic farming as we have.

Farming with such diversity is more complex to manage than specialized production. Specialized farms

employ mechanical and often chemical technologies in place of more intense management. Yet those technologies are expensive and consequently raise the cost of production.

Multiple enterprises integrated together utilize the resources of the farm holistically and is compatible with the whole farm thinking of successful organic farming. It can even extend into multi generational involvement in the farm.

Organic farming is a creative activity. Multiple enterprises on a farm are a further extension of that creative thinking that can enable a farm to survive without competing for more land.

## **FARMERS MARKET PROMOTION PROGRAM GRANTS AVAILABLE**

USDA's Agricultural Marketing Service (AMS) will award new competitive grants, authorized by the Farmers Market Promotion Program (FMPP), to help expand opportunities for direct producer-to-consumer marketing. The FMPP was included in the 2002 Farm Bill, but this is the first year for which Congress has appropriated funding - \$1 million.

### **PURPOSE:**

The grants are targeted to help improve and expand domestic farmers markets, roadside stands, community-supported agriculture programs, and other direct producer-to-consumer market opportunities.

### **ELIGIBILITY:**

Entities eligible to apply include: nonprofit corporations, agricultural cooperatives, local governments, public benefit corporations, economic development corporations, regional farmers market authorities and

tribal governments. Individuals are NOT eligible to apply.

### **FUNDING LIMITS:**

Approximately \$1 million is allocated for fiscal year 2006, with no single proposal allowed to receive more than \$75,000.

### **DEADLINE:**

By May 1, close of business, AMS must receive applications and proposals.

### **FOR MORE INFORMATION, GUIDELINES, FEDERAL REGISTER NOTICE:**

<http://www.ams.usda.gov/farmersmarkets/FMPP/FMPPInfo.htm>

<http://www.ams.usda.gov/tmd/MSB/index.htm>

## ALL THINGS ORGANIC™ 2006 PRESENTS INTRIGUING SPEAKERS AND VALUABLE CONFERENCES

GREENFIELD, Mass. (February 15, 2006)—All Things Organic™ will team up once again this year with four other shows at Chicago's McCormick Place May 6-9 in an event billed as "The Power of Five". Co-located with the Food Marketing Institute (FMI) Show, Spring Fancy Food Show®, United Produce Expo and Conference and the U.S. Food Export Showcase, the 2006 All Things Organic™, presented by the Organic Trade Association (OTA) in partnership with Diversified Business Communications, is the only conference and trade show in North America focusing on the organic trade industry.

A bustling trade show floor featuring approximately 450 booths will give buyers and media access to the heart of the organic industry including the latest organic grocery items, specialty foods, American-made items for export, non-food products, ingredients and produce...all featured in one show over three days. All Things Organic™ features more organic companies and products than any other show in the trade industry.

Two new and exciting features added to the 2006 trade show floor will be an **"Organic for Kids"** product showcase and **"The Corner Store...Organic and more, for every lifestyle."** The latter will include non-food organic products from exhibitors. Peter Millard, a prominent retail designer whose clients include Ralph Lauren and Clairol, will design this display. The "Organic for Kids" showcase is inspired by the growing demand in this market segment and will feature conference sessions on product development and marketing and a show floor display of organic products from snacks, beverages and meals to clothing made with organic fibers. Participants will learn ways to tap into this rapidly growing industry.

This year's features will include three keynote

speakers, five Organic 101 conference sessions, 18 conference topics and special member activities. In addition, OTA, in partnership with the National Association of State Organic Programs, will host the North American Summit on Organic Production and Marketing in conjunction with All Things Organic™.



**Visitor and Media Registration for the 2006 conference and trade is available at <http://www.organicexpo.com/>.** Please check the site often as details concerning the conference, trade show, and special events will be posted on the Web site as details are available.

The mission of the Organic Trade Association is to promote and protect the growth of organic trade to benefit the environment, farmers, the public and the economy. OTA envisions organic products becoming a significant part of everyday life, enhancing people's lives and the environment. As a membership-based business association, the Organic Trade Association focuses on the organic business community in North America. OTA's more than 1,600 members include farmers, processors, importers, exporters, distributors, retailers, certifiers, and more. For further information, visit OTA's web site at [www.ota.com](http://www.ota.com).

Diversified Business Communications provides information and market access through trade exhibitions,

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## **WANT YOUR OWN WEBPAGE?**

As an added service to our clients, International Certification Services, Inc is now offering “Client Pages.” Each client who wishes to have their own page on the ICS website now can.

The information on these pages resemble the information on our Certification List, listing contact information and certified products/services provided; however also allows for other information, such as an “About My Operation” section. It also gives viewers the ability to search for specific products or services allowing interested buyers or service-seekers to find your page easier.

This offer is free and voluntary to all ICS Clients. For more information, please contact Brandi Eissingner at the ICS office—701-486-3578 or via email: brandi@ics-intl.com.

## **NEW—WEBSITE MEMBERS AREA**

International Certification Services, Inc has now created a “Members Area” on our website. This area contains requirements and forms relevant to ICS organic certification. Some of the forms include Production Plan modules, instructions on how to complete ICC’s and ISR’s, Audit registers, Field History Sheets, etc. There is also a discussion board for posing questions to other clients and/or ICS.

Because this part of the website is only for ICS clients, ICS is creating usernames and passwords for all interested. Simply call Brandi at ICS, or email her (brandi@ics-intl.com) with your email address and she’ll get your account set up. Please note, you must have a valid email address to be registered.

If you have any questions on this, or any other ICS service, please contact ICS at 701-486-3578.

## **ALL THINGS ORGANIC™ 2006 PRESENTS INTRIGUING SPEAKERS AND VALUABLE CONFERENCES**

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magazine publishing, and online resources on five continents. In addition to serving the natural products/organic market, DBC produces over 15 food exhibitions organized throughout the United States, Europe, Australia and Asia ([www.divbusiness.com](http://www.divbusiness.com)).

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*(This is only an excerpt of the All Things Organic News Release. To find out more on which speakers will be at ATO and more information on the Organic 101 classes and the conference topics, please visit the ota website.) International Certification Services, Inc will be exhibiting at this show May 7th-9th, 2006. Come visit us at our booth. If you would like to make an appointment to visit us at our booth or have any questions, please contact Brent Schulz at ICS.*

## ADAPTING TO CHANGES - BY FRED KIRSCHENMANN

*(Continued from page 1)*

for every unit invested. However, current supplies of alternative energy including the much heralded bio-fuels have a far lower investment to return ratio, less than 13 to 1. Corn ethanol seems to hover at less than 2 to 1. The sole exception seems to be wind energy generated with new generation Danish turbines that may have more than a 50 to 1 ratio.

At the same time that we will be forced to shift from energy-intensive to energy-conserving farming systems, other challenges are knocking at the door. Ecological degradation is likely to be a second agent of change. The United Nation's Ecosystem Assessment Synthesis Report warns us that our polluting and over-exploiting ways must change immediately to preservation and restoration if we are to avoid major ecological collapses.

A third driver of change is likely to be an altered climate. Farm publications now are reporting that the often-predicted unstable climate conditions, which result in more varied and violent weather events, already are being experienced on the nation's farms. Volatile climate conditions make highly specialized, monoculture farming less viable than it was during recent decades when we experienced relatively stable

global climate conditions.

At the same time that this is happening, income from crop and livestock production fails to cover even the cost of production in most farm communities. Farmers need new markets that will provide them with the income necessary to respond to demands for change.

### Change requires fundamental shifts

Such changes will require fundamental shifts in how we do things if we want to maintain at least some quality of life. In agriculture, it likely means a shift from energy-intensive to knowledge-intensive farming, highly specialized monocultures to more diversified, integrated systems based on biological synergies, control management to adaptive management, and therapeutic technologies to self-regulating and self-renewing natural systems.

When these basic changes become necessary – in agriculture or any other social system – a few visionaries emerge to show us a different way and generally they are marginalized for doing so. Galileo, Darwin, Einstein, Martin Luther King, Jr. and Wes Jackson are farsighted figures who come to mind.

Such marginalization occurs as an all-too-familiar pattern while the rest of us try to deny that change is hap-

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## NEW CERTIFICATIONS

ICS welcomes the following organizations to our family of certified clients. We're proud to have you with us.

### FVO Certifications:

Zundel Farms, Family Farm  
Roger & Stacey Gussiaas Farm, Inc., Handler

### NOP Certifications:

Allan Tinker dba Tinker Land & Cattle, Family Farm  
Falk Farms, Family Farm  
Tarbox Hollow Ranch, Family Farm  
Aspen Leaf Organic Farms, Processor/Mfg.  
California Pretzel Inc., Processor/Mfg.  
Home Food Services - Agostino Gourmet, Processor/Mfg.  
Mincing Overseas Spice, Processor/Mg.

**ADAPTING TO CHANGES  
BY FRED KIRSCHENMANN**

*(Continued from page 10)*

pening or cling to the hope that some new technology will rescue us from the need to change. Martin Luther King, Jr. reminded us that this is not about whether a revolution is taking place, the real problem is that too many of us insist on “sleeping through the revolution.” Unfortunately, the result of such inaction is that change will still come, but as Paul Roberts writes, it is likely to be “chaotic and violent” instead of “peaceful and orderly.” Our challenge will be to realize that change is, indeed, coming and to work together to create the new future.

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“Adapting to Changes” has been reproduced in its entirety.

This article first appeared in the Winter 2005 issue of the Leopold Letter, a quarterly publication of the Leopold Center for Sustainable Agriculture at Iowa State University. The newsletter also is available on the Web at: <http://www.leopold.iastate.edu/pubs/nwl/leoletter.htm>

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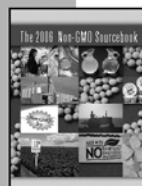
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**INTERNATIONAL  
CERTIFICATION SERVICES, INC**

International Certification Services, Inc

301 5th Ave SE

Medina, ND 58467

Phone: 701-486-3578

Fax: 701-486-3580

Email: [info@ics.intl.com](mailto:info@ics.intl.com)

Website: [www.ics-intl.com](http://www.ics-intl.com)

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**CALENDAR OF EVENTS**

March 23-26, 2006 – Expo West;  
Anaheim, CA

March 25, 2006—Medina Ag Days;  
Medina, ND

May 6-9, 2006 – All Things Organic;  
Chicago, IL

June 24-28, 2006 – IFT;  
Orlando FL

October 4-7, 2006 – Expo East;  
Baltimore, MD

November 12-24, 2006 – PLMA;  
Chicago, IL

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