

**SHERMAIN D. HARDESTY**

Agricultural & Resource Economics, University of California  
Davis, CA 95616

(530) 752-0467; FAX: 752-5614

e-mail: [shermain@primal.ucdavis.edu](mailto:shermain@primal.ucdavis.edu)

<http://hardesty.ucdavis.edu> <http://sfp.ucdavis.edu>

**EDUCATION:**

Ph.D., University of California, Davis, 1984, Agricultural Economics;  
fields of emphasis: managerial economics, quantitative methods.

M.S., University of California, Davis, 1974, Agricultural Economics;  
field of emphasis: consumer economics.

B.A., University of California, Davis, 1973, Economics.

**PROFESSIONAL EXPERIENCE:**

***SMALL FARM PROGRAM, University of California, Davis, CA***

**Director**, July, 2007 – October, 2009; **Leader**, November, 2009 – present.

Responsible for establishing program priorities, seeking and managing extramural funding and coordinating program delivery activities.

***DEPARTMENT OF AGRICULTURAL & RESOURCE ECONOMICS,***

***University of California, Davis, CA***

**Extension Specialist**, March, 2002 – present.

**Director**, Rural Cooperatives Center, July, 2004 – June 2007.

Responsible for developing and conducting applied research and educational programs related to food systems, marketing, and cooperatives, including instructor for class, ARE132- Cooperative Business Enterprises.

***CENTER FOR COOPERATIVES, University of California, Davis, CA***

**Director**, March, 2002 - December, 2003.

Responsible for overall program direction of the Center and its staff. Provide technical assistance to new and existing cooperatives, conduct research and education programs.

***UNIVERSITY OF CALIFORNIA-University Extension, Davis, CA.***

**Instructor**, 1993 - 2008.

- Instructor for weekend course, Getting Started in the Specialty Food Business.

***FOOD MARKETING & ECONOMICS GROUP, Davis, CA***

**Principal**, 1991 – 2002.

Specialized in assessing market opportunities and developing strategies and programs to maximize profits. Projects included:

- Conducted market research and developed marketing strategy for agricultural firm entering market for processed bean products.

- Formulated business plan for fruit growers to enhance their returns and capitalize on local tourism by producing value-added foods from cull fruit.
- Developed positioning for commodity promotion programs by conducting survey of consumers' and food service sector's usage and attitudes of the products.
- Assessed the effects of cooperative principles and regulations on agricultural marketing cooperatives' ability to compete.

***RICE GROWERS ASSOCIATION OF CALIFORNIA***, West Sacramento, CA.

**Senior Economist**, 1986 - 1990.

- Direct market research regarding new product development, package design, product positioning and program evaluation
- Develop marketing plans & recommend programs for new distribution
- Analyze projected returns from all major business transactions
- Evaluate & restructure member equity program

***MICHIGAN STATE UNIVERSITY***, Lansing, MI.

**Assistant Professor**, 1984 - 1986.

- Teach and conduct research in agricultural finance.

***UNIVERSITY OF CALIFORNIA***, Davis, CA.

**Postgraduate Research Agricultural Economist & Research Asst.**, 1980 - 1984.

- Research various agricultural marketing and finance issues.

***UNIVERSITY OF CALIFORNIA***, Davis, CA.

**Senior Administrative Analyst**, Planning & Budget Office, 1975 - 1980.

- Forecast student demand for graduate and undergraduate programs
- Analyze faculty workload data
- Conduct special studies for Chancellor's Office

***CALIFORNIA HOSPITAL ASSOCIATION***, Sacramento, CA.

**Research Associate**, 1974 – 1975.

- Analyze hospital care cost data
- Develop consolidated hospital data reporting system

**AWARDS**

USDA-NIFA 2010 National Diversity Award

University of California-Davis, 2007 Office of Administration Collaboration Award.

National Tax Association. 1984 Outstanding Dissertation-Honorable Mention

**PUBLIC & PROFESSIONAL SERVICE:**

Member, CDFA Direct Marketing Ad Hoc Advisory Committee, September 2011-December 2012

Advisory Board Member, Journal of Agriculture, Food Systems and Community Development. April, 2010-present.

Board Member, Davis Farmers Market Foundation, January 2008 – January 2013.

Vice-Chair, May 2012-January 2013.

Board Member, Davis Farmers Market Association, January 2008 – January 2010.

Board Member, Bay Area Farmers Association, October 2004 – December 2007.

Board Member, California Sheep Commission, April 2003 – present.

Board Member, National Cooperative Business Association, May 2003 – May 2006.

Advisory Board Member, Pachamama Coffee Cooperative, 2003-2007.

President, American Marketing Association, Sacramento Valley Chapter,

1996 - 1997. Board Member, 1992 – 1998.

Troop Leader, Tierra del Oro Girl Scouts, 1997-1999.

Member, City of Davis General Plan, Economic Development Committee, 1994 - 1997.

Member, California Rice Promotion Board, 1989-1990.

Planning Commissioner, City of Davis, 1977-1984.

Member, Board of Zoning Adjustments, City of Davis, 1975-1977.

**MEMBERSHIPS/ORGANIZATIONS:**

American Agricultural Economics Association

Member of Finance Committee, 2011-present

Member of 2008-10 Distinguished Policy Contribution Award Committee

Food Distribution Research Society

Agriculture, Food and Human Values Society

NCR-194, Research on Cooperatives, Chair-2006-07

NC-1198, Renewing an Agriculture of the Middle

**PUBLICATIONS:**

King, R., M. Hand, G. DiGiacomo, K. Clancy, M. Gomez, S. Hardesty, L. Lev, E. McLaughlin and K. Park. In press. *Growing Local: Case Studies in Local Food Supply Chains*. University of Nebraska Press.

Surls, R., G. Feenstra, S. Golden, R. Galt, S. Hardesty, N. Napawan, and C. Wilen. 2014.

Gearing Up to Support Urban Farming in California: Preliminary Results of a Needs Assessment. *Renewable Agriculture and Food Systems*.

<http://journals.cambridge.org/download.php?file=%2FRAF%2FS1742170514000052a.pdf&code=8a6687b05126260f83c2e95bce65491e> DOI:10.1017/S1742170514000052.

Hardesty, S., G. Feenstra, D. Visher, T. Lerman, D. Thilmany-McFadden, A. Bauman, T.

Gillpatrick, and G. Rainbolt. 2014. Values-Based Supply Chains: Supporting Regional Food and Farms. *Economic Development Quarterly*. 28:1,17-27.

<http://edq.sagepub.com/content/early/2013/10/31/0891242413507103.full.pdf+html>

DOI:10.1177/0891242413507103.

Hardesty, S. and J. Harper. 2013. Mendocino County Meat Plant Study - Staying Local. University of California Cooperative Extension Mendocino County, University of California Davis, Department of Agricultural and Resource Economics, Mendocino Economic Development and Financing Corporation, Award No. 07 79 06702, U. S. Department of Commerce, Economic Development Administration. 92 pages.  
<http://cemendocino.ucanr.edu/files/171140.pdf>

Molinar, R. and S. Hardesty. 2013. Food Safety on the Farm. USDA Small Farm Digest. Volume 16: Summer 2013: 4-9.  
[http://www.csrees.usda.gov/newsroom/newsletters/smallfarmdigest/sfd\\_s13.pdf](http://www.csrees.usda.gov/newsroom/newsletters/smallfarmdigest/sfd_s13.pdf)

Kaiser, L.L, C. Lamp, C. Ganthavorn, L. Farfan-Ramirez, T. McMurdo, M. Cantwell, and S. Hardesty. 2012. "UC Cooperative Extension explores a farm-to-WIC program." *California Agriculture*. 66:1, 15-19.  
<http://californiaagriculture.ucanr.org/landingpage.cfm?article=ca.v066n01p15&fulltext=yes>  
DOI#10.3733/ca.v066n01p15

Leff, P. and S. Hardesty. 2012. "YoCal Produce Cooperative—The Growers' Story and the Cooperative Principles. University of California Small Farm Program Research Report. June.  
<http://sfp.ucdavis.edu/events/11collaborating/yocal.pdf>

Henehan, B., S. Hardesty, M. Shultz, and J. Wells. 2011. "New Cooperative Development Issues." *Choices*. <http://www.choicesmagazine.org/choices-magazine/theme-articles/critical-issues-for-agricultural-cooperatives/new-cooperative-development-issues>

George, H., C. Getz, S. Hardesty and E. Rilla. 2011. "California Agritourism Operations Are Growing." *California Agriculture*. 65:2, 57-65.  
<http://californiaagriculture.ucanr.edu/landingpage.cfm?article=ca.v065n02p57&fulltext=yes>  
DOI#10.3733/ca.v065n02p57

Hardesty, S. 2011. "Agritourism Operators Embrace Social Media for Marketing. *California Agriculture*. 65:2, 56.  
<http://californiaagriculture.ucanr.edu/landingpage.cfm?article=ca.v065n02p56a&fulltext=yes>  
DOI#10.3733/ca.v065n02p56a

Feenstra, G., P. Allen, S. Hardesty, J. Ohmart and J. Perez. 2011. "Using a supply chain analysis to assess the sustainability of farm-to-institution programs." *Journal of Agriculture, Food Systems, and Community Development*. <http://dx.doi.org/10.5304/jafscd.2011.014.00X>

Hardesty, S. 2011. "Marketing and Product Sales." Chapter 5 in *Small Farm Handbook*. University of California Agriculture and Natural Resources.

Hardesty, S., P. Allen, G. Feenstra, J. Ohmart, T. Perkins and J. Perez. 2010. "Institutional Food Distribution Systems: Bringing Students, Farmers and Food Service to the Table." *Journal of Food Distribution Research*, XLI:1, 58-63.

Feenstra, G., S. Hardesty, D. Visher, D. Thilmany McFadden, T. Gillpatrick, J. Dyer, B. Corshen and J. Edge. 2010. "Developing Values-Based Distribution Networks to Enhance the Prosperity of Small- and Medium-Sized Producers." *Journal of Food Distribution Research*, XLI:1, 121.

King, R., M. Hand, G. DiGiacomo, K. Clancy, M. Gomez, S. Hardesty, L. Lev and E. McLaughlin. 2010. *Comparing the Structure, Size, and Performance of Local and Mainstream Food Supply Chains*. USDA, Economic Research Service, ERR-99.  
<http://www.ers.usda.gov/publications/err99/>

Hardesty, S. 2010. Spring Mix Case Studies in the Sacramento Area. *Case Studies on Local Food Study Chains*. University of Minnesota, Food Industry Center,  
<http://foodindustrycenter.umn.edu/vd/LFSCSpringMixCaseStudies.pdf>

Hardesty, S. 2010. "Do Government Policies Grow Local Food?" *Choices*, 25:1,  
<http://www.choicesmagazine.org/magazine/article.php?article=113>

Hardesty, S. and P. Leff. 2010. "Determining marketing costs and returns in alternative marketing channels." *Renewable Agriculture and Food Systems*, 25:1, 24-34.

Hardesty, S. How Small Farms Can Market to Local Collegiate Food Service Operations. Pp.22-25. Proceedings of the USDA 5th National Small Farm Conference. Published May 3, 2010.

Hardesty, S. "Full-speed ahead, as best we can." *Small Farm News*. Vol 1(2010):2.

Hardesty, S. and Yoko Kusunose. "Survey: Food safety costs doubled for California leafy greens growers." *Small Farm News*. Vol 1(2010): 4-6.

Hardesty, S. "How small farms address UC ANR's Strategic Vision for 2025." *Small Farm News*. Vol. 2(2009):2.

Hardesty, S. 2009. "The Conversion of Diamond Walnut Growers" in *Co-operative Conversions, Failures and Restructurings: Case Studies and Lesson from U.S. and Canadian Agriculture*. Murray Fulton and Brent Hueth, editors. Knowledge Impact Society, Saskatoon, Saskatchewan.

Hardesty, S., J. Harper, Y. Kusunose, M. Doran, S. Larson, T. Becchetti, R. Ingram, L. Gwin, and E. Wright. 2009. Meat Industry Capacity and Feasibility Study of the North Coast Region of California. University of California Cooperative Extension Mendocino County, University of California Davis Department of Agricultural and Resource Economics, Mendocino Economic Development and Financing Corporation, Award No. 07 79 05983, U. S. Department of Commerce Economic Development Administration. 107 pgs.

Hardesty, S. 2009. "Growing cherries: how to avoid pits, reap juicy rewards." *Small Farm News*. Vol. 1, p.1, 8

Hardesty, S. 2009. "The Conversion of Diamond Walnut Growers." *Journal of Cooperatives* 23: 40-52 <http://www.agecon.ksu.edu/acc/ncera210/JOC%20pdfs/V23/HardestyDWG.pdf>.

Hardesty, S. 2008. "Collaboration and diversification are key to small-scale success." *Small Farm News*. Vol. 3, p.2

Hardesty, S. 2008. "Small-scale growers can be leaders in local food markets." *Small Farm News*. Vol 2, p.2.

Hardesty, S. 2008. "The growing role of local food markets." *American Journal of Agricultural Economics*, Vol. 90, no. 5, pp. 1289-1295.

Hardesty, S. "Enhancing Producer Returns: United Potato Growers of America." *ARE Update*, 11:3(January-February 2008).

Lobo, R.E., S. Hardesty, J.A. Bethke, K.M. Klonsky and R.L. DeMoura. 2007. Sample costs to establish and produce protea: South Coast, San Diego County. Davis, University of California, Cooperative Extension Service. 19 p.

Hardesty, S. (editor). *Beating the Odds: Reducing Market Risk for Specialty Crops*. University of California Fruit & Nut Research and Information Center. November, 2007.

[http://groups.ucanr.org/fnric/specialty\\_crops/](http://groups.ucanr.org/fnric/specialty_crops/)

Hardesty, S. and V. Salgia. 2007. "Most West Coast Agricultural Cooperatives Are Financially Competitive." *California Agriculture*, 61:4, 172-176.

Hardesty, S. 2007. "Role of Direct Marketing in California." *ARE Update*, 10:3.

Hardesty, S. 2006. "Collaboration and Commitment." *Rural Cooperatives Review*, December.

Hardesty, S. 2006. "Alternative State Co-op Laws Broaden Investment Capital Sources." *Rural Cooperatives Review*, September 2006.

Hardesty, S. 2006. "The Whole Strategy of Whole Foods." Paper and presentation to California Agribusiness Executives Seminar, Monterey, CA, March, 2006.

Hardesty, S. 2005. "The Bottom Line on the Conversion of Diamond Walnut Growers." *ARE Update*, 8:6.

Hardesty, S. 2005. "Ag co-ops restructuring." *California Farmer*, May 2005.

Hardesty, S. 2005. "Cooperatives As Marketers of Branded Products." *Journal of Food Distribution Research*, XXXVI:1 (237-242).

Hardesty, S. 2005. "Positioning California's Agricultural Cooperatives for the Future." *ARE*

*Update*, 8:3.

Hardesty, 2004. S. "Future of Cooperatives in California." Paper and Presentation to California Agribusiness Executives Seminar, Coalinga, March 9, 2004.

Hardesty, S. 2004. "New State Cooperative Laws." *Cooperative Quarterly*, University of California, 14:1

Hardesty, S. 2003. "Food Service Program Opportunities." Mushroom Council.

Hardesty, S. 2003. "Grocery Produce Trade Survey, 2002." California Pear Advisory Board.

Hardesty, S. 2002. "Update on Cooperatives." Presentation to Pacific Coast Bargaining Conference, Sacramento, December, 2002.

Hardesty, S. 2002. "Cooperative Regional Distribution Opportunities." Presentation to Small Farm Conference, Ventura, November, 2002.

Hardesty, S. 2002. "Niche Marketing Opportunities for Small Producers." Presentation to Value-Added Short Course, Small Farms Conference, Ventura, November, 2002.

Hardesty, S. 2002. Various presentations for University Extension short course, Getting Started in the Specialty Food Business, Davis, May, 2002.

Hardesty, S. and Roberta Cook. "Niche Marketing Opportunities for Small Producers." One-day conference, Klamath Falls, March, 2002.

Hardesty, S. "Grocery Produce Trade Survey, 2001." California Pear Advisory Board. December, 2001.

Hardesty, S. "Grocery Produce Trade Survey, 2001." California Cherry Advisory Board. October, 2001.

Hardesty, S. "Marketing Opportunities For Pacific Coast Oysters." Pacific Coast Shellfish Growers Association. September, 2001.

Hardesty, S. "Instore Consumer Survey of Oysters." Pacific Coast Shellfish Growers Association. August, 2001.

Garoyan, L. and S. Hardesty. "Business Plan." California Raisin Reform Association. August, 2001.

Hardesty, S. "Implications of Online Procurement Systems." California Avocado Commission and Fleishman Hillard. July, 2001.

Hardesty, S. and M. Whitney. "Expanded Analysis of the Effectiveness of Mushroom Council's Program." Mushroom Council. January, 2001.

Hardesty, S. "Dry Bean Market Analysis For Bean Cooperatives in Common." Center for Cooperatives, University of California. January, 2001.

Hardesty, S. "Grocery Produce Trade Survey, 2000." California Pear Advisory Board. December, 2000.

J.D. Franz Research and S. Hardesty. "Marketing Opportunities For Wild King Salmon." State of California, Department of Food and Agriculture. November, 2000.

Hardesty, S. "Instore Consumer Interviews." California Salmon Council. October, 2000.

Hardesty, S. "Economic Impact of Botryosphaeria on California Pistachio Growers." California Pistachio Commission. January, 2000.

Hardesty, S. "Grocery Produce Trade Survey, 1999." California Pear Advisory Board. January, 2000.

Hardesty, S. "1999 Canadian Consumer Testing." California Pear Advisory Board. September, 1999.

Hardesty, S. "Food Service Industry Survey." Mushroom Council. June, 1999.

Hardesty, S. "Grocery Produce Trade Survey, 1999." California Kiwifruit Commission. May, 1999.

Hardesty, S. "Instore Consumer Survey." California Tomato Commission. February, 1999.

Hardesty, S. "Prospects For Processed Mushrooms in the United States Market." Great Canadian Mushroom Company. August, 1999.

Hardesty, S. "Grocery Produce Trade Survey, 1998." California Pear Advisory Board. January, 1999.

Hardesty, S. (presenter). "Evaluation of the 1996 Promotion Program for California Bartlett Pears." NEC63. Tempe, AZ. October, 1998.

Villarejo, D., S. Hardesty and D. Runston. "Kick the Can: Production and Employment in the West Coast Fruit and Vegetable Processing Industries." U.S. Department of Labor. June, 1998.

Hardesty, S. "Prospects For Panela As a Sweetener Ingredients in the US Natural Foods Market." Proexport Colombia. January, 1998.

Hardesty, S. "1997 Consumer Testing." California Pear Advisory Board. December, 1997.



**S. Hardesty**

**Page 9**

Hardesty, S. "Grocery Produce Trade Survey, 1997." California Pear Advisory Board. December, 1997.

Hardesty, S. "1997 Sales & Marketing Program Review." Carter-Thomas. June, 1997.

Hardesty, S. and R. Cook. "Prospects in the US Fresh Asparagus Market." Proexport Colombia. January, 1997.

Hardesty, S. "Promotion Program Effectiveness Test." California Apple Commission. December, 1996.

Hardesty, S. "Grocery Produce Trade Survey, 1996." California Pear Advisory Board. December, 1996.

Hardesty, S., Applied Development Economics and Currant Ideas. "Mendocino County Juicing Facility." June, 1996.

Hardesty, S. "Review of Market Opportunities For Carrot Juice Concentrate." Bolthouse Farms. April, 1996.

Hardesty, S. "Consumer Preference Analysis of Fresh Peaches Using Elegant Lady & O'Henry Cultivars." Kearney Agricultural Field Station, University of California, Davis. December, 1995.

Hardesty, S. "Grocery Produce Trade Survey, 1995." California Pear Advisory Board. December, 1995.

Hardesty, S. "Sound Produce Marketing Practices Key to Survival." *The Packer*. February 13, 1995, 4C.

Hardesty, S. "Wild Rice Attitudes & Usage." California Wild Rice Advisory Board. January, 1995.

Hardesty, S.(presenter). California Dept. of Finance Economic Outlook Conference, Sacramento, CA. "Agricultural Sector Outlook." November, 1994.

Hardesty, S.(presenter). California State University, Chico Agricultural Issues & Outlook Conference, Chico, CA. "Rice Market Outlook." November, 1994.

Hardesty, S. "Using Customer Service As a Differentiation Strategy." *Cutting Edge*. 8:2(July, 1994), 3.

Hardesty, S. and R. Cook. "Chile's Potential to Export Chile Pepper Products to the US." Fundacion Chile. June, 1994.

Hardesty, S. and T.G. Taylor. *An Analysis of the Economic Impacts of Nontraditional Agricultural Export Programs in Central America*. Chemonics Intl., April 1994.

Hardesty, S. "Strategic Planning Can Help Longevity." *The Packer*. March 19, 1994, 3C, 5C.

Hardesty, S. "Canned Pear Utilization & Market Opportunities." California Pear Growers. August, 1993.

Hardesty, S. *Cooperative Principles and Regulations: Aiding or Hampering Cooperatives' Efforts at Value-Added Marketing?* Center for Cooperatives, University of California, Davis, Research Report No. 3, May 1992.

Hardesty, S. *Agricultural Cooperatives As Effective Marketers of Value-Added Products*. Center for Cooperatives, University of California, Davis, Research Report No. 4, May 1992.

Hardesty, S. "The Potential for Expanded Pear Juice Concentrate Production in California." California Pear Growers. 1992.

Hardesty, S.(presenter), National Society of Accountants for Cooperatives--Far West Chapter-1992 Annual Meeting, "Agricultural Cooperatives as Effective Marketers of Value-Added Products."

Moore, Charles V. and S. Hardesty, *Base Capital Plans*, Center for Cooperatives, University of California, Davis, 1991.

Hardesty, S. (presenter), American Agricultural Economics Association 1990 Annual Meeting-CWAE Seminar, "Career and Family."

Hardesty, S. and Hoy F. Carman. *A Case Study of California Farm Machinery*, Giannini Information Series No. 88-2, May 1988.

Hardesty, S., Hoy F. Carman and Charles V. Moore. "Dynamic Analysis of Income Taxes on Farm Firms," *American Journal of Agricultural Economics*, 69:2, 358-368 (1987).

Carman, Hoy F. and S. Hardesty. "Federal Income Tax Policies and Financial Stress in Agriculture," *Agricultural Finance Review*, 47, 114-122 (1987).

Hardesty, S. (organizer and presenter) American Agricultural Economics Association 1987 Annual Meeting-organized symposium, "The Future of Agricultural Marketing Cooperatives: Succeeding Into Extinction?"

Hardesty, S. and Hoy F. Carman. "Effects of Income Tax Reform on Agriculture: Review and New Evidence." *Income Tax Reform and Agriculture: A Symposium*, ERS Staff Report No. AGES860203, Washington, D.C. (August 1986).

Hardesty, S. and Ralph E. Hepp. "1986 Michigan Farm Finance Survey," Extension Bulletin E-1986, Cooperative Extension Service, Michigan State University (June 1986).

Hardesty, S. and Hoy F. Carman. "Farm Investment Response to Changing Income Tax Law," *California Agriculture*, 40:1&2, 4-5 (January-February 1986).

McEowen, Jack and S. Hardesty. "Harvesting Equipment: New Combine Models," *Agri Finance*, 25 (September 1985).

Hardesty, S. "Money Matters: The Michigan Farm Finance Situation," *Michigan Bean Commission Journal*, 10 (August 1985).

Hardesty, S. and Hoy F. Carman. "Income Tax Simplification Effects on Crop Farm Decision Making," *Agricultural Finance Review*, 45:11-20 (1985).

Hepp, Ralph E. and S. Hardesty. "Michigan Farm Financial Situation," Extension Bulletin E-1906, Cooperative Extension Service, Michigan State University (July 1985).

Hardesty, S. and Ralph E. Hepp. "Michigan Farm Finance Survey," Staff Paper 85-25, Department of Agricultural Economics, Michigan State University (April 1985).

Carman, Hoy F. and S. Hardesty. "Agricultural Investment Response to Changing Income Tax Laws," proceedings from *The Iowa Symposium on Tax Shelters and Resource Allocation in Agriculture*, Iowa State University (August 1985).

Hardesty, S. *The Impact of the 1981 Tax Act: A Dynamic Analysis of Farm Firm Production, Investment and Financing Decisions*, unpublished dissertation, University of California, Davis (September 1984).

Hardesty, S. and Hoy F. Carman. "Orchard Investment and the Economic Recovery Tax Act of 1981," Working Paper 82-3, Department of Agricultural Economics, University of California, Davis (1982).

Hardesty, S. and Hoy F. Carman. "An Analysis of the Impact of Capitalization Requirements on the Market Value of Citrus Groves," *Journal of the American Society of Farm Managers and Rural Appraisers*, 46:1, 55-60 (April 1982).

Hardesty, S. and James A. Roumasset. "Exercises for Public Expenditure Policy," (study guide), Department of Economics, University of California, Davis (1974).