

<b>Title:</b>	<b>Farm Beginnings Collaborative: Expanding and Strengthening Farmer-To-Farmer Training in a Multi-State Project</b>		
<b>Sponsoring Agency</b>	NIFA	<b>Project Status</b>	COMPLETE
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<b>Submitted By</b>	Amy Bacigalupo	<b>Date Submitted to NIFA</b>	10/30/2015

**Program Code:** BFRDP

**Program Name:** Beginning Farmer and Rancher

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{NO DATA ENTERED}

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**Departments**

{NO DATA ENTERED}

**Non-Technical Summary**

Farm Beginnings is a unique farmer-to-farmer approach that follows three key principles: 1) Farmer-led--farmers learn best from other farmers, 2) Community-based--it takes a community to support the long-term development of beginning farmers, and 3) Sustainability-- farming practices that are ecologically sound, economically viable, socially just, and achievable for beginning farmers must be a priority for farming to be sustainable. As the Farm Beginnings Collaborative (FBC) has learned in Illinois and New York where Farm Beginnings (FB) and Collaborative Alliance for Farmer Training (CRAFT) are already working together, these two approaches are complimentary. The farmers who form each CRAFT group provide guidance and training to beginning farmers on their farms, in workshops, and via mentoring. Farm Beginnings provides a 10-month strategic farm planning process with 39-hours of in-class training led by established farmers and growing season field days. The FBC sees the current CRAFT organizations as the best candidates for starting new FB programs. Intended outcomes during the project are that FBC members and CRAFT farmer alliances will increase farmer participation and add new farmer-to-farmer training practices, websites share programs and links to wider community, CRAFT farmer alliances will expand relationships with FBC and will recruit up to 3 new organizations into the FBC. Farm Beginnings members and CRAFT farmer alliances will increase skill and knowledge of proven fundraising strategies. The FBC will have a system for tracking and analyzing longitudinal data for FB graduates, evaluation strategies shared with other organizations through IFTN. Twelve FB trainers will have increased knowledge and skill, 6 FBC trainers will have adopted new or improved teaching templates and tools with training and skill building plans for FB adjusted as needed and 3 FB trainers will have shared enhanced skills and increased with other FB trainers. The successful execution of this proposed project can and will have positive long term impacts in the regions covered by each FBC member organization. There are more farmers not fewer leading to wider diversity of farming systems. We will track beginning farmers 3 to 5 years into their farm start-up to gather reliable information about the medium-term impacts of FB. During the next three years FBC members and CRAFT farmer alliances will seek to strengthen farmer networks in 14 states resulting in beginning farmers having increased access to support, leading to a higher rate of success in their farm start. During the three years of this project the FBC will train and assist three new programs as they adapt FB and join the FBC. Through the outreach with CRAFT farmer alliances the FBC will identify new partners that are interested in FB. As a part of the collaboration with CRAFT other farmer-to-farmer training and support components will be shared with FBC members. FB graduates will help to increase the consumption of local and sustainable foods.

**Accomplishments**

## Major goals of the project

The long-term goal of the Farm Beginnings Collaborative (FBC) is to expand the use of farmer-to-farmer training models as a proven method for increasing the number of farmers producing food for local and regional food systems. As a renewal project, the Education Enhancement Team will address gaps in training between the Farm Beginnings Collaborative (FBC) and Collaborative Alliance for Farmer Training (CRAFT) beginning farmer mentor programs. In the last year the FBC members have identified several key objectives for the next 3-5 years. 1 - Assist FBC members and CRAFT organizations to strengthen and expand farmer-to-farmer networks. Outputs: One farmer-to-farmer training components assessment of 22 organizations, two in-person meetings during yrs 1 and 3, training workshop modules (FB components, CRAFT components), and updated CRAFT and FBC websites. 2- Increase the program sustainability of FBC members and CRAFT farmer alliances through increasing fundraising skills. Outputs: One fundraising needs assessment for 22 organizations during yr 1, three in-person trainings, one training module developed each year, 96 hours of consulting, and fundraising committee phone calls. 3 - Increase the capacity of FBC members and other beginning farmer training organizations to document short, medium and long term changes. Outputs: One situational analysis for 9 FBC members in yr 1, one logic model template in yr 2, 30 hours on consulting, 18 hours of evaluation training for new FB programs, on-line data management system for FBC members, phone meetings with International Farm Transition Network, and evaluation committee meetings. 4- Enhance the skills and knowledge of Farm Beginnings trainers. Outputs: One FB trainer needs assessment completed in yr 1, 9 FB trainer training calls, 3 in-person FB train-the-trainer workshops one each yr, 8 new or improved teaching templates and tools posted on Google Docs.

## What was accomplished under these goals?

**1- Assist FBC and CRAFT to strengthen and expand farmer-to-farmer networks.** Since the start of this project in 2012, we have surpassed our goal of reaching 22 organizations. ALOC and LSP opened lines of communication and resource sharing with 26 farmer networks, both FBC and CRAFT, across the US and Canada. These farmer networks now have access to each other and knowledge of best practices and successful farmer training models. The most significant accomplishment was successfully organizing, recruiting and hosting two conferences for the FBC and CRAFT farmer networks. In early January 2014, 37 people from FBC and CRAFT participated in a three day conference hosted by Hawthorn Valley Farm in Hudson, NY. In attendance were 20 staff and farmers from FBC and 17 farmers from CRAFT. The meeting was successful both in terms of participation from both groups and outcomes achieved. In February 2015, 32 people from FBC and CRAFT participated in a three day conference hosted by Organic Growers School in Asheville, NC. FBC and CRAFT each had 17 staff and farmers who attended. As this was the last meeting between FBC and CRAFT for the purposes of this project we evaluated the progress against our objectives. Participants ranked the conference a 4.1 or higher on a 5 point scale for achieving the objectives of the collaboration. The culmination of these conferences has been captured in a final booklet, titled "Collaborative Regional Alliances for Farmer Training: Best Practices of CRAFT Farmer Alliances in North America."

**2- Increase the program sustainability of FBC and CRAFT through increasing fundraising skills.** Based on an initial needs assessment ALOC and LSP staff provided 25 hours of individual fundraising capacity building assistance to 8 organizations, 6 FBC and 2 CRAFT. These consultations helped 5 farmer training organizations develop proposals for new initiatives, and assisted another group to brainstorm a potential application to a government grant program. Based on this assistance, three of these organizations were awarded a BFRDP grant. During the combined FBC and CRAFT conferences in 2014 and 2015, 4 fundraising capacity building trainings were attended by 15 people. For the FBC, the newly created sustainability committee convened monthly calls over the 3 year period totaling 70 hours of staff time including prep and follow-up work. By working to assist FBC and CRAFT to build fundraising capacity we identified a need to reach out to national funders. By building relationships with foundations and government officials and advocating for the importance of farmer-to-farmer led training, we have helped farmer-to-farmer training programs gain the attention of national funder's.

**3- Increase the capacity of FBC to document short, medium and long term changes.** In response to the situation analysis completed in 2013, the FBC Evaluation Committee undertook a process to prioritize 5 "primary outcomes" to be measured annually. The revised Graduate Survey was administered in the falls of 2013 and 2014. A comparative summary report as well as organizational and aggregate data from the Graduate Survey was provided to each organization. To assist organizations in identification and incorporation of shared outcomes a Logic Model Template was created. One objective of this project was to assist all member organizations in developing their capacity to conduct program evaluation, and to establish a minimum level of baseline and outcome measurement across organizations. The FBC worked to standardize outcomes and streamline 2 existing FBC evaluation tools: an Enrollment Survey and a Graduate Survey. At the onset of the grant (2012), all of the organizations conducted the Enrollment Survey and 60% (6/10) completed the Graduate Survey. In 2014, all organizations reported that they had participated in both surveys. Individual organizations were also encouraged to evaluate individual sessions of FB, and to conduct final evaluation at the end of the classroom component of the programs. The annual survey of the FBC indicated that all of the 11 organizations conducted final evaluation at the end of the FB classroom sessions. 8 of the organizations evaluated individual training sessions. At the 2013 FBC meeting, the member organizations reached consensus on using the commercial survey program, Survey Monkey, to retain all common FBC evaluation data. All FBC member organizations have access to the FBC Survey Monkey account and can access their evaluation data as needed. Individual organization, FBC aggregate data, and 2 annual evaluation reports and evaluation

surveys were provided to FBC members.

**4- Enhance the skills and knowledge of Farm Beginnings trainers.** This project has significantly increased communication and peer-to-peer sharing among Farm Beginnings facilitators. Prior to this effort facilitators had no organized system for sharing with each other or organizing trainings. As a result of these efforts, during the 3 years of this project, Farm Beginnings facilitators received a total of 49 hours of in-person train-the-trainer, 52 hours of in-person coaching and 14 hours of resource sharing through conference calls and Facebook chats. Peer-to-peer sharing was also increased through the addition of 126 curriculum and resource documents that were added to Dropbox, the FBC on-line platform for resource sharing. All of the curriculum and resources were used in trainings and then shared through Dropbox instead of through email. In 2012 only 4 out of the 11 organizations had shared their teaching templates and materials through Dropbox. Now all 11 organizations have uploaded materials in their file on FBC Dropbox account. In response to emerging facilitator needs and turn-over in some organizations, in-person coaching was added to the suite of options for professional development for facilitators in 2015. Four organizations received 52 hours of in-person curriculum coaching AOLC, DRA, MOFGA and OGS. The Organic Growers School was provided with 2 trainings to prepare them to launch a new Farm Beginnings program which started in October 2015. The in-person trainings during each of the FBC annual meeting focused on sharing teaching tools and curriculum for facilitators.

In August 2014, 11 facilitators participated in a train-the-trainer focused on Holistic Management. This took 16 hours and introduced 79 curriculum and resource documents. Upon completion, facilitators evaluated their changes in knowledge and plans for use of Holistic Management. Evaluation results showed that facilitator knowledge of the Holistic Goal prior to the training was rated as moderate (2.83 out of 5), and afterwards was rated as high (4.0 out of 5) an increase of 41%. The evaluation also highlighted that 100% of facilitators learned new approaches for clarifying values and creating a vision. Close to 70% indicated they would immediately implement these new approaches. Holistic Financial Planning and Decision-Making was a major theme of the training. Evaluation results showed that facilitators' knowledge of Holistic Financial Planning prior to the training was rated as low (2.17), and post training, had increased to moderate (3.67) a 69% improvement. Through the training, 100% of facilitators learned how to use financial planning worksheets and found the Holistic Management Testing Guidelines useful. This led to a follow-up Holistic Financial Planning training, in July 2015, at Angelic Organics Learning Center in Caledonia WI with 9 Farm Beginnings facilitators. In addition, 11 facilitators received training following the Holistic Management training. The additional 1.5 days of training focused FBC curriculum revisions and Land Transition curriculum. A result of this additional training was the development of a consensus of the core skills our programs need in order to be highly effective practitioners of beginning farmer training.

#### **What opportunities for training and professional development has the project provided?**

**In-person Training and Resource Sharing to strengthen farmer-to-farmer approaches:** FBC and CRAFT 1<sup>st</sup> conference, January 2014 - 37 people; Hours: 23 Topics: history of CRAFT and FBC; Holistic Financial Planning, Fostering Leadership in Farmer Networks; Grant Writing for Farmer Networks, Farmer Mentors: Improving Depth and Skill in a Farmer Network; Options in Farmer Network Models; Fundraising for a Farm Network; Fun in Farmer Alliances and Bridging the Gap: Farmer Alliances as the Cornerstone of a Multi-year Farmer Training Program. Conference participants gave a ranking of 4.5 or higher out of 5 point scale on the importance topics, usefulness of information learned, organization of the overall meeting and its value. The meeting was successful both in terms of participation from both groups and outcomes achieved. FBC and CRAFT 2<sup>nd</sup> Conference, February 2015 - 32 people; hours: 20 Topics: Fundraising strategies, Educational pathways from intern to farm manager/owner, Building farmer educator skills, Teaching adult learners and identifying CRAFT alliance Best Practices. Since this meeting was the last interaction between FBC and CRAFT for the purposes of this project we evaluated the progress made to reaching the objectives of the entire project. FBC and CRAFT alliances each had 17 staff and farmers who attended. Since this meeting was the last interaction between FBC and CRAFT for the purposes of this project we evaluated the progress made to reaching the objectives of the entire project. All participants ranked the conference a 4.1 or higher on a 5 point scale for achieving the goals of the collaboration (see other products FBC\_CRAFTMeetingEvaluationPostMtg2015\_0129). As a result of these meeting, AOLC shared its Farm Dream curriculum with Organic Growers School, an organization that is host of an active CRAFT farmer network. AOLC offered technical assistance to OGS that enabled them to successfully carry out two Farm Dreams workshops for their region in 2014 and early 2015. In the spring of 2015 OGS along with their CRAFT farmer alliance joined the FBC. LSP provided 40 hours of training with OGS and their farmer leaders in preparation for starting a Farm Beginnings program.

**In-person Training to increase sustainability of FBC and CRAFT organizations** During the FBC and CRAFT conferences in 2014 and 2015 staff from AOLC, DRA and LSP provided three fundraising trainings. In 2014 the session, titled 'Grant Writing for a Farmer Network,' was attended by 13 staff and farmers from FBC member organizations and CRAFT farmer alliances. In 2015, the sessions, 'the ABC's of the BFRDP' and 'Grassroots Fundraising and how it can support your farmer-to-farmer efforts,' were attended by 30 staff and farmers from FBC member organizations and CRAFT farmer alliances.

**In-person Training to increase the knowledge and skill of FBC member organizations in evaluating short, medium and long term impacts** In-person evaluation training was provided during two - 2-hour evaluation trainings at the FBC 2015 Annual Meeting and the 2015 FB Facilitator Training. FBC member organizations were also offered the assistance of Ann Williams, the outside program evaluator, in creating evaluation tools, and conducting, interpreting and reporting evaluation

data. The following member organizations requested and received 42 hours of evaluation consultation regarding their individual programs: 1) Angelic Organics Learning Center (AOLC), 2) Dakota Rural Action (DRA), 3) FARRMS, 4) Land Stewardship Project, and 5) Maine Organic Farming and Gardening Association (MOFGA). Two organizations received each received orientation and coaching for new programs and new facilitators. In total, six organizations received 48 hours of individual training and coaching on using the FBC evaluation tools.

**In-person training to enhance the skill and knowledge of Farm Beginnings facilitators** As a result of these efforts, during the three years of this project, Farm Beginnings facilitators received a total of 49 hours of in-person train-the-trainer, 52 hours of in-person coaching and 14 hours of resource sharing through conference calls and Facebook chats. Peer-to-peer sharing was also increased through the addition of 126 curriculum and resource documents that were added to Dropbox, the FBC on-line platform for resource sharing. In response to emerging facilitator needs and turn-over in some organizations, in-person coaching was added to the suite of options for professional development for facilitators in 2015. Four organizations received 52 hours of in-person curriculum coaching AOLC, DRA, MOFGA and OGS. The Organic Growers School was provided with two-trainings to prepare them to launch a new Farm Beginnings program which held its first class on October 24<sup>th</sup>, 2015.

The in-person trainings during the 2013 FBC annual meeting focused on sharing teaching tools and curriculum for facilitators including working with farmer presenters; Record-keeping and Managing time and course content (6 hours). The in-person trainings during the 2014 FBC and CRAFT conference focused on Holistic Financial Planning and Farmer Alliances as a Cornerstone to Multi-Year Beginning Farmer Training (3 hours). During the 2015 FBC and CRAFT conference the in-person facilitator training focused on Resource sharing on working with beginning farmers to develop a Farm Proposal; Record-keeping resource recommendations and decision-making using the testing guidelines and Teaching Adult Learners (3 hours). In August 2014, 11 facilitators were trained over 2 days for a Holistic Management train-of-trainers. This training took 16 hours and introduced 79 curriculum and resource documents. Upon completion of this Holistic Management Training for Farm Beginnings facilitators, an evaluation of facilitators focusing on changes in knowledge was conducted for the major Holistic Management themes covered during the training, Holistic Goal and Holistic Financial Planning and Decision-Making, as well as the less major theme of Soil Health and Ecosystem Processes. The evaluation was performed on a 1-5 scale. Evaluation results showed that facilitator knowledge of the Holistic Goal prior to the training was rated as moderate (2.83), and post training, was rated as high (4.0) for a change in knowledge increase of 41%. As part of this change in knowledge around the Holistic Goal, 100% of facilitators indicated that they learned new approaches with close to 70% indicating they would immediately implement new approaches. Evaluation results showed that facilitators knowledge of Holistic Financial Planning was rated as low (2.17), and post training, had increased to moderate (3.67) for a change in knowledge increase of 69%. Through the training, 100% of facilitators learned how the financial planning worksheets function. In addition, 100% agreed that family budgeting and exploring family financial goals utilizing spending tracker tools and budgeting worksheets was an important and essential element of our beginning farmer training. As an outcome of the training, 83% of facilitators wanted to or planned to develop Holistic Financial Planning concepts and approaches within their Farm Beginnings courses the following year and expressed interest in additional training. This led to a follow-up one-day Holistic Financial Planning training a year later, July 2015, as part of an in-person facilitators training at Angelic Organics Learning Center in Caledonia WI. Nine Farm Beginnings facilitators participated in this workshop. In addition to a one-day focus on Holistic Financial Planning, 11 facilitators gathered for an additional 1.5 days of training in July 2015, focusing on training and FBC logistical themes of: FBC Orientation Packet content brainstorming and sharing of proposed content plan; FBC Facilitator Handbook content and Core Skill Goals for Farm Beginnings graduates and Farm Transition Planning tools.

#### **How have the results been disseminated to communities of interest?**

1-Assist FBC members and CRAFT networks to strengthen farmer-to-farmer approaches. The culmination of the work of that the 15 CRAFT and 11 FBC farmer networks completed through the two conferences has been captured in the final booklet, "Collaborative Regional Alliances for Farmer Training: Best Practices of CRAFT Farmer Alliance in North America." This 54 page resource has been distributed both electronically and in print to all 25 CRAFT North America farmer alliances and all 11 FBC members. It is also available through the revised CRAFT website, [www.craffarmer.org](http://www.craffarmer.org).

2-Increase the program sustainability of FBC members and CRAFT farmer alliances through increased fundraising skills. To better understand the needs of FBC and CRAFT organizations, LSP and AOLC led a comprehensive needs assessment of the fundraising skills of each organization. The results of this needs assessment was shared with 22 CRAFT networks and 11 FBC organizations.

3 - Increase the capacity of FBC members to document short, medium and long term changes. All evaluation instruments and survey data are documented and save through a Survey Monkey account. All FBC members have access to the FBC Survey Monkey account and can access their evaluation data as needed. Individual organization, FBC aggregate data, two annual evaluation reports and two evaluation surveys were provided to FBC members.

4 - Enhance the skills and knowledge of Farm Beginnings trainers. Peer-to-peer has been greatly increased through this project due to the sharing and use of a on-line document sharing service, Dropbox. All of the curriculum and resources that were shared during trainings over this three year period were added to Dropbox resulting in an additional 126 curriculum and facilitator resources available to Farm Beginnings Facilitators.

#### **What do you plan to do during the next reporting period to accomplish the goals?**

{Nothing to report}

**Participants****Actual FTE's for this Reporting Period**

Role	Non-Students or faculty	Students with Staffing Roles			Computed Total by Role
		Undergraduate	Graduate	Post-Doctorate	
Scientist	0	0	0	0	0
Professional	0.2	0	0	0	0.2
Technical	0	0	0	0	0
Administrative	0	0	0	0	0
Other	0	0	0	0	0
Computed Total	0.2	0	0	0	0.2

**Student Count by Classification of Instructional Programs (CIP) Code**

{NO DATA ENTERED}

**Target Audience**

The long-term goal of the FBC is to expand the use of farmer-to-farmer training models as a proven approach for increasing the number of farmers producing food for local and regional food systems. This project will work to strengthen farmer-to-farmer training networks across the country. The target audience for this project is the existing Farm Beginnings programs hosted by 10 organizations in 12 states that collectively train 150 new farmers per year through the Farm Beginnings curriculum. In order to further strengthen farmer networks across the country, the FBC has built relationships with 22 informal farmer alliances known as the Collaborative Regional Alliance for Farmer Training (CRAFT), across 19 states and 1 province in Canada. The organizations participating are the Land Stewardship Project, MN and WI; Angelic Organic Learning Center, IL and WI; The Land Connection, IL, FoodWorks, IL; Dakota Rural Action, SD; FARRMS, ND; Nebraska Sustainable Agriculture Society, NE, University of Nebraska - Extension, NE; Maine Organic Farmers and Growers Association, ME; Hawthorn Valley Farm, NY; Lake Superior Region Sustainable Farming Association, MN; CRAFT Southeast, TN; Caroline CRAFT, NC; Finger Lakes CRAFT, NY; Hudson Valley/Bershires CRAFT, MA; Catskills CRAFT, NY; Chesapeake, CRAFT, VA; East End CRAFT; NY; Santa Cruz CRAFT, CA; Upper-Midwest CRAFT, IL and WI; Tri-State CRAFT, PA, DE and NY; Ozark CRAFT, MO; Michigan CRAFT, MI; Mid-Hudson CRAFT, NY and Lower-Hudson CRAFT, NY. Beginning farmers will also be positively impacted by this project, since they are the target audience of each individual program. Beginning farmers in the FB program tend to be equally split between young people who may have come up through various farmer associations as interns, career professionals who are looking to change profession, and working farmers or children of working farmers seeking to transition toward sustainable agriculture methods. In 2013-2014 nine FBC organizations surveyed 157 FB participants at the beginning of the Farm Beginnings course. The results of this survey are very similar to LSP's observations over 17 years of training farmers and ranchers. From this we know that Farm Beginnings participants are primarily from a non-farming background, have some experience gardening or farming, a significant percentage do not have access to land. The majority of people we serve are female. A significant percentage are under the age of 35. Another significant percentage earn \$30,000 or below in annual gross family income. Although Farm Beginnings does reach a diverse audience of beginning farmers and ranchers, people from culturally and ethnically diverse communities are not our primary audience. We do have recently returned veterans in our trainings but we have not yet developed a way to monitor their participation through our surveys.

**Products**

Type	Status	Year Published	NIFA Support Acknowledged
Conference Papers and	Other	2015	YES

**Citation**

Arnold, Thorsten. Collaborative Regional Alliance for Farmer Training: Best Practices of CRAFT Farmer Alliances in North America. Grey Bruce Center for Agroecology. Ontario, Canada. February 2015

**Other Products****Product Type**

Other

**Description**

Developed objectives, agenda and evaluations for the FBC annual meeting in 2013.

**Product Type**

Other

**Description**

Developed objectives, agenda and evaluations for 1st FBC and CRAFT Conference held in January 2014.

**Product Type**

Other

**Description**

Developed objectives, agenda and evaluation for 2nd FBC and CRAFT Conference held in February 2015.

**Product Type**

Evaluation Instruments

**Description**

Ann Williams delivered 3 reports summarizing data from 3 evaluations from the FBC including the enrollment survey, the graduate survey and an annual organizational survey.

**Product Type**

Other

**Description**

Development of two new websites, [www.craftfarmers.org](http://www.craftfarmers.org) and [www.farmbeginningscollaborative.org](http://www.farmbeginningscollaborative.org).

**Product Type**

Educational Aids or Curricula

**Description**

Developed a 24 page publication, Farm Beginnings Orientation Packet, for new Farm Beginnings programs.

**Product Type**

Educational Aids or Curricula

**Description**

Developed a 150 page Train-the-Trainer resource binder for teaching financial planning.

**Product Type**

Other

**Description**

LSP and AOLC staff provided 15 hours of consulting on fundraising strategies to 5 organizations.

**Product Type**

Evaluation Instruments

**Description**

Ann Williams provided 12 hours of coaching to seven organizations on improving evaluation strategies.

**Product Type**

Educational Aids or Curricula

**Description**

Through 2 conference calls Farm Beginnings facilitators provided peer-to-peer sharing on training best practices.

**Product Type**

Educational Aids or Curricula

**Description**

Updated 10 curriculum in the train-the-trainer Farm Beginnings facilitator handbook.

**Product Type**

Educational Aids or Curricula

**Description**

Trained Farm Beginnings facilitators in LSP's Farm Transition curriculum

**Product Type**

Other

**Description**

Provided 52 hours of individualized coaching for FB facilitators including training OGS in the Farm Beginnings model.

**Product Type**

Other

**Description**

Added the Organic Growers School to the FBC. OGS started the Farm Beginnings program in October 2015.

**Product Type**

Other

**Description**

Delivered 8 hours of training on Holistic Financial Planning for 9 facilitators.

**Product Type**

Evaluation Instruments

**Description**

Expanded use of Survey Monkey for FBC-wide evaluation, data management and reporting protocols.

**Product Type**

Evaluation Instruments

**Description**

Developed and shared a common Logic Model Template for FBC members.

**Changes/Problems**

{Nothing to report}