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Program Code: BFRDP

Program Name: Beginning Farmer and Rancher

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Recipient Organization

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{NO DATA ENTERED}

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{NO DATA ENTERED}

Non-Technical Summary

The Farmer-to-Farmer Advanced Training project will address the needs of beginning sustainable farmers in northern Illinois and southern Wisconsin who are in their first ten years of business start-up. Project partners have determined these needs through evaluations and assessments of beginning farmers in our region who have previously accessed our programs and are currently establishing their farm businesses but now face new challenges as they work toward becoming viable businesses over the long-term. The average farm size for these farmers is 10 to 15 acres, and more than 90% use sustainable farming approaches. At least 30% are living in urban or peri-urban regions around Chicago, Madison, and Milwaukee. 66% are female. 20% have household incomes under \$30,000 per year. All these constituencies ? female, low-income, organic, and urban farmers ? are both underserved by traditional farm support services. Based on a needs assessment of 82 of these farmers, 91% said they would like to expand their sales in the next two years, but about half (55%) saw obstacles to doing so. This needs assessment, combined with a comprehensive analysis of strengths and gaps in current training and support services in the region, and interviews with farmer incubators and support organizations, revealed that these farmers face four key barriers to their success: lack of access to training, land, capital, and markets. To address these barriers, project partners will augment our current training programs to offer more advanced educational and mentoring options, launching a Journey Person Farmer Training program, which will provide farmers who have at least one year of farming experience with comprehensive mentoring services. We will also expand farmers? access to land by launching a farm incubator collaborative adding more acreage to our farm incubator program through partnerships with additional landowners and regional farmer training groups. Additionally, the project will create long-term leasing models and options for farmers beyond their first five years of farm business start-up who are not currently able to work with a land incubation program. Project partners will create access to new sources capital by developing financing and asset-building programs specific to sustainable farmers. Project partners will regional lenders and organizations to create financing and asset-building opportunities for new farmers. Project partners will organize a lending committee to facilitate a micro-loan readiness program and an individual development account (IDA) committee to create a match-savings program for new farmers. The project aims to train 500 beginning farmers per year, and our major expected outcome is to help these farms establish successful businesses. To measure this outcome, we will track the following indicators: increased numbers of our trainees who are currently farming, increased revenue generated from farmer trainees? farms, increased food production (could include an increase of shares for CSA farmers), increased farmland under production, and increased use of sustainable practices.

Accomplishments

Major goals of the project

The goal of the Farmer-to-Farmer Advanced Training Project is to provide beginning farmers with the experience, knowledge, skills, and support services they need in order to overcome major barriers and successfully establish, lead, and/or expand sustainable farming businesses in their first 10 years of startup (or transition) in northern Illinois and southern Wisconsin. The project will achieve this goal by working toward four major strategic objectives during the 36-month project period. 1) Expand, launch, and link advanced regional farmer training, technical assistance, and mentoring programs to meet the needs of farmers in years 2 to 10 of startup, 2) Launch a regional farm incubator collaborative and develop farmland tenure tools that increase farmland access and strengthen incubator services to beginning farmers, 3) Design and launch a regional farmer finance program that provides beginning farmers with micro-loan funds, IDA match-savings programs, and related technical assistance, and 4) Evaluate the project and connect with national farmer training collaboratives and networks to share project outcomes and replicate best practices. The project will serve over 500 farmers during the 3-year grant period. Under Objective 1, the project will design and launch a Farmer Journey-Person Program, for 5-10 farmers, facilitate 10-20 MOSES mentorships, create a directory of 20 advanced training advisors for our Technical Assistance Pool, develop and offer 4 winter workshops/year, and offer 20 advanced Whole Farm Workshops for 150 farmers. We will also enhance our Collaborative Regional Alliance for Farmer Training (CRAFT) and Stateline Farm Beginnings course, serving 15-20 farm families, offering 10 hands-on field days, 30 scholarships for additional trainings, and a CRAFT handbook per year. Under Objective 2, the project will develop and launch a regional farm incubator collaborative for up to 8 incubators, sharing resources with other incubators, conducting site visits and making up to 4 presentations per year. Under this objective, the project will reserve and lease 800 acres of land for 16-20 beginning farmers in Lake county, 80 acres for 4 beginning farmers in LaSalle County, and 80 acres for 4 beginning farmers in Kenosha County. The project will also match 10-20 farmers with additional land opportunities. Under Objective 3, the project will design and launch regional farmer finance programs that connect farmers to microloan funds, individual development accounts (IDA), and technical assistance. For the microloan fund, project partners will facilitate a loan fund planning committee, secure lending funds, develop a funding readiness program, and generate 10 loan applications. To develop the IDA program, partners will create an IDA planning committee and IDA readiness program, secure IDA match-savings funds, and offer 5-10 IDA match-savings accounts. Under Objective 4, the project will finalize a comprehensive outcome-based evaluation plan, generating quarterly internal reports, annual progress reports and offering sharing findings with BFRDP, the Farm Beginnings Collaborative, the Midwest Organic Conference and other outlets.

What was accomplished under these goals?

During the project period of September 2012 through August 2015, the Farmer-to-Farmer Advanced Training Project partners Angelic Organics Learning Center (AOLC), Michael Fields Agricultural Institute (MFAI), and Liberty Prairie Foundation (LPF) increased the number of beginning farmers served annually from 346 to 472 farmer participants. Each year of the project, partners made progress toward the goal of providing beginning farmers with the experience, knowledge, skills, and support services they need to overcome barriers and successfully establish, lead, and/or expand sustainable farming businesses in their first 10 years of startup (or transition) in northern Illinois and southern Wisconsin. Accomplishments are listed under each of the the four project objectives:

Under Objective 1: Expand, launch, and link advanced regional farmer training, technical assistance, and mentoring programs to meet the needs of farmers in years 2 to 10 of startup: We served 9 farmers through TAP in Year 3, 2 in Year 2, and 7 in Year 1 of the grant period on the subjects of legal expertise, fruit production, enterprise budgets, marketing, strategic planning, accounting and 4 on whole farm systems and productivity. AOLC offered 5 Advanced Winter Workshops in Years 1-3 of the grant period on farm financial record keeping. We publicized these opportunities to the CRAFT network through our CRAFT e-newsletter, which reaches over 600 email recipients (past and present members of CRAFT and Farm Beginnings). We did not offer the Journey Person program, although we completed the planning of the program in Year 1. Our work on Objective 3 demanded staff time and resources beyond our projections and meant that we will return to implementation of the Journey Person program in a future year. Partners offered 45 field days over three years for 821 participants. The Stateline Farm Beginnings course trained 54 farmers to launch new farms.

MFAI offered a total of 49 Whole farm Workshops, and two statewide WI Cover Crops Conferences. In Year 3, the Cover Crops Conference took place at MFAI and covered the latest research on Cover Crops with emphasis on climate change and economics. The conference also included 3 separate on site visits for :1. cover crops for vegetable growers, 2. cover crops in n-till systems and 3. cover crops in conventional systems. In Year 3 of the project, MFAI recorded 274 total registrations, and completed 188 evaluations. Of these evaluations, 61% of participants reported they were currently farming, 70% said they plan to farms in the next season and 88% said they planned to implement what they learned.

Under Objective 2) Launch a regional farm incubator collaborative and develop farmland tenure tools that increase farmland access and strengthen incubator services to beginning farmers.

Farm Incubator:

In Year 1, LPF formed an informal network of incubators, which includes non-profits (7) and 2 for-profit farms, which host

limited incubator programs. LPF participated in the first land lease deal in Year 1. In Year 2, 6 institutions participated in the 2014 NIFTI (National Incubator Farm Training Initiative) National Workshop in Portland OR. 3. In Year 3, LPF focused on developing the public exposure of beginning farmer incubators. LPF has served as a "key informant" for New Entry's NIFTI research into models of success. In Year 3, 4 member institutions attended the the 2015 NIFTI National Field School in Durham, NC. All members participated in CRAFT, MOSA and local field days. As part of their annual June meeting, the Sustainable Ag and Food System Funders visited both LPF and partnering agency Black Oaks to learn more about beginning farmer issues and opportunities.

Farmland Access: LPF worked with both private and public landowners to broker deals to provide farmland access to beginning farmers. In Year 3, Radical Root Organic Farm acquired access to an additional 5 acres adjacent to their existing Casey Farm lease. Midnight Sun Farm acquired a long term lease on a farmstead and acreage in Harvard, IL (McHenry County). Additionally, we have pending proposals with Libertyville Township Openspace District, McHenry County Conservation District, and Lake County. LPF continued coaching for a) Radical Root Farm during their first year at leased Casey Farm; b) Midnight Sun Farm in their 2014/2015 transition to new leased land in McHenry County; and, c) YawYe Farm in the evaluation of a privately held farm in Wauconda for 2015/2016 transition. LPF in collaboration with Openlands has two farm purchases in process to facilitate two or more "lease to purchase" transactions with beginning farmers in Lake and McHenry counties.

Under Objective 3) Design and launch a regional farmer finance program that provides beginning farmers with micro-loan funds, IDA match-savings programs, and related technical assistance:

AOLC successfully launched an IDA savings program, the Farm Asset Builder (FAB) in Year 2 of the project. FAB has improved the finances of eight local beginning small-scale sustainable farmers by accomplishing three objectives: 1) improving the financial literacy of farmers; 2) creating a structure and incentive for farmers to save for a farm asset purchase, and; 3) preparing farmers for debt financing. Seven of the eight participants reached or exceeded their \$1,200 savings goals. Six used \$2,400 in matching funds for intermediate and long term assets for their farm businesses. These eight farmers are able to invest a total of nearly \$30,000 into local farm businesses.

FAB participants report an increase in the following key business skills: capital financing, financial forecasting, business planning, and recordkeeping. The FAB program has been successful in reducing farmers' fear of borrowing by helping farmers gain the knowledge and skills they need to analyze the effects of debt on their finances. AOLC did not launch a micro-loan fund during the project during the project, as explained in the Changes/Problems section of the report.

Finally, under Objective 4): Evaluate the project and connect with national farmer training collaboratives and networks to share project outcomes and replicate best practices.

Both AOLC and MFAI hired evaluator Ann Williams to design surveys that measure the effectiveness of programs for farmers enrolled in intensive programming. As per the Plan for Evaluation submitted with our application, these evaluations measured students and graduates of the strategic business planning course--Stateline Farm Beginnings and Whole Farm Workshops. Our partner also measured farmers enrolled in regional farm incubators. In Year 3 of the grant period: we report the following results: 72% plan to start farming; 0% plan to stop farming; 88% report a change in knowledge. Of Stateline Farm Beginnings graduates and Farm Incubator farmers: 72% report a change in skills (management and production); 72% developed a farm proposal; 30% developed a farm business plan. For participants in the past year's programing: 22% started farming; 25% did not start farming; 68% continued farming; 2% stopped farming; 18% changed business practices; 77% changed farming/land management practices; 10% changed marketing practices; 30% developed a farm plan; 40% adapted practices that increased productivity; 63% adapted practices that increased environmental sustainability; 90% adapted practices that increased their social well-being; 64% are currently farming; 100% increased production; 68% increased revenue/income; 61% increased amount of land in sustainable production; 71% increased use of sustainable practices; 15% changed or added labor management practices; 60% met or exceeded goals for income.

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

Project partners conducted a variety of training activities, including coursework in the ten-session Stateline Farm Beginnings course. In Year 3 of the grant period, a record percentage of Stateline Farm Beginnings participants were paired with farmer mentors and received a season's worth of training in a target area of their choosing. 9 out of 11 farm families participated, i.e. 12 SFB students. Other activities included 5 consultations with members of our Technical Assistance Pool, 4 consultations with a livestock expert farmer from our farmer network and 1 Advanced Winter Workshop. Substantial professional development takes place within the context of our Farm Asset Builder program, whereby 4 farm families received a year's worth of financial management technical assistance from AOLC staff experts.

Liberty Prairie Foundation facilitated a number of introductions of FBDC participants to more advanced farmers who have successfully improved diverse business models in vegetable production, pastured livestock production and grain production. Each of the 5 beginning farmers was paired with at least one of these "mentors". FBDC members were supported to participate in at least one producer oriented conference/workshop (e.g. MOSES, ACRES, Great Lakes Vegetable Producers). Two FBDC staff took part in professional development workshops in project leadership and personnel management. Two FBDC farmers were supported in their development and presentation of field days on their farms. Michael Fields Agricultural Institute has continued to offer a variety of workshops and other education events based on evaluations and requests from farmers, other non-profit organizations, community based or schools employees as well as other public entities. We consider the 2 Cover Crops conference we hosted to be a great success and we will continue to offer this event annually.

How have the results been disseminated to communities of interest?

Describe how the results have been disseminated to communities of interest. Include any outreach activities that have been undertaken to reach members of communities who are not usually aware of these research activities for the purpose of enhancing public understanding and increasing interest in learning and careers in science, technology, and the humanities.

Project partners conducted outreach to farmers and the public through organizational newsletters as well as the newsletter of the Upper Midwest CRAFT. The Angelic Organics Learning Center newsletter reaches approximately 3,000 individual recipients, while the CRAFT newsletter serves approximately 600 recipients, many of which are farmers. All partners publicized workshops and programs on their websites, on social media and with flyers and brochures. We also published a CRAFT handbook for members of CRAFT.

Highlights of the FBDC project and our farmers are published in the Prairie Crossing Farm monthly electronic newsletter, reaching approximately 1,200 recipients. The PC Farm Facebook page is also used as a vehicle for dissemination of farmers' progress to the general public.

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	1.5	0	0	0	1.5
Technical	0	0	0	0	0
Administrative	0.8	0	0	0	0.8
Other	2.3	0	0	0	2.3
Computed Total	4.6	0	0	0	4.6

Student Count by Classification of Instructional Programs (CIP) Code

{NO DATA ENTERED}

Target Audience

The Farmer-to-Farmer Advanced Training Project is a collaborative project of Angelic Organics Learning Center (AOLC), Liberty Prairie Foundation (LPF), and the Michael Fields Agricultural Institute (MFAI). The project serves a target audience of beginning farmers and ranchers--individuals who are in their first ten years of operating a farm start-up. The project aimed to serve over 500 farmers during the three-year grant award period. During the first year of the project, partners served 346 farmers, while in the second year of the project, partners served 408 farmers. During the third year of the project, partners served 472 beginning farmers, including 179 farmers in the Collaborative Regional Alliance for Farmer Training (CRAFT), 14

Stateline Farm Beginnings students, 274 farmers attending Whole Farm Workshops and other programs at Michael Fields Agricultural Institute, and 5 farmers at the Liberty Prairie Foundation farm incubator, the Prairie Crossing Farm Business Development Center (FBDC). In the final year of the project, respondents to our participant surveys indicate the following: 12% of these farmers are socially disadvantaged, 52% are female, 30% are veterans, and 33% are limited resource farmers.

Products

Type	Status	Year Published	NIFA Support Acknowledged
Websites	Published	2015	YES

Citation

Year3: 5 websites created: 1 crafffarmer.org website updated via feedback from committee of CRAFT members across North America, IllinoisFarmBeginnings.org created; farmbeginningscollaborative.org created; new WFW calendar page, 1 new webpage for FBDC/Liberty Prairie Foundation.

Year 2: Three Farm Asset Builder web pages added to AOLC website; crafffarmer.org website updated via feedback from committee of CRAFT members across North America, new WFW calendar page, 1 new website for Liberty Prairie Foundation.

Year 1: Three new pages; new IDA webpage, new IDA eligibility page, new WFW calendar page.

Other Products

Product Type

Educational Aids or Curricula

Description

Year 3: 16 curricula developed, including: 4 revised day-long Stateline Farm Beginnings classroom sessions based on holistic management; 1 advanced winter workshop on farm financial record keeping; , 1 summer workshop on financial planning, 10 new Whole Farm Workshops led by farmer faculty, and a new 2015 Farm Business Development Center Operating Manual. MFAI developed 1 chart of accounts for Quickbooks for grassfed beef and AOLC and MFAI developed two surveys to evaluate farmer trainees.

Year 2: 13 curricula developed, including: 4 revised day-long Stateline Farm Beginnings classroom sessions based on holistic management; 1 advanced winter workshop on farm financial record keeping; 1 advanced winter workshop on the spectrum of farm financing options available to local food farmers , three new Whole Farm Workshops led by farmer faculty, and a new 2014 Farm Business Development Center Operating Manual. MFAI developed 1 chart of accounts for Quickbooks for grassfed beef and AOLC and MFAI developed two surveys to evaluate farmer trainees.

Year 1: 7 curricula developed, including: new session in Stateline Farm Beginnings on land access and tenure; one winter workshop on record keeping; one winter workshop on profit-based marketing decisions, three new Whole Farm Workshops led by farmer faculty, and a new 2013 Farm Business Development Center Operating Manual.

Product Type

Databases

Description

Year 3: Expanded technical assistance pool for farmer referrals

Year 2: Resource compiled with LPF on farm financing options in IL/WI

Year 1: Resource compiled with LPF on farm financing options in IL/WI

Product Type

Other

Description

Directory: Three CRAFT handbooks produced (one per year)

Product Type

Other

Description

Networks and/or other collaborations:

Year 3: Ten network events held, including: participation in steering committee of Band of Farmers: Illinois CSA Marketing coalition; 3 CRAFT farmer alliance business meetings; 1 meeting with IL small farm extension educators; 4 collaborative quarterly management calls.

Year 2: Ten network events held, including: Joined steering committee of Band of Farmers: Illinois CSA Marketing coalition; statewide Farmer Training Roundtable focused on improving BFR training in Illinois; on planning committee and presenter at Northern Illinois County Farmland Preservation Conference, 4 collaborative quarterly management calls, and one Regional Farm Regional Incubator collaborative meeting.

Year 1: Ten network events held, including: Meet the Buyers Event, Farmer Training Roundtable, CSA Conference planning with WI Farmers Union, Biodynamic Association preconference event on farm apprenticeships, 4 collaborative quarterly management calls, and one Regional Farm Regional Incubator collaborative meeting.

Product Type

Physical Collections

Description

1 Stateline Farm Beginnings library expanded.

Product Type

Survey Instruments

Description

Year 3: Twenty-two surveys conducted: 1 CRAFT/SFB Fall Survey; 12 field day surveys; 8 FAB participant surveys, and 1 survey for Whole Farm Workshops participants.

Year 2: Two surveys conducted: one for Stateline Farm Beginnings (SFB) and CRAFT, another for Whole Farm Workshops participants.

Year 1: Two surveys conducted: one for Stateline Farm Beginnings (SFB) and CRAFT, another for Whole Farm Workshops participants.

Product Type

Other

Description

Lease: Liberty Prairie Foundation developed a new lease during the grant period.

Product Type

Audio or Video

Description

Nine videos and presentations: 1 Stateline Farm Beginnings testimonial and promotional video by Anna Aragon; 2 videos of CRAFT field days; 2013 Whole Farm Workshops for beginning farmers video produced by Anna Aragon, 3 presentations and 2 videos produced by the Prairie Crossing Farm Business Development Center.

Product Type

Other

Description

Brochures:

Year 3: Eleven brochures: 6 program promotional cards for AOLC farmer training programs; 1 flyer and 1 trifold on Stateline Farm Beginnings, Whole Farm Workshops brochure, new English language FBDC brochure, business card handout listing all FBDC farmers and their contact info.

Year 2: Three brochures: Stateline Farm Beginnings promotional/informational flyer, Whole Farm Workshops brochure, Spanish language FBDC brochure.

Year 1: Three brochures: IDA marketing brocher, Whole Farm Workshops brochure, Spanish language FBDC brochure.

Product Type

Other

Description

Event flyers and notices:

Year 3: 55 notices, including: 48 CRAFT e-blasts, 7 Whole Farm Workshops flyers.

Year 2: 42 notices, including: 35 CRAFT e-blasts, 7 Whole Farm Workshops flyers.

Year 1: 39 notices, including: 31 CRAFT e-blasts, Whole Farm Workshops flyers; FBDC field day, incubator learning circle.

Product Type

Other

Description

Newsletters:

Year 3: 60 newsletters: 44 CRAFT newsletters, 8 MFAI newsletters, 12 MFAI monthly newsletters

Year 2: 45 CRAFT newsletters, 8 MFAI newsletters

Year 1: 50 CRAFT newsletters, 1 MFAI Fall newsletter, 12 monthly LPF newsletters

Product Type

Other

Description

Social media (Facebook posts, tweets, LISTSERV/forum messages, etc.):

Year 3: 103 Upper Midwest CRAFT listserv messages, i.e. farmer-to-farmer expertise sharing; 59 AOLC Farmer training posts and tweets, 100 MFAI facebook and twitter ads, multiple postings and events advertisements on

LPF/FBDC facebook page.

Year 2: 51 CRAFT listserv threads; 100 MFAI facebook and twitter ads, 1 new facebook page for the FBDC at LPF.

Year 1: 120 updates, including facebook posts for AOLC and MFAI and 1 new facebook page for the FBDC at LPF.

Product Type

Other

Description

Apprenticeships:

Year 3: 5 Beginning Farmer Apprenticeships at FBDC incubator.

Year 2: 5 Beginning Farmer Apprenticeships at FBDC incubator.

Year 1: Seven total apprenticeships: 5 Beginning Farmer Apprenticeships at FBDC incubator: 2 Apprentices at LPF developing on-farm gleaning programs for beginning farmers to serve Food Banks, SNAP/WIC program in Lake County.

Product Type

Other

Description

Classroom-based course/workshop (excluding college credit courses):

Year 3: 22 courses, including: 10 SFB sessions and a graduation for 156 participant-contacts; 1 winter workshops with 16 participants, 1 FAB kickoff for 5 participants, and 10 Whole Farm Workshops.

Year 2: 39 courses, including: 10 SFB sessions and a graduation for 15 students; 2 winter workshops with 51 total attendees; IDA workshop for 8; and 24 Whole Farm Workshops.

Year 1: 38 courses, including: 9 SFB sessions and a graduation for 25 students, 2 winter workshops with 51 total attendees, and 26 Whole Farm Workshops.

Product Type

Other

Description

Conferences/symposia:

Year 3: Ten conferences and symposia: 1 CRAFT annual meeting; 1 CRAFT steering committee meeting; 1 National CRAFT meeting; 1 summer CRAFT meeting; between all: 90 attendees, 1 Cover Crops conference at MFAI, 5 LPF conferences for approximately 35 people per session.

Year 2: 7 conferences and symposia: CRAFT annual meeting; CRAFT steering committee meeting; between both: 48 attendees, 1 Cover Crops conference at MFAI, 5 LPF conferences for approximately 35 people per session.

Year 1: 7 conferences and symposia: CRAFT annual meeting and CRAFT steering committee meeting for 27 attendees, 5 LPF conferences for approximately 35 people per session.

Product Type

Other

Description

Consulting:

Year 3: 34 total consultations: farmers consulted through TAP, FAB and WFA for a total of 34 consultations; 2 consultations through Liberty Prairie Foundation.

Year 2: Two farmers consulted through AOLC Technical Assistance Pool (TAP), 2 consultations through Liberty Prairie Foundation.

Year 1: Seven farmers consulted through TAP

Product Type

Other

Description

Field days/farm visits/trips (excluding college credit courses):

Year 3: 18 field days: 14 CRAFT field days for 231 participants, 1 field day at MFAI on pest management for 26 participants, 3 field days at Liberty Prairie Foundation.

Year 2: 15 field days: 11 CRAFT field days for 285 participants, 1 field day at MFAI on pest management for 26 participants, 3 field days at Liberty Prairie Foundation.

Year 1: 12 CRAFT field days for 227 participants, 1 field day at LPF for 26 participants.

Product Type

Other

Description

Financial Assistance:

Year 3: 7: Funding for 4 individual development accounts, three beginning farmer of the year awards.

Year 2: 7: Funding for 4 individual development accounts, three beginning farmer of the year awards.

Year 1: 0

Product Type

Other

Description

Graduating students:

Year 3: 16 total: 14 graduating SFB students, 2 FBDC farmers moved to new permanent locations.

Year 2: 15 graduating SFB students.

Year 1: 25 graduating SFB students.

Changes/Problems

No changes or problems surfaced in Year 3 of the grant period. However, the project experienced several minor changes that we implemented in Year 2. The primary change to the project involves the proposed development of a microloan fund. After Year 1 of the grant period, AOLC determined that the organization no longer needed to develop a loan fund to serve

local small-scale food farmers, as the Farm Service Agency began serving this role with their microloan product. We also did not move forward on the Journey Person program, although we completed the planning of the program in Year 1. Our work on Objective 3 demanded staff time and resources beyond our projections and meant that we will return to implementation of the Journey Person program in a future year. Beyond the third year of funding, AOLC will focus on expanding/deepening the IDA program, expanding land-link technical assistance, and plan a multi-year farm financial facilitated discussion group.