

**Evaluation of Bootstraps  
As an Effective Strategy for Sustainable Agriculture**

**Report To**

**Bootstraps Project Steering Committee  
South Dakota Association of Conservation Districts**

**Survey Conducted By**

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March – June 2000**

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**Submitted  
December 3, 2000**

## **Acknowledgement**

I appreciate having had the opportunity to run this follow up review on Bootstraps Groups I and II. The progress achieved by the participants is a solid tribute to everyone who was involved in bringing this project to a reality. This type and degree of progress is proof of what can be done when all community leaders and resource people cooperate toward a common cause and goal. Congratulations for a job well done.

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# **Evaluation of Bootstraps As an Effective Strategy for Sustainable Agriculture**

## **INTRODUCTION**

The Bootstraps Program was developed during 1989-90 in response to requests for assistance in dealing with farm crisis related issues. Ranchers in Todd and Mellette Counties were concerned about the future of their operations and community. To address the concerns, local conservation and extension staff developed the series of programs that became known as Bootstraps. The program was built around the premise that a sustainable operation results when good resource conservation practices are followed. Families who participate in the program make a two-year commitment. The first they learn about farm/ranch management from four prospective – family, livestock and crop production, finances and natural resources. During the second, they use the knowledge gained to develop a holistic, sustainable management plan for their operation.

The Bootstraps pilot group, Group I, consisting of Todd/Mellette County farm/ranch families was formed during 1990. Based on the experiences of the group the program was refined and conducted for a second group of 18 Todd/Mellette County families before taking it a wider audience. Since its inception, approximately 350 farm/ranch families who manage over 1.5 million acres have participated in the program.

To determine the long-term effectiveness of Bootstraps as an effective strategy for sustainable agriculture and provide a basis for continued natural resource conservation based assistance to the rural community, a follow-up study of Group I and II participants was conducted during the summer of 2000. The survey attempted to determine:

- how the group members thought participation in the program had effected the way they manage their operation and
- based on their experiences using the skills acquired through the program, what they thought was needed to expand or reinforce their knowledge base.

## **Survey Method**

Families from the first two Bootstraps groups were selected as the study population. The groups were selected by the program steering committee and a select group of natural resource professionals, as it was felt their experiences would most be representative of the long-term changes brought about because of program participation.

Thirty-seven Todd and Mellette County farm/ranch families that made up the first two Bootstraps groups participated in the survey. The total was made up of 21 of the 24 Group I families and 18 of the 19 from Group II. Because multiple family operations

were involved in the program, 40 of the 42 families were represented. The remaining families were not available to participate because of deaths or relocation out of state.

A six-part survey instrument, Appendix I, was developed to gather information needed to determine and assess:

- implementation level of management plans developed during the program,
- use of monitoring and records to track and evaluate plan success, and
- programs needed to provide ongoing assistance to maintain, reinforce and expand the skills learned through the program.

The survey instrument was administered by a contractor who encouraged free discussion of experiences during and since participation in the program. The contractor was able to visit range units while completing the survey with many of the survey participants.

## **Survey Results and Discussion**

### **Inventories and Plan of Operations**

The initial meetings for Group I were started in the fall of 1990. Their ranch resource inventories were completed by October 1991. This provided the opportunity to start developing their individual ranch plan of operations that fall. During the first two years, 50% of the nineteen Mellette County operators developed a long term Plan of Operations. During the past seven years, over 90 percent of the 18 Todd County operators developed and completed plans. Operators in both counties are continuing to maintain and up-date their plans, by periodically adding and implementing new ideas and conservation practices.

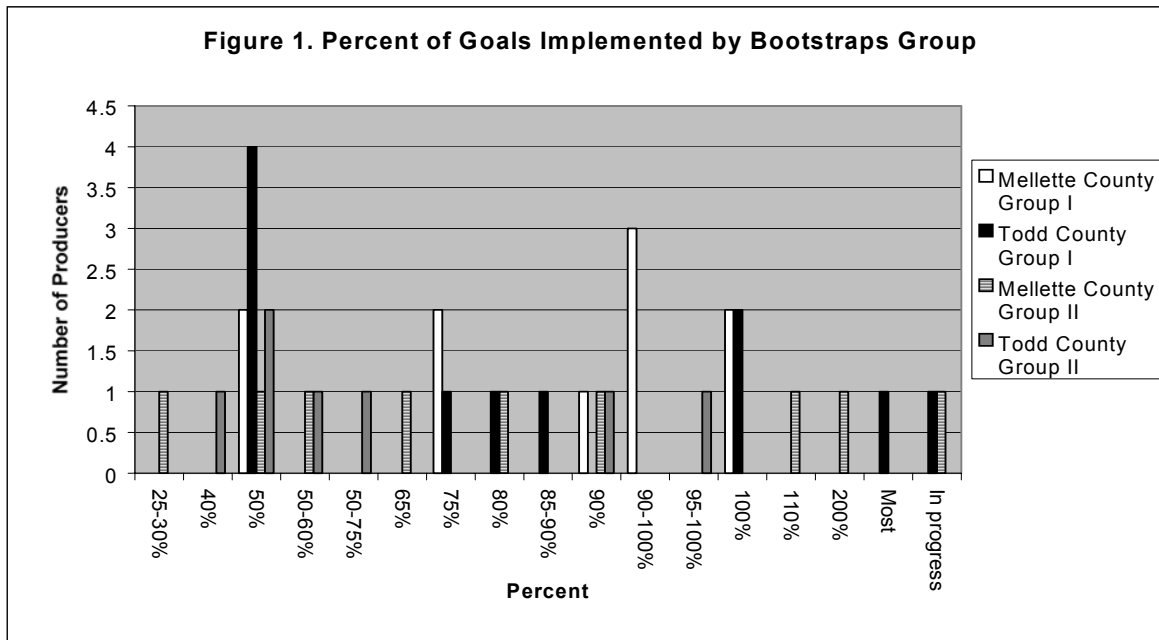
Group II held its' initial meetings in the fall of 1992. They completed their resource inventories during fall of 1993. Their plans of operation were started in 1993. Approximately 80 percent were completed in Mellette County and 50 percent in Todd County. The twenty percent of the program participants from Mellette County and 50 percent from Todd County with plans still needing completion are working on them.

As members of each group began implementing their plan of operations, the learning curve began to get rather steep. They better understood the importance of the classroom training sessions. Several operators mentioned that they had to begin with the basics of natural resource management, then learn how the conservation systems are properly applied, used and maintained. Others mentioned how they had to learn to add new components, such as weed control and then evaluate the actual results.

The addition of range resource monitoring in the years following their initial range resource inventory was mentioned as a positive by approximately 60 percent of the operators. It gave them an important tool to use for evaluating the changes made to their grazing systems, and other parts of the operation.

## Implementation of Goals (Plan)

The percent of goals implemented for Group I varied from 50 to 100 percent for both Mellette and Todd County program participants. Group II experienced a range of 25 to 200 percent for Mellette County and 40 to 100 percent for Todd County. Percent goal implementation by group is shown in figure 1.



One of the questions asked in the program review questionnaire was, “Were your goals on target and achievable?” The answers to this question varied from, “What a challenge”, to “We were right on target.” About 50 percent of the program participants reported that the goal setting process started with their first meeting and is still an active process. The process helped “**drive home**” the need to involve all of the decision-makers in the operation.

By listing their long term goals for the ranch and family program participants learned to:

1. Prepare for the unexpected.
2. Improve family communications.
3. Accept the need to change their operation.
4. Implement estate planning.
5. Add new goals when necessary.
6. Provide for, or include the next generation.
7. Be able to accept change.
8. Not over extend to accomplish ones goals.
9. Evaluate progress.

These and other comments on goal setting showed the value of the process had been realized by group members. It appeared that it also helped stimulate the desire to learn more and aided in the realization that learning is a life-long process.]

## **Operational Changes Implemented Because of Program Participation**

The program participants implemented several different conservation systems and/or operational changes because of their participation in Bootstraps. Their comments and experiences are listed by practice implemented.

### **Rotational Grazing Systems**

Benefits gained from rotational grazing that were cited by Bootstraps participants are listed below.

1. Our grass is improving, by increasing in amount and in the number of plants.
2. We have been able to extend our grazing season by one month and incorporate some summer use of our winter pastures.
3. Cow numbers have been increased due to the improvement of our range conditions and production.
4. We now move cattle more often, some in smaller herds, others in larger herds.
5. Our system has helped control weeds and decrease prairie dog numbers.
6. The system has helped us learn more about:
  - a. Grass management ,
  - b. The need for adequate water,
  - c. Timely movement of livestock, and
  - d. How to recognize what is happening through range monitoring and fecal sampling.

Program participants cited several concerns that had to be addressed when planning to implement rotational grazing systems.

1. How do you make a planned grazing system work – plan for perennial weed control and have the proper rotation sequence?
2. How do you separate pastures into suitable sized units, with dependable water in each pasture?
3. What is the cost of fencing?
4. How does one deal with the perennial chance of losing grazing permits and rented units?

### **Cross Fencing**

Operators who had constructed cross fences felt they realized the following benefits from cross fencing pastures.

1. Cross fencing helped us implement our grazing plan.
2. Now we can control the timely use of our riparian areas.
3. We switched to fiberglass posts on our electric fences to eliminate damage done by antelope.

### **Livestock Management**

Many participants changed their basic operations to make better use of the natural, financial and labor resources available. Changes include:

1. Using embryo transplants.
2. Backgrounding calves.
3. Switching to fall calving cows.
4. Shortening calving season to 60 days.
5. Buying an electronic scale.
6. Retaining ownership.
7. Wintering cows in Nebraska on irrigated corn stalks.
8. Sold cows and winter neighbors cows on contract.
9. Switched breeds on our cowherd.

Other changes reported and the positive outcomes cited include:

1. Moving calving dates back to take advantage of the warmer season. Now calve out 79% of the cows in 3 weeks and calf weights are increasing.
2. Grazing season has been lengthened by using winter pastures during the summer.
3. We delay spring use now to allow for grass to get a good start prior to grazing.

### **Water Development**

The need for adequate livestock water became apparent as the planned grazing systems were implemented. As a result, many producers constructed new dams, dugouts, wells, pipelines, or developed springs. The construction of the Mini Wiconi rural water system is helping provide adequate water for several grazing systems. Several operators have installed new water taps around existing wells and ponds to allow for more use of existing stock water sources.

### **Grass Seedings and Management**

One program participant seeded 300 acres of cropland to native grass. Another seeded all of his cropland to grass. Management changes implemented to improve carrying capacity of pastures include:

1. Many operators are fencing out tame grass pastures to allow individual management of the cool and warm season grasses.
2. Additional animal unit months (AUMs) have been gained through increased knowledge about grass growth characteristics and how to flash graze winter

pastures during the summer months without reducing winter pasture carrying capacity.

### **Farming**

Several program participants changed cropping practices because of the program.

1. One operator ran a cost comparison on irrigated corn versus irrigated alfalfa to determine which crop is the most economical.
2. Others operators have quit haying their home unit and obtain hay by putting up neighbors hay on shares.
3. One program participant stopped row cropping and went back to small grain and fertilization of his tame grasses.

### **Family Involvement**

Several program participants now hold monthly family business meetings. Others have completed estate planning after learning about their actual tax obligation without having a plan in place. Increased family involvement has also lead to developing plans for bringing the next generation into the operation.

### **Tree Plantings**

Tree plantings have been added to some of the plans of operation. One planting was for blowout erosion control; several were for farmstead protection. Wildlife habitat plantings were frequently completed to support the hunting enterprises added to the operation to generate additional income.

### **Hunting Enterprises**

Several Bootstraps Program participants have set-up or are planning to set-up grouse, turkey, pheasant, and/or deer hunting enterprises. One operator has set up a pheasant rearing business. The enterprise sells birds to other hunting operations in South Dakota and a preserve in Minnesota. Plans have been developed to provide additional wildlife habitat on five of the ranches by planting trees and food plots, and using riparian zones more for wildlife. Limiting livestock use of riparian areas by many operators is also providing additional wildlife habitat.

### **Record Keeping**

The majority of the program participants interviewed are now using a computerized ranch record system. They are finding that accurate, timely records make it much easier to work with their banker and help them make better decisions when they are considering enterprise changes for the ranch.

## **Other Program Developments**

Three program participants added totally new alternative enterprises to their operation to provide additional income.

1. A rancher's wife set up a natural jelly operation using locally harvested fruit.
2. One operator sold his cows and now markets his hay by wintering neighbor's cattle on contract.
3. Another operator purchased pasture aeration equipment and provides a custom service.

## **Monitoring**

### **Value of Monitoring**

All program participants interviewed implemented one or more forms of range monitoring. These include range transects, photo points, and plot clippings on most of the ranches. One producer had four sites on his ranch; a second had two. The remaining 35 had one site each. All of the monitoring sites were visited at least two different years with one site being visited six consecutive years. Two of the operators helped with the monitoring each time the site was checked. Natural Resource Conservation Service staff monitored the other 35.

During the follow-up interviews it was determined that once the program participants had the opportunity to see what monitoring was all about and its value in evaluating the ranches' grass improvements, they were interested in its continued use. One rancher stated that "It was the first time he had ever seen a method to measure his grass growth."

### **Range Condition Change Attributed to Program Participation**

Resources inventories completed prior to development of management plans found

- nine units in fair condition,
- four units in good condition, and
- The remaining 24 units in high fair to low good.

Monitoring visits to the units during 2000 found a change of approximately one range class over most of the 37 operations involved in the Bootstraps Program. Two of the units were in excellent condition. Only four units remained in high fair condition. The improvement represents an approximate improvement of 25%, in the range condition on the participants' ranches, over the past seven to nine years.

The majority of the participants wanted to be able to monitor improved range condition into the future. Three operators have set a goal of improving their range condition to excellent.

## **Miscellaneous**

### **Records**

Twenty-nine of the 37 participants are using computers for their ranch records. This is an increase of about 20 participants who switched from using hand written records seven to nine years ago.

Most records are being kept for tax purposes and bank requirements. Several different software programs are being used with Quicken being the most popular. Several individuals are looking into using other programs such as Quickbooks Pro and/or developing one of their own programs.

Keeping operation enterprise records has not become a common practice. Some program participants have tried, but backed away for one reason or another. The lack of a suitable program has kept others from pursuing implementing the practice. The most common enterprise being separated out when the practice is used is livestock. This is possibly due to the numerous programs that are available through various universities, breed associations, and private sources. The next most common enterprise being tracked is feed (hay etc.).

Another enterprise that will be tracked in the future is the pheasant related projects (hunting and rearing) that some of the participants are getting into. The South Dakota Department of State Game Fish and Parks and bankers are requiring records for the enterprise.

Whatever the reason for operators to get into enterprise record keeping, it appears use of the practice will increase as more operators enter into specialized ranch enterprises and have the basic need to know what each enterprise is doing for them.

### **Training Needs**

The question “What do you need additional training in?” yielded responses that fall into five basic categories.

1. monitoring,
2. grazing systems,
3. research,
4. livestock, and
5. other.

The effect that Bootstraps has had on stimulating the drive for life long learning was very evident in the answer to this question.

## **Range Monitoring**

Most program participants wanted to continue some form of monitoring. To do so they felt they needed more hands on training in several skills such as, plant identification, forage clipping, and establishing photopoints. They indicated that the use of field workshops would help get them to the point where they could conduct and complete the monitoring themselves.

Expansion of monitoring was also mentioned as a need. Several program participants indicated that the addition of range exclosures (cages) would help them better understand their range resource and help manage it better.

## **Grazing Systems**

This practice was the management alternative most often listed in management plans developed, tried and used by program participants. It was also the practice most often mentioned as an area where help is needed. The most frequently type of help mentioned as needed was **ONE-ON-ONE ASSISTANCE** on their ranch.

Two of the operators were very explicit on this item. They said, “ I need help here at home not in the government office.”

The most often mentioned grazing system training needs mentioned were:

1. Access to new information as it became available.
2. Actual help in evaluating what is occurring after a grazing system has been used for several years.
3. How to make economic comparison of various systems.

## **Research**

Several participants eagerly offered suggestions about research needs. Their need to keep up with the rapid changes in agriculture was very evident. Areas mentioned where program participants interviewed included:

1. More information on beef grading systems and how they effect the ranch.
2. Electronic Fencing.
3. Real values of the various range improvements.
4. New types of range monitoring.
5. New crop information.
6. Measuring cow feeding efficiency.

## **Livestock**

Most of the program participants were very well backgrounded in livestock management. However, several items were listed about when or how they felt they could improve their respective operations. These included:

1. How does beef quality affect the ranches' sale value?
2. Having the latest info on vaccinating and vet medicine.
3. Nutritional needs of cattle on grass, hay, and the feedlot.
4. Retained ownership.
5. Backgrounding.
6. C sectioning a cow.
7. New preventive medicines.
8. Costs and values of contracting winter feed.
9. Proper use and need for an electronic scale.
10. Info on marketing and selection of sires and replacement heifers.
11. How to contract feed for a profit.

### **Other**

This item was included in the survey as a “catch– all” but became one of the most important in identifying training needs. Many of the suggestions for additional training get down to, how to keep their ranch and families viable units. Responses given included:

1. Family communications. How do they do it and keep it going?
2. How to give credit to the woman's contribution to the ranch operation.
3. Equipment management. How to keep it going?
4. Computer Training
5. Noxious weed control.
6. Time management.
7. How to utilize help that is already available.
8. Developing an enterprise record keeping system.
9. Principals of business management.
10. Decision-making.
11. How to understand and protect ground water.
12. Latest laws affecting ranching.
13. How to encourage the next generation to get involved.
14. Goal setting. Starting with a mission statement.
15. Working closer with local governments.
16. How to analyze records.
17. Raising pheasants for profit.
18. Wildlife and tree plantings.
19. Tours to fellow participant's ranches.
20. Demonstrations on how to properly seed grasses.
21. What cost share programs are currently available.
22. Working with Mini Wiconi.

## **Agriculture Public Relations**

Several of the participants felt that they are “hanging out” there all alone, and that the public is not aware of agriculture’s current dilemma. Survey participants provided forty-one ideas on how the situation may be improved by informing the public about agriculture’s contribution to society. Some of these ideas offered are listed below by the target group they felt should receive the information.

Educate children by:

1. Having ranch tours.
2. Mobilizing FFA again.
3. Providing 4-H and FFA to all kids.
4. Observing Mother Earth week.
5. Teaching about the prairie ecosystem rather than the rainforests in South America.
6. Encouraging use of “Ag in the Classroom”.
7. Educating school boards on agricultural issues.
8. Distributing conservation magazines to schools.
9. Holding ag workshops for teachers.
10. Making ranching videos available to teachers.
11. Setting up livestock petting zoos.

Educate adults by:

1. Exchanging jobs for a day.
2. Inviting city people to your branding and explain what is really going on.
3. Setting up a county chamber of commerce.
4. Joining civic and sportsman’s clubs.
5. Holding meetings on how to learn to live with nature.
6. Holding legislative and teacher workshops on agriculture.
7. Inviting non-ag people to the tours and workshops.

Educate hunters by:

1. Using walk-in programs to foster good relations with hunters.
2. Using hunting operation as an opportunity to inform hunters of ag’s situation.

Educate yourself and other farmers and ranchers by:

1. Keeping yourself up-to-date on current trends.
2. Becoming proactive in promoting agriculture in a positive way whenever the opportunity occurs.

## **Alumni Bootstraps Group**

When asked should an alumni Bootstraps group be encouraged and maintained, 31 of the 37

participants responded positively. The reasons given for maintaining such a group were:

1. Past members could be mentors for any new groups that get started.
2. Help keep people informed.
3. Promote life-long learning.

Eleven of the 37 program participants interviewed had attended Bootstraps and Beyond sessions held during the winter of 1999 and 2000. When asked what they got out of the meetings they said; “they were excellent meetings that helped stimulate your thinking. They were excellent for the younger generation.” Most of the participants interviewed said that they would consider attending about two meetings a year. Others recommended holding joint meetings with the Western Dakota Bootstraps Group.

## **Recommended Program Changes**

Three questions were asked to determine changes that should be made to the Bootstraps Program. The questions and responses are shown below.

1. Should the Bootstraps Program continue?

Yes-36  
No-1

2. Do you want to remain on the Bootstraps mailing list?

Yes-32  
No-5

Two of the five participants who responded no had moved out of the area.

3. What suggestions do you have to change and/or improve the Program?

Fifty suggestions were given. Fifteen were recommendations that the program content and implementation structure be maintained as originally installed.

The remaining comments covered numerous items. A partial list of comments appears below.

1. Give a college credit to those completing the program.
2. Keep it grass roots and ask the new participants what they would like included in the program.
3. Develop a calendar of events early, then advertise and get mailings out early.
4. Start with smaller groups in the participating counties, then possibly bring them together later.
5. Utilize the last format used in Bootstraps and Beyond. It had a natural progression system to it.

6. Develop a course in profit management. Include in that course raising your own replacements and cattle sharing agreements. Also, include how to set up a budget, enterprise analysis, marketing and setting up a marketing club and the legal aspects of a lease.
7. Start with a basic ranch management type meeting then eventually progress into the resource management phase. One idea is using the Bar 13 exercise, which is a hypothetical ranch. Then once they have completed their plan they could do a comparison with the original Bar 13 exercise. This would be to acquaint them with resource management plans.
8. Set up a study guide to tie all of the parts together and pick the final goal of the program.
9. Possibly, use the Internet and E-mail to keep participants better informed and also help reduce the number of meetings.
10. Develop a procedure to measure the level of confidence building that is occurring within the groups.
11. Reinforce the procedure on goal setting, its values, and how to make the best use of it.
12. Explain how the various government agencies work and cooperate together and the jargon used on BIA and TLE leases.
13. Develop an easier to use monitoring system that is accepted by all of the cooperating agencies.
14. Provide hands on training and eventually one on one assistance on the ranch.
15. Eliminate the canned speeches.
16. Expand the Bar 13 exercise on to a computer program, so participants could play “what if” with it.
17. See if anyone outside of agriculture is interested in the program. This may help get those who usually do not want to attend the meetings to come.
18. Evaluate the fee level to join Bootstraps to see if it is creating a hindrance or not. (Too high or too low?).
19. Continue the bus tours to other states promoting proper resource management and consider inviting non-agriculture people to go along.
20. Provide babysitters for the young participants who need them.

## **Summary and Conclusions**

All participants interviewed were supportive of the purpose for the follow up visit. They willingly expressed their opinions and provided facts about the program as it had affected them. During some of the visits there was an opportunity to go over part of the participants units to discuss range conditions, grass utilization, monitoring results, planned grazing system plans and implementation procedures.

The changes in range condition from fair and good to fair, good, good+, and excellent is a positive outcome. The improvement is approximately one condition class. The improvement in range condition helped support several of the participant’s goals. It may

also help give them reason to continue applying and maintaining the various conservation practices they installed.

The progress that many of the participants had made over the past seven to nine years was of special interest. As the interviews were completed, each person or family had their own story to tell. Some had gained many things while others gained maybe one or two. Regardless of the amount or number of goals established and achieved, each was very important and precious to the respective individuals and families.

With regard to the basic structure of the original Bootstraps Program, it became apparent that the original intent was accomplished with Group I and II in Todd and Mellette Counties. The goal of life long learning; using the four pillars: family, finance, conservation, and production was attained.

As the participants related the most important thing or information gained from Bootstraps, it was very evident how important and valuable the program was to each of them. Some of the most revealing statements made during this part of the interview include:

1. Record keeping is not such a tough chore now.
2. I was able to find a partnership ranch operation through the SD AG link program. This I learned about through Bootstraps.
3. We immediately started family estate planning, after learning about estate and tax laws at a Bootstraps meeting.
4. I learned where and how to go get help when I needed it. I am no longer intimidated when I go into a government office.
5. The resource inventory helped us solidify where we were going. We began to proceed with confidence.
6. We improved our family communications, which resulted in smoother day to day operations and more open-minded decision making.
7. We learned that other ranchers had some of the same problems, and we were more willing to talk about ours.
8. Decision making based on solid factual records is much easier now than when we used to guess.
9. We became a team in managing our ranch. (This comment came from spouses and brothers.)
10. We developed the courage to make major decisions about ranch enterprise changes after learning about the several business management items.
11. Traditions no longer control our decision making process.
12. Family time is now a goaled item, such as plans for the future, expressing our individual goals, taking vacations, and day to day concerns for each other.
13. My success in Bootstraps is mainly due to the one-on-one assistance I received on my ranch from the numerous resource agencies working with the Bootstraps group.

During the interviews it became clear, which program segments the participants valued the most. The main items mentioned were:

1. One-on-one assistance. This probably came up most often.
2. Presentations. "Presenters were genuine. We could trust them and they cared about our family and operation."
3. Monitoring. "I finally learned how to measure my grass resource."
4. Grazing systems. "I now run more cattle and have more grass at the end of the year. It works as planned."
5. Goals and records. "Now I know where I am going and why."

One of the major outcomes of the program is that it stimulated many of the participants to continue learning. This and the overall support for the program by the participants interviewed indicates that the program mission was accomplished.

## Appendix I

2000 BOOTSTRAPS FOLLOW-UP REVIEW

A. BOOSTRAPPS AND DATA PROGRESS

1. When did you participate in an organized Bootstraps group?
  
2. Please check off what you completed, and next to it when you completed it.
  - a. Basic beginning info. Meetings. \_\_\_\_\_ When:
  
  - b. Resource Inventory. \_\_\_\_\_ When:
  
  - c. Ranch Plan of Operations. \_\_\_\_\_ When:
  
  - d. Implement the components of the plan of operations. \_\_\_\_\_  
When:
  
  - e. Evaluate the results of implementation. \_\_\_\_\_ When:
  
  - f. Change and or make any corrections in the implemented plan.  
\_\_\_\_\_ When:

B. GOALS AND ACTIONS TO COMPLETE THEM.

1. What percent of your goals have been implemented?
  
2. Were the goals on target and achievable?

### C. BOOTSTRAPS PROGRAM ACCOMPLISHMENTS

1. Action started?
  
2. Action completed?
  
3. Results? Did they work?
  
4. Problems?

### D. MONITORING

1. Have you implemented any for of range monitoring?
2. If so, what?
  - a. Photopoints \_\_\_\_\_
  - b. Range exclosures \_\_\_\_\_
  - c. Range transects and clipping \_\_\_\_\_
  - d. Other \_\_\_\_\_
3. Do you do your own monitoring?

4. What were your results?
  - a. Original range condition
  
  - b. Current range condition
  
  - c. Expected range condition (goal)

E. MISCELLANEOUS

1. Records. What kinds are kept?
  - a. Business \_\_\_\_\_
  
  - b. Livestock \_\_\_\_\_
  
  - c. Basic enterprise system \_\_\_\_\_
  
  - d. Other \_\_\_\_\_

2. Training Needs

a. Monitoring \_\_\_\_\_

b. Grazing \_\_\_\_\_

c. Research \_\_\_\_\_

d. Livestock \_\_\_\_\_

e. Other uses \_\_\_\_\_

3. Agriculture Public Relations

a. Informing public on agriculture's contribution etc.

b. Training

1. Youth on resource management, etc.
2. Adults on resource management, etc.

c. Membership in various organizations

d. Other

3. Alumni Bootstraps groups

- a. Are they needed?
- b. Have you participated in the most recent Bootstraps meetings?

F. REMMENDED CHANGES IN THE PROGRAM

1. Should Bootstraps continue?
2. Would you like to still be included in Bootstraps meetings and mailings?
3. Any suggestion?