farm to plate INVESTMENT PROGRAM

Prepared by the Vermont Sustainable Jobs Fund

Strategic Plan
Network
Vermont Food System Atlas

Vermont Sustainable Jobs Fund
Accelerating the Development of Vermont's Green Economy

VERMONT
AGENCY OF AGRICULTURE, FOODS & MARKETS

ANNUAL REPORT
2012

Farm to Plate: Year Two

January 17, 2013

To: Governor Peter Shumlin and Members of the Vermont General Assembly

From: Vermont Sustainable Jobs Fund and the Farm to Plate Steering Committee

Across Vermont's food system, businesses are starting, expanding, and creating good jobs. Local food is available in new outlets and in greater supply, for more months of the year. Important programs are reaching more food insecure Vermonters with fresh, healthy food. Capital providers like VEDA, Yankee Farm Credit, and VSJF's Flexible Capital Fund are funding a more diverse group of farms and value added food producers. More schools have initiated or expanded farm to school programs. New restaurants have opened and the 'rock star' status of local chefs and award winning artisan cheeses is driving more consumer demand for all things local. New infrastructure, such as the Mad River Food Hub and the Vermont Food Venture Center, has come on-line and is serving dozens of farms and specialty food producers. The meat processing industry has increased its capacity and is now concerned that the supply of animals won't keep up with growing consumer demand. Hospitals such as Fletcher Allen Health Care and food service companies such as Sodexo are sourcing greater volumes and varieties of locally produced food than ever before. All over the state, local food sales—and opportunities to sell into larger regional markets—are growing and have sparked renewed hope in a bright future for our working landscape. **Truly, it's hard to communicate just how incredible a year 2012 has been for Vermont's food system.**

The Vermont Legislature identified 3 primary goals for the **Farm to Plate Investment Program** in 2009:

- Increase economic development in Vermont's food and farm sector
- Create jobs in the food and farm economy
- Improve access to healthy local foods

In order to ensure that the 25 goals of the Farm to Plate Strategic Plan are implemented, the Vermont Sustainable Jobs Fund (VSJF) launched the **Farm to Plate Network** in the fall of 2011. Over 200 organizations, including food system businesses, nonprofits, government agencies, educational institutions, capital providers and community groups make up this diverse, self-governing Network. **Six Working Groups** have met for over a year, including: Dairy Development; Technical Assistance for Producers and Processors; Education and Workforce Development; Farmland Access and Stewardship; Consumer Education and Marketing; and Aggregation and Distribution. The Network also supports four **Cross-Cutting Teams**, including Food Access, Financing, Energy, and Soil and Water, as well as a growing number of **Task Forces** such as Meat Processing, Farm to Institution, and Dairy Professional Development.

"The Farm to Plate Network is a new way of working together. We are making a bigger impact collectively than our businesses and organizations can make alone."

-Jill Arace, Co-chair, Farmland Access & Stewardship Working Group

VSJF serves as 'Network Coordinator,' providing overall administrative support for the Network, raising funds for Network led projects, and providing the necessary communication tools and trainings so it can to thrive. The Farm to Plate Network Steering Committee, made up of elected Working Group Chairs, the Secretary of Agriculture, the Secretary of Commerce, a representative of the Vermont Food Funders Network, and a representative of the Vermont Agriculture and Forest Product Development Board, serves in a governance role and makes high-level decision, such as distributing mini-grants from the Farm to Plate Network Fund.

Last year's Farm to Plate report highlighted grant dollars that had been distributed to farms, food related businesses, and nonprofit support organizations, as well as the significant improvements that were made in the meat processing sector. **This year's report focuses on accomplishments made throughout Vermont's food system as well as the real progress made within the Farm to Plate Network.** With its coordinated approach to collective impact, the Network is helping everyone to work more efficiently and is breaking down silos across agencies and sectors.

Illustrating progress toward meeting the goals of the Farm to Plate Strategic Plan.

From new meat and value-added dairy processing facilities (page 6) to expanded agriculture education and workforce development programs (pages 12-13), Vermont continues to be a national leader in the local food movement. As Secretary Chuck Ross likes to point out, "there is no doubt that Vermont's community based food system is growing; production is diversifying and our value-added products are deepening our reputation for quality in the national and international market place."

More exciting developments are in store for 2013, like the launch of the **Vermont Food System Atlas** and business expansions that will result, in part, from Working Lands Enterprise Fund investments. What's eminently clear is that the Farm to Plate Initiative, thanks to the leadership and steadfast support of the Vermont Legislature and the Shumlin Administration, has made great strides in a very short period of time towards building a vibrant, sustainable food system for the 21st century.

Sincerely,

The Farm to Plate Network Steering Committee and Network Coordinators,

Chuck Ross, *Secretary of Agriculture, Food & Markets*

Lawrence Miller, *Secretary of Commerce & Community Development*

Len Bull, *Vermont Agriculture & Forest Product Development Board*

Stacy Burnstein, *Vermont Food Funders Network (Castanea Foundation)*

Jill Arace, *Co-Chair, Farmland Access & Stewardship Working Group, (Vermont Association of Conservation Districts)*

Ben Waterman, *Co-Chair, Farmland Access & Stewardship Working Group, (UVM Center for Sustainable Agriculture/UVM Extension)*

Cheryl King Fischer, *Co-Chair, Consumer Education & Marketing Working Group, (New England Environmental Grassroots Fund)*

Jacob Park, *Co-Chair, Consumer Education & Marketing Working Group, (Green Mountain College)*

Tara Kelly, *Chair, Aggregation & Distribution Working Group, (RAFFL—Rutland Area Farm and Food Link)*

Dan Smith, *Co-Chair, Education & Workforce Development Working Group, (Vermont State Colleges)*

Jonathan Kaplan, *Co-Chair, Education & Workforce Development Working Group, (Lyndon State College)*

Ela Chapin, *Chair, Technical Assistance to Producers & Processors Working Group, (Vermont Farm Viability Program)*

Jane Clifford, *Chair, Dairy Development Working Group, (Green Mountain Dairy Farmer Cooperative Federation)*

Ellen Kahler, *Executive Director, VSJF (facilitator, ex officio)*

Erica Campbell, *Farm to Plate Program Director, VSJF (ex officio)*

The Farm to Plate Network Completes a Busy Inaugural Year

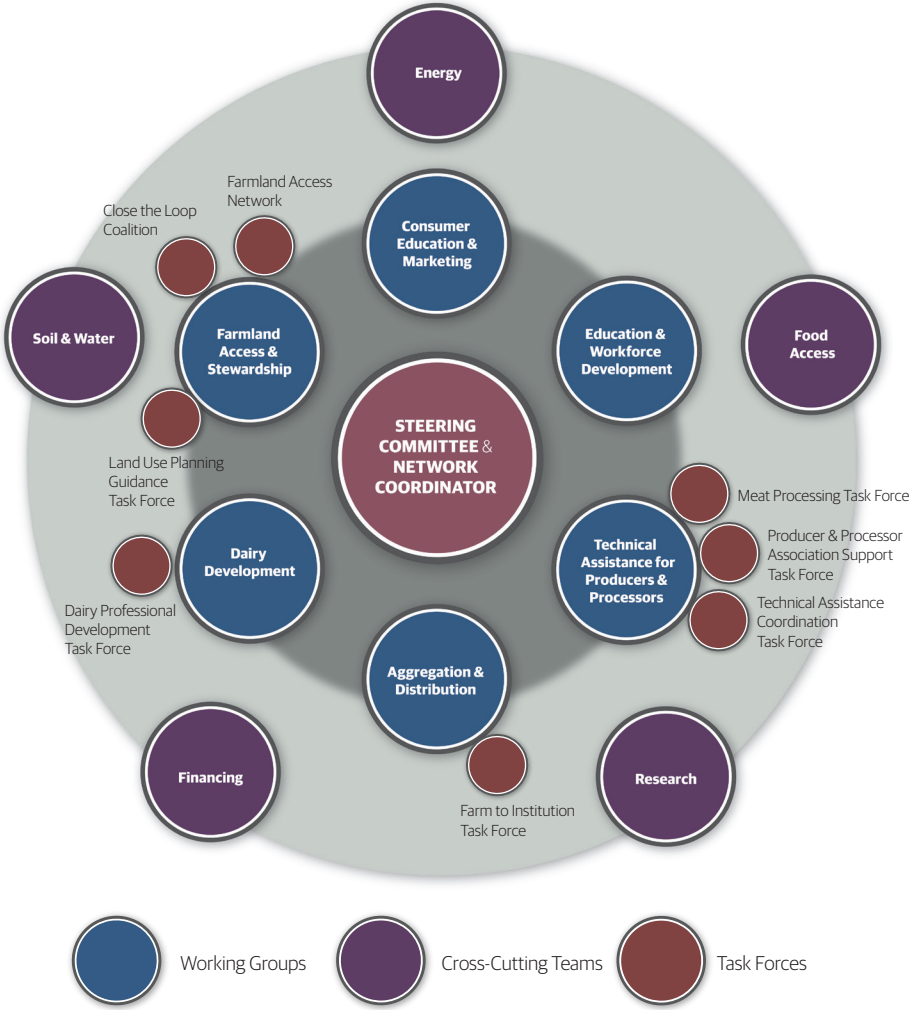
The Farm to Plate Initiative was designed to meet the five conditions of high impact social change initiatives:

- **Common agenda:** the F2P Strategic Plan articulates a shared vision and identifies ways to strengthen Vermont's food system over the next ten years.
- **Mutually reinforcing activities:** the F2P Network reflects and supports *existing* programs, projects, and organizations; and seeks to advance *new ideas* in a coordinated fashion.
- **Continuous communication:** the F2P Network and the Vermont Food System Atlas provide new opportunities for communication and collaboration.
- **Shared measurement:** The F2P Goals and measurements described in Chapter 2 link the analysis of the Plan with the actions and progress of the Network.
- **Backbone support:** VSJF provides logistical support to coordinate the F2P Network and maximize the collective impact of the F2P Strategic Plan, maintains the Vermont Food System Atlas, and publishes annual indicators of progress.

The collective impact framework is based on research and accumulated experiences that show that problems are best solved when businesses, nonprofits, government agencies, educational institutions, and others work together in a collaborative and coordinated way.

> *"Our Working Group has provided an opportunity for strategic coordination, relationship-building, and sharing best practices that has led to real action in the food system such as an increased focus on local meat processing and market development."*
>
> -Hans Estrin, UVM Extension, Aggregation & Distribution Working Group

Farm to Plate Network Diagram



Network members at the 2nd Annual Gathering, October 2012.

As you can read about on pages 6-13, dozens of food system accomplishments occurred in 2012. Many of these success stories are a direct result of efforts by members of the Network and link directly to reaching our shared F2P goals. To better gauge its impact, VSJF worked with a team of UVM researchers to survey Network member organizations. Out of 105 responses:

- 100% percent of network members said they are actively working on at least one goal from the Farm to Plate Strategic Plan
- Over 50% of Network members are working on F2P Goal 1 (increase local food consumption) and Goal 7 (increase local food production)
- Approximately 40% of member organizations are working on Goal 10 (increase food literacy) and Goal 2 (increase institutional consumption)
- Over 35% are working on Goal 15 (increase food access), Goal 5 (increase land access and conservation) and Goal 17 (increase food system jobs)
- Each goal had at least 20% of organizations actively working on them

Over three quarters of Network members said that the Network is helping them build new relationships and 80% said their existing relationships have been made stronger though participation in Network. Approximately three quarters of respondents also felt that the Network was helping advance their organization's goals.

Vermont Food System Atlas

Launching in March 2013, the new Vermont Food System Atlas will showcase stories, videos, job listings, news, events, resources, the F2P Strategic Plan, people, and organizations that are strengthening Vermont's food system.

Are Vermont's Food System Businesses Viable and Growing?

BY THE NUMBERS: JOBS IN THE FOOD SYSTEM

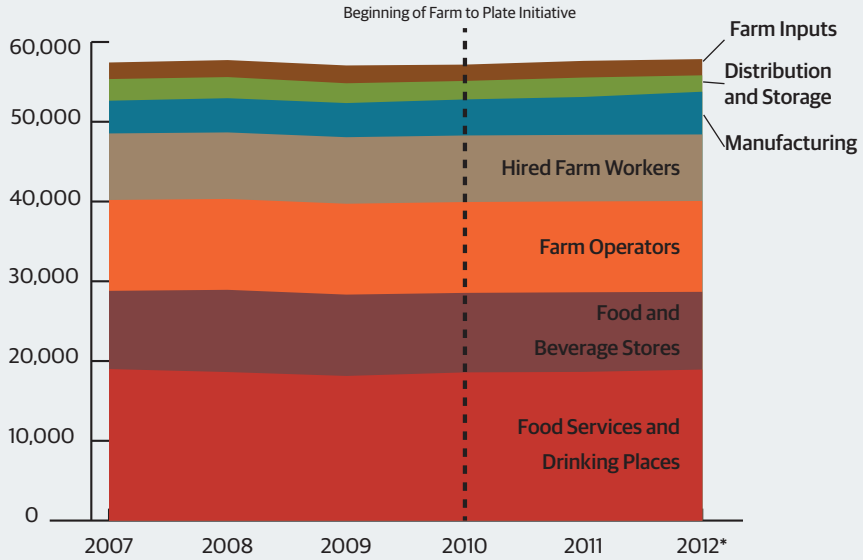
NET NEW JOBS
649

From 2007 (the last year of the Census of Agriculture) to the second quarter of 2012 (the latest available data from the Vermont Department of Labor) total food system jobs increased 1%, from 57,209 to 57,858, while total private sector jobs decreased 2.4% from 364,903 to 355,990. **During this time period, food system jobs increased from 15.7% of all private sector jobs to 16.25% of all private sector jobs.**

NET NEW BUSINESSES
298

From 2007 to the second quarter of 2012 total food system establishments increased 2.7%, from 11,157 to 11,455, while total private sector establishments decreased 1.9% from 86,242 to 84,592. **During this time period, food system establishments increased from 12.9% of all private sector establishments to 13.5% of all private sector establishments.**

Food System Total Employment



* Note: 2010 and 2011 numbers are annual averages; 2012 numbers are through 2nd Q only. Data sources: Vermont Department of Labor, USDA 2007 Census of Agriculture

Action in Vermont's Food System

GOAL 7: Increase Food Production and Sales

Goat milk supply increases: Vermont Butter & Cheese Creamery, with financial backing from three private foundations, has established Vermont's largest goat dairy (600-700 goats). The new dairy will supply additional goats milk for this rapidly growing company, as well as serve as a demonstration farm for other goat dairies to learn from.

Food hub sales growth: The **Intervale Food Hub**, in its 5th year of operation, provides distribution services to over 2 dozen farmers and reached $500,000 in sales in 2012—a 25% increase over 2011. The Intervale is building a new aggregation and storage facility, expanding its infrastructure, and has a goal of reaching $1.2 million in sales over the next five years.

GOAL 8: Increase Dairy Viability

Value-added dairy expansion: Green Mountain Organic Creamery opened its doors in Hinesburg in May and serves as the production facility for **Kimball Brook Farms'** organic milk, cream, and butter. **Commonwealth Dairy** will be investing an additional $12 million, and adding 34 jobs, while expanding its yogurt processing facility in Brattleboro. **Kingdom Creamery** of East Hardwick received a $300,000 grant from USDA in February to purchase additional equipment for its newly launched ice cream and yogurt product lines.

GOAL 11: Increase Processing Infrastructure

Incubator processing success: In its inaugural year the **Vermont Food Venture Center** served 21 processing clients, worked with 41 farms, and processed over 330,000 pounds of Vermont food products. The businesses using the Center have created or retained 27 jobs.

GOAL 11: Increase Processing Infrastructure

Meat processing expansion: Black River Produce is in the final phases of renovating the old Ben & Jerry's Peace Pop production facility in North Springfield into a certified meat processing space. The company is investing $1 million and plans on hiring 10 new employees by the end of 2013.

PHOTO CREDIT: Mark Curran

Black River Produce's new meat processing facility.

GOAL 12: Increase Distribution Infrastructure

Success in the Mad River Valley: The **Mad River Food Hub, L3C** processed over 70 tons of food and transported $350,000 worth of products on behalf of its 86 clients. The MRFH provides processing, meat co-processing, storage, distribution, consulting, business planning, and HACCP plan development services.

Six small food hubs (Intervale Food Hub, Green Mountain Farm Direct, Vermont Food Venture Center, Mad River Food Hub, Vermont Farm to Table, and Windham Farm and Food Network) supported the distribution needs of 257 small farms across Vermont.

Action in the Farm to Plate Network

GOAL 7: Increase Food Production and Sales

Scaling up the value added meat industry: The **Meat Processing Task Force** continues to play a strong role in devloping Vermont's meat industry, including the development of specific goals and metrics. With matching funds from the Farm to Plate Network Fund, Task Force members led by the VAAFM and NOFA Vermont were awarded a USDA Federal-State Marketing Improvement Grant for "Scaling Up New England's Value Added Meat Industry."

The goal of the project is to promote viability and profitability of the value-added meat industry in New England by focusing on market research, education through workshops and the first ever New England Meat Conference, the creation of a New England branded meat program, and exposure to innovation at the producer-processor nexus.

PHOTO CREDIT: Chelsea Bardot Lewis

Vermont delegation learnng about cured meats in Italy.

Available data shows major gains in food manufacturing employment (31% increase) & establishments (25% increase) in VT from '07 to '12.

Is Consumption of Local Food Increasing? Is Local Food More Accessible?

BY THE NUMBERS: FOOD ACCESS

250,000

pounds of high quality *local produce* were gleaned or donated, and this food was distributed to thousands of Vermonters through the charitable food system by the Vermont Food Bank and its partners.

3,950

students at 40 school community gardens learned how to grow fresh, healthy produce with the help of grants provided by the Vermont Community Garden Network.

38

of 58 Vermont Farmers' Market Association member markets have EBT machines, with **7** new sites added in 2012.

31%

of stores audited for the Healthy Retailers survey sold at least one kind of Vermont grown fruit or vegetable.

Action in Vermont's Food System

GOAL 1: Increase Local Consumption

Online markets increase: Yourfarmstand.org has expanded its hyper-local service to 20 sites that connect farmers directly to consumers through an innovative online ordering system and weekly pick up locations.

GOAL 2: Increase Institutional Consumption

Local food in hospitals: Ten hospitals and one nursing care facility in Vermont have signed the **Healthy Food in Healthcare Pledge** (administered by **Health Care Without Harm**) and have begun sourcing more local food in their cafeterias, providing on-site CSA drop-offs and farmers' markets for their employees, instituting on-site composting, and more. Fletcher Allen Health Care increased their local food purchases by 30% in 2012.

CSAs for state employees: The **State of Vermont Workplace CSA Program** provided community supported agriculture shares to Vermont state employees. The program, which piloted in Addison, Washington, and Windsor counties, connected 4 CSA farms with 40 state employees. The CSA shares were conveniently delivered to the workplace for participants. Employees are now enrolling in winter CSA shares, and the Program is preparing for a statewide launch in 2013.

GOAL 3: Decrease Food-Related Health Problems

Healthy food in small markets: The Vermont Department of Health's **Healthy Retailers Initiative** funded community coalitions to survey and work with consumers and retailers in order to increase access to and signage of healthy, local food products at smaller community stores.

GOAL 15: Increase Food Access

Local food to patients in need: Vermont Youth Conservation Corp has teamed up with Central Vermont Medical Center to develop the **Health Care Shares Program**, which offers fresh, local food to hospital patients in need.

Mobile produce market: Green Mountain Farm to School's mobile produce market **The Lunchbox** provided fresh, local food to food insecure residents throughout Northern Vermont.

Low income CSA: Post Oil Solutions in Windham County ran a **Neighborhood Market** (combination CSA and farmers' market) in a low income neighborhood in order to address local food access barriers such as price and transportation.

Action in the Farm to Plate Network

GOAL 2: Increase Institutional Consumption

Scaling up to sell to institutions: Members of the **Aggregation and Distribution Working Group** held a forum in November 2012 with Sodexo food service professionals with the intent of increasing the amount of local food being procured at Sodexo's 18 food service sites (serving 34,000 meals per day) around Vermont. The forum brought together producers and processors, distributors, technical assistance providers, and Sodexo staff and provided important information to producers and processors who are ready to sell to institutions. **A few highlights:**

- Garuka Bars (Montgomery Center) plans to work with a distributor for the first time
- Hartshorn Farm (Waitsfield) plans to scale up to institutional sales
- Valley Dream Farm (Cambridge) plans to sell produce in and around New York City

GOAL 10: Increase Food Literacy

Defining local: Most institutions do not currently track local food procurement, and the few that do use different definitions for the term "local." In order to compare apples to apples when trying to measure whether we're meeting Farm to Plate Goal 1, the **Aggregation and Distribution Working Group** will encourage institutions and distributors to adopt this standard definition and begin tracking and annually reporting local food procurement in a more systematic way.

GOAL 13: Increase Local Food Availability

Gauging the demand for local food at independent grocery stores: The **Independent Grocers Project Task Force** will assess the potential for more local food products being sold at independent grocery stores (including food coops and country stores) and will develop new consumer education and marketing support in collaboration with participating stores.

GOAL 15: Increase Food Access

Assessing food access: The **Food Access Cross-Cutting Team** is working with a UVM research team led by Dr. Linda Berlin to assess how well food access goals are integrated within various aspects of the food system.

The research team will conduct focus groups with people who are involved with implementing Vermont's Farm to Plate Strategic Plan, examining how they understand food insecurity and identify the myriad ways they are already addressing food security through their work. After synthesizing the results of this assessment, the team will work to improve coordination among various food access stakeholders.

Are We Building a Sustainable Food System for the 21st Century?

BY THE NUMBERS: CONSERVATION, LAND ACCESS, & WATER

270

farmers, identified in the Vermont Land Trust and UVM Extension's Land Access Database, are looking to purchase or lease land.

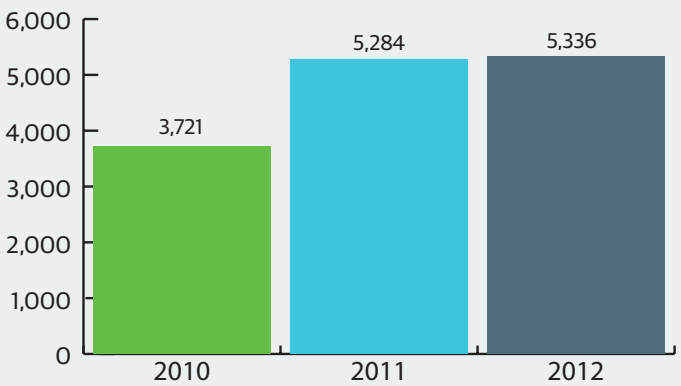
25%

of known farm seekers have business plans that would support gross sales of at least $100,000 a year.

25%

of listed imparied waters, or 18 of 71, are impaired due to agriculture.

Annual Farmland Acres Conserved, 2010-2012



Data sources: Vermont Housing and Conservation Board, Vermont Land Trust

Action in Vermont's Food System

GOAL 5: Increase Land in Agriculture

Conserving farmland: The **Vermont Housing and Conservation Board** and **Vermont Land Trust,** combined, conserved 27 farms, including 11 dairies, totaling 5,336 acres of farmland. Thirteen of these projects facilitated direct transfers to new owners.

Tools for finding farmland: University of Vermont Extension's **New Farmer Project** created the **Land Access Database** to help existing and aspiring farmers connect with landowners who have available farmland for sale or lease. UVM Extension also contributed to the creation of the **New England Farmland Finder**, which provides interested farmers in the New England region with information about available farmland that is for sale or lease.

GOAL 6: Decrease Environmental Impact

Reducing phosphorus loading: The **Natural Resources Conservation Service** has established 'edge of field' monitoring on a number of farms to determine which conservation cropping practices—soil aeration, no-till or reduced tillage, cover cropping, and grassed waterways—are most effective at reducing phosphorus loading into Lake Champlain. The results will be used to design more cost effective phosphorus reduction programs for agriculture.

Modeling climate change's effects on agriculture: With funding from a multi-year EPSCoR (Experimental Program to Stimulate Competitive Research) grant, the **University of Vermont** and a number of partnering organizations are exploring how climate change will effect natural and social systems that contribute to eutrophication in Lake Champlain using sophisticated modeling programs. The research will be used to identify the management strategies that are best suited for the state.

GOAL 22: Increase Efficiency and Renewables

Growing on-farm renewable energy: The **Grand Isle Farm Fresh Fuel** project, a partnership between 10 farms and landowners, UVM Extension, and VSJF, harvested 60 acres of sunflowers that will produce about 3,000 gallons of biodiesel and 18 tons of oilseed meal for livestock.

Sunflowers in Grand Isle grown for biodiesel production.

Action in the Farm to Plate Network

GOAL 5: Increase Land in Agriculture

Planning for agriculture: The **Land Use Planning Task Force** is developing a community resource guide that will help stimulate agricultural development and prevent farmland loss through model planning and zoning policies. The guide, which will include online modules and will be tested in 2-3 Chittenden County communities, will revive a popular addendum to the state Planning Manual called "Sustaining Agriculture."

GOAL 6: Decrease Environmental Impact

Building better soils for better water quality: The **Soils and Water Task Force** has brought together a diverse group of researchers and technical assistance providers to explore new ways to address water quality issues in Lake Champlain and manage the state's soils for long term productivity and sustainability.

GOAL 14: Improve Nutrient Management

Turning food scraps into a valuable resource: The **Close the Loop Coalition Task Force** is focused on coordinating educational opportunities and technical assistance amongst vital service providers, land use planners, and state and municipal officials to create the necessary capacity to meet Vermont's Act 148 organics diversion target of 100% by 2020.

GOAL 22: Increase Efficiency and Renewables

Addressing energy from the ground up: The **Energy Cross-Cutting Team** recently formed and will focus on bringing critical energy savings to Vermont's farmers, processors, manufacturers, and food retail outlets over the coming years. The group is a dynamic mix of engineering, efficiency, and renewable energy experts. Their first step will be to conduct a comprehesive analysis of energy use in the food system.

The Farm to Plate Investment Program could not continue without the generous support of our many funding partners including:

Claniel Foundation | Green Mountain Coffee Roasters | Henry P. Kendall Foundation
Jane's Trust | John Merck Fund | Vermont Agency of Agriculture, Food and Markets
Vermont Agency of Education | Vermont Agriculture Innovation Center
Vermont Community Foundation | Anonymous (1)

What Is Being Done To Support Vermont's Food System?

BY THE NUMBERS: ACCESS TO CAPITAL & TECH. ASSISTANCE

$2.4 million

was raised and made available to **225** farms through the Vermont Farm Disaster Relief Fund.

$1.17 million

was appropriated by the Governor and Vermont Legislature to the newly created **Working Lands Enterprise Fund.**

48

farms were provided with advanced business planning by the Vermont Farm Viability Program

Action in Vermont's Food System

GOAL 1: Increase Local Consumption

Promoting Ag and Culinary Tourism: In order to better coordinate and promote the growing interest in farm and food related tourism, the Vermont Agriculture and Culinary Tourism Council (VTACT) was formed in 2009 with representatives from the Vermont Fresh Network, VAAFM, industry organizations, UVM, NECI, Shelburne Farms, and the Vermont Department of Tourism and Marketing. VTACT members worked together to create *Dig In Vermont* (www.diginvt.com), a state of the art website for exploring and creating "trails" (e.g., Vermont Beer and Cheese Pairing Trail) that map end user experiences.

GOAL 16: Increase Educational Opportunities

Supporting farm to school: the statewide **Farm to School Network** continues to advance farm to school initiatives and was recently awarded a $100,000 USDA grant for new farm to school activities.

An abundance of healthy food at school.

PHOTO CREDIT: Faye Conte

National Farm to Cafeteria Conference: Vermont Food Education Every Day (VT-FEED) hosted the national Farm to Cafeteria conference which was attended by 800 in Burlington this past August. This annual gathering provides educational and training opportunities for farm to school practitioners throughout the U.S.

GOAL 19: Increase Business Planning and Technical Assistance

Developing food systems businesses: The **Vermont Agriculture Development Program** provided in-depth support to 8 value-added food businesses and helped improve the growth and overall management of six in 2012. Participating businesses in the program included meat processors, a co-packer, and value-added food manufacturers.

Food safety: Ten new growers developed food safety GAP plans, 14 farms received state funding for GAP related improvements, and the **Vermont Food Safety Task Force** held a 3-day Meat HACCP workshop (30 attendees) and held food safety trainings for food processors (98 participants).

PHOTO CREDIT: Farmers to You

GOAL 20: Increase Access to Capital

Bridging funding gaps for business expansion: The **VSJF Flexible Capital Fund** invested in Farmers to You and Vermont Smoke and Cure in 2012. This new royalty financing investment vehicle provided long-term working capital to help these businesses expand.

Farmers to You staff.

Working Lands Enterprise Fund established: With the passage of the Working Lands Enterprise bill in 2012, $980,000 in grant funding will be made available to farm, food, forest and forest products related businesses as well as technical assistance providers who support these businesses.

GOAL 21: Leverage Financial Resources

Coordinating food system funding: The **Vermont Food Funders Network**, made up of 10 private foundations, hired a coordinator to maximize their collective funding in Vermont's food system.

> *"As a funder, the Farm to Plate Strategic Plan has helped provide a blueprint for our philanthropic dollars and the Network is helping us further identify high priority areas to invest in."*
>
> -Stacy Burnstein, Vermont Food Funders Network

Action in the Farm to Plate Network

GOAL 8: Increase Dairy Viability

Dairy professional development resource guidebook: The **Dairy Development Working Group** is developing a comprehensive dairy resource guidebook that will provide a matrix of professional development and technical assistance opportunities. The guidebook will be paired with outreach to dairy farmers in order to improve program participation rates.

GOAL 17: Increase Food System Jobs and Establishments

Workforce needs assessment: The **Education and Workforce Development Working Group** retained two researchers who conducted a comprehensive food system workforce needs assessment in order to gauge the evolving needs of Vermont's food system businesses.

The assessment also provides an analysis of existing food system educational offerings in the state compared to employers' stated needs and identifies the need for clearer career pathways into jobs in the food system. The results of this research will be reported at a Summit, co-sponsored by the Working Group and Vermont Technical College, on January 15, 2013 and its recommendations will serve as the focus for action in the year ahead.

GOAL 19: Increase Business Planning and Technical Assistance

Producer and processor association support: The **Technical Assistance for Producers and Processors Working Group** is assessing the needs and capacity of producer and processor associations across the state in order to identify ways these groups can better serve their members.

Evaluation of technical assistance programs: The **Technical Assistance for Producers and Processors Working Group** is conducting a survey of technical assistance programs to better understand what metrics each organization already uses and what capacity each has for conducting program evaluation.

GOAL 24: Increase State Leadership

Governor's Institute on Sustainable Food Systems: The **Education and Workforce Development Working Group** is planning a new Governor's Institute on Sustainable Food Systems at Vermont Technical College in 2013. The annual summer institute will provide hands-on learning experiences for high school students throughout Vermont.

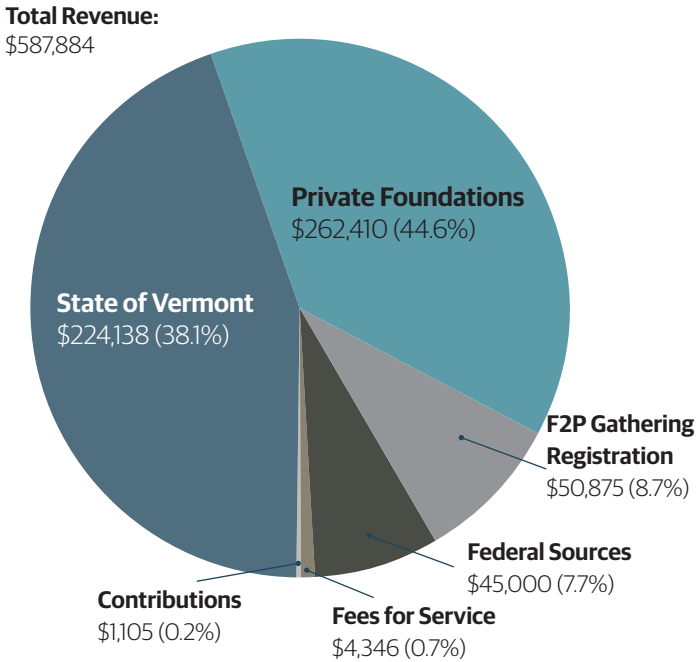
Farm to Plate Investment Program Financial Report

Actual Revenue and Expenses July 1, 2011 to November, 2012 (17 months)

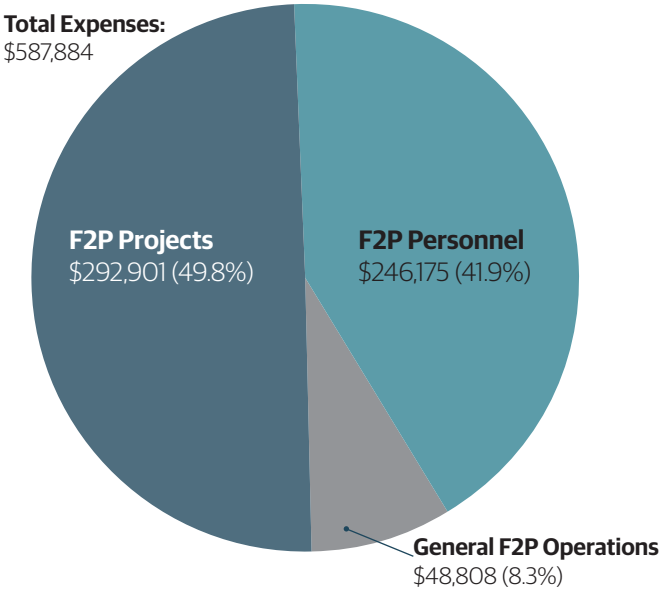
Revenue	Received to Date	Purpose
Contributions	$1,105	General support
F2P Gathering Registration	$50,875	Registrations from 2 Network Gatherings
Federal Sources	$45,000	VAIC (F2P Network and Leadership Development Training); VT DOE (Working Group support)
Fees for Service	$4,356	NEK Network development services
Private Foundations	$262,410	F2P Network implementation; Food System Atlas development
State of Vermont	$224,138	Implementation support in FY12 and YTD FY13
Total Revenue Received	**$587,884**	

Expenses	Expenses to Date	Purpose
General F2P Operations		
Administration	$26,130	Includes portion of rent, internet, phone, office supplies, postage, printing
Research	$2,145	By consultants related to F2P Plan sections
Copy Editing/Report Layout/ Maps	$4,035	For the F2P Strategic Plan
PR/Marketing/Outreach	$2,151	Various conference sponsorships, general F2P advertising, Farm Show tabling, etc.
Report Printing	$7,769	2nd printing of Executive Summary
Travel	$6,578	
Total F2P General Operations	$48,808	
F2P Personnel	$246,175	Includes F2P Plan research and writing by staff, Food System Atlas data development and all other F2P Network Coordination services
F2P Projects		
Food System Atlas Development	$100,436	Web portal development for all F2P related initiatives
Farm to Plate Network Meetings/Gatherings	$102,187	Includes trainings, working group meetings, 2 Annual Network Gatherings
Working Group Chair Stipends	$50,000	To support Working Group chair leadership
Network Member Stipends	$430	To support broad stakeholder involvement
F2P Network Grants	$39,848	For special projects by Working Groups and/or Task Forces
Total F2P Project Operations	$292,901	
Total Expenses	**$587,884**	

Farm to Plate Investment Program Revenue



Farm to Plate Investment Program Expenses



Farm to Plate Goals

= STRONG VERMONT FOOD SYSTEM