



Annual Report to Governor Douglas and the Vermont General Assembly

FY 2006

www.vsjf.org

Vision

Vermont's future will be enhanced by the development and retention of thriving enterprises, diverse economic sectors, and innovative business networks that generate wealth, create quality jobs, support the on-going development and vitality of communities, and maintain healthy ecosystems for the benefit of all Vermonters.

Mission

The Vermont Sustainable Jobs Fund operates as a center for sustainable development through its innovative programs, grant making, and by providing technical assistance to entrepreneurs, networks of businesses, communities, and nonprofit organizations.

Vermont Sustainable Jobs Fund

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Staff

Ellen Kahler: Executive Director

Ed Delhagen: Deputy Director

Scott Sawyer: Research, Evaluation &
Communications Coordinator

Contract Staff

Greg Strong: Biofuels/Energy Project Manager

Photo Credits: Wayne Fawbush, Ed Delhagen, Netaka White, Kevin Harper

Deputy Director Ed Delhagen is trading the slopes of Vermont for the steppes of Mongolia for part of the next three years. During his tenure, Ed led VSJF's forest products and biodiesel market building approaches—the Cornerstone Project and the Vermont Biodiesel Project. Our loss is Mongolia's gain, as Ed will be helping to develop the country's civil society and a global market for *green gold*.

January 31, 2006

The Honorable James Douglas
Governor, State of Vermont

Members of the General Assembly
The Vermont State House

Dear Governor Douglas and Members of the General Assembly:

On behalf of the Board of Directors and the staff of the Vermont Sustainable Jobs Fund, Inc. (VSJF), we are pleased to submit our annual legislative report summarizing activities for the fiscal year ending June 30, 2006. This report also describes our on-going activities for the first half of FY 2007.

Since incorporating in 1997, the VSJF has established itself as an entrepreneurial nonprofit organization that effectively provides grant funding and technical assistance to businesses, business networks and nonprofit organizations that operate within sustainable economic sectors.

Our work intersects with your growing interest in finding **market-based solutions to global climate change** and reducing Vermont's greenhouse gas emissions:

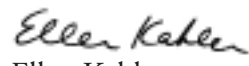
► Our efforts to promote a commercial-scale and farm-based **biofuels** sector in the state will soon yield additional renewable liquid energy sources for use in vehicles and heating Vermont buildings. Biofuels also reduce our dependence on foreign sources of oil, minimize greenhouse gas emissions, and provide jobs for our rural state.


► Our historic emphasis on **sustainable forestry** helps to ensure that the ecological health of Vermont's forests (i.e., carbon sinks) is well-managed in perpetuity, while creating new business opportunities for foresters, craftspeople and manufacturers in the fast growing certified wood products and green building sectors.

And, to ensure the best results from our grant making activities, the VSJF recently added the **Peer to Peer Collaborative** to our business technical assistance program. The Collaborative works with growing companies to help them become more successful in the marketplace, to become more profitable and to pay livable wages to all their employees.

We look forward to more successful partnerships and programs in service to the State in 2007. Thank you for your continued support.

Sincerely,


Ellen Kahler
Executive Director


Kevin Harper
Chair, Board of Directors

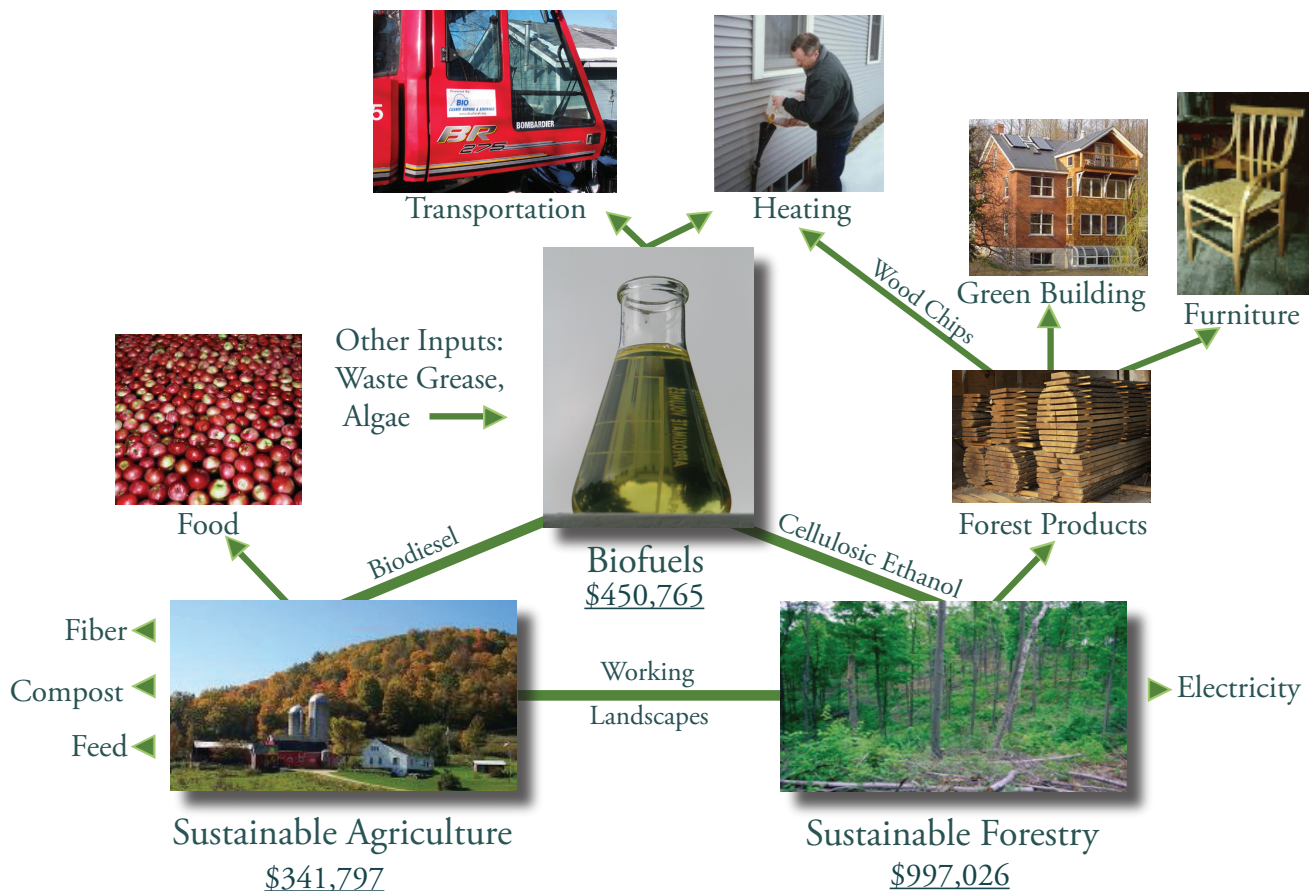
Our Purpose

The Vermont Sustainable Jobs Fund (VSJF) was created by the Vermont Legislature to identify and fund market driven solutions to our pressing economic, social, and environmental issues. Our market building approach leads to increasing *demand* for and *supply* of sustainable products, which can help to solve complex problems such as climate change and peak oil, while preserving our farms, forests, and natural resources for future generations.

In 2006, VSJF grants and technical assistance supported innovative enterprises such as **Redstart Forestry** and **State Line Farm**, and business networks such as the **Vermont Biofuels Association**. Building on Vermont's entrepreneurial heritage, we work with our partners to develop new value-added Green Valley industries that are sustainable, create quality jobs and maintain healthy ecosystems for the benefit of all Vermonters.

Our current efforts focus on the crucial intersection between the biofuels, sustainable forestry and sustainable agriculture sectors. As concern about reliable supplies of energy, particularly liquid fuels, has become widespread, ensuring that Vermont has sustainably produced, homegrown alternatives has become paramount. We proactively work to accelerate the rate at which products from these sectors become established in the marketplace.

Since 1998, VSJF has granted approximately \$1.8 million to stimulate further development in these three sectors and their offshoots.



Our Approach

Our sustainable development model provides targeted, **early-stage funding** and **technical assistance** to new and existing businesses within value-added and natural resource based sectors. Our efforts are aimed at generating noticeable improvements in the economic, environmental and social condition of Vermont communities.

The VSJF identifies and supports “first-in” Vermont entrepreneurs in an emerging market area such as biodiesel. By strategically coordinating the provision of needed capital and technical assistance we work to increase the success rate of these “first-ins” so that they are better able to survive and thrive. Our efforts are also aimed at strengthening markets during the transition from “first-in” to “second-in” enterprises within an emerging industry or sector. Once the market for a new product is firmly in place, the VSJF moves on to other emerging sectors, opening the door for other economic development entities (e.g. VEDA, Regional Development Corporations, and the Department of Economic Development) to provide support.

2006 Highlights

VSJF’s unique status as a quasi-governmental nonprofit organization gives us access to state General Fund support through the Agency of Commerce and Community Development, as well as other federal, state, and foundation resources. Since its inception, the VSJF has received over \$2.3 million in state appropriations. When coupled with other funds we have raised, the VSJF has made 123 grants between FY98 – FY06. This \$2.3 million has helped to leverage an additional \$13.2 million from other sources for our partners and grantees. Our grant-making has been used to benefit 30 networks representing over 1,700 businesses and several communities. Over the life of the organization we have created (e.g., Vermont HITEC graduates), retained (e.g., Island Pond Wood Products), or directly impacted (e.g. through technical assistance and grant funding to businesses and networks) over 630 jobs.

Funding Sources	FY 2006 & FY07 (July-Dec)	Cumulative (FY 98 - FY 07)
VT State Appropriation	\$436,200 ¹	\$2,335,286
Grants & Contributions Received by VSJF	\$648,500	\$2,251,923
Leveraged Funds:		
Matching Funds & In-Kind Contributions	\$82,693	\$2,664,706
Grants Received by VSJF-supported Projects	\$275,957	\$10,497,312
Total State & Leveraged Funds	\$1,443,350	\$17,749,227

Impacts of VSJF Funding		
Ratio of Leveraged Funds vs. State Funds	2.3 : 1	6.6 : 1
Number of VSJF Grant Recipients	12	123
Business Coach ² Clients / Employees Effected		132 / 114
# Businesses (# Employees) Impacted by Peer to Peer Collaborative	6 (162)	12 (287)

¹ \$186,200 in FY 2006 & \$250,000 in FY 2007.

² The Business Coach program ran from 2003 to 2006. Not all clients formed a business.

Vermont Biofuels Initiative: *Supply-side*

- **Grantee: University of Vermont Center for Sustainable Agriculture: *On-Farm Seed Oil Production and Feasibility Study*** • Grant Amount: \$98,089 • Awarded: April 2006 • Funding Source: U.S. Department of Energy (DOE)¹

The On-Farm Seed Oil Study is a research and development project designed to understand the production of oil from seeds (e.g., canola) grown in Vermont's climate. This project is investigating the crop varieties, equipment and practices necessary for farmers interested in increasing the supply of biodiesel for Vermont's fuel and heating needs. In 2006, field-scale trials were conducted at **State Line Farm** and **Clear Brook Farm** in Shaftsbury and **Borderview Farm** in Alburgh. An oil seed processing facility has been constructed at State Line Farm, and a safe and efficient biodiesel production system will be installed in the near future.

- ***Fuel and Feed Project (FFP)*** • Project Amount: \$75,000 • Timeframe: Nov 2006 - Sept 2007 • Funding Source: High Meadows Fund

For the first phase of FFP, VSJF is working with the **Vermont Biofuels Association (VBA)** and the **Community Development & Applied Economics Department at UVM** to provide market and economic data and analysis for individual and groups of farmers to help them decide whether or not to move into biodiesel and/or animal feed production.

- **Grantee: Green Technologies, LLC** • Grant Amount: \$98,000 • Awarded: December 2006 • Funding Source: U.S. DOE

Green Technologies is currently the largest producer of biodiesel from recycled vegetable oil in Vermont. This grant will enable the business to expand production at their Winooski facility from 10,000 to 50,000 gallons per year and develop instrumentation and testing protocols that will provide quality assurance and ASTM certification of biodiesel. VSJF's Peer to Peer Collaborative program will also assist Green Technologies in strengthening its core business model.

¹ U.S. DOE funds were secured by U.S. Senator Patrick Leahy



Canola Seed State Line Farm



Seed Press State Line Farm



Biodiesel



Feed from Soybeans, Canola, & Mustard

Vermont Biofuels Initiative: *Demand-side*



Snow Groomers

- **Vermont Biodiesel Project (VBP) Phase 1** • Total Project Amount: \$80,087 • Project Timeframe: 2004-2006 • Funding Sources: U.S. DOE, State Appropriation & Vermont Fuel Dealers Association

When the VBP began in 2003, there was little discussion about biodiesel in Vermont. VBP partners—the VSJF, VBA, **Vermont Fuel Dealers Association**, and the **Department of Public Service**—set out to change that by developing an in-state market for biodiesel through an integrated set of pilot projects, market building, and educational activities.

The VBP funded pilot projects at **Smugglers' Notch Resort** and the Waterbury complex of the Vermont Department of **Buildings and General Services**. These pilot projects used more than 78,500 gallons of blended biodiesel for heating, snow making, and off-road vehicles, reducing greenhouse emissions by an estimated 179 tons. VBP partners also leveraged their resources to develop an additional set of pilot projects for heating called the Vermont Bioheat® Program. This effort helped suppliers and users of Bioheat® to better understand how the fuel performs in residential heating systems. Finally, over the duration of this project, the number of fuel dealers selling biodiesel rose from 2 in 2004 to 28 in 2006.



Vermont Biodiesel Conference, VT Law School

- **Grantee: Vermont Biofuels Association (VBA)** • Total Project Amount: \$40,000 • Awarded: April, 2006 • Funding Source: U.S. DOE

The VBA serves as a hub of information and technical assistance for the emerging biofuels sector. VBA activities include an annual conference, pilot projects, policy development, and a wide array of other efforts designed to connect stakeholders interested in biofuels. In April 2006, the VSJF awarded the VBA \$40,000 for organizational capacity building and to provide technical assistance to businesses interested in supplying and using biodiesel. In addition, the VBA played a leading role running workshops and a biodiesel pilot project with the **Vermont Maple Sugar Makers' Association**.



Sustainable Forestry & Vermont Wood Products: *Supply-side*

- **Grantee: Redstart Forestry** • Grant Amount: \$20,000 • Awarded: Dec 2005
• Funding Source: Ford Foundation, John Merck Fund

Redstart Forestry is a consulting forestry firm based in Corinth with nearly 500 clients who collectively own about 40,000 acres. Inspired by a commitment to long-term stewardship, Redstart Forestry used this grant to get certified under the stringent Forest Stewardship Council (FSC) standards. Eleven clients (representing 1,100 acres) have signed up for the new management plan so far, with another 25 expressing an interest in certification. An FSC label allows consumers to know that the forest product they purchase comes from sustainably managed forests.

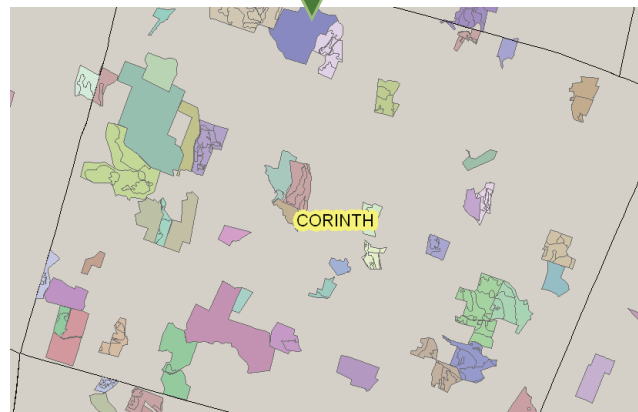
Redstart's innovative approach uses Geographic Information Systems (GIS) technology to map every parcel under management, along with other features, such as ecological concerns. Based on this information, Redstart can provide real-time information about what the forest has to offer to Vermont's nearly 50 FSC chain-of-custody certified manufacturers.

Approximately 2.3% (108,057) of Vermont's forested acres are now FSC-certified.



Ben Machin
marking a tree

Redstart Forestry



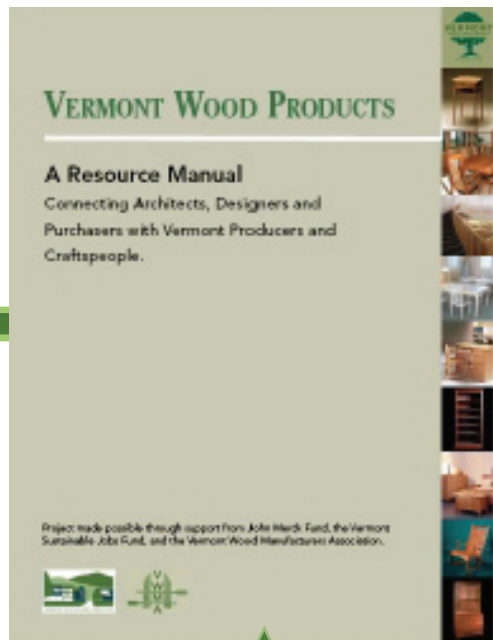
GIS Map

Redstart Forestry

- **Vermont Family Forestry Project** • Project Timeframe: 2001-2006 • Funding Source: Ford Foundation & State Appropriation

This five-year project, involving Vermont Family Forests (VFF), the National Wildlife Federation, and VSJF, established VFF as a viable nonprofit organization and created a model of community-owned forestry. In 2006, VFF offered shares of the Little Hogback Community Forest—held in easement by the Vermont Land Trust—to Addison County citizens (50% of the shares are reserved for community members with below median incomes). Harvests from Little Hogback are used in VFF's line of FSC-certified flooring that is currently sold at Planet Hardwood in St. George.

Sustainable Forestry & Vermont Wood Products: *Demand-side*



Resource Manual

- **Vermont Wood Products Resource Manual** • Total Project Amount: \$57,055 • Project Time-frame: 2005-2006 • Funding Sources: John Merck Fund, State Appropriation, VWMA

VSJF and the **Vermont Wood Manufacturers Association** (VWMA) teamed up to produce this comprehensive, user-friendly guide for New England area architects, builders and institutional purchasers. The Resource Manual highlights Vermont wood products manufacturers that are capable of selling to institutional or large volume buyers. It was also designed to help building professionals source FSC-certified products for the growing number of LEED® building projects underway in the region. The Resource Manual has been mailed to over 700 architects, builders, and institutional purchasers throughout New England. Increasing demand for FSC certified forest products provides land owners and consulting foresters such as Redstart Forestry the signal they need to go forward with FSC certification.



Vermont Maple Wood Gallery, Stowe

- **Grantee: Vermont WoodNet: Vermont Maple Wood Gallery marketing** • Grant Amount: \$5,000 • Awarded: Dec 2005 • Funding Source: John Merck Fund

The Vermont Maple Wood Gallery in Stowe is a showcase for forest products crafted by members of Vermont WoodNet. WoodNet represents 150 woodworkers throughout Vermont, including a large group of FSC chain-of-custody certified manufacturers. WoodNet used this grant for advertising and to develop marketing brochures for the Gallery, which they also took on their first trips to the national wholesale (Las Vegas) and retail (Providence) trade shows.

Technical Assistance

- **Northeast Kingdom Business Coach** • FY 2006 Project Amount: \$61,178 • Project Timeframe: 2003-2006 • Funding Sources: USDA Rural Development RBEG Program and State Appropriation

Over the three year life of the program, VSJF's NEK Business Coach, Betsy Sylvester, worked with over 120 start-up and low production volume entrepreneurs and businesses, including artisans, bed and breakfast establishments, retail shops and general stores, woodworkers, clothing designers, and herb growers. The vast majority of those assisted by the program were women and entrepreneurs of low to moderate income. Betsy also played a crucial role working with the Nulhegan Gateway Association and other organizations developing the NEK Geotourism MapGuide.

- **Peer to Peer Collaborative** • FY 2006 Project Amount: \$12,548 • Project Timeframe: Ongoing • Funding Sources: Vermont Training Program and Client Fees-for-Services

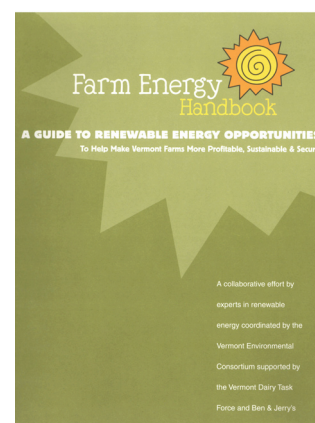
The Peer to Peer Collaborative assists founder CEOs in identifying, focusing on and addressing the critical issues and strategic direction choices that arise as a company grows from \$1million to \$10 million in sales. As part of the VSJF's work to develop a more robust technical assistance program, the Collaborative was formally integrated into the VSJF starting in January, 2006. Since its inception in 2003, the Collaborative has worked with 12 innovative and growing companies. In FY06, the Collaborative assisted the following six companies with a variety of business planning, leadership development and organizational change issues with the goal of helping each company to become more successful within their industry, more profitable, and ultimately to pay higher wages to their employees. In aggregate these companies employ over 160 Vermonters.

2006 Peer to Peer Clients

Allard Lumber Company	Brattleboro	Windham County
Kalow Technologies	North Clarendon	Rutland County
LEDdynamics	Randolph	Orange County
Senix Corporation	Bristol	Addison County
Vermont Energy Contracting & Supply Co.	Williston	Chittenden County
Vermont Plywood	Hancock	Addison County

► **Farm Energy Handbook**

In 2005, VSJF researched various on-farm energy production opportunities for the **Vermont Sustainable Agriculture Council**. Expanding on VSJF's early work, the **Vermont Environmental Consortium**, the **Vermont Agency of Agriculture, Food & Markets**, the **Vermont Dairy Task Force**, and **Ben & Jerry's** produced the *Farm Energy Handbook* – the first comprehensive guide to renewable energy generation options available to Vermont farmers. This publication contains contributions from 24 experts in every renewable technology and feedstock, **including a biodiesel chapter written by VSJF and the VBA**. The 65-page, illustrated handbook was sent to all of Vermont's dairy farmers.



Project Summaries

The projects listed below represent 18 months of activities by grant recipients as well as VSJF-managed initiatives using FY 2006 and 2007 YTD state and leveraged funds.

Grantee/Project	FY 2006	FY 2007 YTD	Description
Northeast Kingdom Business Coach	\$61,178		Final year of 3-year USDA Rural Development RBEG grant to provide business coach services to entrepreneurs in the NEK who are trying to start a business.
Peer to Peer Collaborative	\$10,548	\$5,825	Strategic direction & growth planning with 6 Vermont manufacturing companies; partially funded by the VT Training Program.
Vermont Businesses for Social Responsibility: <i>Livable Jobs Toolkit</i>	\$2,000		Funds used to help update the latest version of the Toolkit.
Vermont Employee Ownership Center: <i>Conference</i>	\$2,000		Funds used to co-sponsor "The Search for a Happy Ending" conference which presented ways of transitioning ownership that serve the interests of sellers, & employees.
Nulhegan Gateway Association: <i>Geotourism Map Project</i>	\$5,000		For the production of a Geotoursim Map Guide for the NEK.
Vermont Network: <i>Network Development</i>	\$7,485		To help educational institutions expand their offerings in the fields of social enterprise, socially responsible business practices.
Construction Specifications Institute, VT Chapter: <i>Conference</i>	\$500		Funds used to co-sponsor "Green and Sustainable Vermont" conference.
Vermont Green Building Network: <i>Conference</i>	\$500		Funds used to co-sponsor "LEED for Existing Buildings" workshop.
Cornerstone Project: <i>Wood Products Resource Manual</i>	\$7,243	\$9,551	Funds used to publish & distribute Resource Manual throughout New England.
Vermont Family Forest Partnership	\$27,899		Ford Foundation funds used by VT Family Forests, National Wildlife Federation, and VSJF to establish replicable models of ownership of forestland that are ecologically sound and support economically viable community based forest product industries.
Redstart Forestry	\$20,000		Funds used to develop a model for consulting forestry that supports the emerging certified forest products sector.
Vermont WoodNet: <i>Marketing</i>	\$5,000		Funds used to market Vermont wood products, including FSC products, at the VT Maple Wood Gallery in Stowe.
Vermont Biofuels Initiative (VBI)	\$88,564	\$17,592	DOE and State funds used to support the development of biodiesel infrastructure and production in Vermont.
VBI: Fuel & Feed Project		\$7,127	Funds used to provide market and economic data and analysis for individual and groups of farmers interested in biodiesel production.
VBI: Green Technologies, LLC		\$98,000	DOE funds used to expand production capacity & develop a testing service to reduce costs for ASTM testing of biodiesel.
VBI: University of Vermont Center for Sustainable Agriculture		\$98,089	DOE funds used to develop a farm-based biodiesel & ethanol production system coupled with a set of seed oil crop tests.
VBI: Vermont Biofuels Association	\$40,000		DOE funds used to develop the biofuels network, organize workshops & manage a set of pilot projects.
Vermont Biodiesel Project	\$80,087	\$4,304	DOE funds used to manage a market conditioning project that stimulated demand for biodiesel in Vermont. Pilot projects at Smugglers' Notch and BGS.
Total	\$358,004	\$240,488	

Balance Sheet*

	FY06 June 2006 (Audited)	YTD FY07 Dec. 31 2006 (Unaudited)
<u>Assets</u>		
Cash and Cash Equivalents	\$70,389	\$266,778
Prepaid Expenses	1,845	1,845
Grants Receivable	95,572	59,269
Other Assets	332	332
<u>Security Deposit</u>	680	680
<i>TOTAL ASSETS</i>	\$168,818	\$328,869
<u>Liabilities and Fund Equity</u>		
Accounts Payable and Accrued Expenses	\$48,007	\$6,514
<u>Deferred Grant Revenue</u>	77,763	137,585
<i>TOTAL LIABILITIES</i>	\$125,770	\$44,249
<i>NET ASSETS</i>	\$43,048	\$184,620
<i>TOTAL LIABILITIES AND NET ASSETS</i>	\$168,818	\$328,869

At the close of FY 2006, VSJF had \$168,818 in total assets with \$70,389 held in cash or as cash equivalents. There were \$1,845 of pre-paid expenses, \$95,572 in grants receivable, \$332 in other assets, and a \$680 security deposit. Of the liabilities, VSJF had \$48,007 in accounts payable and accrued expenses. Other liabilities include deferred restricted grants of \$77,763 received from private sources to be used for future activities. VSJF's closing net assets for FY 2006 was \$43,048 a decrease of \$24,725 (-35.5%) from the end of FY05.

FY07 year to date unaudited assets and liabilities reflect receipt of a General Fund appropriation of \$250,000, grants received by the VSJF and those we serve as the fiscal agent for, and reimbursements from our U.S. DOE Earmark funds for the Vermont Biofuels Initiative.

* Copies of the VSJF Audited Financial Statement are available upon request.

Statement of Revenues, Expenses and Changes in Net Assets

	FY 06 July 2005-June 2006 (Audited)	YTD FY 07 July-Dec. 2006 (Unaudited)
Operating Revenues		
Contributions	\$146,322	\$38,178
Federal and State Grants	174,759	77,000
<u>Miscellaneous Income</u>	<u>19,899</u>	<u>6,111</u>
<i>TOTAL OPERATING REVENUES</i>	\$340,980	\$121,289
Operating Expenses		
Grants and Project Expenses	264,708	107,407
Staff Salaries, Benefits and Expenses	239,337	102,690
Board Expenses	1,996	433
Professional Fees	16,534	8,325
<u>Other Expenses</u>	<u>33,379</u>	<u>15,056</u>
<i>TOTAL OPERATING EXPENSES</i>	<u>555,954</u>	<u>233,911</u>
Operating Loss	(214,974)	(112,622)
Non-Operating Revenues		
State of Vermont Appropriations	186,200	250,000
<u>Interest Income</u>	<u>4,049</u>	<u>4,194</u>
<i>TOTAL NON-OPERATING REVENUE</i>	190,249	254,194
Net Income (Loss)	(24,725)	141,572
Net Assets – Beginning of the Year	<u>67,773</u>	<u>43,048</u>
Net Assets – End of Year	<u>\$43,048</u>	<u>\$184,620</u>

VSJF continued programs to build new markets and business activities and again leveraged additional funding from non-State sources. FY06 saw program revenues of \$146,322 in grants and contributions from foundations and private sources and \$13,754 in fees for service from its newly acquired Peer to Peer Collaborative program. VSJF also received \$174,759 in federal and state grants from USDA Rural Development and the U.S. Department of Energy via the Vermont Department of Public Services and an Earmark secured by U.S. Senator Patrick Leahy. These funds along with

general revenues from miscellaneous income and interest continued to support VSJF programs for market development, the Northeast Kingdom jobs coach program, community economic development, and a community forestry initiative. Total operating revenues for the year were \$340,280, down 7% from the previous year. The net result for VSJF FY06 activities was an operating loss in line with previous fiscal years (FY06: -\$214,976; FY05: -\$226,994; FY04: -\$240,539). An increase in the change in net assets from -\$37,298 to -\$24,727 represented a 33.7% improvement. This leaves Net Assets (unrestricted fund balance) of \$43,047 compared with \$67,773 from the previous year.

By the end of FY07 we anticipate our Net Assets to be approximately \$90,000 (-52% increase above FY06 Net Assets), a level recommended by our Auditors.

Funding Sources

State of Vermont – General Fund	Ford Foundation	High Meadows Fund
USDA Rural Development – RBEG	Sudbury Foundation	John Merck Fund
Vermont Training Program	US Department of Energy	Wendling Foundation
Vocational Rehabilitation	Vermont Community Foundation	

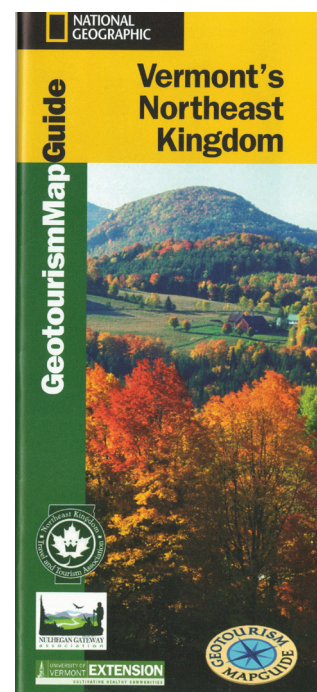
Publications

- **Grantee: Nulhegan Gateway Association: Geotourism MapGuide**
 - Grant Amount: \$5,000 ● Project Timeframe: Ongoing ●
 - Funding Source: State Appropriation

The Northeast Kingdom Geotourism MapGuide was a huge undertaking orchestrated by the **Nulhegan Gateway Association**, the **Northeast Kingdom Travel and Tourism Association**, the **University of Vermont** and a large array of organizations to boost *buy local* and cooperative, sustainable tourism efforts in the NEK. Produced by **National Geographic's Center for Sustainable Destinations**, the high-quality MapGuide presents over 100 unique events, activities, and trips of discovery for all seasons. VSJF's NEK Business Coach, Betsy Sylvester, participated in the project and VSJF's grant was used to help with printing costs. To date, over 200,000 copies of the MapGuide have been printed and distributed.

- **Other Publications found at www.vsjf.org:**

- The Vermont Biodiesel Project: Building Demand in the Biofuels Sector
- The Vermont Biodiesel Project: Laboratory and Field Testing of Biodiesel in Residential Space Heating Equipment
- Vermont Wood Products: A Resource Manual



Board of Directors

Kevin Harper (Chair) is the Founder and former CEO of **Autumn Harp, Inc.**, a natural cosmetics manufacturer located in Bristol, Vermont. Having sold the company in 2001 to a local entrepreneur Kevin has helped other small businesses develop through the Peer to Peer Collaborative and serves on the Board of the Vermont Community Foundation.

Tammy E. Newmark (Vice Chair) heads the Fund Management team for **EcoEnterprises Fund**, a project of the Nature Conservancy. She also serves as president of Fondo EcoEmpresas, S.A. Before joining the Nature Conservancy, Newmark led Technoserve, Inc.'s environmental business advisory services in Latin America and Africa.

Conrad Reining (Treasurer) is the Northeast Director of the **Wildlands Project**, which aims to protect and restore the natural heritage of North America through the establishment of a connected system of wildlands. Conrad coordinates activities in the Northeastern U.S. and Southeastern Canada, including wildlands conservation planning, outreach and fundraising.

Spencer Putnam was appointed Executive Director of **Vermont Businesses for Social Responsibility** in August, 2002. Spence previously served as General Manager of Danforth Pewterers in Middlebury for two years and as Vice President of Operations at the Vermont Teddy Bear Company for twelve years.

Frank Sands of Norwich is retired CEO and current Board Chair of the **King Arthur Flour Company** where he worked for some 40 years. Current community activities include The Upper Valley Land Trust and various Dartmouth Alumni groups.

Brendan Cosgrove is the Assistant to the Commissioner of Fish & Wildlife at the **Vermont Agency of Natural Resources**. A seventh generation Vermonter, Brendan has considerable experience in both the public and private sectors.

David Lane and his wife run a bed and breakfast, raise cattle and llamas, and keep busy with the family sugaring operation in South Hero. Lane began serving as the Deputy Secretary for Agricultural Development with the **Vermont Agency of Agriculture, Food and Markets** in 2003. Responsibilities include strategic initiatives to support and grow Vermont's three billion dollar agricultural industry.

Kelly Launder relocated to Vermont from Michigan to join the **Department of Public Service** in 2004 as an Energy Efficiency Specialist. Kelly has 9 years of energy efficiency and renewable energy program experience.

Bill Noyes is the Deputy Commissioner of the **Vermont Department of Economic Development**. Before joining the Department, Bill spent nine years as Deputy Adjutant General for Vermont, working on day-to-day operations of the Vermont National Guard. Previous to that Bill spent twenty-seven years in the broadcast industry at WSNO/WORK Radio in Barre.

Jamie Stewart is the Executive Director of the **Addison County Economic Development Corporation**. In his current position Jamie has initiated many collaborative projects to enhance value added industries, with a focus on natural resource based sectors.

www.vbsr.org/livjobs_new.html

www.vermontbiofuels.org

www.vtwoodnet.org

www.uvm.edu/~susagctr/

www.nulhegan.com

<http://publicservice.vermont.gov>

www.vgbn.org

www.vermontmaplewoodgallery.com

www.vsjf.org

www.travelthekingdom.com/geotourism

www.redstartconsulting.com

www.vtbiodieselpoint.org

www.greentechvt.com

www.vermontwood.com

www.vermontfuel.com

www.veoc.org

www.csivermont.org

www.familyforests.org