



VERMONT SUSTAINABLE JOBS FUND

**FY07 Annual Report**  
&

10 YEAR RETROSPECTIVE

*Celebrating 10 Years of  
Greening Vermont's Economy*

**[www.vsjf.org](http://www.vsjf.org)**

# Vermont Sustainable Jobs Fund

## VISION

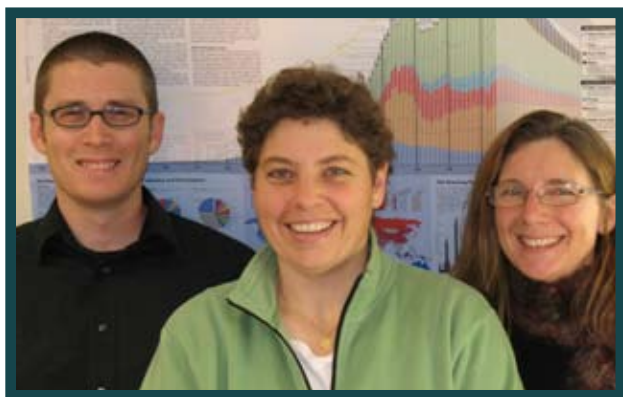
Vermont's future will be enhanced by the development and retention of thriving enterprises, diverse economic sectors, and innovative business networks that generate wealth, create quality jobs, support the on-going development and vitality of communities, and maintain healthy ecosystems for the benefit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

## MISSION

The VSJF strategically partners with stakeholders to develop new industries and economic sectors that are sustainable, create quality jobs, and build on Vermont's entrepreneurial heritage. We work to strengthen locally owned, innovative enterprises and business networks through grant-making and targeted technical assistance.

## Staff

Ellen Kahler, Executive Director  
Janice St. Onge, Deputy Director  
Scott Sawyer, PhD, Research, Evaluation & Communications Coordinator



**SUSTAINABLE DEVELOPMENT:** Meeting the needs of the present without compromising the ability of future generations to meet their needs.

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January 31, 2008

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:

**The Vermont Sustainable Jobs Fund (VSJF) is celebrating its first 10 years of grant making and the accomplishments of its grantees in helping to accelerate the development of the state's green economy.** This document also serves as our annual legislative report summarizing activities for the fiscal year ending June 30, 2007 and describes our on-going activities for the first half of FY 2008.

Through strategically targeted grant making and technical assistance, our legislated mandate is to build markets and new business opportunities within Vermont's natural resource industries and the green economy, including:

- Sustainable agriculture
- Renewable energy
- Forestry & forest products
- Environmental technology
- Solid waste / pollution abatement

**Since 1997, the VSJF has made grants of over \$2.7 million to 150 recipients—who utilized these funds to leverage an additional \$11.8 million to implement their projects, test their ideas, and assemble the building blocks of a green economy.** VSJF grants have benefited over 8,800 businesses and created or retained at least 800 jobs. Our technical assistance programs have assisted 15 Peer to Peer Collaborative clients (representing 384 employees), 132 Business Coach clients and hundreds of other businesses who have sought some form of assistance over the past 10 years.

While we can't highlight the impressive work of all our grantees, we have compiled vignettes of those projects that we feel are representative of our grant making and technical assistance in our core market sectors. Collectively, our grantees are helping to build the green economy in Vermont, from local food systems to sustainable forestry, from renewable energy to green technologies, from business coaching for start ups to CEO leadership development for growth stage and transitioning companies. Their combined efforts create local jobs, support community development initiatives, preserve resilient ecosystems, and fill special niches in the global economy.

This document is a testament to the inspiring, innovative and risk taking entrepreneurs and nonprofit organizations that have created a vision for our collective future and invested themselves in bringing their ideas and passions to life. We believe 2007 was a watershed year, a tipping point, that has catapulted the importance of sustainable development into the mainstream.

We look forward to more successful partnerships and programs in service to the State in 2008 and beyond. Thank you for your continued support.

Sincerely,



Ellen Kahler  
Executive Director



Kevin Harper  
Chair, Board of Directors



## What's in a Name?

**J**obs or the environment? The early 1990s were characterized by a debate pitting environmental protection against economic development. Many said it was one or the other, that both could not exist at the same time. But in 1995, a group of successful entrepreneurs within *Vermont Businesses for Social Responsibility* saw the need to transcend this divide. Sustainable development was a new idea at the time and it provided the group with a theme, a vision, and goals to work toward: Vermont could meet the economic needs of its citizens—without compromising the ability of future generations to meet their needs—by greening its economy, promoting social justice and equity, and practicing stewardship of its natural environment.

This group, which called themselves the Sustainable Jobs Coalition, began crafting legislation to launch an organization that could provide **early stage funding** and **technical assistance** to entrepreneurs, businesses, farmers, networks and others interested in developing a green economy. **With bi-partisan support from the Vermont Legislature, the Vermont Sustainable Jobs Fund was created in 1995.** The name of the organization reflects the dual goals of accelerating the development of new markets for sustainably produced goods *and* investing in Vermont's future.

Over the past decade, VSJF has acted as a **catalyst**, leveraging good ideas, technical know-how, and financial resources to propel innovation in sustainable development, especially in the realms of organic agriculture and local food systems, sustainable forestry and biofuels. VSJF takes the long-view, recognizing that supporting risky projects today will help Vermont avoid even bigger risks down the road. As the realities of climate change and peak oil ripple around the world, VSJF and its partners are uniquely situated to lead the way to a post-carbon Vermont and take advantage of the market opportunities that the green economy creates.

In the decade to come, the VSJF will shift from network building to focus even more intently on its market building initiatives—strategically investing its staff time and resources to accelerate the rate at which Vermont's green economy grows and evolves.

*The VSJF has been very fortunate to explore emerging opportunities for sustainability with many of Vermont's best and brightest. This ten-year retrospective is a testament to their bold visions and love for this State.*

### Summary of VSJF Funding and Grant Making

Funding Sources	FY 2007 July 1 - June 30	Cumulative 1998 - 2007
<b>VT State Appropriation</b>	\$250,000	\$2,335,286
<b>Grants &amp; Contributions Received by VSJF</b>	\$342,282	\$2,427,339
<b>Leveraged Funds:</b>		
Grantee Matching Funds & In-Kind Contributions	\$610,153	\$11,861,235
<b>Total State &amp; Leveraged Funds</b>	<b>\$1,202,435</b>	<b>\$16,623,860</b>

Highlights of VSJF Funding		
Ratio of VSJF Grants & Leveraged Funds vs. State Funds	3.8 : 1	6.1 : 1
Number of VSJF Grant Recipients	17	150
# Businesses (# Employees) Impacted by Peer to Peer Collaborative	8 (224)	15 (384)

## Getting Started

How in the world do you practice sustainable development? That was the question confronting VSJF's first executive director, **Wayne Fawbush**, and program manager, **John Lang**. Their initial approach was two-fold: plant as many seeds as possible by getting grant money out the door, and build networks that support existing or emerging businesses. "Our working hypothesis," explains Fawbush, "was that every successful business is embedded in a network of relationships, and the stronger the network, the more sustainable, flexible and resilient the business. If you can get people working together, you can build a different kind of economy. Networks are a vehicle to get people working together."



Creating a supportive environment to nurture and sustain these kinds of businesses and organizations became a prudent way for VSJF to use limited development resources. VSJF grants have helped enable networks of businesses to do the kind of strategic planning, capacity building, information sharing, market research and joint marketing, and policy development that are crucial to developing a **unified voice and competitive advantage** in the global economy.

## VSJF NETWORK GRANTS

Composting Association of Vermont (2002)  
Renewable Energy Vermont (2001)  
Vermont Alliance of Independent Country Stores (2001, 2002)  
Vermont Biofuels Association (2006, 2007)  
VT Businesses for Social Responsibility (1998, 2007)  
Vermont Cheese Council (1998, 2003)  
Vermont Crafts Council (2000)  
Vermont Environmental Consortium (2000, 2001, 2003, 2007)  
Vermont Fresh Network (1999)  
Vermont Outdoor Guides Association (1999)  
Vermont Specialty Foods Association (2001)  
Vermont WoodNet (2000, 2005, 2006)

Collectively, these networks represent over 1,600 Vermont businesses. This diverse group includes numerous winners of *Vermont Business Magazine's* 5x5x5 Growth Awards, the winner of *Corporate Responsibility Officer's* best corporate citizen award (Green Mountain Coffee Roasters), and the winner of the best place to work in Vermont (King Arthur Flour). These organizations provide many of the core building blocks for Vermont's green economy.

## Vermont Cheese Council

► \$37,000 ↻ 1998, 2003

Autumn oak. Maple smoked Gouda. Cider smoked Plymouth. No, these are not the orange, simulated "cheeses" that many of us were raised on. Vermont's artisan and farmstead cheese makers rode a wave of national popularity in the 1990s, but soon realized, recalled Jed Davis of Cabot Creamery, that "We're really pretty darn insignificant compared to big states like California. We knew that we weren't going to gain as much by being competitors as we are by cooperating together." VSJF funding was used to help organize the **Vermont Cheese Council** (VCC) and to assist its first 12 members market their products, share technical assistance with each other, develop quality standards for Vermont cheeses using the Council's label, develop a fundraising plan, complete the VCC website, and produce a logo.

Vermont's artisan and farmstead cheeses are delicious morsels, renowned by top chefs and connoisseurs for their taste and quality. Two-thirds of VCC's now 36 members have won awards. At the 2006 American Cheese Society conference the *Clothbound Cheddar* collaboration between Jasper Hill Farm and Cabot Creamery won best in show. "People were scratching their heads," laughs Davis, "Cabot makes the cheese? And Jasper Hill ages the cheese? And you don't fight about this? For that cheese to win best in show provided validation for everything that Vermont is all about. Not that there's just great cheese coming out of here, but that our whole approach to it is innovative and unique."

The VCC represents a transition from commodity to value-added agricultural production, which yields a higher rate of return for farmers and a more diverse range of products for consumers.

[www.vtcheese.com](http://www.vtcheese.com)



Willow Hill Farm

Photo courtesy of the Vermont Cheese Council





## Get Big or Get Out?

The old adage that big is better has never made sense in Vermont, where *small* is a beautiful way of life. VSJF grants and technical assistance have supported a diverse mix of sustainable agriculture organizations, businesses, projects, and studies. From organics and community supported agriculture, to maple syrup and emus, \$1.9 million in VSJF grants and leveraged funds over the past ten years have contributed to a vibrant, diversified food system. Today, the **localvore** movement (eating locally grown and produced food) has taken hold and demand for organic and/or local food shows no signs of slowing down.



Photo courtesy of the Intervale Foundation

### Northeast Organic Farming Association of VT

► \$19,120 ↻ 2002, 2004

[www.nofavt.org](http://www.nofavt.org)

In 2002, the organic food market was experiencing significant growth (between 15 and 21 percent year over year, compared with 2 to 4 percent for total food sales), but the rules of the game were changing. Certification of organically grown produce would soon require that only organic seed be used in food production. The problem was that organic seed was hard to find. NOFA-VT was concerned that their growers wouldn't be able to get enough seed to meet the new rule requirements.

So NOFA-VT approached the VSJF about funding a series of workshops and technical assistance programs that would accelerate the development of a Vermont **organic seed-growers network**. Through this network, NOFA-VT believed Vermont farmers could produce large enough quantities of organic seed to be commercially available in the Northeast. NOFA-VT saw this as a way to support the diversification of vegetable growers in Vermont,

enhance organic farmers' livelihood by offering other income sources and help seed companies expand with the market.

VSJF's grants were used to provide one-on-one visits, workshops and technical assistance to farmers who were interested in organic seed production; create educational materials and conduct research and feasibility studies of seed growing in the northeast. Tom Stearns, founder and CEO of **High Mowing Seeds**, facilitated the workshops and provided the one-on-one technical assistance.

Thanks to NOFA-VT and the work of High Mowing Seeds, more Vermont farmers are growing and saving organic seeds of certain varieties either for their own use or for sale to seed companies.

NOFA-VT and partners were able to leverage their learning from the VSJF's early grant to obtain additional USDA SARE funding totaling \$150,000 over 3 years.

*"The economic viability of a number of farms was certainly enhanced by the VSJF grant, as more Vermont farms now have the ability to sell and use their own organic seed. But the biggest area that can be measured is High Mowing Seeds itself. HMS went from 2 employees at the start of the project to now having 35 employees. The VSJF grant project provided HMS with critical feedback from Vermont growers – about how they work best with seed companies! And HMS was able to integrate growers in a way that made sense for both the growers and HMS."*

*"What was the greatest success of the VSJF grant project? The ability to hone in quickly on what is economically viable and what isn't in terms of organic seed growing in Vermont. We knew it could work, but we also knew it was tricky. What we needed to find out was the best model – and discovered that only if a farm focused on seed production alone would it be guaranteed to succeed. We needed to see 35 farms fail at it to validate the best options – it takes a certain scale of working at something to figure out how it will work. VSJF's support and grant funding helped us figure this out!"*

– Tom Stearns, High Mowing Seeds



# Local Food Systems



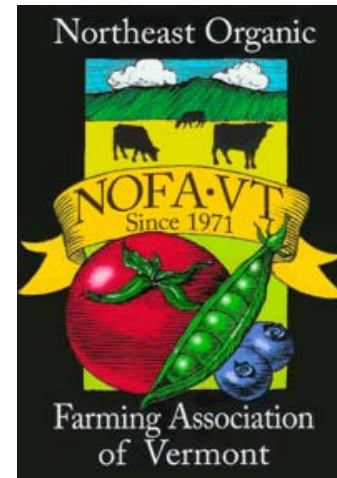
## Northeast Organic Farming Association-VT

► \$20,000 ↻ 1999-2000

In 1999, Enid Wonnacott, Executive Director of NOFA-VT, was struggling to answer some tough questions. She knew that farmers received their greatest returns selling directly to customers, but how do you get consumers to buy locally? How do you make it matter enough?

NOFA-VT approached VSJF for funding to expand the number of **community supported agriculture** (CSA) farms in the state. CSA farms are supported by members who buy shares and in return receive fresh, local food throughout the year. "The VSJF was the first organization that I have ever received funding from that was able to look strategically at NOFA-VT and say 'you play an important role in CSA development in Vermont, let's look at how we can work together to increase the number of CSAs,'" recalled Wonnacott. "The VSJF sees the forest *and* the trees and uses that perspective to play an important networking role so that we move together, as a state, to sustain our land and people resources."

VSJF funding was used to provide technical assistance, educational events, and marketing to farmers considering becoming a CSA. Today, 57 CSAs provide mutually supportive relationships between Vermont farmers and their communities.



[www.nofavt.org/csa-list.php](http://www.nofavt.org/csa-list.php)



## Vermont Fresh Network

► \$30,000 ↻ 1999

[www.vermontfresh.net](http://www.vermontfresh.net)

When diners see the Vermont Fresh Network's green decal in a restaurant's window, they know they're in for something special. "The Network exists," says Executive Director Meghan Sheradin, "to address the problem of nameless, faceless food by connecting farmers and chefs together." A VSJF grant was used to hire part-time staff to develop the organization and handle administrative activities, including membership outreach.

Today, more than 450 members, including 200 chefs and over 90 farmers, participate in this unique partnership that ensures that locally grown, fresh food is available in Vermont restaurants. Say goodbye to 3,000 mile salads, and hello to your neighbors!

## Vermont Quality Meats

► \$50,000 ↻ 2000, 2001, 2003

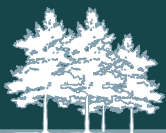
[www.vtqualitymeats.com](http://www.vtqualitymeats.com)

In 1999, a group of Vermont farmers producing sheep, goats, pigs, veal calves, deer and game birds saw the need for a closer partnership between Vermont's meat producers and high end restaurants in Boston and New York and Fresh Network chefs in Vermont. They understood that the real value they could provide was the Vermont brand, the quality of their products and consistent service. They decided to form a cooperative and came to the VSJF for financial support. In funding VQM, VSJF saw its investment as a way to increase the income of livestock producers in Vermont. VSJF's grants helped VQM form the cooperative, develop a business plan, perform market analysis and fund operations in the early years. As a result, VQM was able to leverage an additional

\$213,000 in funding partners like the John Merck Fund, Last Chance Fund (of the Vermont Community Foundation), and the U.S. Department of Agriculture.

Since 2000, VQM sales have grown at a rate of ~20% per year and now exceed \$1.0 million in annual sales (as of 2007). As with any fast growing organization, VQM is not without growing pains. But they can point to many successes since 2000. Today VQM has 30 member-producers, they've spread ~\$5 million in revenue across the Vermont economy and the cooperative itself has created 6 new jobs. Additionally, their efforts to aggregate and direct market Vermont meat supports the continued existence of Vermont slaughterhouses.





## What's it Worth?

Vermont's forests and forest products sector are important for ecological, cultural and economic reasons. They provide a range of benefits for humans and other species, including jobs, timber, habitat, medicine, protection against soil erosion, air and water regulation, carbon sequestration, and beauty. Vermont's forest products sector has experienced many ups and downs, especially as cheap Chinese products flood the market. But, the cheapness of Chinese wood products masks their true social and ecological costs: deforestation, habitat destruction, poor working conditions, and low wages.

Since 1998, VSJF has devoted over \$2.1 million in state and leveraged resources to innovative businesses, projects, and organizations to ensure the sustainability of Vermont's forests and forest products sector.

### VERMONT FAMILY FORESTS

#### Vermont Family Forests

► \$37,050 ↻ 1998-1999

[www.familyforests.org](http://www.familyforests.org)

In response to global deforestation, the Forest Stewardship Council (FSC) certification program was developed to ensure responsible forest management and third party verification that the chain-of-custody from forest to consumer is unbroken. Back in 1998, residents of Addison County were looking to create an affordable model of green certification for forest management and to gain a higher value for their resource. VSJF provided early stage funding for **Vermont Family Forests** (VFF), a newly formed family forest conservation organization in Bristol, and helped to pay for FSC-certification for 4,718 acres of forests owned by 31 land owners in Addison County (this has subsequently increased to 6,489 acres).

In addition, a five-year project headed by VFF and the **National Wildlife Federation**, with VSJF as a fiscal agent, continued the evolution of VFF's model by offering shares of the Little Hogback Community Forest—held in easement by the **Vermont Land Trust**—to Addison County citizens. Harvests from Little Hogback are used in VFF's line of FSC-certified flooring, and 50% of the shares are reserved for community members with below median incomes.

#### Redstart Forestry

► \$30,000 ↻ 2006-2007

[www.redstartconsulting.com](http://www.redstartconsulting.com)

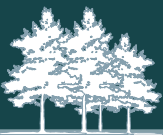
In 2005, **Redstart Forestry**, a consulting forestry firm in Corinth, began exploring FSC-certification with the help of the VSJF. Redstart's innovative approach uses GIS technology to map every parcel under their management. With this information, Redstart can provide real-time information about what the forest has to offer to Vermont's nearly 50 FSC chain-of-custody certified manufacturers. Redstart is now working with several FSC certified wood products businesses to create a 'tree to finished product' line that will highlight Vermont's commitment to stewardship and quality.

"VSJF has proven to be a critical partner by providing funding, experience building networks, and by mentoring us as we explore a new niche in green-certified wood products," says Ben Machin of Redstart, "Without these essential levels of support, Redstart would not have understood the issues and opportunities or been able to take the risks involved in becoming FSC-certified and developing a supply network that will assist the Vermont forestry and forests products sectors adapt and thrive in an era of difficult global competition."

Together, the approaches of VFF and Redstart advance principles of sustainable development by: 1) ensuring that the forests under their management—and the services these forests provide—will be sustained in perpetuity, 2) promoting equity and ownership with their clients, and 3) and integrating ecological concern throughout the supply chain.

REDSTART FORESTRY





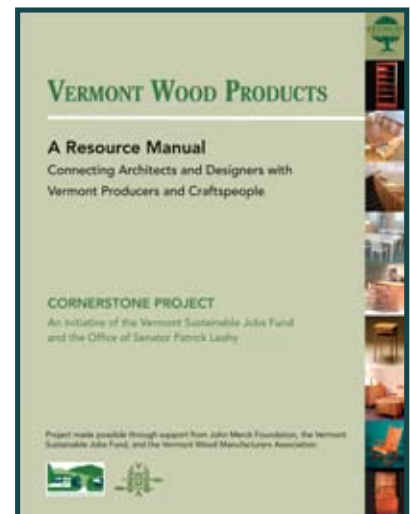
## The Cornerstone Project

► \$153,110 ↻ 2002-2006

The Cornerstone Project was an import substitution initiative aimed at marshalling the purchasing power of Vermont's major institutions to buy local forest products. With increasing interest in forest sustainability and growing demand for green building at universities and in state government, the Cornerstone Project also encouraged the purchase of certified forest products. As originally envisioned by **Ed Delhagen**, the Cornerstone Project's purpose was to build a stronger, healthier Vermont economy by creating markets for sustainable Vermont products and services. "Coupling network building—which is not just a tool but a concept of how nature mobilizes—with markets," recalls Delhagen, "allowed us to address a combination of economic development and environmental protection issues through purchasing activities."

VSJF staff worked with leaders from partner organizations (e.g., Middlebury College, University of Vermont, Department of Buildings & General Services) along with architectural professionals, construction companies and contractors to share information about strategies for purchasing local wood, and ideally FSC wood.

In the latest Cornerstone iteration, VSJF and the **Vermont Wood Manufacturers Association** (VWMA) teamed up to produce the ***Vermont Wood Products Resource Manual***, a 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. This increasing demand for FSC certified wood products is providing land owners and consulting foresters such as Redstart Forestry with the market signal they need to go forward with FSC certification.

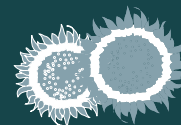


[www.vsjf.org/resources/index.Publications.shtml#FP](http://www.vsjf.org/resources/index.Publications.shtml#FP)



Ben Machin of Redstart Forestry addresses Vermont architects at Marsh-Billings-Rockefeller.

Many Vermont architects recently participated in a continuing education course (*Certified Wood - From Sustainable Forest to Finished Wood Product*) to learn about ways to incorporate green certified wood products into their building projects. The course was organized by the VWMA and co-sponsored by the VSJF, **VT Chapter of the Construction Specifications Institute**, **Vermont Green Building Network**, and **Building for Social Responsibility**. Participants toured the **Marsh-Billings-Rockefeller National Historic Park** in Woodstock, watched a video on logging and sawmill processes aboard a biodiesel powered bus, and ended with a tour of **Copeland Furniture** in Bradford.



## How much is left?

**H**ow much oil is left? How much time remains to mitigate against climate change? How high will energy prices get? VSJF and its partners are not waiting to find out the answers to these questions. In 2003, the VSJF began to focus on developing a viable biofuels industry in the State, to sustainably transform local resources and supply a portion of the state's liquid fuel needs. A number of farmers have begun to experiment with growing oilseed crops (soy, canola, sunflower and camelina) and/or producing biodiesel for on-farm use, and VSJF has invested over \$1 million so far, from seed trials and demonstration projects, to equipment purchases and emissions testing.



### **Vermont Biodiesel Project: *Building Consumer Demand***

► \$161,584 ↻ 2005, 2006, 2007

The type of biofuel that showed greatest promise for immediate introduction into the marketplace was biodiesel. To begin encouraging consumer use of biodiesel in the State, VSJF provided three small grants for pilot projects using biodiesel in 2003 at Vermont Law School, Sugarbush Resort, and Vermont Coffee Company. Later in the year, the Vermont Biodiesel Project (VBP) was created through an innovative partnership between the VSJF, the newly created **VT Biofuels Association (VBA)**, the **VT Fuel Dealers Association**, and the **VT Department of Public Service**.

Between 2003 and 2006, the VBP focused on building the demand for and supply of commodity-scale biodiesel and building a network of biodiesel producers, suppliers, and users. Four annual biodiesel conferences drew in over 800 participants from businesses throughout the state, with measurable results. VBP pilot projects at the Waterbury

State Office Complex and Smugglers' Notch led to published reports indicating positive results for heating, transportation, and cold weather applications. Laboratory and field testing of biodiesel in space heating equipment also took place at the Barre Technical Center and the Green Mountain Technology and Career Center, leading to valuable experience for students and instructors.

Over 30 fuel dealers now carry biodiesel. Approximately 1.4 million gallons of various biodiesel blends were consumed in Vermont in 2006 (2/3 by transportation fleets and 1/3 for home heating). After evaluating the impact of these activities over a three-year period and with the announcement of a 4 million gallons per year commercial facility in Swanton (Biocardel) coming on line at the end of 2007, the VBP partners believe that the market for commodity biodiesel has been firmly established.



### **Vermont Biofuels Association**

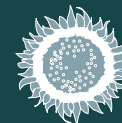
► \$89,625 ↻ 2006, 2007

[www.vermontbiofuels.org](http://www.vermontbiofuels.org)  
[www.revermont.org](http://www.revermont.org)

"VSJF has helped draw increasing amounts of funding to the state for initial biofuels sector development and targeted those investments at research and demonstration projects, infrastructure, marketing, outreach and networking. By providing grant funding to the Biofuels Association we were able to become an effective advocacy and outreach organization offering technical assistance to the trade at a time of rapid growth and demand for these services. There is no question that had VSJF not embarked on the Vermont Biofuels Initiative, the state would be far behind in these important areas. We grew from 13 to 89 dues paying members in four years, and helped over two dozen fuel dealers and a dozen companies and municipalities access the information they needed to begin using or supplying biodiesel."

- Netaka White, Executive Director, VBA

In 2008, the VBA and **Renewable Energy Vermont**, a VSJF grantee in 2001, will merge into one association capable of representing *all* renewable energy technologies in the state.



## Vermont Biofuels Initiative: *Building Local Supply*

► \$556,184 ↻ 2006, 2007, 2008

The Vermont Biofuels Initiative (VBI) is a multi-year, integrated program designed to develop biofuels, a biologically-based liquid fuel replacement. VSJF designed the VBI program to stimulate commercial-scale demand for sustainably produced biofuels, and to support an expanding supply and distribution system over a ten-year horizon.

VSJF secured a \$496,000 Department of Energy Earmark in 2005 thanks to the support of **U.S. Senator Patrick Leahy**. Six grants have been made in 2006 and 2007 including:

- \$98,089 grant to the UVM Center for Sustainable Agriculture to pay for field trials and the beginnings of a farm-scale biodiesel production facility at State Line Farm.
- \$98,000 grant to Green Technologies to help this small biodiesel producer increase capacity to 50,000 gallons per year.
- \$23,200 grant to State Line Farm to help complete their on-farm biodiesel production and demonstration facility.
- \$65,000 grant to the VBA to develop the biofuels network, organize workshops and manage a set of pilot projects.
- \$67,000 grant to Gervais Family Farm for a bio-gas digester study (this project is managed by the Department of Public Service).
- \$33,000 grant to AgNorth Biopower for an engineering feasibility study of an anaerobic digester project (this project is managed by the Department of Public Service).

The VSJF recently learned that U.S. Senators Patrick Leahy and **Bernie Sanders** have secured another Department of Energy Earmark for our Vermont Biofuels Initiative. This new funding, to be deployed in FY08 – FY10, will encourage even greater development of on-farm biodiesel production to meet local needs, and will allow for new R&D into producing algae for biodiesel, agricultural pellets for heat and cellulosic ethanol to replace gasoline.



State Line Farm Canola Field

## Growth of Biodiesel Consumption & Production in Vermont

	2002	2003	2004	2005	2006	2007 Projected
B100 gallons consumed in VT	550	9,000	41,000	54,000	364,000	750,000
B100 gallons produced in VT	550	5,000	9,000	20,000	43,000	61,700
B100 gallons production capacity in VT	1,000	6,000	12,000	50,000	138,000	4,140,000

## Feed and Fuel Project

► \$150,000 ↻ 2007, 2008

[www.vsjf.org/resources/index.Publications.shtml](http://www.vsjf.org/resources/index.Publications.shtml)

The VSJF and Vermont Biofuels Association commissioned an oilseed crop market potential and economic feasibility study – **Homegrown Feed, Food & Fuel** – in order to explore whether Vermont farmers could sustainably, economically, and competitively produce some portion of Vermont's liquid fuel and livestock feed demand. The report also focused on the requirements for and characteristics of small-scale, Vermont-made biofuels for local use, as an alternative to industrial-scale biofuel production.

Additional research is underway to improve harvesting, drying and storing techniques, to explore the economic feasibility of a mobile seed crushing and biodiesel production unit, and to continually improve on-farm biodiesel production processes to meet ASTM standards. Within 3 years, VBI partners hope to have 4 fully operational on-farm biofuels facilities throughout Vermont. This project has received generous support from the High Meadows Fund.





## Why go it alone?

CEOs and entrepreneurs often have a natural tendency towards self-sufficiency that can lead to decision making in a vacuum or the feeling that *no one understands what they're going through*. Where can an entrepreneur go to talk frankly about tough issues, or think strategically about the direction of their business? At the VSJF, we ensure that the innovators in our market sectors don't have to go it alone. Our technical assistance programs and grant making have provided help through many stages of growth, from business coaching with start-ups and hands-on, peer assistance with fast growing companies, to connections to partner networks and legacy planning. As a 501C3 non-profit, VSJF has also served as a fiscal agent and advisor to burgeoning business network organizations (e.g. Vermont Software Developers Alliance, VBA).

### Northeast Kingdom Business Coach

► \$161,178 ↻ 2003 – 2006

The NEK Business Coach program was designed to assist entrepreneurs at the pre- and start-up phases of their business' development. Business Coaches, **Doug Phillips-Hamblett** and **Betsy Sylvester**, provided tailored technical assistance to NEK entrepreneurs at different stages of starting a business. The University of Vermont Extension Community Resource Development Specialist, **Bill McMaster**, worked closely with the Business Coaches in the community to assist in supervision, outreach and business networking.

Funded in part by a Rural Business Enterprise Grant through USDA-Rural Development, the NEK Business Coach worked with over 120 start-up and low production businesses, including artisans, bed and breakfast establishments, retail shops and general stores, woodworkers, clothing designers, herb growers, and many others.

The NEK Business Coach model was unique in that it took a community organizing and networking approach to promoting and supporting micro-enterprise development

in the Kingdom. In essence, the Business Coach functioned as a 'feeder' to the Micro-Business Development Program, VT-Small Business Development Center and other technical assistance service providers. Rather than operating out of an office, the Business Coach worked out of coffee shops and community meeting spaces and met with people in their homes.

Betsy was also instrumental in helping to support the development of the **Nulhegan Gateway Association** which coordinates community and economic development to support environmental stewardship and the traditional character of the region through education and advocacy activities.

*Working with Betsy has benefited my business in ways unlike any other service in the Northeast Kingdom. She has recommended many services and networking groups I was unaware of. Some of these groups include the Vermont Women's Business Center, the Micro Business [Development Program] and the Vermont Arts Council. ... She helps create a networking tree for creative arts in the Northeast Kingdom that helps people share experiences and learn from one another."* - Tara Lynn Scheidet



peer to peer  
COLLABORATIVE

The Peer to Peer Collaborative was created to provide big-picture, strategic direction advice to growth stage companies in Vermont. By providing critical leadership development to the entrepreneurs of companies with \$1 – 15million in sales, these entrepreneurs should see increased company profitability - thereby providing an opportunity for improving employee wages and benefits. For the first two years, the Collaborative was housed at the Vermont Business Roundtable. When **Ellen Kahler**, the Collaborative's founder, became the Executive Director of the VSJF, she brought the Collaborative with her.

P2P matches accomplished Peer Advisors (CEOs, COOs, and CFOs) in teams of three with CEOs of growing companies over a 12 to 18 month period. Peer advisors accelerate entrepreneurial learning by sharing experiences, triumphs and failures, and offering our clients an outside perspective on growth challenges. Drawing on the talents of Advisors who have "walked in your shoes" has helped accelerate the growth of these companies. Our P2P clients come out of the program with a plan to build stronger operations, improve profitability and support livable wages for their Vermont employees.



Since its inception in 2003, P2P has worked with 15 companies (10 completed, 5 in progress) which collectively employ over 380 employees in 7 counties throughout the State. Peer to Peer clients come from industries in contract and biotech manufacturing, IT / web based applications, biofuels, and forest and agricultural products.

In a recent third party evaluation of the P2P program, one business leader interviewed summarized a widely shared view of the Peer to Peer Collaborative, “It is the best thing to come out of the State of Vermont for businesses.” The most important benefit cited by P2P clients was the reassurance P2P client leaders got from their Peer Advisors, creating a heightened sense of confidence in their ability to take risks they had avoided in the past.

Thanks to the generous support of a grant through the Vermont Department of Economic Development’s

**Vermont Training Program**, the P2P has been able to provide quality advisory services at affordable rates to help companies stay and grow in Vermont.

*“The Peer to Peer process has been an outstanding success for our business. Meeting with our Peer to Peer team forced us to do both short and long range planning. We were able to re-assess the assumptions we had about our business, and the planning we did helped us prepare for financing our new building. We accomplished more in one year than we could have imagined! I would recommend this to any business that thinks they can do better -- because they will. Working together with the right people makes all the difference.”*

- Mark Stephenson, President, Vermont Energy & Contracting Supply, Inc.

## Peer to Peer Collaborative Clients

Manufacturing Solutions	Senix Corporation	Union Street Media	Vermont Compost Co.
Vermont Smoke & Cure	Green Technologies	Allard Lumber Company	Conant Custom Brass
Danforth Pewterers	Nathaniel Electronics	Kalow Technologies	LEDdynamics
Vermont Energy & Supply Corp.	Green Mountain Antibodies	Radiantec	

● = Current client    ● = Past client

## Vermont Employee Ownership Center

► \$22,000 ↻ 2001, 2004, 2006

We’ve all heard about Vermont’s aging demographics, the threat of brain drain, and Vermont companies moving out of state. Many of Vermont’s entrepreneurs are closing in on retirement and they’re looking for options to exit their business – such as selling to another Vermont owner, employee ownership, or passing it on to a family member. The Vermont Employee Ownership Center (VEOC) is one organization in Vermont dedicated to helping Vermont companies move successfully into employee ownership and stay in Vermont.

In 2001, there was little expertise in Vermont in business cooperatives or employee ownership, and Don Jamison, VEOC founding Executive Director, was convinced that if people only knew about them, there would be more. Don was tracking the numbers – companies without ownership succession plans either sold to out-of-state interests or closed their doors. VSJF’s seed grants of \$20,000 helped VEOC build organizational capacity and leverage \$190,000 in federal funding in those early years.

Today, VEOC is a stand-alone organization whose outreach efforts have grown dramatically, demonstrating the need for and value in employee ownership structures. Research has shown that employee-owned businesses outperform and are more sustainable than their competitors in the same industries. VEOC has provided direct assistance to 44 Vermont business owners (with 981 employees) who were interested in selling their business to employees, and assisted groups representing 354 employees (in 14 companies) interested in buying the business in which they work.

*“I’m not sure VEOC would have survived except for the VSJF funding! The funding came at a time when VEOC was very vulnerable. VSJF’s played an important role beyond grant making as well – bringing expertise and getting deeply involved in joint projects. VSJF is focused on the future of Vermont’s economy and incubating a bunch of things. They’re willing to take chances knowing that Vermont’s economic future depends on it.”* – Don Jamison, founding Executive Director, VEOC



[www.veoc.org](http://www.veoc.org)



## How Green can we get?

Green is “in”. From environmental engineering and green building to environmental education and public policy, communities and businesses are re-orienting around addressing complex environmental problems. Vermonters aren’t born with chlorophyll coursing through their veins, but, in ways that truly matter, many Vermont businesses and supporting organizations stand at the forefront of the sustainable development movement.

### Vermont Environmental Consortium

► \$20,000 ↻ 2000, 2001, 2003, 2007

Today, given the impact of rising energy costs and climate change on Vermont business operations, the word “green” is all but taken for granted. But in 2001, “green” most likely referred to conservation and preservation rather than market-based opportunities.

After an international trade mission in 2001, a group of Vermont environmental engineering companies realized the breadth of opportunities awaiting them globally. But the scale of the work was beyond the capacity of any one individual environmental engineering company in Vermont. What if they worked together to leverage their capacity to do the kind of work the world was going to need to address environmental challenges? In 2001 they did just that. VSJF provided critical funding to launch what is today known as the Vermont Environmental Consortium (VEC).

Today, VEC has over 78 members across the environmental business and service sector. They provide educational and technical assistance services to their members; engage in project-based work that increases awareness of Vermont’s environmental expertise; and market Vermont’s innovative environmental services sector worldwide.

VEC’s successes include the growth of its educational outreach and conferences which focus on critical issues and opportunities for the environmental services sector. For example, after the “Brownfields” conference in 2006, the VEC members saw positive changes to statewide brownfields legislation in 2007 that will ultimately encourage more brownfields remediation and redevelopment in Vermont.

*“VSJF helped put up some seed money that has accomplished a great deal – their funding helped launch the VEC and leveraged additional money. VSJF provided important sponsorship for all of our educational conferences and our “Green Makeover” video. VSJF has been there to provide advice, consultation and access to resources - that’s invaluable! They serve as ancillary staff for an understaffed and vital organization like the VEC. VSJF helps many organizations accomplish their goals in a lot less time and with a lot less effort.”* – Daniel Hecht, Executive Director, Vermont Environmental Consortium

[www.vecgreenvalley.org](http://www.vecgreenvalley.org)

Peer to Peer client, **LEDdynamics**, recently won the *Popular Science Magazine* award for Best of ‘07 in the Green Tech lighting category for their LED-TR, a 30% more efficient replacement bulb for florescent T-8s.

[www.everled.com/everled-tr](http://www.everled.com/everled-tr)

### Vermont Builds Greener

► \$32,000 ↻ 2000, 2003

The Vermont Builds Greener (VBG) Program, an initiative of Building for Social Responsibility, certifies that residential buildings are constructed to sustainable criteria. The VSJF provided significant grant funding to develop the VBG standards and specifications. The focus of the program is to promote the construction of homes that are healthy, durable, and have a reduced “footprint” on local and global environments.

The VBG program has won so much acclaim that elements of it were recently combined with the new national program, *LEED for Homes*, developed by the US Green Building Council.



*“VSJF had faith that Builders for Social Responsibility could successfully develop the VT Builds Greener standard and was really the only funder to step up and make a significant contribution. We would not have even gotten off the ground except for the VSJF.”* - Richard Faesy, project participant

[www.bsr-vt.org/vbg](http://www.bsr-vt.org/vbg)



# FY 2007 Project Summaries

The projects listed below represent 18 months of activities by grant recipients as well as VSJF-managed initiatives using FY 2007 and 2008 YTD state and leveraged funds.

Grantee / Project	FY 2007	FY 2008 YTD	Description
Vermont Biofuels Initiative (VBI)	\$22,167	\$10,885	Department of Energy and State funds used by VSJF to support the development of biodiesel infrastructure and production in Vermont.
Vermont Biodiesel Project	\$17,413		DOE and other grant funds used by VSJF to manage a market conditioning project that stimulated demand for biodiesel in Vermont. Pilot projects at Smugglers' Notch and Buildings & General Services. Partnership between VSJF, VBA, VFDA, & Dept of Public Service.
VBI: <i>Vermont Biofuels Association</i>	\$54,740	\$20,475	DOE, High Meadows Fund, Orchard Foundation & Maverick Lloyd Foundation funds used to develop the biofuels network, organize workshops & manage a set of pilot projects.
VBI: <i>UVM Center for Sustainable Agriculture: State Line Farm Seed Trials</i>	\$54,003	\$1,857	DOE funds used to develop a pilot scale, farm-based biodiesel and ethanol production system coupled with a set of oil seed crop tests. Funds expensed were part of a \$98,089 grant made in FY06.
VBI: <i>Green Technologies, LLC</i>	\$94,303	\$6,197	DOE funds used to expand production capacity & develop a testing service to reduce costs for ASTM testing of biodiesel. Funds expensed were part of a \$98,000 grant made in FY06; includes additional \$2,500 from VT Training Program for CEO leadership development at the company.
VBI: <i>AgNorth Biopower: Business Assistance</i>	\$31,350		DOE funds used towards the planning phase for an anaerobic digester system. This project is managed by the Vermont Department of Public Service. \$33,000 grant in total.
VBI: <i>Gervais Family Farm: Biogas Digester Study</i>	\$7,786		DOE funds used to complete the construction of an on-farm anaerobic digester system. This project is managed by the Vermont Department of Public Service. \$67,000 grant in total.
VBI: <i>State Line Biofuels: Safety Review &amp; Engineering Study</i>		\$3,240	DOE funds used to conduct a fully documented safety review and engineering study of the existing biodiesel system at State Line Farm. \$23,200 grant in total.
VBI: <i>Bishop Enterprises- Business Assistance</i>	\$10,000		VT State General Funds used to leverage a loan from Brattleboro Savings & Loan to construct a biodiesel fueling station that will supply fuel users ranging from the town truck fleet, school bus fleets, and private construction companies.
Fuel & Feed Project (FFP) -- VSJF	\$29,785	\$17,083	High Meadows Fund grant used by VSJF to conduct market research and economic analysis for individual and groups of farmers interested in biodiesel production. \$150,000 received in total.
FFP: <i>University of Vermont Extension: Oilseed Research &amp; Demonstration Trials</i>		\$20,185	High Meadows Funds grant made to UVM Extension to develop oilseed production recommendations through research with the goal of expanding liquid biofuel production and livestock feed in Vermont. 2007 oilseed research trials conducted on 5 farms. Grant made in FY07, expensed in FY08.
FFP: <i>Borderview Farm: Oilseed Crop Production &amp; Equipment Construction</i>	\$1,200	\$1,500	High Meadows Funds used to cultivate and process oilseed crops, and to construct a combine head for harvesting of sunflowers. Total grant made = \$3,200.
FFP: <i>No-Mon-E Farm: Oilseed Crop Production</i>	\$2,000		High Meadows Funds used to cultivate and process oilseed crops.
FFP: <i>Tio Grain Farm: Oilseed Crop Production</i>	\$2,000		High Meadows Funds used to cultivate and process oilseed crops.
FFP: <i>State Line Farm: Oilseed Crop Production &amp; Equipment Purchase</i>	\$2,200	\$1,500	High Meadows Funds used to cultivate and process oilseed crops and make biodiesel, and to purchase a tine weeder to provide weed control for canola and sunflower cultivation. Total grant made = \$3,700.
FFP: <i>Green Technologies: Oilseed Processing and Testing</i>		\$850	High Meadows Funds used to make biodiesel from oilseed crops harvested at Borderview Farm and to test biodiesel made at GT and State Line Farm for ASTM quality.

Continued...



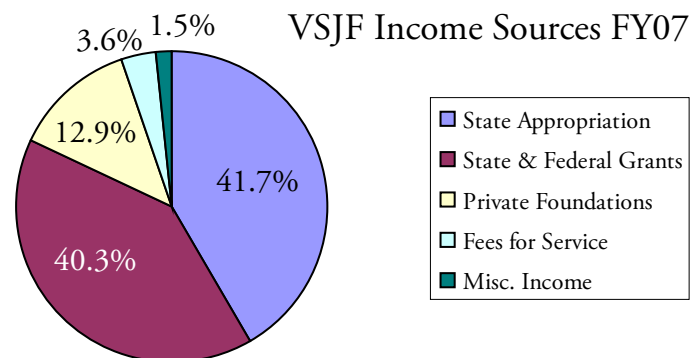
# FY 2007 Project Summaries

Grantee / Project	FY 2007	FY 2008 YTD	Description
Cornerstone Project: <i>Wood Products Resource Manual</i>	\$9,551		VT State General Funds and other funds used to publish & distribute Resource Manual throughout New England. Partnership with VT Wood Manufacturers Association. 700 copies distributed to architects and design-build firms throughout New England.
Vermont Environmental Consortium: <i>Green Makeover Video</i>	\$2,500		Funds were used to support production of the Green Makeover Video and to pay for retrofit expenses at the film's subject business, Johnson Woolen Mills.
The Intervale Center: <i>Organizational Development</i>	\$7,000		Frank & Brinna Sands Foundation and VT State General Funds grant to work with consultant to define the role of social enterprise in the Intervale Center's strategic plan. The Intervale Center will share lessons learned with other interested nonprofits.
VSJF: Peer to Peer Collaborative	\$6,750	\$4,000	Strategic direction and growth planning with 6 Vermont manufacturing companies; funds listed here were provided by the Vermont Training Program to help subsidize training costs for the companies assisted.
Vermont Businesses for Social Responsibility: <i>Livable Jobs Toolkit</i>	\$2,000		Peer to Peer Collaborative funds used to help update the latest version of the Toolkit and distribute it to small businesses in VT.
<b>Total</b>	<b>\$355,298</b>	<b>\$87,772</b>	

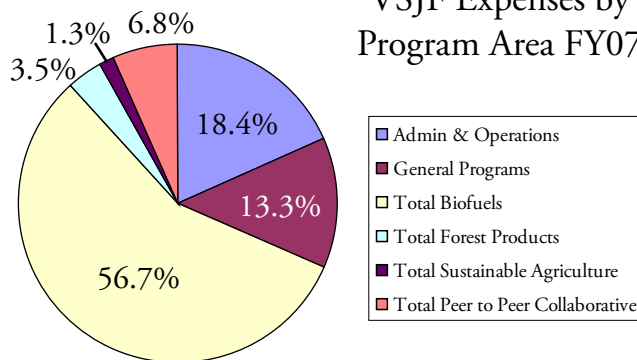
## VSJF FY 07 Financials

- ▶ VSJF uses its General Fund appropriation to leverage additional funds, all of which help to develop markets for economic sectors of strategic importance.
- ▶ ~ 58% of VSJF's funding comes from non-State sources.
- ▶ More than 80% of VSJF's budget goes to grant-making and market building initiatives.

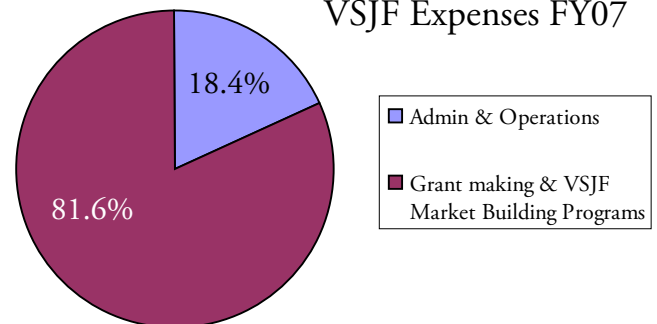
VSJF Income Sources FY07



VSJF Expenses by Program Area FY07



VSJF Expenses FY07



# Balance Sheet

	FY07 June 2007 (Audited)	YTD FY08 Dec. 31 2007 (Unaudited)
<b><u>ASSETS</u></b>		
Cash and Cash Equivalents	\$146,468	\$319,557
Prepaid Expenses	\$ 1,648	\$ 1,346
Grants Receivable	\$ 3,250	\$ 0
Other Assets	\$ 2,487	\$ 2,487
<u>Security Deposit</u>	\$ 1,000	\$ 1,000
<b>TOTAL ASSETS</b>	<b><i>\$154,853</i></b>	<b><i>\$324,390</i></b>
<b><u>LIABILITIES AND FUND EQUITY</u></b>		
Accounts Payable and Accrued Expenses	\$ 4,255	\$ 5,171
<u>Deferred Grant Revenue</u>	\$ 97,409	\$149,339
<b>TOTAL LIABILITIES</b>	<b><i>\$101,664</i></b>	<b><i>\$154,510</i></b>
Net Investment in Property, Plant & Equipment	\$ 2,487	\$ 2,487
<u>Unrestricted Net Assets</u>	\$ 50,702	\$167,393
<b>TOTAL FUND EQUITY</b>	<b><i>\$ 53,189</i></b>	<b><i>\$184,620</i></b>
<b>TOTAL LIABILITIES &amp; FUND EQUITY</b>	<b><i>\$154,853</i></b>	<b><i>\$324,390</i></b>

At the close of FY07, the VSJF had \$154,853 in total assets with \$146,468 held in cash or as cash equivalents. Liabilities included \$97,409 in deferred (restricted) grant revenue from private sources to be used for future activities and grant making. VSJF's closing net assets for FY07 were \$53,189, an increase of \$10,141 (23.5%) over FY06.

Year to Date FY08 un-audited assets and liabilities reflect receipt of a General Fund Appropriation of \$246,200, grants received by the VSJF and those we serve as the fiscal agent for.

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



# Statement of Revenues, Expenses & Changes in Net Assets

	FY 07 July 2006-June 2007 (Audited)	YTD FY 08 July-Dec. 2007 (Unaudited)
<b>OPERATING REVENUE</b>		
Contributions	\$ 77,354	\$ 37,570
Federal and State Grants	\$241,515	\$ 26,618
Fees for Service	\$ 21,550	\$ 9,989
<u>Miscellaneous Income</u>	\$ 1,863	\$ 325
<b>TOTAL OPERATING REVENUES</b>	<b>\$342,282</b>	<b>\$ 74,502</b>
<b>OPERATING EXPENSES</b>		
Grants and Project Expenses	\$324,292	\$ 59,572
Staff Salaries, Benefits and Expenses	\$193,464	\$109,562
Board Expenses	\$ 953	\$ 2,314
Professional Fees	\$ 22,510	\$ 11,578
<u>Other Expenses</u>	\$ 48,331	\$ 26,444
<b>TOTAL OPERATING EXPENSES</b>	<b>\$589,550</b>	<b>\$209,470</b>
<b>OPERATING LOSS</b>	<b>(\$247,268)</b>	<b>(\$134,968)</b>
Non-Operating Revenue		
State of Vermont Appropriations	\$250,000	\$246,200
<u>Interest Income</u>	\$ 7,409	\$ 5,459
<b>TOTAL NON-OPERATING REVENUE</b>	<b>\$257,409</b>	<b>\$251,659</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$ 10,141</b>	<b>\$116,691</b>
<b>NET ASSETS – BEGINNING OF THE YEAR</b>	<b>\$ 43,048</b>	<b>\$ 53,189</b>
<b>NET ASSETS – END OF YEAR</b>	<b>\$ 53,189</b>	<b>\$169,880</b>

VSJF continued its efforts to build new markets in its core sectors and to provide technical assistance to growth stage companies by securing \$349,691 from non-State sources in addition to its General Fund Appropriation of \$250,000. Total operating revenue for FY07 increased by .3% while total operating expenses increased by 6%. However, total non-operating revenue increased by 35% which allowed the VSJF to do more grant making. An increase in the change in net assets from -\$24,725 (FY06) to \$10,141 (FY07) represented a 23.5% improvement. This left Net Assets (unrestricted fund balance) of \$53,189 compared with \$43,048 from the previous year (FY06).

Federal & State Grants as well as Grant & Project Expenses in FY08 are significantly lower due in part to the winding down of our FY05 Federal DOE Earmark and a number of grants that were made in FY07 and FY08 that have yet to be fully paid out. We anticipate making a number of new grants in the second half of FY08 and have a number of grantees who will complete their currently funded projects.

By the end of FY08, we anticipate Net Assets of approximately \$65,000, a level recommended by our Auditors.

# Thank You!

The current staff and Board of Directors of the Vermont Sustainable Jobs Fund want to thank the following previous staff, Board members and funders for their energy, time, expertise, insight, guidance and support over the past 10 years. Without your efforts on behalf of our grantees and their sustainable development initiatives the VSJF would not be where it is today – helping to accelerate the development of Vermont’s green economy.

## **PREVIOUS STAFF**

Wayne Fawbush  
John Lang  
Ed Delhagen  
Tim Traver  
Dan Davis  
Doug Phillips-Hamblett  
Tiffany Mitzman  
Doug Patterson  
Betsy Sylvester  
Greg Strong

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Dave Redmond  
Conrad Reining  
Karel Samsom  
Frank Sands  
Richard Smith

## **FUNDERS**

Ben & Jerry’s Foundation  
Vermont Community Development Block Grant  
Davis Conservation Foundation  
Downs Rachlin Martin  
Vermont Department of Public Service  
Ford Foundation  
Frank & Brinna Sands Foundation  
Gardeners Supply Store  
High Meadows Fund  
John Merck Fund  
Marguerite Hubbard Fund  
Maverick Lloyd Foundation  
Merck Family Fund  
Morris and Bessie Altman Foundation  
National Oilheat Research Alliance  
Orchard Foundation  
Robert Miller  
State of Vermont – General Fund  
Sudbury Foundation  
Thomas Bruce Fund  
USDA Rural Development RBOG / RBEG  
United States Department of Energy  
University of Vermont  
Vermont Community Foundation  
Vermont Country Store  
Vermont Agency of Agriculture, Food, and Markets  
Vermont Department of Buildings & General Services  
Vermont Training Program, VT Department of Economic Development  
Vocational Rehabilitation  
Wendling Foundation

While we don’t have room to name the many people and all our partners who have helped make the VSJF a success, we did want to give special thanks to members of the original Sustainable Jobs Coalition and members of the 1995 General Assembly for their vision in crafting our enabling legislation. A big thanks also to Larry Murphy who has been our accountant all these years.

Design: Scott Sawyer

# VSJF Grants: 1998-2007



For a complete listing of VSJF grants & projects, visit: [www.vsjf.org](http://www.vsjf.org) and click on Grant Seekers.