

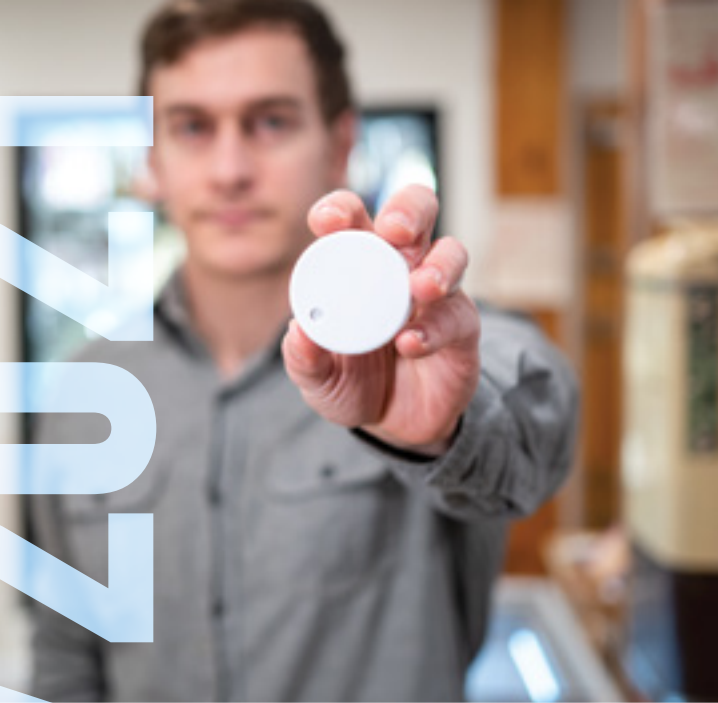


Vermont Sustainable Jobs Fund

Impact Report FY20-21



2021



QUALITY first
PRODUCTION next
SAFETY always



2021



2021



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Dear Friends,

In 1995, a group of forward-thinking leaders founded the Vermont Sustainable Jobs Fund (VSJF). They understood the importance of helping our human and natural environments thrive together then and for future generations. They saw the 21st century on the horizon and understood the new challenges and opportunities that would come with it.

We're grateful for their investment in the future.

Over the past 27 years, we've developed a level of expertise in assessing and making sense of complex systems that make up the economic sectors in which we work. And our work approaching issues from a systems level remains more important than ever in the wake of a global pandemic, accelerating climate change, and growing recognition of societal inequities.

In the next pages, you'll read about our efforts during 2020–2021 to adapt to and address these challenges, and how we've capitalized on new opportunities, including:

- Assisting former and current business coaching clients as they navigated rapidly changing circumstances during the early months of the pandemic, and re-emerged financially and operationally stronger
- Pivoting our DeltaClima^{VT} business accelerator to a virtual format, which helped us attract a more diverse cohort of climate technology companies and allowed us to continue running the program through COVID-19 shutdowns
- Assisting forest products businesses with communications and marketing to raise their online profiles so they could attract new customers during the pandemic
- Crafting and launching the 2021–2030 Agriculture & Food System Strategic Plan, and releasing the 2010–2020 Farm to Plate Retrospective, which allowed us to both review the changes that took place over the past 10 years, and look ahead at what still needs to be accomplished
- Addressing supply chain issues and increasing access to local food through the Independent Grocers Project

SECTORS WE SERVE

Agriculture and Food Systems

Forest Products

Renewable Energy

Waste Management

Environmental Technology

Like many white-led organizations, we have double-downed on the importance of embracing diversity, equity, inclusion, and belonging as organizational core values. In 2021, we engaged in training and reflection with Abundant Sun so that we could consider how best to intentionally lead our work from these values—whether through our direct services to businesses, our sector specific programs, our organizational policies and procedures, our hiring and procurement practices, or in the public policy spheres within which we interact.

Two years after the world shifted, we have taken stock of our efforts, and in doing so, have gained a new perspective on what we do best. We have always felt our work in the agricultural, forest products, and climate technology sectors is important, but the pandemic helped us better understand the impact we have made and the work that still lies ahead.

We have emerged from these challenges more focused, with a financially sound future, and with an even greater commitment to the work we will do in the years to come.

We are deeply grateful for your support in helping the people and environment of Vermont thrive together.



Ellen Kahler
Executive Director
Vermont Sustainable Jobs Fund



BUSINESS MANAGEMENT COACHING
27 Vermont-based businesses coached in 2020-2021

DELTA CLIME^{VT}
Five cohorts at a glance

46%
BIPOC-owned

38%
Women-owned

8%
Veteran-owned

VERMONT FARM TO PLATE
16.1% (\$371M) of food purchased in Vermont was local in 2020





BUSINESS MANAGEMENT COACHING

VSJF's Business Management Coaching program provides high-quality, affordable coaching services designed to accelerate the growth of the enterprises we work with and expand the leadership capacity of the entrepreneurs who own and manage these businesses.



As soon as the pandemic hit, VSJF brought former and current clients together for a twice monthly Zoom call to problem solve with them as they adjusted to the twists and turns of the lockdown. These calls provided a lifeline to many entrepreneurs who faced the need to pivot their business model—sometimes more than once—to both take care of their employees and meet the evolving needs of their customers. Through group and 1:1 coaching sessions, all but two of our former and current clients made it through the pandemic, and many are stronger and better equipped to succeed today than they were at the start of 2020.

The program provides professional support to Vermont companies navigating critical transitions through a network of entrepreneurial coaches on topics such as: revenue and/or employment growth, expanding facilities, entering new market channels, developing or expanding their management team, developing an advisory board, planning for succession, cash flow and strategic planning, to name a few. One of the biggest challenges for entrepreneurs is to move into the role of really leading their company and feeling comfortable with supporting employees and delegating, rather than trying to do it all themselves. We work with our clients so that they develop the discipline needed to work ON their business instead of just IN their business.

“The things we talked about exist in every business on the planet in some shape or form. We can draw on stories from our past and say, ‘this is what happened to me, this is what I did, and this is how it was resolved.’ The greatest benefit of the VSJF coaching program is that the coaches have seen and done it all. We’re not making this stuff up. We’ve been there and can relate.”

—Victor Morrison, VSJF Business Coach

Upper Valley Produce CEO James Gordon joined the weekly Zoom calls hosted by VSJF to hear how other business owners were responding to COVID-19, and also worked with a team of our business coaches to explore new sales strategies and address challenges. “There is a lot of uncertainty,” said Gordon during the heart of the pandemic, “but we have an entrepreneurial mindset and an incredible team of coaches and colleagues with whom we are sharing ideas and gathering information.”

During that same time period, VSJF Business Coach Lawrence Miller worked with Joe and Rebecca Pimentel of Luce Farm Wellness. They focused on getting the fundamentals in place—everything from accounting and order management systems to a full understanding of manufacturing costs that account for labor and rent.



“We’re super thankful. Harvard Business School could not compete with the ‘education’ we received through this business coaching program.” Joe’s advice to other entrepreneurs, “Don’t be afraid to let your priorities change and don’t wait to ask for help from someone who has been there before.”

—Joe Pimentel, Co-Founder, Luce Farm Wellness

THANKS TO OUR FUNDING PARTNERS!

Thanks to expanded funding support from the Vermont Agency of Agriculture, Food & Markets, the Vermont Housing & Conservation Board’s Farm and Forest Viability Program, Vermont Training Program and pandemic recovery funds, we were able to serve many more clients. Due to both new funding and what we’ve learned about business’ needs coming out of the pandemic, we’ve also broadened the types of coaching services we offer from our traditional deep-dive 12 to 18-month service to less intensive 9 to 12-month services, and even 3-month short-term intensive services.



We are proud of the support we were able to offer to our coaching clients in FY20 and FY21, including:

Pandemic Cohort Calls + 1:1 Coaching

Agrilab Technologies
 Better Wheel Workshops
 Cooperman Fife & Drum
 Currier Forest Products
 Fat Toad Farm
 Green State Biochar
 Long Walk Woodworking
 Northview Weather
 Rockledge Farm Woodworks
 Smugglers’ Notch Distillery
 Sugarsnap Catering
 Vermod
 Vermont Wood Studios
 Waste Free Earth
 Wooden Hammer

Deep Dive Coaching + Pandemic Cohort Calls

Blake Hill Preserves
 Global Village Foods
 High Mowing Organic Seeds
 Lawson’s Finest Liquids
 Luce Farm Wellness
 Olivia’s Croutons
 Peterson’s Quality Malt *(no longer in business)*
 Rick’s Firewood *(no longer in business)*
 Upper Valley Produce

Other Coaching Projects

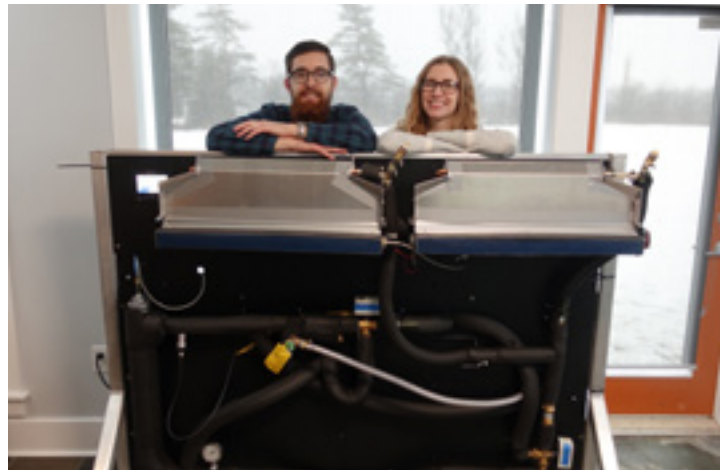
Allard Lumber Company
 Farmers To You
 Localvore



CLIMATE ECONOMY

The DeltaClime^{VT} business accelerator jump starts progress toward significant economic opportunities (i.e., bringing new products and services to market) associated with solving the challenges presented by climate change and the need to transform our energy sector to help achieve Vermont's Comprehensive Energy Plan goal and the new Vermont Climate Action Plan.

The global pandemic meant that our DeltaClime^{VT} business accelerator had to pivot to provide its 4-month program via Zoom rather than in-person. Our partner, ecosVC, did a masterful job of delivering DeltaClime^{VT} Energy 2020 between March-June. They adapted to the new virtual reality by delivering high-quality content during 12 day-long workshops, numerous webinars and training videos, 1:1 work sessions with each participating company and numerous Zoom breakout room work sessions between the companies and Vermont utility and energy company mentors. DeltaClime^{VT} Energy 2021 was similarly held between March-June 2021. Throughout both programs, participating companies received over 100 hours of direct instruction and support and many landed pilot projects at the end of the program with Vermont utility partners.



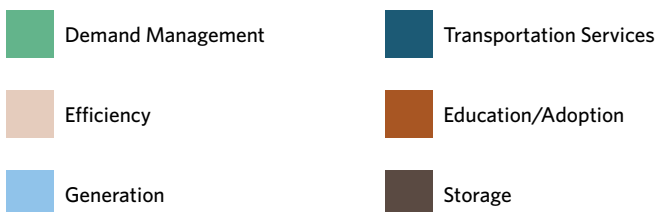
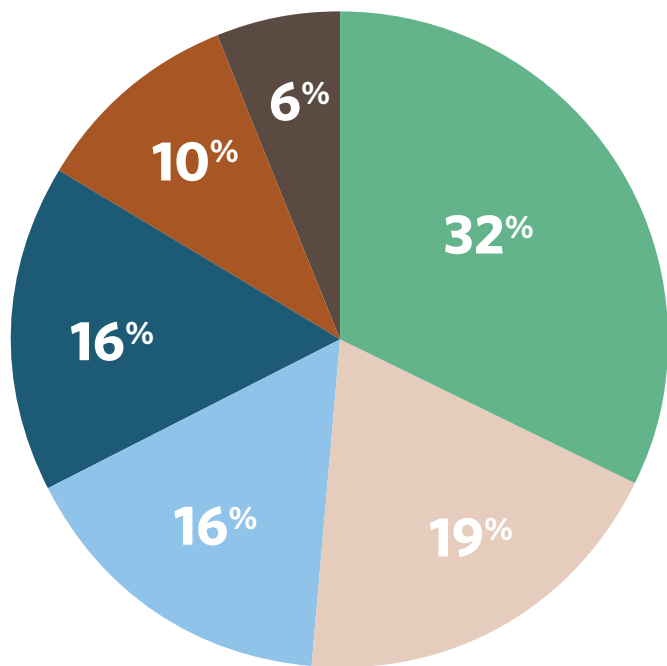
COHORT PARTICIPANT BREAKDOWN

Each cohort of 7-9 companies is competitively selected to participate in the program by an advisory board. Of the 39 companies that participated in our first five programs, we have successfully attracted companies that are women and people of color owned/managed, and a large majority of participants are under 35 years old. This is another important part of our program's purpose.

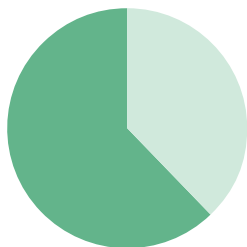
"We are honored that the award came from the peers. Everybody has been so helpful and we are really grateful that we were able to take part in this group this year. I feel like we were all able to really move forward during the past few months."

—Jill Johnson, Neothermal Energy Storage Co-Founder,
Energy 2021 Participant

Cohort Companies by Energy Sector 2017-2021

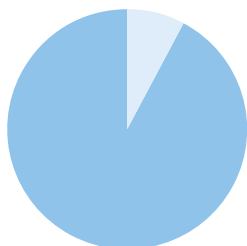
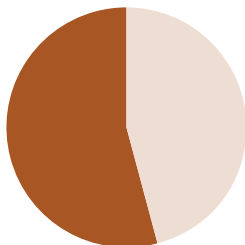


A Commitment to Diversity, Equity & Inclusion



38.5%
of participants are women owned businesses

46%
of businesses are BIPOC-owned



8%
of businesses are veteran-owned

PRIZE & PILOT WINNERS DELTA CLIME^{VT} ENERGY 2020

PEER AWARDED PRIZES

\$25,000:

Pecos Wind Power: develops low cost, 85kW distributed wind turbines to compete on cost with distributed solar and utility-provided electricity

\$15,000:

Medley Thermal: develops and dispatches hybrid electric boiler projects

\$10,000:

Wex Energy: delivers energy efficient solutions for buildings and homes with long lasting window retrofits

PILOT PROJECTS

Pecos Wind Power: VT Public Power Supply Authority (VPPSA)

Medley Thermal: Burlington Electric Department (BED)

WexEnergy: Burlington Electric Department (BED)

Switched Source: Green Mountain Power (GMP); provides power electronics equipment that automates balancing of the distribution grid

ThermoAI: Joint Pilot Project with GMP, BED and VPPSA at the McNeil Generating Station in Burlington; uses patent pending proprietary machine learning algorithms to optimize the total processes of industrial combustion

PRIZE & PILOT WINNERS DELTA CLIME^{VT} ENERGY 2021

PEER AWARDED PRIZE

\$25,000:

Neothermal Energy Storage: offers supplemental electric thermal storage (ETS) systems using salt hydrate to electrify residential boilers and furnaces

PILOT PROJECTS

Neothermal Energy Storage: Burlington Electric Department (BED)

Arc Industries: Burlington Electric Department (BED); designs and manufactures vertical axis wind turbines with a new cutting-edge turbine design

Grid Fruit: Green Mountain Power (GMP); provides software that reduces energy and maintenance costs for food businesses, using data through AI software

Neothermal Energy Storage, Grid Fruit and Bloomcradle: in discussions with VT Public Power Supply Authority (VPPSA)



FOREST PRODUCTS

The Vermont Forest Products Development Program works to create and retain quality jobs, open additional markets for locally produced forest products, and improve economic development in the forest economy.

While logging and sawmills were still considered essential services, COVID-19 almost completely shut down the wood manufacturing sector by late March 2020 temporarily. This supply chain disruption complicated a spike in consumer demand of forest products during that time, from toilet paper to packaging to hard wood products. Businesses with an online presence often generated more sales orders than they could keep up with (as consumers shifted to online shopping and home renovations). As a result, VSJF quickly pivoted to address the immediate crisis as well as the recovery efforts needed for the foreseeable future.

While VSJF was forced to cancel all in-person events in 2020 and most in 2021, including two Vermont Forest Industry Summits, we shifted gears and devoted substantial time to direct outreach to businesses across the industry. Collaborating with the industry's primary service providers, the Vermont Housing and Conservation Board, the Northern Forest Center, the University of Vermont, and the Vermont Wood Works Council, we reached out to and assisted dozens of businesses. As part of this effort, the Vermont Wood Works Council executed a marketing plan for vermontwood.com where member businesses are listed and improved SEO for the site. This site is an important marketing tool showcasing the wide variety of wood products made in Vermont and these improvements were made to attract more customers to their website.

Another part of this effort was the Vermont Agency of Commerce & Community Development awarding VSJF a CARES Act grant to provide Re-Start Vermont COVID Recovery Services through December 2020 to woodworking businesses.



With our partners, we took a multipronged approach to assisting forest products businesses. VSJF assisted businesses with marketing, photography, 1:1 business coaching, and cohort-group coaching, including:

- 15 businesses received professional marketing assessments
- 18 businesses received professional photography services
- 7 businesses received personalized coaching from the Northern Forest Center



VERMONT FOREST INDUSTRY NETWORK

The Vermont Forestry Industry Network tackles initiatives that no single business or organization can address alone. It brings together industry professionals, trade association partners, state personnel and others to encourage more collaboration and stronger relationships throughout the industry.

Though the COVID-19 pandemic presented challenges in bringing the Network together in person, we switched to virtual meet-ups to maintain momentum and encourage people from across the state to participate. VSJF held events, such as:

- Co-sponsored the 2020 Forestry Hackathon hosted virtually by Do North Co-Working
- Co-sponsored and organized a webinar hosted by the Vermont Green Building Network on sourcing local wood products from Vermont businesses
- Sponsored and organized a webinar hosted by the Network's Mass Timber Action Team about mass timber construction projects in the Northeast

The relationships we cultivated through the Network pre-pandemic allowed us to assist the Fairbanks Museum in St. Johnsbury, VT with their plans to build an addition to the museum out of mass timber, which will serve as a demonstration project. This project will be pivotal for the region as it will provide opportunities to educate developers, architects, building owners, general contractors and builders about the potential for mass timber in the region.



CAREER GUIDE

Like other sectors of the economy, forest economy businesses are facing workforce challenges. In the Fall of 2021, the Network hosted a hybrid Meet-Up on workforce and education needs in the forest economy. By late 2021, we were putting the finishing touches on a [Vermont Forest Economy Career Pathways guide](#). The guide provides high school, technical school, and college level students with information about career opportunities in Vermont's forest and wood products industry, including education requirements, starting wages, the number of job openings, and other relevant information. We have begun to market the guide to students, guidance counselors, and parents in hopes of attracting the next generation of workers and business owners to the industry.

"Vermont's forest economy is changing, and the jobs of the future will require new skills in automation, chemistry, mathematics and climate science. Our work supports the transformation of Vermont's forest and wood products industry to position it to lead us into a climate-resilient future."

—Christine McGowan, Forest Products Program Director at VSJF

COMMUNICATIONS

Our communications strategy to raise the profile of the forest products industry continued to show positive results in 2020-2021. We shine a spotlight on an industry that is crucial to Vermont's economy that has traditionally not been profiled. During the pandemic, we published 20 featured profiles and stories about forest products businesses, resulting in over 13,000 page views.

In light of the effects of COVID-19 on the industry, VSJF launched a Network newsletter that included information about COVID-19 recovery resources, industry profiles, and other relevant news and information that now goes out monthly to more than 775 subscribers across Vermont and the Northeast.



AGRICULTURE AND FOOD SYSTEMS

The team at VSJF and its Farm to Plate Network partners work to create quality jobs, open additional markets for locally produced food, improve economic development in the farm and food sector, improve soils, water, and resiliency of the working landscape in the face of climate change, while working to improve access to healthy food for all Vermonters.

The agricultural sector in Vermont was deeply impacted by the COVID-19 pandemic, from global supply chain disruptions and increased demand for local food beyond our capacity to produce it, to increased levels of hunger and shuttered restaurants. We made substantial efforts to maintain meaningful connections and provide timely information to Farm to Plate Network groups, partner organizations, and businesses across the state through regular virtual update meetings. Many participants expressed their appreciation and indicated that they made new connections or benefited from information shared across the Network. And the pandemic meant that we had to hold the 2020 and 2021 Annual Gatherings virtually with a modified format in an effort to maximize discussion time and minimize “Zoom-fatigue.”

With the massive layoffs caused by the pandemic, many Vermonters experienced food insecurity for the first time in their lives. Research conducted by UVM Professor Meredith Niles revealed a 33% spike in food insecurity in Vermont during the pandemic, from 18% to 24%. As soon as the pandemic hit the charitable food system, innovative businesses like the Skinny Pancake and state personnel mobilized to stand up mass feeding operations, pop-up community meals, and new programs such as Vermont Everyone Eats (VEE). VSJF Executive Director Ellen Kahler served on the statewide task force for VEE, which brought together local restaurants, farmers, and food producers to provide two million meals from August 2020 through December 2021.

The success of this program demonstrated the long-term effect of building trusted relationships in the food system over the past ten years through the Vermont Farm to Plate Network. Having those relationships in place meant many participants knew and trusted each other, and were able to build and deliver this new program together more quickly and effectively than otherwise possible.

“Farm to Plate continues to positively impact and grow Vermont’s economy in terms of jobs created, local food sales, improved access to new markets for producers and greater availability to local healthy food for consumers. We learned during the pandemic that a robust food system is critical to farmers and other types of food producers as well as consumers. Thanks to work that’s been done over the past decade, Vermont is in a better position to recover than most states. We look forward to improving the economy and lives of farmers, producers and consumers over the next ten years, through the creative and collaborative efforts of everyone connected to Vermont Farm to Plate.”

—Anson Tebbetts, Secretary,
Vermont Agency of Agriculture, Food & Markets



CRAFTING THE NEW STRATEGIC PLAN DURING THE HEART OF THE PANDEMIC

Fresh off the May 2019 reauthorization of Vermont Farm to Plate and working more closely than ever with our partners at the VT Agency of Agriculture, Food & Markets, we began crafting a new 10-year food system strategic plan to guide our work from 2021-2030. The making of the new plan was a stakeholder led, iterative process that happened over 18 months. It was created with the input of food system subject matter experts and includes 54 product, market channel and issue briefs. In total, over 1,500 Vermonters were engaged in developing a shared vision, 15 new goals, 34 priority strategies and dozens of recommendations all aimed at strengthening our local and regional food system.

Published in February 2021, the [2021-2030 Strategic Plan](#) centers around 15 strategic goals broken into four categories: Sustainable Economic Development, Environmental Sustainability, Healthy Local Food for All Vermonters, and Racial Equity. Within each goal there are several objectives and example indicators that we will use to benchmark our collective progress over the coming decade.

A key goal in the new plan centers on racial equity within the Network, and VSJF's recognition that this has not been intentionally or comprehensively integrated into our work before now. We acknowledge that we did not do enough to build relationships, advance anti-racism policies and partnerships, and provide resources to and space for BIPOC voices and initiatives. It is our commitment to engage around and prioritize racial equity and to root out structural racism within the Farm to Plate Network.



VERMONT FARM TO PLATE NETWORK RETROSPECTIVE 2010-2020

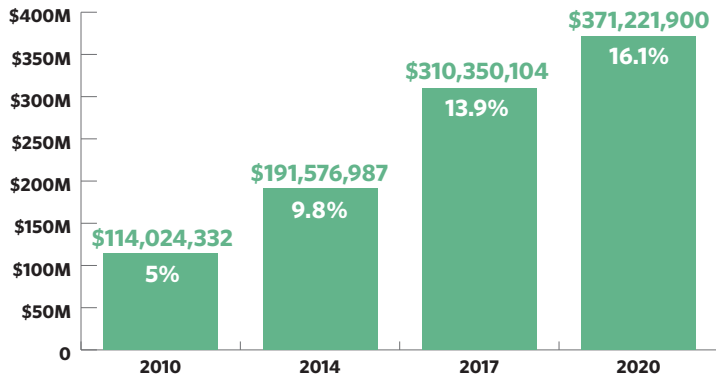
In addition to acquiring funding for food security, dairy-beef, and independent grocers projects, and the launch of the restructured Farm to Plate Network, staff in 2021 spent time evaluating the outcomes of the first ten years of Farm to Plate. The evaluation culminated in the publishing of the [Farm to Plate Retrospective 2010-2020](#), which documents the impacts the Network had on strengthening Vermont's food system while reflecting on lessons learned that can be applied to the decade ahead.

KEY FINDINGS FROM THE RETROSPECTIVE INCLUDE:

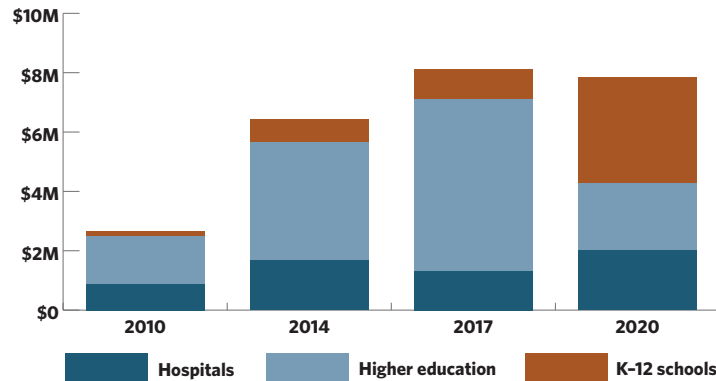
- 80% of High Priority Strategies from the 2010-2020 Strategic Plan were either fully completed, are still underway or have been partially completed. Of the 11 High Priority Strategies that were not completed, five were not completed because initial planning or research revealed the project to be infeasible or the strategy irrelevant due to changing conditions, and with the remaining six, no action was taken and the strategy could still be valuable to implement.
- Between 2014-2020, members indicated the following in an annual Network evaluation survey:
 - 91-93% said they valued the information sharing provided through the Network
 - 76-88% said the Network helped their organization reach its own goals
 - 85-98% said VSJF was effective in coordinating the Network
- Progress was made on the three legislative outcomes, as food system economic output, employment, and establishments increased, local food purchasing increased, and household food insecurity declined. Additionally, pre-pandemic, progress was made in areas that attracted significant focus of the F2P Network, including the meat sector, retail grocery sales, institutional market sales, organics recovery capacity, and food insecurity.

SAMPLE RESULTS

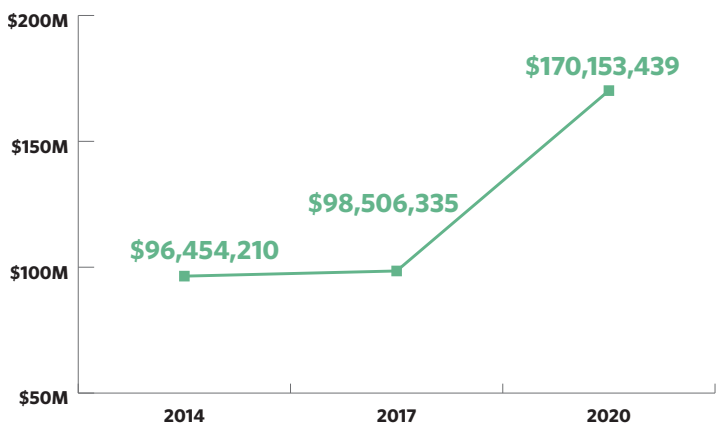
Purchases of Vermont Food in Vermont



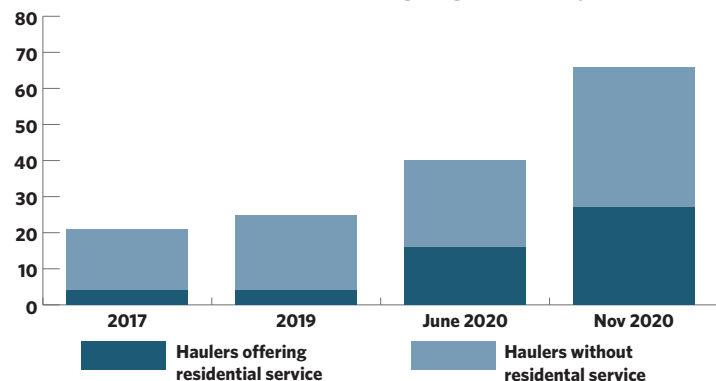
Institutional Sales 2011-2020



Local Food Retail Sales



Growth in Haulers Offering Organics Pickup



KEY PROJECTS

The Farm to Plate Network undertakes dozens of activities in pursuit of achieving the goals laid out in the Plan. Though the COVID-19 pandemic meant we needed to adjust how we did our work, important Network-wide projects did continue and had many positive impacts on our food system during the period. The following highlighted projects are among the many that Network partners have worked on throughout 2020-2021.



Independent Grocers

The Independent Grocers Project helps independently owned grocery and retail stores in Vermont make more local food available to Vermonters. While many already sell local products, this project provides technical assistance resources and shares best practices on topics such as marketing, procurement, and merchandising.

With the pandemic impacting global supply chains, the demand for local food substantially increased. In response, we expanded the audience of the Small Bites weekly e-newsletter to widen the network and grow connections between local grocery stores, food distributors, farmers and food system organizations. Despite the challenges of discontinuing in-store services and training, we were able to increase the amount of tangible support we provided to Vermont producers, distributors and retailers through regular phone and email communication. New relationships were formed through this work, often leading to more local products on the shelves. Stores gained exposure to new products and distributors, organizations reached out to promote local food products, and farm and food businesses had expanded opportunities to market products to stores and distributors.



Local Food Access Guide

Released in November 2019, [The Local Food Access Guide](#) focuses on improving food access through municipal and regional plans, and while the plans alone won't end hunger, the planning process raised awareness and built broad public support for food access initiatives.

With the onset of COVID-19, it became less feasible to directly engage communities in a formal town planning process. However, increased food insecurity caused by layoffs and closed businesses meant that there was an increase in community interest and recognized need for long-term food security planning. VSJF worked with VAAFM to complete the new [Local Food Resiliency in Vermont](#) website which profiles community level food system projects. VSJF and F2P Network members also created a short resource document based on the guide specifically to help communities leverage ARPA funding as COVID-19 continued to impact the food security of Vermonters.

“Like water and shelter, food access is one of those things we take for granted until it's not there. Access to food is more than a function of being able to pay for it. It's also a function of mobility, land use, local economic conditions and other factors. Can you get to where the food is, or can the food get to you? Do local land use regulations create barriers to food production and access? What kinds of food and food retail does the local economy currently support? Food access requires thoughtful and intentional planning and implementation. This Toolkit provides a foundation for multiple food access planning pathways for citizen planners.

—Chris Campany, Executive Director,
[Windham Regional Commission](#)



New England Feeding New England

For over a dozen years, VSJF has provided various forms of support to our Farm to Plate counterparts in the other five New England States (known as the New England Food System Planners Partnership). In 2020, the Partnership received significant funding from the USDA and two foundation partners to launch a regional research project. The research explores what it will take to achieve a goal of 30% of the food consumed in New England is produced/harvested/caught within New England by 2030.

The COVID-19 pandemic laid bare the vulnerabilities of our current global food system which is highly consolidated and centralized. This new regional effort focuses on expanding and fortifying the region's food supply and distribution systems in an equitable and inclusive way that ensures the availability of adequate, affordable, socially and culturally appropriate products under a variety of rapidly changing climate, environmental, and public health conditions. Seventeen researchers from diverse disciplines across the region have joined forces to determine what will be required to meet this 30% by 2030 regional goal. Additionally, a Food Resilience Assessment Toolkit is being developed in collaboration with the Vermont Law School. Both documents will be released in late 2022.



Photography: Unless otherwise noted, photography by Erica Houskeeper; cover: bottom right—Kelly Nottermann; inside front cover: bottom left—Vermont Community Garden Network, center right—Salvation Farms; pg 6: right column—Neothermal Energy Storage; pg 13: Hunt Middle School/Hunger Free Vermont; pg 14: Champlainside Farm/Cabot Creamery Cooperative.

BOARD, STAFF, & FUNDERS



FY20 & FY21 BOARD OF DIRECTORS July 1, 2019–December 31, 2021

Nathan Hausman
Clean Energy Group
Vice Chair (2019–2020), Chair (2020–present)

Shelly Severinghaus
Long Trail Sustainability
Vice Chair (2021–present)

Robin Scheu
State Representative, Secy/Treasurer

Will Stevens
Golden Russet Farm,
Former Chair (2019–2020)

Ted Brady
*Deputy Secretary, Agency of Commerce and
Community Development (2017–2021)*

Tayt Brooks
*Deputy Secretary, Agency of Commerce and
Community Development (joined April 2021)*

Anson Tebbetts
*Secretary, Agency of Agriculture, Food
and Markets*

Dustin Degree
*Special Assistant to the Governor and Director
of Workforce Expansion*

Sara Gilbert
Vail Resorts

Allison Hooper
formerly of Vermont Creamery

Noelle MacKay
Regulatory Assistance Project

Andrea Cohen
Vermont Electric Cooperative

FY20 & FY21 VSJF STAFF

Ellen Kahler
Executive Director

Janice St. Onge
Deputy Director

Anthony Mennona
Finance Director

Jill Mennona
Business Manager (joined 10/2021)

Kelly Nottermann
Communications Director

Christine McGowan
Forest Products Program Director

Geoff Robertson
DeltaClime^{VT} Managing Director

Jake Claro
Farm to Plate Director

Sarah Danly
Farm to Plate Network Manager

Shane Rogers
*Rooted in Vermont Project Manager
(left 4/2021)*

Becka Warren
*Farm to Plate Plan 2.0 Project Coordinator
& Editor*

Sarah Axe
*New England Feeding New England Project
Manager (joined 2/2021)*

Lydia Pitkin
*Office Manager & Program Coordinator
(left 8/2021)*

Beret Halverson
Program Coordinator (joined 8/2021)

David Moloo
Farm to Plate Intern (2021)

FY20 & FY21 FUNDERS

VSJF could not continue without the generous support of our many funding partners including:

Vermont Agency of Commerce
& Community Development

Northern Border Regional
Commission

Vermont Community
Foundation

Various Client Fees for Service

Vermont Agency of Agriculture,
Food & Markets

USDA-Regional Food
System Partnership

Jane's Trust Foundation

Various Corporate Sponsors
Supporting VT Farm to Plate
and DeltaClime^{VT}

Vermont Housing &
Conservation Board

USDA-FSMIP

Sustainable Future Fund

VLITE (FY20 only)

Vermont Training Program

High Meadows Fund

Sandy River Charitable Trust

VSJF also provided fiscal
sponsorship services for
the Hunger Mountain Food
Coop Fund.

John Merck Fund

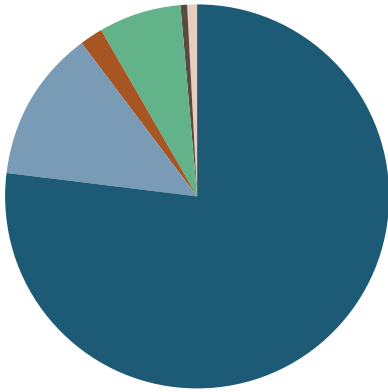
Angell Foundation

Henry P. Kendall Foundation

Anonymous Foundations &
Individuals

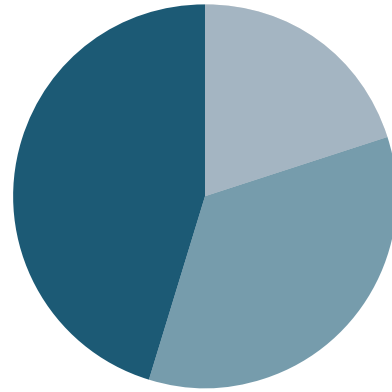
FINANCIALS: FY20/FY21

FY20 VSJF REVENUES BY SOURCE



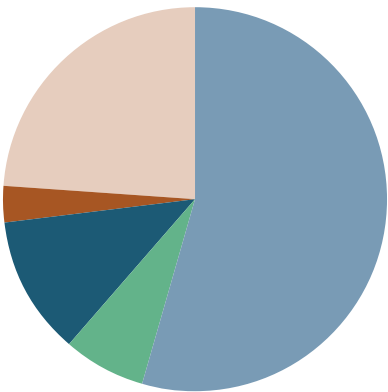
FY20 VSJF REVENUE BY SOURCE		
Grant Revenue	\$1,318,657	77.1%
Fees for Service	\$218,475	12.8%
Special Events	\$34,105	2.0%
Corporate Sponsorships	\$117,904	6.9%
Contributions	\$10,899	0.6%
Interest & Misc. Income	\$10,569	0.6%
TOTAL	\$1,655,524	

FY20 GRANT REVENUE SOURCE



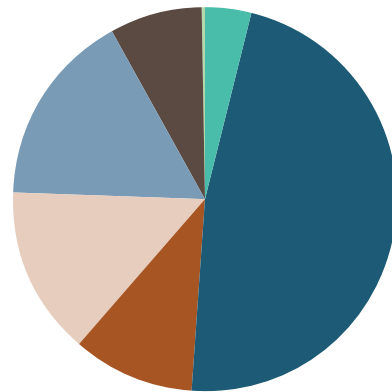
FY20 VSJF GRANT REVENUE BY SOURCE		
Federal	\$265,840	20.2%
State	\$457,557	34.7%
Foundation	\$595,260	45.1%
TOTAL	\$1,318,657	

FY20 VSJF EXPENSES BY CATEGORY



FY20 VSJF EXPENSES BY CATEGORY		
Personnel	\$904,210	54.6%
Grantmaking	\$112,974	6.8%
Operations	\$195,192	11.8%
Occupancy	\$51,030	3.1%
Professional Services	\$392,118	23.7%
TOTAL	\$1,655,524	

FY20 VSJF EXPENSES BY INITIATIVE

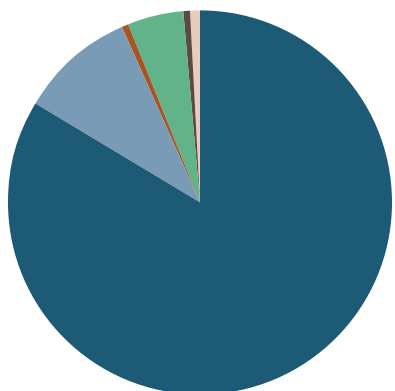


FY20 VSJF EXPENSES BY INITIATIVE		
Operations	\$71,691	4.3%
Farm to Plate	\$842,882	50.9%
Forest Products	\$180,428	10.9%
Climate Economy	\$256,377	15.5%
Business Assistance	\$160,674	9.7%
Flex Cap Fund—Fund Manager	\$139,471	8.4%
Fiscal Sponsorship	\$4,000	0.2%
TOTAL	\$1,655,524	

Note 1: Federal Grant Revenue Sources include the Northern Border Regional Commission (NBRC), USDA and Small Business Administration. Foundation grants represent private philanthropic foundation funds received in FY19 or FY20 but expensed in FY20.

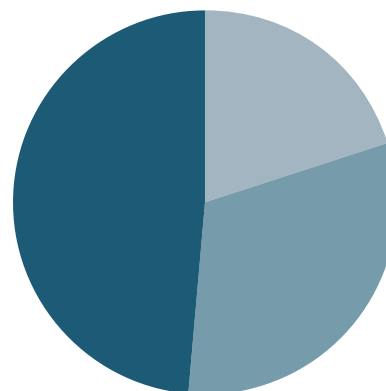
Note 2: Professional Services include accounting, audit, and legal expenses as well as special projects conducted by consultants which are related to specific market development initiatives and/or are connected to specific grantee and/or business client support services.

FY21 VSJF REVENUES BY SOURCE



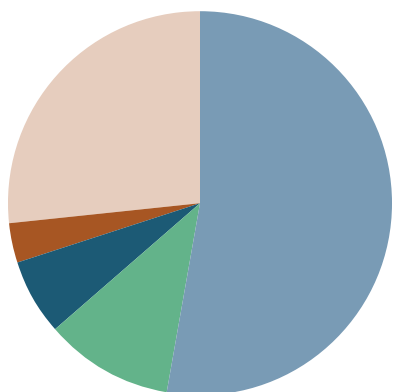
FY21 VSJF REVENUE BY SOURCE		
Grant Revenue	\$1,557,881	84.2%
Fees for Service	\$184,500	10.0%
Special Events	\$7,185	0.4%
Corporate Sponsorships	\$87,877	4.8%
Contributions	\$12,602	0.7%
Interest & Misc. Income	\$11,597	0.6%
TOTAL	\$1,850,046	

FY21 GRANT REVENUE SOURCE



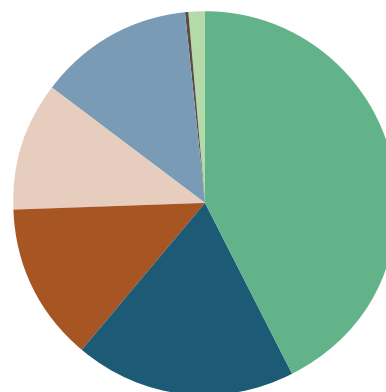
FY21 VSJF GRANT REVENUE BY SOURCE		
Federal	\$315,220	20.2%
State	\$489,350	31.4%
Foundation	\$753,311	48.4%
TOTAL	\$1,318,657	

FY21 VSJF EXPENSES BY CATEGORY



FY21 VSJF EXPENSES BY CATEGORY		
Personnel	\$958,509	52.9%
Grantmaking	\$195,535	10.8%
Operations	\$120,027	6.6%
Occupancy	\$58,402	3.2%
Professional Services	\$480,578	26.5%
TOTAL	\$1,813,052	

FY21 VSJF EXPENSES BY INITIATIVE



FY21 VSJF EXPENSES BY INITIATIVE		
Operations	\$20,987	1%
Farm to Plate	\$775,007	42.8%
Forests Products	\$335,503	18.5%
Climate Economy	\$239,107	13.2%
Business Assistance	\$200,476	11.1%
Flex Cap Fund—Fund Manager	\$233,071	12.9%
Fiscal Sponsorship	\$8,530	0.5%
TOTAL	\$1,812,680	

Note 1: Federal Grant Revenue Sources include the Northern Border Regional Commission (NBRC) and USDA. Foundation grants represent private philanthropic foundation funds received in FY20 or FY21 but expensed in FY21.

Note 2: Professional Services include accounting, audit, and legal expenses as well as special projects conducted by consultants which are related to specific market development initiatives and/or are connected to specific grantee and/or business client support services.

Accelerating Sustainable Economic Development



Vermont Sustainable Jobs Fund

3 Pitkin Ct #301E
Montpelier, VT 05602
802-828-1260

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VERMONT FOREST PRODUCTS NETWORK



DELTA CLIMATE^{VT} BUSINESS ACCELERATOR



FARM TO PLATE NETWORK



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