



NORWICH FARM

FOUNDATION

A diversified, value-added dairy farm, serving
the educational, environmental, and nutritional
needs of the Upper Valley.

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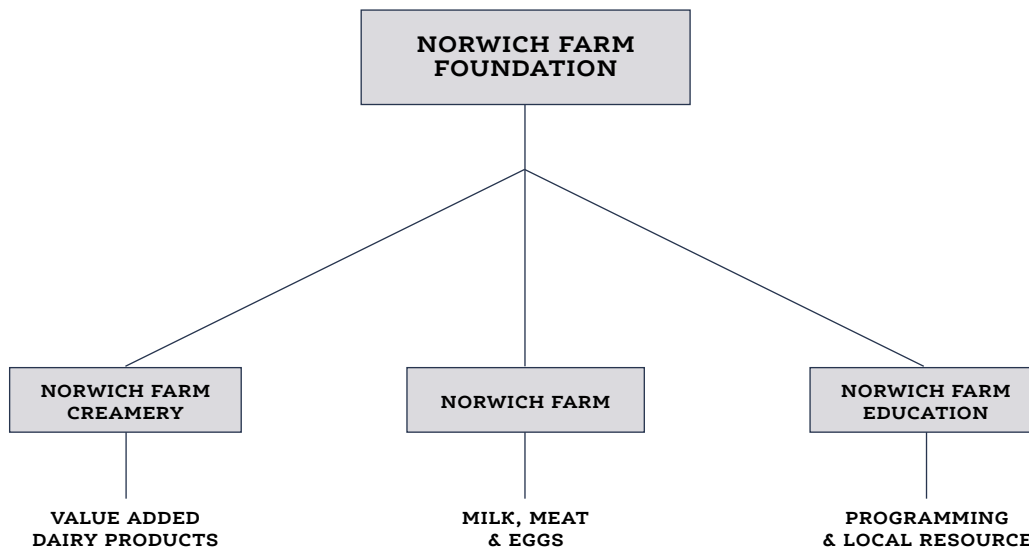
EXECUTIVE SUMMARY

The Norwich Farm Foundation (NFF) was created by a group of passionate Norwich community members determined to keep Norwich Farm a working farm for future generations in the Upper Valley. Dairy is an integral part of the history of our town and we believe the future of dairy innovation can thrive in our center of excellence.

Supporting local businesses and purchasing local products are important to us. We care about land conservation, environmental issues, stewardship, outdoor activities, healthy lifestyles, and recreation. We also value community outreach, multi-generational resources, education and accessibility as ways to give back. Most importantly, we understand the need for operational and financial sustainability.

In this plan we envision a non-profit entity, Norwich Farm Foundation, with Norwich Farm Creamery (NFC) as the primary funding source. The “profits” generated would fund salaries, facilities, and the property – including operating and maintenance costs. The addition of other farm products and educational programs will add to the funding sources. The initial capital campaign and annual donations will be used for the initial purchase the property from Vermont State Colleges and for future expansion in desired.

We have collaborated as a team for over 2 years and we are excited to share this opportunity with Norwich and the Upper Valley at large. We have every intention of making the future of Norwich Farm a success and believe our proposal provides a working framework to move forward together.



OBJECTIVE

This plan proposes to create a not-for-profit organization, Norwich Farm Foundation (NFF), which will operate a value-added dairy as well as a multi-generational, multi-faceted educational center.

MISSION

A diversified, value-added dairy farm serving the educational and nutritional needs of the Upper Valley community.

Norwich Farm Foundation will produce high-quality milk from an on-farm herd of cows for the on site manufacture of Grade-A dairy products for regional consumption. NFF will also be an educational center for the community to learn about value-added dairy and diversified agriculture.

COMMUNITY DEVELOPMENT

The Town of Norwich, Vermont is a unique community and an integral part of the Upper Valley. With a population of about 3,400, Norwich residents include families, which comprise 41% of all households, retirees and baby-boomers, business owners, doctors and employees of Dartmouth-Hitchcock and the VA, professors and employees of Dartmouth College, leaders and volunteers of non-for-profit organizations, life-long multi-generational Vermonters with a history in agriculture, and residents who choose to live in a town with a strong rural connection and high-standard education system.

Norwich is a strong and vibrant community, as evidenced by places like Dan & Whit's General Store, King Arthur Flour, an active town democracy, its own brewery Jasper Murdocks, a public bread oven, Huntley Meadow, extensive solar and fiber optic infrastructure with Solaflect and EC Fiber and an emphasis on year-round outdoor recreation through the trail networks and recreation programs. Norwich has held strong to its agricultural legacy, with eight working farms in operation, and has always taken pride in providing food for itself, with the incredible Norwich Farmers Market being one of the largest in Vermont.

LOCATION AND FACILITY

Norwich Farm is part of what has historically been a 350-acre dairy farm, located at 723 Turnpike Road, Norwich VT 05055. Currently the majority of the land is owned and conserved by the Upper Valley Land Trust under the Brookmead Conservation Area Management Plan. A long-time area working dairy, the farm underwent extensive rebuilding in the 1990s with the raising of four new dairy barns designed for elite cattle care. After running under two prior operators, the property was gifted in May 2015 to Vermont Technical College (VTC), a Vermont State College, based in Randolph, VT, by its owner Andrew Sigler of Norwich, VT. At that same time, the Upper Valley Land Trust (UVLT) purchased and conserved the surrounding forest and agricultural land.

The Milking Barn is fully functional with all equipment needed to operate a dairy. It features a 40-cow tie-stall system, eight box stalls, and four nursery stalls. In addition, there is a bedded pack Heifer Barn, a sand bedded pack Dry Cow Barn, undercover storage for purchased forages, and an eight-ton bulk commodity grain bin.

There are 30 acres of existing pastures on which to establish an intensively managed grazing system for lactating cattle, with additional pastures for dry cows and heifers during the summer months. There are 10 acres of hay land for added forage.

There are two homes on site a single-family farm house and a mobile home. A second farm house, in the adjoining lot, was donated to VTC as part of the original property gift.

Through Federal and State grant funding, VTC purchased a suite of micro-dairy processing equipment and, together with Norwich Farm Creamery (NFC), renovated parts of existing buildings into a dairy processing facility.

The facility contains the following processing equipment: 100 gal Vat Pasteurizer, 30 gal Vat Pasteurizer, HTST Continuous Flow Pasteurizer, Cream Separator, Bottle Filler Capper, Ice Cream Batch Freezer.

HISTORY

As we look back to the original farms of New England they were not simply one type of farm: dairy, vegetable, or fruit. The farms of New England were diversified in order to support the family that lived on the land. As times have changed in the modern era, we have lost much of our local connection to where our food comes from. At NFF, we hope to use the available land to demonstrate the various types of farming which families historically participated in to support themselves.

Norwich Farm remains as the town's last functional dairy farm. The property has evolved from wool to dairy over the last century. Dale Sommerville was the dairy farmer who founded Brookmead, a bedrock Norwich farm. Mr. Sommerville sold his 158-acres to town resident Andrew Sigler in the 1990's. Prior to that Mr. Sommerville and his neighbors conserved a 18-acre parcel, marking the first effort to protect this land. Mr. Sigler then built the current infrastructure for the operation of the legendary Dream & Do Holsteins under Pat and Hugh Underhill. A decade later, Mr. Sigler transitioned the property to an educational foundation status and aggregated further acreage to make up the present 358-acre parcel. With the donation to VTC in 2015, the educational continuity as well as the working capacity of the farm remained intact.

UVLT, with its simultaneous purchase of the surrounding acreage, provided needed capital to VTC to take on the farm. In the spring of 2015, Chris Gray and Laura Brown began working with VTC on a vision for the farm as a value-added dairy and educational system. This culminated with Chris and Laura moving to the farm in the fall, followed by the construction of a creamery, expansion of a working dairy herd, a series of continuing education classes, and a semester of residential programming.

Chris Gray and Laura Brown launched Norwich Farm Creamery (NFC) in the fall of 2016. VTC's decision to not renew the prior herd manager's lease led to the dispersal of the herd in spring 2017. NFC has continued in limited operation as it has worked to resolve its on farm milk supply for the past 3.5 years.

MARKET ENVIRONMENT

Demand for specialty cheese, and in particular American made cheese, continues to expand in the US. The Specialty Food Industry grew to a record \$109B in 2014, and Specialty Cheese was the largest selling segment within Specialty Food, totaling \$3.7B in 2014, and increasing in volume by 8% from 2012 to 2014. In this same report, according to

retailers interviewed, “local” was the most important product claim. According to the 2015 Vermont Dairy Industry report, 97% of Vermonters say dairy farms are important to the state, every cow brings in \$12,500 in economic activity to the state, and 91% of Vermonters say dairy is important to Vermont’s way of life.

The Food and Drug Administration (FDA) has recently issued the Food Safety Modernization Act (FSMA), putting in place additional industry controls for dairy production. Retailers have also increased their Food Safety standards, with Whole Foods now requiring third-party facility audits.

Expanding interest in traceability, coupled with greater regulatory demands, and seemingly endless consolidation, combine to make it difficult for informed food customers to find what they are looking for: healthy, grass fed, humanely produced, local dairy products.

Our solution is Norwich Farm: an exceptional dairy infrastructure and land base, proximate to a dynamic local community and economy, coupled with a food safe facility and trained operators, ready to quickly scale production.

OPPORTUNITY

Vermont is the only state that features a dairy cow in its state seal. The Town of Norwich has had a rich agricultural tradition, in which dairy has always played a vital role. By 1950, there were more than 20,000 diversified farms in Vermont that shipped milk to be processed into dairy products. In less than a lifetime, that number has been decimated, with the state now having approximately 725 operating dairy farms and a forecast for further reduction to about 500 by year’s end.

Domestic specialty cheese production is expanding rapidly in the United States. From early trailblazers in the 1970’s and 1980’s, to a second wave of entrepreneurs in the 1990s and 2000’s, the industry is now entering a third phase in response to expanding consumer demand. As the artisan industry has grown, it is learning lessons about the challenges of manufacturing and what is the most regulated and complicated food to produce. NFC has approached its development to solve those challenges on the front end, from its facility to its product line.



While the value-added dairy industry has moved rapidly into aged cheese, the growth of Grade-A cultured dairy has lagged behind, given its even greater regulatory demands and complexity. At the same time, market interest in traceable, local, fresh grass based dairy has increased.

Most “foundation” farms in Vermont produce cheddar, given its historical significance, market popularity, and ease of production. It is also impossibly difficult to make a profit on cheddar, given the price pressure and significant competition in the market, and the need to age it for long periods of time, which often returns more flavor than net receipts. NFC produces high-margin fresh and cultured dairy products, that turnover immediately and figure into the everyday ways people eat.

NFC has a facility operational today to produce Grade-A products, and the means and market for robust local distribution. This improves the quality of the food NFC delivers and returns a sustainable economy to the farm.

As consolidation in the dairy industry increases, there is an even greater need to foster decentralized production systems that directly impact their communities.



THE DAIRY

Goal: Establish and operate an intensively managed dairy farm using existing facilities and land base, that focus on cow care and a regenerative agricultural system.

Cows and Herd Management

Norwich Farm Foundation will hire a herd manager to operate the dairy. Working with our contacts, we will identify a candidate who has the dairy farm management skills, experience, and educational foundation to fit this system of breed, feed, care, and community involvement.

The herd will be established by purchase, beginning with 10 Jersey cows, with a target herd size of 20 milking cows. The Dairy and Creamery will work together to identify a foundational herd. To maximize the nutritional quality and product yield, we will seek animals with an A2/A2 protein and beta/beta kappa casein genetic profile.

Milk Quality

To meet its quality, nutritional, food safety, and profitability goals, NFF will produce milk that is high in protein and butterfat, and exceeds regulatory standards for bacteriology.

Components:

Butterfat = 5%, with a 4.5% minimum
Protein = 3.9%, with a 3.5% minimum

Bacteriology:

Somatic Cell Count	<200,000 CFU/ml
Raw Count	<10,000 CFU/ml
Lab Past. Count	<100 CFU/ml
Prelim. Incubation	<5,000 CFU/ml
Total Coliforms	<100 CFU/ml
E. Coli	<10 CFU/ml
Staph	<10 CFU/ml

Why Jersey cows?

Milk has two types of protein, referred to as A1 and A2. There is active current research on milk from A2/A2 cows that indicates it is more digestible and fixes more protein than that from A1/A1 cows. There are several types of casein in milk, with beta-kappa casein being the most important to cheese making, as its presence increases yield and thus profitability. Jersey cows carry the genetic history to produce the A2/A2 and beta/beta kappa casein profile that will make NFF milk more nutritious and delicious.

Jersey cows are the most efficient converters of field protein to milk protein of any breed. Through a Jersey, one mouthful of grass makes more protein than through a Holstein. It is an ideal cow for a farm with limited grazing and nutrition in its mission.

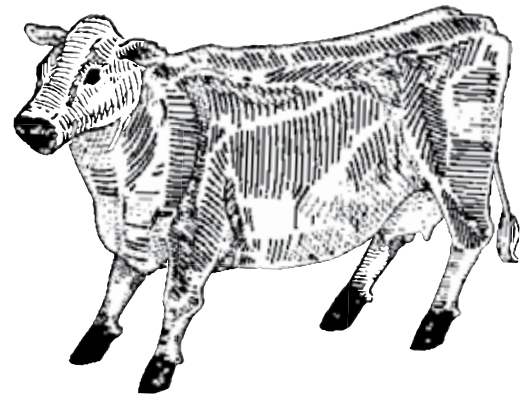
NFF will provide a clean and inviting dairy farm experience for the local community and customers to learn about how dairy products are produced and where their food comes from. To carry a 20 cow milking herd, there will be a total of 40 dairy animals on site, accounting for young stock and dry cows.

The tie-stall system in place is outmoded versus current robot and free stall systems. It was designed for larger Holsteins and “show” animals. This presents certain challenges when it comes to cow care. By running a small, high-profit herd, many of these obstacles can be mitigated by a professional herd manager, especially given the large barn and its varied infrastructure.

All cows will be on the Dairy Herd Improvement Association (DHIA) milk test program, providing information to be used for management decisions along with lactation information that can be used for marketing calves.

The farm was recently functioning and all barn equipment is in place for operation, including a complete pipeline and milking system, gutter cleaner system, and feed storage.

Note on bio-security: During the transition of the farm to an educational facility under VTC and NFC, managing cow and product bio-security was actively considered. NFC installed stainless steel hand sanitation systems stocked with National Sanitation Foundation (NSF) certified sanitizer throughout the entire property. Dairy farm management students from VTC wrote bio-security plans for the dairy. Further planning and controls will need to be established with the herd manager.



Feed and Fields

Given the limited forage available on this site, NFF will purchase the majority of the non-grazing forage for the herd. Purchasing hay allows for high quality, consistent feed. This helps increase production and allows more time for the herd manager to focus on cow care. As more dairy farms sell their herds, more farmers are focusing on growing quality hay, which is in demand as the grass fed movement grows. This environment allows a professional herd manager to select feed for quality and bargain for price. To store bulk purchases of hay, NFF will utilize the Heifer Barn, which has enough area to keep the feed for a herd base of 20 cows under cover.

The animals will be pasture based in summer, fed hay in winter, and fed supplemental non-GMO grain as needed throughout the year. The animals will be intensively grazed, maximizing the 65 acres of pasture and hay land available for cattle. We hope to partner with the Upper Valley Land Trust, as the agricultural acreage is owned and conserved under their Brookmead Conservation Management Plan.

Nutrient Management Plan

Proper stewardship of the land is of the utmost importance to the quality of the food NFF will produce and the future of this farm as a working landscape.

NFF will work with the UVLT and NRCS to prepare nutrient and crop management plans that best use the land for production agriculture and meet the Vermont Dept. of Agriculture's Required Agricultural Practices (GAPs). There will be a particular focus on creating a regenerative system, where farming practices increase biodiversity, enrich soils, and improve watersheds. We will work closely with the VT Agency of Agriculture on the regenerative system best suited for the farm. NFF will consult with pasture restoration expert Sarah Flack.

Manure will be managed on site, to be field applied in order to restore pasture growth and composted sold locally in order to provide another revenue source.



THE CREAMERY

Goal: Norwich Farm Creamery will operate a state of the art micro-creamery to produce a line of top market quality pasteurized and raw milk, cultured dairy products, and cheese from the milk of the on-farm herd.

NFC believes in preserving the original qualities of milk and the power of fermentation in order to transfer dairy's maximum nutrition and flavor. The creamery's construction and product line were designed with these intentions in mind. For example, it built a gravity flow pipeline in order to gently deliver milk from the barn to the creamery.

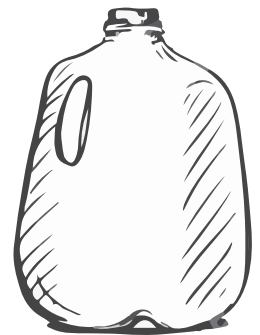
NFC also believes that Food Safety is the bedrock of the entire system. VTC contracted with Chris Gray to design and build a production system that meets or exceeds all the requirements of the Pasteurized Milk Ordinance (PMO). This 500 page Federal document is the most stringent set of food safety regulations that exist. NFC added Safe Quality Food (SQF) design features on top of the PMO requirements to create one of the best-engineered small processing facilities in the state. From inception in 2015 to final State and Federal Grade A rating in 2017, NFC is proud to be operating under VT Milk Handler's License #50-248.

NFC has put in place a milk micro-hauling system and currently hauls milk from Billings Farm & Museum in Woodstock, VT, where Chuck Deome manages a herd of grass-based Jerseys with a genetic history going back to 1870. NFC will continue with this existing milk supply and production until it transitions to the planned on-farm milk supply.

Products

NFC maintains a product line including Creamline Milk, Chocolate Milk, Yogurt, Ricotta, Ice Cream, and Rice Pudding. The creamery plans to add more fresh and cultured products over time, including Kefir and Butter.

For fresh products like Milk, NFC believes in producing a cow-to-customer timeline of two days. This is less than half the typical five days, or longer. With its fermented products like Yogurt and Ricotta, NFC focuses on production methods that maximize the probiotic health benefits of cultured dairy products by using proprietary blends of cultures. NFC's Chocolate Milk has the simple ingredients of milk, cocoa, sugar, and salt.



Product	Retail Price Per Gallon	Feed System
Conventional Whole Milk	\$4 – \$5	Corn Silage/TMR
NFC Creamline Milk	\$9 –\$10	Grass/non-GMO Grain
Organic Whole Milk	\$11 – \$12	Organic Corn Silage/TMR

With a structure where NFF owns the dairy herd, NFC will be able to offer raw milk for direct sale to customers from the farm. There are limited places where raw milk is available for purchase in this community. This is a nutritional win for the area and for the creamery’s bottom line.

Sales and Marketing

All Dairy products will be marketed under the Norwich Farm Creamery brand.
All Farm related products will be marketed under the Norwich Farm brand.

NFC has a go-to-market marketing and branding campaign already in use. See Appendix E.

Fresh, pasteurized micro-creamery products will be sold on a local and regional scale, with NFC doing much of its own direct distribution via its refrigerated delivery van.

The specific milk profile that NFC will offer is designed to fit a price point that is above conventional milk and below organic milk, while offering milk that is higher in protein, fat, and features a grass based biochemistry. NFC believes it offers more nutrition at a greater value than other products in the region.

NFC currently sells at its on site farm store (50+ milk club members)and partners with the following retail outlets, farm and community groups:

NFC has a vendor relationship in place with Provisions International, the Northeast’s top cheese and specialty food distributor, based in WRJ. Through this channel, NFC products can reach key retailers in the wider region. Strategically targeted retailers include: Hunger Mountain Coop (VT), City Market (VT), Brattleboro Coop (VT), Healthy Living (VT), Formaggio Kitchen (MA), American Provisions (MA), Rubiner’s (MA), Fairfield and Greenwich Cheese (CT), Talbott & Arding (NY), Saxelby’s (NY), Foster Sundry (NY).

- Dan & Whit’s
- Coop Food Stores
- Abracadabra Coffee Co.
- Upper Valley Food Coop
- King Arthur Baking Co.
- Mac’s Woodstock Market
- Norwich Recreation Department
- Provisions International
- JUEL Modern Apothecary
- Woodstock Farmers Market Store
- Billings Farm
- Crossroads Farmstand
- Sunrise Farm
- Sweetland Farm
- Norwich Farmers Market
- Hartland Farmers Market

NFC is already tied into local CSA systems, adding dairy to an already existing consumer direct channel. As farm products are established they will also be sold through these existing channels.

DIVERSIFIED FARM INITIATIVES

NFC has established other fledgling value added programs, including a flock of laying hens for eggs and a group of whey fed pigs for pork. NFF will introduce other value added initiatives that diversify product offerings, support the farm economy, provide ingredients for value added products, and increase educational learning points.

Eggs

NFC has established a flock of 100 laying hens in the Old Barn and sells all its eggs from its farm store. The next phase is to build a mobile chicken house. NFC already owns a hay wagon for that purpose.

Pork

NFC has raised six pigs for sale to date. NFF will continue to establish a group of pigs, that can be fed creamery by-products. In the future, hogs could also be raised in the forest, helping to remove invasive species in the existing strip harvested forest areas.

Veal

Where there is milk, there is meat. NFF believes in humanely and responsibly raising and harvesting a veal herd. This system will produce rich, nutritious rose veal.

Learning Garden

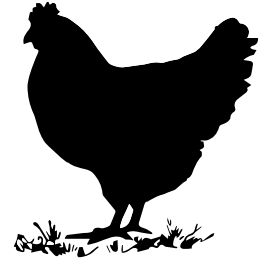
NFC has established a family vegetable garden, including a 25-year Asparagus garden. NFF will expand the existing gardens to create a traditional family garden where students can see a wide variety of vegetables grown and participate in planting, tending, harvesting and storing of them.

Berries

NFC plans to plant a blueberry patch that will be gravity irrigated using whey from the creamery. We will also manage and wild harvest the existing forest blackberry crop, in coordination with UVLT.

Orchard

NFC has spent two years pruning the existing severely overgrown apple orchard. NFF will continue the rehabilitation of the fruit tree orchard by expanding it and diversifying the fruit types.



Grazing

Reclaim pastures and hay land that have been stripped or forested in, in coordination with UVLT.

Bees

Turnpike Road homesteader Bill Scavone has been keeping honey bees on the farm since 2016. An expanded hive system would be established for the production of honey and to increase the local pollinator population.

Hay Initiatives

Hay is for horses. Working with Turnpike Road neighbor Josh Manheimer, we'll use draft horses to hay the front field the old fashioned way.

Hay the town. Long term it would be beneficial on many levels to bring NFF hay production back into town. Thankfully, due to conservation, there remain sufficient workable fields in the area.

Working Dogs

NFC has been inspired by its recent adoption of a skilled farm collie and plans to raise and train two herding dogs to help work the dairy herd through its grazing rotation.

BUILDINGS AND USES

This farm is unique and lucky to have a large infrastructure in excellent condition already in place. Buildings and housing are difficult obstacles for agricultural businesses to overcome when contemplating growth. In the case of NFF, there is room to mature into a complete value-added dairy system, with humans and bovines included.

Creamery

This building will continue to be the manufacturing center of the operation, with existing capacity to expand as production grows. It will also continue to serve as the Farm Store, where customers can purchase products on an honor system basis.

Milking Barn

The main milking barn will house the milking herd tie stall area, veal calves in the box pen area, and newborn animals in the nursery area.

This building also houses the office, break-room, and bathroom. These areas will serve as a community meeting space and classroom. The Town of Norwich is interested in renting this area to hold periodic meetings.

Dry Cow Barn

The sand bedded pack barn will be utilized for dry cows, which are expecting animals prior to their giving birth. This barn holds the future potential to house an additional eight to ten milk cows that could be switched inside the main barn for milking.

Heifer Barn

The bedded pack style heifer barn will be utilized for raising young stock. The dairy will need to carry ten young animals for future growth and replenishment of the milking herd. The size and design of the heifer barn will also it to be used for hay storage. This will enable NFF to purchase hay by the trailer load, helping keep its cost down.

Old Barn

NFC has established a flock of 80 laying hens in this barn. The flock will be moved to a rolling chicken house, to be built on a hay wagon that NFC purchased for conversion.

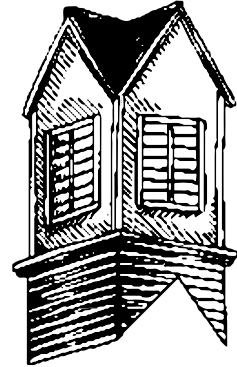
This barn will be used for educational programming and to support the production of farm crops. This will be the future site of “The Old Barn Education Center.”

Housing

There is a farm house and a mobile home. There will need to be sufficient and sustainable housing for all staff on the farm.

Future Buildings

Future building would be limited to possible expansions of the creamery building, the construction of a hoop barn over the turn-out area to increase cow comfort, and the construction of a hoop barn for bedding storage. Other long-term possibilities include a sugar shack and a cider press.





EDUCATION AND COMMUNITY INVOLVEMENT

Goal: Establish NFF as an educational center of excellence, which works with regional institutions to create learning opportunities and programming which tie into its diversified agricultural system and take advantage of its unique setting.

In the last two years, NFF has been committed to educational programming in conjunction with area partners, having successfully implemented and instructed programs for Vermont Technical College, King Arthur Flour, UNH Sustainability Institute, SAU #70 and facilitated many agricultural-related regional community meetings on site. Going forward, NFF will focus on developing a variety of community engagement opportunities.

NFF envisions a range of educational points of contact, beginning with the Education proposal that has already been submitted.

Milk to School Program

- Establish a nutritious and affordable milk to school program for Marion Cross School, Norwich Nursery School and the Child Care Center of Norwich
- Grade appropriate “School to Farm” learning opportunities
- “Farm to Table” celebrations

Agricultural Community Engagement

- Learning Garden, In the “Learning Garden,” gardens can be broken down into different areas for a variety of educational purposes. One section could be a “Storage Crop Garden” where students can learn which crops are grown in order to last for the winter months: potatoes, winter squash or carrots. Other sections of the garden can be more interactive; a “Salsa Garden” or “Pizza Garden.” These will be set up to allow children to taste and harvest the food they have helped to grow. Garden activities change over the course of the season, creating multiple learning opportunities and demonstrating the seasonality of food. Participation in the Learning Garden can happen in a variety of ways. School groups of varying ages can experience the garden. Activities can range from tasting food to identifying parts of a plant in a science class.
- 4H and the Grange, working with the already established programs in the area like the Grange, the Hartland Cattle Club 4H and Woodstock School 4H, NFF will make itself available to 4H programming as it works to reestablish its own chapter in town.

Charitable and Community Purposes

- On-date dairy products donated to The Haven.
- Work with The Haven on grant funding opportunities that provide more “liquid gold” to the system.
- Local, mission-aligned non-profits provided no cost access to the meeting areas on the property for their needs. Organizations include, but are not limited to, Willing Hands, WISE, The Family Place, The Haven, Vital Communities.

Professional Development and Agri-tourism

- Community oriented workshops in dairy processing (yogurt, cheese, butter, etc.).
- Community oriented dairy and cheese appreciation workshops.

- Internship, independent study and employer partnership opportunity with VTC students
- Collaborations with area inns, restaurants, and cheese makers on agri-tourism opportunities.
- Collaborative learning opportunities with King Arthur Flour. Note: NFC and KAF have a class planned at NFC on 9/9/18.

Outdoor Recreation

- Event, meeting and training location for outdoor enthusiasts
- With the adjacent trail system of UVLT's Brookmead Conservation Area and the extensive Norwich Trails networks, the NFF Old Barn is the perfect location as an event and training facility for mountain bikers, hikers, trail runners, cross country skiers, snowshoeing, scouting, orienteering, nature enthusiasts and roller-skiers.

Dartmouth College

- Learning opportunities for Dartmouth and Tuck students through collaboration with centers and initiatives on campus (sustainability, non-profit, social impact, etc).
- Tuck MBA student projects to establish state-of-the art financial tools and economic models for financial viability, sustainability and growth opportunities. (Note: this was an original collaboration goal of the VTC program.)
- Thayer School of Engineering research projects to innovate and create next-generation dairy technology and process improvements.
- OSHER Lifelong Learning Institute at Dartmouth, adult-education classes for all Upper Valley residents and beyond
- Dartmouth Outing Club and Athletic Teams, resource for training and events.
- Agri-tourism experiences developed for reunions and team building.

General Community Engagement

- "Day at the Farm" experiences with organizations such as the Montshire Museum of Science, Kendal at Hanover, Wheelock Terrace, David's House, the Norris Cotton Cancer Center and the Palliative Care Program at Dartmouth-Hitchcock, religious organizations, The Rotary Club, the Lyons Club and Vital Communities.
- Educational opportunities around the role and importance of dairy through expert guest lectures.
- "Farm to Art" courses with AVA Gallery & the Children's Art Studio
- Partnership with Norwich Historical Society.

CAPITAL AND FUNDRAISING

In many ways, Norwich Farm is a start-up, with a vision, growth opportunities, and a mission to bring value to the community. There are capital requirements to launch the Foundation general capital requirements for investments and improvements to infrastructure and facilities. We consider the capital needs to be a three-stage process: 1) initial purchase of facility 2) purchasing cows and hiring a herd manager 3) long term funding for growth and additional programs. Please see the details in our financial model and our timeline.

We intend to collaborate with the best resources available for value-added dairy initiatives, agricultural financing resources, economic development programs, grants, community-based fundraising, slow-money and local investing, and private capital donations. We will also have the possibility for naming rights examples such as the “Old Barn” and the “Heifer Barn”. We have a strategy to work with experts and advisors who have extensive experience in this arena. We believe this approach is viable based on the successful examples of the Montshire Museum, the Upper Valley Aquatic Center, Northern Stage and other valuable resources for our thriving community.

NORWICH FARM FOUNDATION BOARD

Jenny Barba, MBA, MHA (Turnpike Rd., Norwich) has dedicated her career to advising companies of all stages in the medical device and life sciences industries. She is a Director of POC Medical, an early stage cancer screening company and an Advisor to BioVentures Investors. Jenny is a Board Member of the National Nordic Foundation and the Chair of the Upper Valley Go Red for Women, American Heart Association. Jenny and her family are residents of Norwich where they enjoy being active outdoors in nature.

Kate Barlow (Turnpike Rd., Norwich) has made her career in higher education administration as a creative relationship builder and connector. In her current role in the Tuck School of Business Alumni Engagement Office, Kate recruits, stewards and manages a community of alumni volunteer leaders, developing programming that strengthens personal connections.

Anthony Gemignani, MD (New Boston Rd., Norwich) is a cardiologist at the White River Junction Veterans Affairs Medical Center and Assistant Professor of Medicine at the Geisel School of Medicine at Dartmouth. He has dedicated his medical career to taking care of Vermont and New Hampshire Veterans and has specific expertise in cardiovascular prevention. As a resident of Norwich and native Vermonter is interested in the role that diet plays in optimizing individual and community health.

Liz Gemignani (New Boston Rd., Norwich) is a Norwich resident and self-employed graphic designer. She has over 15 years experience in design, branding and communications. Over the years Liz has worked with clients across a wide range of industries including, universities, arts organizations, medical groups and food manufacturers.

Garrett Palm, MBA (Bramble Lane, Norwich) is a Founder of Boston Meridian Partners, an innovative investment bank providing leading M&A advisory and capital raising services to private and public growth companies. Founded in 2003, the firm has closed more than \$4.5 billion in transaction value. He moved to Norwich in 2014 after having been introduced to the Upper Valley when attending the Tuck School of Business from 1998-2000. He lives with his wife Fiona, a Registered Dietitian, and their three children.

Omer Trajman (Main St., Norwich) is a seasoned entrepreneur, who has built his career on founding and operating successful ventures. As a member of the Norwich community, he is active in supporting sustainable community programs. Omer and his family are proponents of locally sourced food.

NORWICH FARM CREAMERY DIRECTORS

Chris Gray (Turnpike Rd., Norwich)

Previously, Chris was Creamery Director and Director of Sales and Marketing and remains a partner at Consider Bardwell Farm in West Pawlet, VT. Chris developed a life long love of cheese while working as a cheese-monger in high school. After college at Hamilton, he began a 15-year career in the music industry, managing record labels based in New York and Boston. Chris went back to cheese in 2006, joining the fledgling CBF. There, he expanded annual production from 5,000 to 100,000 pounds of aged raw milk cheese and established a network of local farms to supply the creamery with over 1 million pounds of milk from herds of 60 cows and 150 goats. Chris produced cheeses that won prizes at the American Cheese Society, US Cheese Championship, and the World Cheese Championships. His cheeses have been served at the finest restaurants and retailers in America. Chris has completed dairy and creamery coursework at Cornell University, University of Wisconsin (Madison), University of Vermont, and Sterling College. He has worked as an Instructor for VTC teaching hands on production yogurt and cheese making.

Laura Brown (Turnpike Rd., Norwich)

Laura comes to the farm as a sales specialist, having worked in sales and distribution in the music business for nearly 20 years. In her last role as a Director of Sales at Warner Music Group, she developed special markets sales channels, accounting for yearly turnover of \$30M and handling accounts such as PBS, Urban Outfitters, and QVC. Laura has spent the last ten years supporting the growth of Consider Bardwell Farm through social media and farmer's markets initiatives. Laura worked as Residence Director for VTC, overseeing the students' residential experience at Norwich Farm.