



**STATE OF VERMONT**  
JOINT FISCAL OFFICE

**MEMORANDUM**

To: Joint Fiscal Committee Members  
From: Nathan Lavery, Fiscal Analyst  
Date: November 20, 2012  
Subject: Grant Requests

Enclosed please find six (6) items that the Joint Fiscal Office has received from the administration, including the establishment of 2 limited service positions.

**JFO #2593** – \$3,039,968 grant from the U.S. Department of Education to the Vermont Department of Education. These funds will be used to improve outcomes for students with disabilities by providing professional development for educators.

*[JFO received 11/07/12]*

**JFO #2594** – \$1,713,122 grant from the U.S. Department of Housing and Urban Development to the Vermont Housing and Conservation Board. These funds will be used to identify and remediate housing related health and safety hazards in low-income housing units.

*[JFO received 11/07/12]*

**JFO #2595** – Donation of \$78,750 from the Nature Conservancy to the Vermont Department of Fish & Wildlife. The value of this donation represents the difference between the appraised value of a conservation easement on land in Pawlet (\$315,000) and the price to be paid by the State of Vermont (\$236,250) for this easement.

*[JFO received 11/15/12]*

**JFO #2596** – \$1,489,141 grant from the U.S. Food and Drug Administration to the Vermont Department of Health. These funds will be used to support conformance with the Manufactured Food Regulatory Program Standards by replacing the 25-year-old database with a modern database to support licensing and inspection data. **Two limited service positions** are associated with this request.

*[JFO received 11/15/12]*

**JFO #2597** – \$47,250 grant from the U.S. Department of Agriculture to the Vermont Agency of Agriculture, Food and Markets. These funds (in concert with JFO #2598) will be used to promote New England's value-added meat industry by providing education, marketing tools, and exposure to innovation at the producer-processor nexus. This grant supports a continuation of the work in this area that began under an expiring Federal Agriculture Innovation Center grant.

*[JFO received 11/19/12]*

**JFO #2598** – \$15,000 grant from the John Merk Fund to the Vermont Agency of Agriculture, Food and Markets. These funds (in concert with JFO #2597) will be used to promote New England's value-added meat industry by providing education, marketing tools, and exposure to innovation at the producer-processor nexus. This grant supports a continuation of the work in this area that began under an expiring Federal Agriculture Innovation Center grant.

*[JFO received 11/19/12]*

Please review the enclosed materials and notify the Joint Fiscal Office (Nathan Lavery at (802) 828-1488; [nlavery@leg.state.vt.us](mailto:nlavery@leg.state.vt.us)) if you have questions or would like an item held for Joint Fiscal Committee review. Unless we hear from you to the contrary by December 4 we will assume that you agree to consider as final the Governor's acceptance of these requests.

State of Vermont  
 Department of Finance & Management  
 109 State Street, Pavilion Building  
 Montpelier, VT 05620-0401



Agency of Administration

[phone] 802-828-2376  
 [fax] 802-828-2428

*JFO 2597*

**STATE OF VERMONT  
 FINANCE & MANAGEMENT GRANT REVIEW FORM**

<b>Grant Summary:</b>		This federal grant provides funds to promote New England's value-added meat industry and to continue work for this area of agriculture that had been started under the Federal Agriculture Innovation Center Grant that expired this year. It is tied to several other grants and donations that help cover the match for this grant ( John Merck Grant of \$15,000; and five other grants/donations each for \$5,000 or less). A second AA1 for the Merck Grant and a memo for the other five grants/donations are included with this request.			
<b>Date:</b>		11/5/2012			
<b>Department:</b>		Agency of Agriculture, Food and Markets			
<b>Legal Title of Grant:</b>		Scaling Up New England's Value Added Meat Industry			
<b>Federal Catalog #:</b>		10.156			
<b>Grant/Donor Name and Address:</b>		Federal-State Marketing Improvement Program, 1400 Independence Avenue, Room 4549-S, Agricultural Marketing Service, United States Department of Agriculture, Washington DC 20250			
<b>Grant Period:</b>		<b>From:</b>	<b>To:</b>		
		9/28/2012	12/31/2013		
<b>Grant/Donation</b>		47,250			
	<b>SFY 1</b>	<b>SFY 2</b>	<b>SFY 3</b>	<b>Total</b>	<b>Comments</b>
<b>Grant Amount:</b>	\$23,625	\$23,625	\$	\$47,250	
<b>Position Information:</b>		<b># Positions</b>	<b>Explanation/Comments</b>		
		0			
<b>Additional Comments:</b>					
<b>Department of Finance &amp; Management</b>				<i>[Signature]</i>	(Initial)
<b>Secretary of Administration</b>				<i>[Signature]</i>	(Initial)
<b>Sent To Joint Fiscal Office</b>				<i>[Signature]</i>	

  
 NOV 11 9 28 AM '12  


**STATE OF VERMONT REQUEST FOR GRANT (\*) ACCEPTANCE (Form AA-1)**

<b>BASIC GRANT INFORMATION</b>				
<b>1. Agency:</b>	Agency of Agriculture, Food & Markets			
<b>2. Department:</b>				
<b>3. Program:</b>	Scaling up Value Added Meat Industry			
<b>4. Legal Title of Grant:</b>	Scaling Up New England's Value Added Meat Industry			
<b>5. Federal Catalog #:</b>	10.156			
<b>6. Grant/Donor Name and Address:</b>				
Federal-State Marketing Improvement Program 1400 Independence Avenue, Room 4549-S Agricultural Marketing Service, United States Department of Agriculture Washington, D.C. 20250				
<b>7. Grant Period:</b>	<b>From:</b>	9/28/2012	<b>To:</b>	12/31/2013
<b>8. Purpose of Grant:</b>				
Promote viability and vibrancy of New England's value-added meat industry with a focus on providing education, marketing tools, and exposure to innovation at the producer-processor nexus.				
<b>9. Impact on existing program if grant is not Accepted:</b>				
This program has been funded in part by the USDA Agriculture Innovation Center Grant, which is expiring 9/30/12. If this grant is not accepted the Agency of Agriculture will not be able to continue its work with the meat industry. The direct beneficiaries of this particular agreement will include New England's 28 commercial slaughter facilities, and the approximately 30 commercial meat & poultry processors, which will in turn benefit the over 14,000 livestock producers in the region.				
<b>10. BUDGET INFORMATION</b>				
	<b>SFY 1</b>	<b>SFY 2</b>	<b>SFY 3</b>	<b>Comments</b>
<b>Expenditures:</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY</b>	
Personal Services	\$42,900	\$42,900	\$	
Operating Expenses	\$5,275	\$5,275	\$	
Grants	\$	\$	\$	
<b>Total</b>	<b>\$48,175</b>	<b>\$48,175</b>	<b>\$</b>	
<b>Revenues:</b>				
State Funds:	\$	\$	\$	
Cash	\$6,188	\$6,187	\$	
In-Kind	\$	\$	\$	
Federal Funds:	\$23,625	\$23,625	\$	
(Direct Costs)	\$23,625	\$23,625	\$	
(Statewide Indirect)	\$	\$	\$	
(Departmental Indirect)	\$	\$	\$	
Other Funds:	\$	\$	\$	
Grant (source see attached memo)	\$18,362	\$18,363	\$	See 2 <sup>nd</sup> AA1 for Merck funds & 11/1/12 memo for other smaller donations

**NOV 05 2012**

**STATE OF VERMONT REQUEST FOR GRANT (\*) ACCEPTANCE (Form AA-1)**

<b>Total</b>	\$48,175	\$48,175	\$
<b>Appropriation No:</b>	2200030000	<b>Amount:</b>	\$47,250
			\$
			\$
			\$
			\$
			\$
			\$
		<b>Total</b>	\$47,250

**PERSONAL SERVICE INFORMATION**

**11. Will monies from this grant be used to fund one or more Personal Service Contracts?**  Yes  No  
 If "Yes", appointing authority must initial here to indicate intent to follow current competitive bidding process/policy.

Appointing Authority Name: Jolinda LaClair Agreed by: JHL (initial)

<b>12. Limited Service Position Information:</b>	<b># Positions</b>	<b>Title</b>
<b>Total Positions</b>		

**12a. Equipment and space for these positions:**  Is presently available.  Can be obtained with available funds.

**13. AUTHORIZATION AGENCY/DEPARTMENT**

I/we certify that no funds beyond basic application preparation and filing costs have been expended or committed in anticipation of Joint Fiscal Committee approval of this grant, unless previous notification was made on Form AA-1PN (if applicable):

Signature: Jolinda H. LaClair Date: 11/5/12  
 Title: Deputy Secretary  
 Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Title: \_\_\_\_\_

**14. SECRETARY OF ADMINISTRATION**

Approved: [Signature] (Secretary or designee signature) Date: 11/14/12

**15. ACTION BY GOVERNOR**

Check One Box:  
 Accepted [Signature] Date: 11/19/12  
 Rejected \_\_\_\_\_ Date: \_\_\_\_\_  
 (Governor's signature)

**16. DOCUMENTATION REQUIRED**

**Required GRANT Documentation**

- |   |   |
|---|---|
| <input type="checkbox"/> Request Memo                           | <input type="checkbox"/> Notice of Donation (if any)              |
| <input type="checkbox"/> Dept. project approval (if applicable) | <input type="checkbox"/> Grant (Project) Timeline (if applicable) |
| <input type="checkbox"/> Notice of Award                        | <input type="checkbox"/> Request for Extension (if applicable)    |

Agency of Agriculture, Food & Markets  
116 State Street  
Montpelier, VT 05620-2901  
[www.VermontAgriculture.com](http://www.VermontAgriculture.com)

## Memorandum

To: Jeb Spaulding, Secretary, Agency of Administration  
Stephen Klein, Chief Fiscal Officer, Joint Fiscal Committee

For From: Chuck Ross, Secretary  
Agency of Agriculture, Food & Markets

Date: November 1, 2012

Re: Grant Funding for Scaling Up Value Added Meat Industry

This memo is to inform the Agency of Administration of the VT Agency of Agriculture's collaboration with other organizations for the program entitled Scaling Up Value Added Meat Industry.

The following grants have been accepted and will be used as match for the federal grant from Federal-State Marketing Improvement Program.

\$5,000 – Vermont Sustainable Jobs Fund  
\$5,000 – High Meadows Fund  
\$5,000 – Massachusetts Department of Agricultural Resources  
\$4,500 – New Hampshire Department of Agriculture, Markets & Food  
\$2,225 – Northeast Organic Farming Association of Vermont

We are submitting this memo in accordance with Title 32 Chapter 1 Section 5(a)(3).

If you have any questions, please contact me.

NOV 05 2012



This set of Grant requests from the Agency of Agriculture Food and Markets is for the Scaling Up Value Added Meat Industry Program

	Amount	Needs JFO approval AA1 included for approval	Covered in Donation Memo
<b>1. The main grant is from USDA (Federal-State Marketing Program)</b>	<b>\$ 47,250</b>		
<b>2. Matching Funds:</b>			
a. State of Vermont	\$ 12,375		
b. John Merck Funds Grant	\$ 15,000	AA1 included for approval	
c. Other Donations/Grants \$5000 or less			
aa. Vermont Sustainable Jobs Fund	\$ 5,000		X
bb. High Meadows Fund	\$ 5,000		X
cc. Massachusetts Department of Agricultural Resources	\$ 5,000		X
dd. New Hampshire Department of Agriculture, Markets & Food	\$ 4,500		X
ee. Northeast Organic Farming Association of Vermont	\$ 2,225		X
<b><u>Subtotal from Matching Funds</u></b>	<b><u>\$ 49,100</u></b>		
<b>Total cost of project</b>	<b>\$ 96,350</b>		

# Scaling-Up New England's Value Added Meat Industry

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Submitted by

Chelsea Bardot Lewis  
Senior Agricultural Development Coordinator  
[Chelsea.lewis@state.vt.us](mailto:Chelsea.lewis@state.vt.us)  
802-828-3360



AGENCY OF AGRICULTURE, FOOD & MARKETS

And other Regional Collaborators, including:

Mary Jordan, Massachusetts Department of Agricultural Resources,  
[mary.jordan@state.ma.us](mailto:mary.jordan@state.ma.us)

Gail McWilliam-Jellie, New Hampshire Department of Agriculture,  
[gail.mcwilliam.jellie@agr.nh.gov](mailto:gail.mcwilliam.jellie@agr.nh.gov)

Sam Fuller, Northeast Organic Farming Association of Vermont, [sam@nofavt.org](mailto:sam@nofavt.org)



## **Project Summary**

The goal of this project is to promote viability and vibrancy of New England's value-added meat industry, with a focus on providing education, marketing tools, and exposure to innovation at the producer-processor nexus. In order for producers to take full advantage of consumer demand for value-added meat, we must support our meat processing industry to reach its next phase of development. This project brings together multi-state, cross-sector stakeholders to complete an ambitious work plan, including:

- 1) Research – Market Analysis to determine which characteristics of the meat processing stage of the supply chain carry the highest value for marketing to the end user, as well as exposure to appropriately scaled technology and process innovation at the American Association of Meat Processors Convention.
- 2) Education – A series of Producer-Processor Workshops and a first-ever New England Meat Conference will be the primary channel for strategic partnership and innovation diffusion.
- 3) Market Development – Targeted technical assistance and matchmaking for Institutional Market Coordination and the creation of a New England branded meat program which promotes locally produced, source-verified meat for large-scale wholesale and institutional buyers.

Direct beneficiaries of this project will include New England's 28 commercial slaughter facilities, and the approximately 30 commercial meat and poultry processors, which will in turn benefit the over 14,000 livestock producers in the region.

## **Background and Justification**

### *Market Opportunity: Value Added Meat*

Many of the region's small- and medium-sized food producers have remained viable in increasingly competitive markets by differentiating their products from those of their larger competitors. The following are basic concepts of value-added agriculture:

- Value-added agriculture converts agricultural outputs into products of greater value.
- Value-added agriculture is increasing the economic value of an agricultural commodity through real (or perceived) changes in processing or other treatment.
- Value-added agriculture is the process of increasing the consumer appeal of an agricultural commodity.

We have seen an increasing number of meat producers interested in adding value to their products through: 1) specialized production standards (e.g. grass-fed, organic, animal welfare); 2) further processing (e.g. charcuterie, specialty cuts); or 3) source verification and local/regional marketing channels. In order for producers to take full advantage of consumer demand for value-added meat, we must support our meat processing industry to reach its next phase of development.

This proposal represents the development of new partnerships and innovative approaches to support slaughter facilities and processors.

### *Literature Review and Previous work*

The 2004 FSMIP project "New Market Opportunities for Value Added Meat" opened up many new possibilities for New England's value-added meat producers through research and education exchange. Market analysis confirmed that there were indeed opportunities to grow the value added meat industry, and marketing assistance for meeting that demand was provided to six branded meat programs and producer cooperatives. A series of well-attended educational workshops provided technical assistance to producers on the development of value-added meat and poultry products, with 79% of attendees rating their experience as "excellent," and 82% of attendees becoming more interested in producing value-added products after attending.

On the demand side, a study conducted in 2010 by Rose Wilson concluded that consumers in the Boston and New York City markets are willing to pay a premium for products that are made using environmentally friendly methods, ensure fair wages for farmers and farm workers, and have unique flavors that reflect the region where they are made.

To supply this niche market, we need viable and vibrant slaughter and processing industry that responds to the values of consumers and producers.

Despite the interest in growing value added meat supply, capital constraints (both human and economic) prevent most producers from processing on their own, and many have expressed a lack of access to external processing services due to timing or service limitations. This proposal builds on the previous FMSIP project with a targeted focus on processors, applying the following elements of the project evaluation conducted by Bon Temps Gourmet in 2006:

- Engage more processors as partners in scaling up to meet demand
- Develop a New England Meat Conference
- Continue and enhance New England regional partnership

Since the 2004 project, the New England states have launched the New England Beef-to-Institution (NEBI) Initiative. A comprehensive marketing study was conducted in 2011 with funding from the Departments of Agriculture in Connecticut, Maine, Massachusetts, New Hampshire and Vermont, and the John Merck Fund (JMF). The study concluded that there are opportunities for local beef to enter the institutional market in all six New England States, and that there are two models that could be replicated to service this demand: 1) a producer-driven model that is designed for the buyer with decision making control and a proactive desire to source local beef; and 2) a processor-driven model designed to service large volumes and price-driven buyers. The models create opportunities for both beef and dairy producers, as well processors across New England.

To take advantage of the findings of the marketing study, JMF and the Vermont Agricultural Innovation Center (funded by USDA Rural Development) enabled:

- 1) The formation of a regional steering committee to address supply-side barriers and promote institutional demand;
- 2) The launch of a competitive grant process to incentivize beef-to-institution activity;
- 3) A series of 4 producer-processor workshops to promote industry collaboration; and
- 4) An analysis of other national models for meat industry development at the Carolina Meat Conference.

At the state level, the Vermont Farm to Plate (F2P) Meat Processing Task Force, a component of the Technical Assistance to Producers and Processors Working Group, came together in January 2011 with the purpose of facilitating collaboration between livestock slaughter and processing stakeholder organizations to coordinate technical assistance and build Vermont's meat industry and serving a tracking and coordination role in the implementation of F2P strategies related to meat processing. The intended beneficiaries of this initiative are commercial facilities that provide poultry and/or large animal slaughter and processing services for one or more producers and do so under federal or state inspection or provide custom slaughter services.

### *Next Steps for Scaling Up*

Over the past year we have gained a better understanding of the industry in Vermont and New England, with some key findings for future initiatives:

- Increased producer-processor collaboration to address tension points (e.g. service quality, producer knowledge, and market development), is integral to expanding the meat industry;
- Meat processors have not yet been able to capture enough of the consumer food dollar to boost financial performance and reinvest profits into plant expansion without public and philanthropic support;

- Producers and processors see the need for appropriately scaled technology and innovative business models for cooperative marketing and branding to meet and increase current demand; and
- There is considerable demand for Vermont products in sectors we are not currently supplying, from large volume institutions throughout New England to specialty international markets.

This proposal reflects an initiative that forwards these findings, divided into three main components:

- 1) **Research** – Market Analysis to determine which characteristics of the meat processing stage of the supply chain carry the highest value for marketing to the end user and Exposure to appropriately scaled technology and process innovation at the American Association of Meat Processors' Convention.
- 2) **Education** – A series of Producer-Processor Workshops and a first-ever New England Meat Conference will be the primary channel for strategic partnership and innovation diffusion.
- 3) **Market Development** – Targeted technical assistance and matchmaking for Institutional Market Coordination and the creation of a New England branded meat program which promotes locally produced, source-verified meat for large-scale wholesale and institutional buyers.

### *Beneficiaries and Economic Impacts*

Direct beneficiaries of this project will include New England's 28 commercial slaughter facilities, and the approximately 30 commercial meat and poultry processors, which will in turn benefit the over 14,000 livestock producers in the region. The 5,277 institutions in New England will also benefit from increased access to regionally produced beef.

The institutional demand study found that institutions were willing to pay \$2-3 per pound, and the initial size and scope for a local beef to New England institutional market equals 1,547,700 pounds per year of which 1,331,022 pounds is raw, bulk ground beef. Therefore, current institutional demand represents a market of \$2.7 million to \$4 million annually. Assuming an average 3-5 body condition dairy or non-freezer trade grade beef represents 384 pounds of ground beef, this market has the potential to divert up to 4,030 head of beef into the New England institutional food supply on an annual basis.

### **Other Grant Programs**

No other federal funding sources have been solicited for this project.

## Goals and Objectives

The goal of this project is to promote viability and vibrancy of New England's value-added meat industry, with a focus on providing education, marketing tools, and exposure to innovation at the producer-processor nexus.

### Objectives

#### *Research*

- I. Market Analysis to determine which characteristics of the meat processing stage of the supply chain carry the highest value for marketing to the end user

Market research in the Boston and New York has shown that consumers are willing to pay a premium for products that are made using environmentally friendly methods, ensure fair wages for farmers and farm workers, and have unique flavors that reflect the region where they are made. However, meat processors have not been able to capture enough of the consumer dollar to achieve profitability at a level that will expand the sector. A marketing consultant will be hired to conduct targeted key-informant interviews with buyers and distributors, and glean information on how meat processors might better market the value that they currently add (e.g. humane handling, quality and consistent cuts of meat) for any kind of meat animal, and what they can do better to increase that value, and ultimately their market share. In subsequent years, this information will be used to launch a "Know Your Processor" marketing campaign that heightens the profile of our butchers and slaughter facility owners.

- II. Exposure to appropriately scaled technology and process innovation at the American Association of Meat Processors (AAMP) Convention.

The AAMP Convention is the annual convening of meat industry leaders. Hundreds of meat processors, service providers and suppliers gather each summer to learn about the newest technologies and current market trends. Funding will offset the costs of 5 New England processors and 2 project leads to attend the convention. Networking meetings with successful meat processing associations from across the country will demonstrate best practices for industry organization development and sustainability. New technology and process innovations will be integrated into the producer-processor workshops and the New England Meat Conference (see below).

#### *Education*

- III. Promoting partnership and sharing innovation through Producer-Processor Workshops

In 2011, three Vermont Meat Processing Task Force members partnered to offer a series of workshops that brought livestock producers and meat processors together around specific issues that impact the development of the regional meat industry. Workshop topics included achieving consistency throughout the seasons, carcass quality, humane handling, branding and third party certifications, and accessing the institutional marketplace. It became clear through these workshops that there is both strong interest in New England-produced meats, and a great value in providing networking and collaboration space for producers and processors. We witnessed producers starting to turn to processors for technical assistance, and processors turn to producers for information on market trends.

These workshops will continue to be the primary channel for education and innovation diffusion. The following workshop topics are proposed: Regulatory literacy and food safety; Dairy beef quality and profitability; Brand development and marketing plans; and Cooperatives and other aggregation models for scaling up.

#### IV. Industry development education at the New England Meat Conference

The New England Meat Conference will bring together producers, processors, distributors, chefs, technical assistance providers, government representatives, and many other industry stakeholders to network and learn from their counterparts in other states. While there are many agricultural conferences in New England, there are none that focus specifically on meat production and are regional in scale. A trade show will attract national suppliers of new technologies that may be adopted by local producers and processors. Presenters from other regions will share lessons learned from other regional food systems.

#### *Market Development*

#### V. Scaling up supply through targeted technical assistance and matchmaking for Institutional Market Coordination

The goal of the New England Beef-to-Institution (NEBI) Initiative is to increase the amount of local ground beef entering New England institutions and increase farm viability by offering access to a large-scale marketing stream. This proposal represents the launch of Phase II of NEBI marketing plan implementation: targeted state-level coordination and relationship building between meat processors and institutional buyers. State leads in each of the six states will work closely with meat processors and provide technical assistance on institutional procurement, product specifications, and supply management. The NEBI Steering Committee will participate in the following activities:

- Attend two trainings: 1) The state of the meat processing industry: opportunities and challenges for the next phase of development; and 2) Advanced institutional procurement: regulations and best practices for selling meat to institutions
- Build relationships between meat processors, institutional buyers and distributors through strategic partnership meetings and one-on-one matchmaking
- Monitor and evaluate the pilot project selected to receive the mini-grant in Phase I
- Participate in monthly conference calls
- Track success of the NEBI initiative

VI. The creation of a New England branded meat program which promotes locally produced, source-verified meat for large-scale wholesale and institutional buyers.

Based on the results of the NEBI marketing study, a processor-driven model will be most effective at opening the institutional market, as processors are able to aggregate the quantities of meat demanded by these larger buyers. However, few slaughter facilities have experience developing a branded product. A branding specialist will be hired to create a logo and develop the value proposition that resonates best with consumers. Point of sale material will be developed to spur demand for local meat in institutional settings, and identify New England as a premier source for high quality, value-added meat. Two stakeholder meetings will be held, bringing together meat processors, distributors, and institutional buyers to make final decisions on the brand.

### Work Plan and Timeline

Task	Partners Responsible	Date Complete
<b>Marketing Analysis</b>		
Issue RFP for Marketing Contractor <sup>1</sup>	VAAFAM (lead), Vermont Meat Processing Task Force	Oct 2012
Select Marketing Contractor	VAAFAM (lead), Vermont Meat Processing Task Force	Dec 2012
Interviews conducted <sup>2</sup>	Marketing Contractor	February 2013
Results reported at Meat Conference	Marketing Contractor	March 2013
Marketing Report Published	Marketing Contractor	May 2013

<sup>1</sup> Desired qualifications for marketing contractor include: experience in the agriculture or food sector; strong experience with consumer research methodologies; ability to work as part of a multi-stakeholder process.

<sup>2</sup> Interviews will include questions on consumer values related to meat processing (e.g. humane handling, artisanal quality cutting, fair prices to the processor, etc.)

Dissemination and Outreach	VAAFM (lead), Vermont Meat Processing Task Force	June 2013
Develop Campaign Implementation Plan	VAAFM (lead), Vermont Meat Processing Task Force	August 2013
<b>Industry Research at Association of Meat Processors (AAMP) Convention</b>		
Recruit Processors to attend Convention	VAAFM (lead), New England Partners	February 2013
Pre-trip Orientation	VAAFM	May 2013
Attend Convention	Processors and project leads (VAAFM, NOFA-VT)	July 2013
Post-trip evaluation	VAAFM	August 2013
Key findings implemented into Producer-Processor Workshop 3	VAAFM, NOFA-VT, UVM-Extension	August 2013
<b>Producer-Processor Workshops</b>		
Develop content and schedule for workshops	VAAFM, NOFA-VT, UVM-Extension	January 2013
Outreach to producers and processors	VAAFM, NOFA-VT, UVM-Extension	March 2013
Workshop 1 held	VAAFM, NOFA-VT, UVM-Extension	May 2013
Workshop 2 held	VAAFM, NOFA-VT, UVM-Extension	June 2013
Workshop 3 held	VAAFM, NOFA-VT, UVM-Extension	August 2013
Project evaluation	VAAFM, NOFA-VT, UVM-Extension	August 2013
<b>New England Meat Conference</b>		
Save the Date sent with location finalized	VAAFM/NOFA-VT (lead), NEMC Steering Committee	September 2012
Keynote speaker and presenters recruited <sup>3</sup>	VAAFM/NOFA-VT (lead), NEMC Steering Committee	October 2012
Trade show exhibitors recruited	VAAFM/NOFA-VT (lead), NEMC Steering Committee	November 2012
Workshops finalized	VAAFM/NOFA-VT (lead), NEMC Steering Committee	January 2013
PR and Outreach campaign	VAAFM/NOFA-VT (lead), NEMC Steering Committee	January 2013

<sup>3</sup> Qualifications for presenters and keynote speaker include: strong experience in the meat industry, or fields related to meat industry development, including marketing, distribution, leadership development, business management, supply chain management, or network development.



Targeted recruitment to producers and processors	VAAFM/NOFA-VT (lead), NEMC Steering Committee	February 2013
Conference	VAAFM/NOFA-VT (lead), NEMC Steering Committee	March 2013
Post-Conference evaluation	VAAFM/NOFA-VT (lead), NEMC Steering Committee	April 2013
<b><i>Institutional Market Coordination</i></b>		
Monthly Networking Calls	VAAFM (lead), NEBI Steering Committee	Throughout grant period
Direct TA to processors, institutional buyers, and distributors	NEBI Steering Committee	Throughout grant period
Monitor and evaluate pilot programs and publicize success stories	NEBI Steering Committee	Throughout grant period
State Lead Training 1	VAAFM (lead), NEBI Steering Committee	October 2012
State Lead Training 2	VAAFM (lead), NEBI Steering Committee	December 2012
Design NEBI pre-conference session for NEMC	VAAFM (lead), NEBI Steering Committee	January 2013
Mid-point evaluation and outcome measurement	VAAFM (lead), NEBI Steering Committee	February 2013
Pre-conference session at NEMC	VAAFM (lead), NEBI Steering Committee	March 2013
Interview suppliers and buyers to evaluate success of project and determine next steps	NEBI Steering Committee	August 2013
<b><i>New England branded meat program</i></b>		
Issue RFP for Branding Contractor <sup>4</sup>	VAAFM (lead), NEBI Steering Committee	Oct 2012
Select Branding Contractor	VAAFM (lead), NEBI Steering Committee	Dec 2012
Stakeholder meeting I	VAAFM (lead), NEBI Steering Committee, Branding Contractor	January 2013
Draft Logo and value proposition developed	Branding Contractor	February 2013

<sup>4</sup> Desired qualifications for marketing contractor include: experience in the agriculture or food sector; strong experience with brand development; ability to work as part of a multi-stakeholder process.

Stakeholder Meeting II (at New England Meat Conference)	Branding Contractor	March 2013
Logo and Branding materials finalized; Soft Launch of Brand	Branding Contractor	April 2013
Official Launch of Brand	VAAFM (lead), NEBI Steering Committee, Branding Contractor	May 2013
Evaluation and Outcome measurement	VAAFM (lead), NEBI Steering Committee, Branding Contractor	August 2013

## Project Deliverables

1. Marketing Report outlining how meat processors might better market the value that they currently add (e.g. humane handling, quality and consistent cuts of meat) for any kind of meat animal, and what they can do better to increase that value, and ultimately their market share. In subsequent years, this information will be used to launch a "Know Your Processor" marketing campaign that heightens the profile of our butchers and slaughter facility owners.
2. Report of findings from the American Association of Meat Processors Convention
3. Logo and design for point of sale materials for New England Beef

## Appendix A. Personnel

Principal Investigator: **Chelsea Bardot Lewis** is a Senior Agricultural Development Coordinator with the Vermont Agency of Agriculture, Food and Markets (VAAFM). She coordinates the Vermont Meat Processing working group and the New England Beef-to-Institution Initiative. She has been working to identify partnership opportunities between meat producers and processors in Vermont and New England. She is the co-author of "A capacity assessment of New England's large animal slaughter facilities as relative to meat production for the regional food system," published in the *Journal of Renewable Agriculture and Food Systems* (2011). She has an M.S. in Agriculture Food and Environment from the Tufts University Friedman School of Nutrition Science and Policy, where she researched New England's large animal livestock slaughter and processing capacity. She and her husband Nate have a small farm in Central Vermont.

## Appendix B. Evaluation Outputs and Expected Outcomes

	Activity	Outputs	Output Performance Measures	Outcomes	Outcome Performance Measures	Impacts
Research	<b>Market Analysis</b>	Marketing plan for processing industry	100 stakeholders receive plan recommendations	Processors incorporate findings into their business strategies	5 processors interviewed plan market improvements	Improved profitability
	<b>Industry Research</b>	Regional industry leaders participant in national conference	7 industry leaders attend AAMP	Exposure to new technologies, processes, organizations	5 new technologies and process; 10 new connections with industry associations	Improved efficiency, stronger industry organization
Education	<b>Producer-Processor Workshops</b>	3 producer-processor workshops	120 producers and processors attend	Address producer-processor tension points, collaborate on opportunities	50% of attendees identify new market opportunities in post-evaluation	Market barriers are reduced, opportunities expanded
	<b>New England Meat Conference</b>	1 regional conference	300 industry stakeholders attend	Increased understanding of value-chain opportunities; regional industry networking	70% have improved understanding from pre- to post-evaluation	Improved technologies and development of new market streams
Development	<b>Market Coordination</b>	2 coordinator trainings; matchmaker/TA support	12 state representatives attend each training; 30 businesses receive TA support	State leads have better understanding; Institutions purchase more	70% have improved understanding from pre- to post-evaluation; 10 buyers begin or expand institutional	Increase farm viability through access to large scale markets

	<b>Brand Development</b>	Create logo; Point of Sale materials	1 logo created; 3 types of Point of sale materials designed	Suppliers use logo to differentiate product; Buyers use POS materials highlight value	purchasing 3 suppliers utilize logo; 10 buyers use Point of Sale materials	Consumers recognize value of New England beef purchase more
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