



STATE OF VERMONT
JOINT FISCAL OFFICE

MEMORANDUM

To: James Reardon, Commissioner of Finance & Management
From: Nathan Lavery, Fiscal Analyst
Date: August 10, 2009
Subject: JFO #2383, #2384, #2385, #2386

No Joint Fiscal Committee member has requested that the following items be held for review:

JFO #2383 — \$15,750 grant from the University of Delaware Research Office to the Agency of Agriculture, Food and Markets. These grant funds be used to conduct a one day workshop and a webinar series on risk management and human resources for VT dairy producers.

[JFO received 7/10/09]

JFO #2384 — \$14,782 grant from the Mary Imogene Bassett Hospital to the Agency of Agriculture, Food and Markets. These grant funds be used to produce and translate into Spanish safety training videos for VT dairy producers with Hispanic employees.

[JFO received 7/10/09]

JFO #2385 — \$10,000 grant from the National Alcohol Beverage Control Association to the Department of Liquor Control. These grant funds be used to provide updated materials for public outreach and officer education related to prevention of underage consumption of alcohol.

[JFO received 7/10/09]

JFO #2386 — \$30,000 grant from the National Court Appointed Special Advocate Association to the Judiciary – Trial Court Operations Division. These grant funds be used to hire a limited service coordinator to expand the guardian ad litem program in Chittenden County.

[JFO received 7/10/09]

In accordance with 32 V.S.A. §5, the requisite 30 days having elapsed since these items were submitted to the Joint Fiscal Committee, the Governor's approval may now be considered final. We ask that you inform the Secretary of Administration and your staff of this action.

cc: Roger Allbee, Secretary
Michael Hogan, Commissioner
Robert Greemore, Court Administrator



STATE OF VERMONT
JOINT FISCAL OFFICE

MEMORANDUM

To: Joint Fiscal Committee Members
From: Nathan Lavery, Fiscal Analyst
Date: July 13, 2009
Subject: Grant Requests

Enclosed please find four (4) requests that the Joint Fiscal Office has received from the administration:

JFO #2383 — \$15,750 grant from the University of Delaware Research Office to the Agency of Agriculture, Food and Markets. These grant funds be used to conduct a one day workshop and a webinar series on risk management and human resources for VT dairy producers.

[JFO received 7/10/09]

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[JFO received 7/10/09]

The Joint Fiscal Office has reviewed these submissions and determined that all appropriate forms bearing the necessary approvals are in order. In accordance with the procedures for processing such requests, we ask you to review the enclosed and notify the Joint Fiscal Office (Nathan Lavery at (802) 828-1488; 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 July 27 we will assume that you agree to consider as final the Governor's acceptance of these requests.

cc: James Reardon, Commissioner
Roger Allbee, Secretary
Michael Hogan, Commissioner
Robert Greemore, Acting Court Administrator



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

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

Grant Summary:		This Grant is for training for Vermont Dairy Producers related to risk management and human resources. It involves a one day workshop and a webinar series on this topic.			
Date:		3/30/2009			
Department:		Agriculture, Food and Markets			
Legal Title of Grant:		Risk Management Education			
Federal Catalog #:		N/A			
Grant/Donor Name and Address:		University of Delaware Reseach Office 210Hullihen Hall Newark, DE 19716			
Grant Period:		From:	To:		
		7/1/2009	12/31/2010		
Grant/Donation		\$15,750			
	SFY 1	SFY 2	SFY 3	Total	Comments
Grant Amount:	\$10,500	\$5,250	\$	\$15,750	
Position Information:		# Positions	Explanation/Comments		
		0			
Additional Comments:					
Department of Finance & Management <i>EH</i>		<i>7/1/09</i>		(Initial)	
Secretary of Administration <i>RPM</i>		<i>RPM 7/1/09</i>		(Initial)	
Sent To Joint Fiscal Office		<i>7/6/09</i>		Date	

RECEIVED
 JUL 10 2009
JOINT FISCAL OFFICE

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

BASIC GRANT INFORMATION				
1. Agency:	Agency of Agriculture, Food & Markets			
2. Department:				
3. Program:	Human Resource Management Skills Training for Vermont Dairy Producers			
4. Legal Title of Grant:	Risk Management Education			
5. Federal Catalog #:	N/A			
6. Grant/Donor Name and Address:	University of Delaware Research Office 210 Hullahen Hall Newark, DE 19716			
7. Grant Period:	From:	7/1/2009	To:	12/31/2010
8. Purpose of Grant:	The Agency of Agriculture will hold a one day 'live' workshop and 5 follow-up meetings as a webinar series on improving human resource management skills for Vermont dairy businesses.			
9. Impact on existing program if grant is not Accepted:	None.			
10. BUDGET INFORMATION				
	SFY 1	SFY 2	SFY 3	Comments
Expenditures:	FY 2010	FY 2011	FY	
Personal Services	\$8,300	\$4,250	\$	
Operating Expenses	\$2,200	\$1,000	\$	
Grants	\$	\$	\$	
Total	\$10,500	\$5,250	\$	
Revenues:				
State Funds:	\$	\$	\$	
Cash	\$	\$	\$	
In-Kind	\$	\$	\$	
Federal Funds:	\$	\$	\$	
(Direct Costs)	\$	\$	\$	
(Statewide Indirect)	\$	\$	\$	
(Departmental Indirect)	\$	\$	\$	
Other Funds:	\$	\$	\$	
Grant (source University of Delaware)	\$10,500	\$5,250	\$	
Total	\$10,500	\$5,250	\$	
Appropriation No:	2200030000/prog.#21889	Amount:	\$15,750	
			\$	
			\$	
			\$	

REC'D JUN 30 2009

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

		\$
		\$
	Total	\$

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: Roger Allbee Agreed by: *RA* (initial)

12. Limited Service Position Information:	# Positions	Title
Total Positions		

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: <u><i>Dave Lane for Roger Allbee</i></u>	Date: <u>6/24/09</u>
	Title: _____	
	Signature: _____	Date: _____
	Title: _____	

14. ACTION BY GOVERNOR

<input checked="" type="checkbox"/> Check One Box: Accepted	<u><i>[Signature]</i></u> (Governor's signature)	<u>7/6/09</u> Date:
<input type="checkbox"/> Rejected		

15. SECRETARY OF ADMINISTRATION

<input checked="" type="checkbox"/> Check One Box: Request to JFO	<u><i>Ronda P. Mc...</i></u> (Secretary's signature or designee)	<u>7/1/09</u> Date:
<input type="checkbox"/> Information to JFO		

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)
<input type="checkbox"/> Grant Agreement	<input type="checkbox"/> Form AA-1PN attached (if applicable)
<input type="checkbox"/> Grant Budget	

End Form AA-1

Research Subaward Agreement

Institution/Organization ("Prime Recipient") Name: <u>University of Delaware</u> Prime Award No.: <u>2007-49200-03888</u> Awarding Agency: <u>USDA</u> Principal Investigator - <u>Don Tilmon</u>	Institution/Organization ("Subrecipient") Name: <u>Vermont Agency of Agriculture, Food & Markets</u> Subaward No.: <u>19722</u> CFDA #: <u>10.500</u> Amount Funded This Action: Est. Total (if incrementally funded) <u>\$15,750.00</u> <u>\$15,750.00</u> Project Director - <u>Louise Waterman</u>
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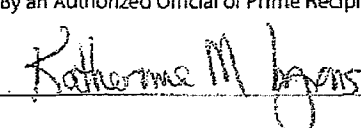
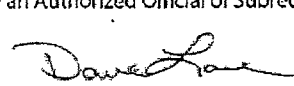
Subaward Period of Performance: Budget Period: From: <u>07/01/2009</u> To: <u>12/31/2010</u>	Estimated Project Period (if incrementally funded): From: <u>07/01/2009</u> To: <u>12/31/2010</u>
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Project Title:
NECRME - Human Resource Management Skills Training for Vermont Dairy Producers

Reporting Requirements (Check here if applicable: See Attachment 4) ARRA Funds

Terms & Conditions

- 1) Prime Recipient hereby awards a cost reimbursable subaward, as described above, to Subrecipient. The statement of work and budget for this subaward are (check one): As specified in Subrecipient's proposal dated _____; or as shown in Attachment 5. In its performance of the subaward work, Subrecipient shall be an independent entity and not an employee or agent of Prime Recipient.
- 2) Prime Recipient shall reimburse Subrecipient not more often than monthly for allowable costs. All invoices shall be submitted using Subrecipient's standard invoice, but at a minimum shall include current and cumulative costs (including cost sharing), subaward number, and certification as to truth and accuracy of invoice. *Invoices that do not reference Prime Recipient's Subaward Number shall be returned to Subrecipient.* Invoices and questions concerning invoice receipt or payments should be directed to the appropriate party's Financial Contact as shown in Attachments 3A & 3B.
- 3) A final statement of cumulative costs incurred, including cost sharing, marked "FINAL" must be submitted to Prime Recipient's Financial Contact, as shown in Attachments 3A and 3B, NOT LATER THAN sixty (60) days after subaward end date. The final statement of costs shall constitute Subrecipient's final financial report.
- 4) All payments shall be considered provisional and subject to adjustment within the total estimated cost in the event such adjustment is necessary as a result of an adverse audit finding against the Subrecipient.
- 5) Matters concerning the technical performance of this subaward should be directed to the appropriate party's Principal Investigator, as shown in Attachments 3A and 3B. Technical reports are required as shown above, "Reporting Requirements".
- 6) Matters concerning the request or negotiation of any changes in the terms, conditions, or amounts cited in this subaward agreement, and any changes requiring prior approval, should be directed to the appropriate party's Administrative Contact, as shown in Attachments 3A & 3B. Any such changes made to this subaward agreement require the written approval of each party's Authorized Official as shown in Attachments 3A & 3B.
- 7) Each party shall be responsible for its negligent acts or omissions and the negligent acts or omissions of its employees, officers, or director's, to the extent allowed by law.
- 8) Either party may terminate this subaward with thirty days written notice to the appropriate party's Administrative Contact as shown in Attachments 3A & 3B. Prime Recipient shall pay Subrecipient for termination costs as allowable under OMB Circular A-21 or A-122 or 45 CFR Part 74 Appendix E, "Principles for Determining Costs Applicable to Research and Development under Grants and Contracts with Hospitals" as applicable.
- 9) No-cost extensions require the approval of the Prime Recipient. Any requests for a no-cost extension should be addressed to and received by the Administrative Contact, as shown in Attachments 3A & 3B, not less than thirty (30) days prior to the desired effective date of the requested change.
- 10) The Subaward is subject to the terms and conditions of the Prime Award and other special terms and conditions, as identified in Attachment 2.
- 11) By signing below Subrecipient makes the certifications and assurances shown in Attachments 1 and 2. Subrecipient also assures that it will comply with applicable statutory and regulatory requirements specified in the Research Terms & Conditions Appendix C found at <http://www.nsl.gov/bfa/dias/policy/rtc/appc.pdf>.

By an Authorized Official of Prime Recipient  _____ Date <u>6/18/09</u>	By an Authorized Official of Subrecipient  _____ Date <u>6/18/09</u>
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Attachment 1
Research Subaward Agreement
Certifications and Assurances

By signing the Subaward Agreement, the authorized official of Subrecipient certifies, to the best of his/her knowledge and belief that:

Certification Regarding Lobbying

1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the Subrecipient, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or intending to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the Subrecipient shall complete and submit Standard Form -LLL, "Disclosure Form to Report Lobbying", to the Prime Recipient.

3) The Subrecipient shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Debarment, Suspension, and Other Responsibility Matters

Subrecipient certifies by signing this Subaward Agreement that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency.

OMB Circular A-133 Assurance

Subrecipient assures Prime Recipient that it complies with A-133 and that it will notify Prime Recipient of completion of required audits and of any adverse findings which impact this subaward.

Attachment 2
Research Subaward Agreement
Prime Award Terms and Conditions
USDA

Agency-Specific Certifications/Assurances

1. By signing this Research Subaward Agreement Subrecipient makes the certifications and assurances specified in the Research Terms and Conditions Appendix C found at <http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf>

General terms and conditions:

1. The restrictions on the expenditure of federal funds in appropriations acts are applicable to this subaward to the extent those restrictions are pertinent.
2. 7 CFR Part 3015, 3017, 3018 and 3019.
3. Research Terms and Conditions found at < <http://www.nsf.gov/bfa/dias/policy/rtc/terms.pdf> > and Agency Specific Requirements found at http://www.nsf.gov/pubs/policydocs/rtc/csrees_708.pdf, except for the following:
 - a. The right to initiate an automatic one-time extension of the end date provided by Article 25 (c)(2) is replaced by the need to obtain prior written approval from the Prime Recipient;
 - b. The payment mechanism described in Article 22 and the financial reporting requirements in Article 52 of the Research Terms and Conditions and Article 10 of the Agency-Specific Requirements are replaced with Terms and Conditions (1) through (4) of this agreement; and
 - c. Any prior approvals are to be sought from the Prime Recipient and not the Federal Awarding Agency.
4. Title to equipment costing \$5,000 or more that is purchased or fabricated with research funds or Subrecipient cost sharing funds, as direct costs of the project or program, shall unconditionally vest in the Subrecipient upon acquisition without further obligation to the Federal Awarding Agency subject to the conditions specified in Article 34(a) of the Research Terms and Conditions.

Special terms and conditions:

1. Copyrights

Subrecipient grants to Prime Recipient an irrevocable, royalty-free, non-transferable, non-exclusive right and license to use, reproduce, make derivative works, display, and perform publicly any copyrights or copyrighted material (including any computer software and its documentation and/or databases) first developed and delivered under this Subaward Agreement solely for the purpose of and only to the extent required to meet Prime Recipient's obligations to the Federal Government under its Prime Award.

2. Data Rights

Subrecipient grants to Prime Recipient the right to use data created in the performance of this Subaward Agreement solely for the purpose of and only to the extent required to meet Prime Recipient's obligations to the Federal Government under its Prime Award.

3. Automatic Carry Forward: Yes No

(If No, Carry Forward requests must be sent to Prime Recipient's ADMINISTRATIVE, as shown in Attachment 3).

4. Invoices

All invoices must include the period for which reimbursement is being requested.

All invoices must include a certification statement such as, "I certify that all expenditures reported (and requested payments) are for appropriate purposes and in accordance with the provisions of the applications and award documents for the above referenced grant/contract award number.", and be signed by an authorized representative.

In connection with review of the invoice, upon request by the University, Subrecipient shall provide additional supporting documentation for related expenses.

The final invoice will be paid upon submission of a completed Subaward Close-Out Requirements form found in Attachment 4.

5. Extension of End Date

This agreement ends 12/31/2010. NO extensions beyond that date will be granted.

As the Principal Investigator I am in agreement with all of the terms and conditions of this agreement.

H. Don Tilmon
Principal Investigator

6/10/09
Date

H. Don Tilmon
Print/Type Name

Attachment 3A
Research Subaward Agreement

Subaward Number:

19722

Prime Recipient Contacts

Institution/Organization ("Prime Recipient")

Name: University of Delaware

Address: Research Office

210 Hulliher Hall

City: Newark

State: DE

ZipCode: 19716

Administrative Contact

Name: Katherine M. Lyons

Address: University of Delaware

Research Office

210 Hulliher Hall

City: Newark

State: DE

ZipCode: 19716

Telephone: 302-831-8626

Fax: 302-831-2828

Email: kmylons@udel.edu

Principal Investigator

Name: Don Tilmon

Address: University of Delaware, College of Agriculture and Natural Resources

Food & Resource Economics, Northeast Center for Risk Management Education

112 Townsend Hall

City: Newark

State: DE

ZipCode: 19716

Telephone: 302-831-1325

Fax: 302-831-6243

Email: htilton@udel.edu

Financial Contact

Name: Same as Administrative

Address:

City:

State:

ZipCode:

Telephone:

Fax:

Email:

Authorized Official

Name: Same as Administrative

Address:

City:

State:

ZipCode:

Telephone:

Fax:

Email:

Attachment 3B
Research Subaward Agreement

Subaward Number:

19722

Subrecipient Contacts

Institution/Organization ("Subrecipient")

Name: Vermont Agency of Agriculture, Food & Markets

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

EIN No.: 03-6000264

Reg. in CCR? Yes No

DUNS No:

Congressional District:

Congressional District:

Congressional District:

809376718

VT

VT

VT

Administrative Contact

Name: Louise Waterman

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-6900

Fax: 802-828-3831

Email: Louise.Waterman@state.vt.us

Principal Investigator

Name: Louise Waterman

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-6900

Fax: 802-828-3831

Email: Louise.Waterman@state.vt.us

Financial Contact

Name: Mary Morrison

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-3567

Fax: 802-828-3831

Email: Mary.Morrison@state.vt.us

Authorized Official

Name: David Lane

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-1619

Fax: 802-828-3831

Email: David.Lane@state.vt.us

**ATTACHMENT 4
SUBAWARD AGREEMENT**

Reporting Requirements

- Attend the annual Orientation Workshop for NECRME Project Directors, scheduled for October 1, 2009. The meeting will be held at a hotel near the Philadelphia International Airport. If more than one Project Director is involved with the project, only one need attend. (Travel expenses will be reimbursed for one person per project.) Attendance is optional for Project Directors who attended the Orientation last year, but all are welcome.
- Submit online Progress Reports by the following dates:
October 15, 2009 (this date is for projects from the Northeast Center only – due to the timing of our Orientation, it is two weeks later than the date noted in the RFA) ; **February 1, 2010**; **May 1, 2010**; and **October 1, 2010**. Requirements and a link for reporting are available on the NECRME website – necrme.org (under “Grants” select “Project Reporting”).
- Submit a Final Report online upon completion of the project (please note that final payment or up to 15% of allocated funds may be withheld until all reporting requirements are met). The Final Report for each project is a public document, and will ultimately be available for viewing online in the Ag Risk Education Library (agrisk.umn.edu).
- Send NECRME copies of educational curriculum, promotional brochures and other workshop materials developed through the project. In conjunction with your reporting activities, you will also be required to upload or provide links to promotional materials, educational materials, and evaluations.
- Include a statement on all materials produced for the project which acknowledges the funding received from NECRME and utilizes both the Center’s logo and the CSREES logo (details and the logos may be accessed at necrme.org (under “Grants”, then “Funding Acknowledgement”).

University of Delaware
Research Office
210 HULLIHEN HALL
NEWARK, DE 19716

Subrecipient Close-Out Requirements

As a subrecipient of the University of Delaware you are required to submit a final invoice marked FINAL, a signed copy of this form, and other documents listed below, as applicable. **The final invoice will NOT be processed for payment until all close-out documentation has been received.**

Subaward #:
Subrecipient:

Please check all that apply and attach documents, as required:

Final invoice has been sent

Required cost-share has been met and reported

Patents and/or inventions are pending. Please see attached documentation

There are no patents or inventions to report

Technical report completed and sent to UD Principal Investigator on this date _____

No equipment was purchased with these funds (*equipment is defined as an article of nonexpendable tangible personal property having a useful life of more than 1 year and a cost of \$5,000 or more*)

Equipment purchased (please list below and add additional sheets as needed)

Total expenditures of \$ _____ have been incurred. This has been or will be paid.

I hereby certify the above information is correct and in accordance with the terms of the subaward agreement. Subrecipient does hereby remise, relent, and discharge the University of Delaware, its officers, and employees of and from all liabilities, obligations, claims, and demands whatsoever under or arising from the said subaward agreement.

Subrecipient's Authorized Representative

Date

Return to: University of Delaware, Research Office, 210 HULLIHEN HALL, NEWARK, DE 19716

United States Department of Agriculture
 Cooperative State Research, Education, and Extension Service
AWARD FACE SHEET

1. Award No. 2007-49200-03888	Amendment No.	2. Proposal Number 2007-04101	3. Period of Performance 09/15/2007 through 09/14/2008	4. Type of Instrument Grant
5. Type of Action New	6. CFDA Number 10.500	7. CAN	8. MO DHHS	9. Method of Payment DHHS Payment Management System
10. CRIS Number 0211442				

11. Authority:
 7 U.S.C. 3318, P.L. 106-224, Sec. 133 of P. L. 106-224, Ag Risk Management Education Competitive Grants Program

12. Agency (Name and Address) Awards Management Branch Cooperative State Research, Education, and Extension Service/USDA Washington, DC 20250-2271	13. Awardee Organization University of Delaware Newark, DE 19716
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14. Program Point of Contact: Janie S. Hipp Telephone: (202) 720-3605 jhipp@csrees.usda.gov	Administrative Point of Contact: Jeffrey B. Jacobs Telephone: (202) 690-5717 jjacobs@csrees.usda.gov	15. Project Director/Performing Organization James Don Tilmon University of Delaware Newark, DE
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16. Funding:	<u>Federal</u>	<u>Non-Federal</u>	17. Funds Chargeable				
	Previous Total	\$0.00	\$0.00	<u>FY - FDC</u>	<u>Amount</u>	<u>FY - FDC</u>	<u>Amount</u>
	+ or -	\$900,000.00	\$0.00	07-743-49200	\$900,000.00		
	Total	\$900,000.00	\$0.00				
	Grand Total	\$900,000.00					

18. Title of Proposal
 Northeast Regional Center for Risk Management Education

PROVISIONS

This Award incorporates the following:

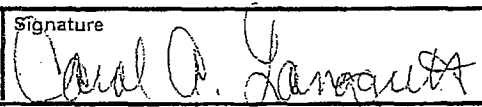
1. The referenced proposal and any revision thereto - incorporated by reference
2. CSREES General Terms and Conditions - A dated 02/05 - incorporated by reference (<http://www.csrees.usda.gov/business/awards/awardterms.html>) and Attachment A thereto Article 10, Current Research Information System (CRIS) Requirements, is applicable to this award
3. 7 CFR Part 3015, 7 CFR Part 3017, 7 CFR Part 3018, 7 CFR Part 3019 - incorporated by reference (<http://www.csrees.usda.gov/business/awards/fedregulations.html>)
4. The Approved Award Budget
5. CRIS Forms AD-416 and AD-417 - incorporated by reference
6. The obligation of funds may be terminated without further cause unless the recipient commences the timely drawdown of funds; initial drawdown must be made within the first year of the project.
7. Contingent upon the availability of funds and the satisfactory progress of this project, CSREES intends to continue support at approximately the following levels: FY 2008 in the amount of \$900,000, and FY 2009 in the amount of \$900,000.
8. Funds in the amount of \$15,000 are withheld pending CSREES-ADO receipt and approval of additional budgetary details for "Speaker & Facilitator Expenses" (\$15,000).

Co-Project Director(s):

Laurie Wolinski (University of Delaware)

FOR THE UNITED STATES DEPARTMENT OF AGRICULTURE

This award, subject to the provisions above, shall constitute an obligation of funds on behalf of the Government. Such obligation may be terminated without further cause unless the recipient commences the timely drawdown of funds; such drawdowns may not exceed one year from issuance date of the award.

Typed Name Adriene Woodin Authorized Departmental Officer	Signature 	Date 9/13/07
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United States Department of Agriculture
Cooperative State Research, Education, and Extension Service
AWARD FACE SHEET

1. Award No. 2007-49200-03888	Amendment No. 1	2. Proposal Number 2008-03803	3. Period of Performance 09/15/2007 through 08/31/2009	4. Type of Instrument Grant
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5. Type of Action Continuation	6. CFDA Number 10.500	7. CAN	8. MO	9. Method of Payment DHHS Payment Management System	10. CRIS Number 0211442
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11. Authority:
7 U.S.C. 3318, P.L. 106-224, Sec. 133 of P. L. 106-224, Ag Risk Management Education Competitive Grants Program

12. Agency (Name and Address) Awards Management Branch Cooperative State Research, Education, and Extension Service/USDA Washington, DC 20250-2271	13. Awardee Organization University of Delaware Newark, DE 19716
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14. Program Point of Contact: Janie Hipp Telephone: 202-720-3605 jhipp@csrees.usda.gov	Administrative Point of Contact: Jeffrey B. Jacobs Telephone: 202-690-5717 jjacobs@csrees.usda.gov	15. Project Director/Performing Organization James Don Tilmon University of Delaware Newark, DE 19716
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16. Funding:	<u>Federal</u>	<u>Non-Federal</u>	17. Funds Chargeable			
Previous Total	\$900,000.00	\$0.00	<u>FY - FDC</u>	<u>Amount</u>	<u>FY - FDC</u>	<u>Amount</u>
+ or -	\$900,000.00	\$0.00	08- 843-49200	\$900,000.00		
Total	\$1,800,000.00	\$0.00				
Grand Total	\$1,800,000.00					

18. Title of Proposal
Northeast Regional Center for Risk Management Education

PROVISIONS

This Award incorporates the following:

1. Research Terms and Conditions (07/01/08) and CSREES Agency Specific Terms and Conditions (07/08) at <http://www.nsf.gov/bfa/dias/policy/rtc/index.jsp>
2. The referenced proposal and any revision thereto - incorporated by reference
3. 7 CFR Part 3015, 7 CFR Part 3017, 7 CFR Part 3018, 7 CFR Part 3019 - incorporated by reference (<http://www.csrees.usda.gov/business/awards/fedregulations.html>)
4. The Award Budget, pending approval.
5. CRIS Forms AD-416 and AD-417 - incorporated by reference
6. The obligation of funds may be terminated without further cause unless the recipient commences the timely drawdown of funds; initial drawdown must be made within the first year of the project.
7. Contingent upon the availability of funds and the satisfactory progress of this project, CSREES intends to continue support at approximately the following levels: FY09 in the amount of \$900,000.
8. Modification of Article 9.B.b. of Agency-Specific Terms and Conditions - Annual "Accomplishment Report" must be electronically submitted through the CRIS system within 90 days PRIOR to the anniversary date, i.e., current expiration date of the award. Untimely submission of these reports may delay processing of a subsequent award and failure to submit these reports will likely result in the restriction of the funding increment.
9. Funds in the amount of \$405,513 are withheld pending a plan outlining your efforts beginning October 2008 to address Special Emphasis issues per letter from Janie Hipp dated September 5, 2008. *Released 10/30/08*
10. Funds in the amount of \$105,855 are withheld pending CSREES-ADO receipt and approval of additional budgetary details for "Food" (\$40,000), "Speaker fees and honorariums" (\$25,000), "Hotel subsidies for Educators" (\$15,000) and justification for "Secretarial/Clerical Salary" (\$25,855).

Co-Project Director(s):
Laurie Wolinski (University of Delaware)

FOR THE UNITED STATES DEPARTMENT OF AGRICULTURE

This award, subject to the provisions above, shall constitute an obligation of funds on behalf of the Government. Such obligation may be terminated without further cause unless the recipient commences the timely drawdown of funds; such drawdowns may not exceed one year from issuance date of the award.

Typed Name Carol A. Langguth Authorized Departmental Officer	Signature CLANGGUTH	Date 09/18/2008
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MAY 22 2009

Ms. Katherine M. Lyons
Contract & Grant Administrator
University of Delaware
Research Office
210 HULLIHEN HALL RESEARCH
NEWARK, DE 19716

SUBJECT: CSREES Award No: 2007-49200-03888

Dear Ms. Lyons:

The request contained in your letter dated May 01, 2009 has been reviewed by this office and the CSREES cognizant program official. CSREES approves the request as indicated below:

- (X) A no-cost extension to February 28, 2011 *(Please refer to the Uniform Federal Assistance Regulation (7 CFR Part 3015, Subpart N) at expiration of this grant for closeout procedures.*
- (X) Other: Your new expiration date will be on February 28, 2011.

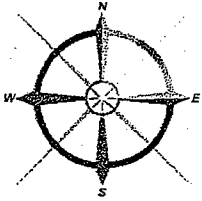
If you have any questions concerning this action, please contact José Berna at 202-401-6509, or by e-mail at jberna@csrees.usda.gov.

Sincerely,

A handwritten signature in cursive script that reads 'Charles Henggeford'.

for EUGENIA SPOHRER
Authorized Departmental Officer
Awards Management Branch
Office of Extramural Programs

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The Northeast Center for Risk Management Education

Dr. H. Don Tilmon, Director
Laurie Wolinski, Associate Director
Susan Olson, Program Coordinator

112 Townsend Hall
College of Agriculture and
Natural Resources
University of Delaware
Newark, Delaware 19716-2130
Phone: 302-831-6540
FAX: 302-831-0857
www.necrme.org

Grantee Letter of Commitment

Project: Human Resource Management Skills Training for Vermont Dairy Producers

Organization: Vermont Agency of Agriculture, Food & Markets

Project Director: Louise Waterman

In accepting the funds awarded for this project, I commit to:

- Attend the annual Orientation Workshop for NECRME Project Directors, scheduled for October 1, 2009. The meeting will be held at a hotel near the Philadelphia International Airport. If more than one Project Director is involved with the project, only one need attend. (Travel expenses will be reimbursed for one person per project.) Attendance is optional for Project Directors who attended the Orientation last year, but all are welcome.
- Submit online Progress Reports by the following dates:
October 15, 2009 (this date is for projects from the Northeast Center only – due to the timing of our Orientation, it is two weeks later than the date noted in the RFA) ; **February 1, 2010**;
May 1, 2010; and **October 1, 2010**.
Requirements and a link for reporting are available on the NECRME website – necrme.org (under "Grants" select "Project Reporting").
- Submit a Final Report online upon completion of the project (please note that final payment or up to 15% of allocated funds may be withheld until all reporting requirements are met). The Final Report for each project is a public document, and will ultimately be available for viewing online in the Ag Risk Education Library (agrisk.umn.edu).
- Send NECRME copies of educational curriculum, promotional brochures and other workshop materials developed through the project. In conjunction with your reporting activities, you will also be required to upload or provide links to promotional materials, educational materials, and evaluations.
- Include a statement on **all** materials produced for the project which acknowledges the funding received from NECRME and utilizes both the Center's logo and the CSREES logo (details and the logos may be accessed at necrme.org (under "Grants", then "Funding Acknowledgement").

I agree to meet these requirements, as stated by the Northeast Center for Risk Management Education.

Signature of Project Director:

Date:

5/4/09

(Please sign and return one copy in the enclosed envelope. Thank you.)



Cooperative State
Research, Education, and Extension Service





Project Name: Human Resource Management Skills Training for Vermont Dairy Producers

Project Number: RME-JDC02959

Contract Number:

Submitted: 2/26/2009 7:14:12 AM

Project Director: Louise Waterman
Vermont Agency of Agriculture, Food and Markets
Phone: 802-828-6900
E-mail: Louise.Waterman@state.vt.us

Contact Person: Louise Waterman
Vermont Agency of Agriculture, Food and Markets
Phone: 802-828-6900
E-mail: Louise.Waterman@state.vt.us

Mailing Address: 116 State Street
Montpelier, VT 05620-2901
FAX: 802-828-3831

Project Summary:

Human resource risk for Vermont dairy businesses can be managed through improved human resource management. Vermont dairy producers are concerned about the ability to maintain a productive, stable and committed workforce. This project will increase participants' performance feedback skills as well as their conflict management skills through a one day 'live' workshop and 5 follow-up meetings as a webinar series through-out the year. The webinar will be very collaborative and allow full participation between the audience and the presenters. We will maximize learning and implementation through blended learning as well as more short sessions. We anticipate 50 Vermont dairy producers will attend the initial workshop and the webinar series follow-up. We will hold the workshop in Addison County but dairy producers from across the state will be welcome to attend. The webinar follow-up will make learning convenient for producers from across the state to attend class.

Risk Management Improvements:

Our project's targeted results fall within the Human/Personal Risk Management Area. By improving performance feedback skills and conflict management skills and learning new human resource management skills, our project participants will improve employee recruitment, management and retention. Improved communications and employee performance management are keys to managing this risk area. Although this project doesn't directly reduce risk such as purchasing crop insurance would, it is an indicator that participants are taking proactive steps to manage this risk area.

One of the greatest risks facing Vermont producers today is the ability to maintain a productive, stable and committed workforce. There are approximately 1100 dairy producers in Vermont. The dairy industry in Vermont generates 80-85% of our agricultural revenue. Reducing employee turnover, retaining the best people and tapping employee potential is an essential part of Vermont's dairy industry and it's important to the industry's future in Vermont. Providing employee feedback and managing conflict are important parts of a producer's and or manager's responsibilities.

Dairy producers across Vermont are interested in improving their performance feedback and conflict management skills to make human resource management easier.

Proposed Results - What Participants Will Learn, Achieve, Apply

	<u>Proposed Result(s) that will happen by end of project</u>	<u>Topic</u>	<u>Producer Action</u>	<u>When Measured</u>	<u>Est. #</u>	<u>How Will You Verify</u>
1	Participants will improve existing performance feedback and conflict management skills and learn new tools and systems to keep employees happy, informed and working productively together to achieve farm goals while positive changes occur on their farm.	Employee management and communication	Understand	April, 2010	45	Written Evaluation
2	Participants will see a decrease in employee/employer and employee/employee conflict and an increase in employee productivity due to improved communications	Employee management and communication	Implement	April, 2010	45	Audience Response System
3	Participants will complete performance review worksheets with more employees as well as written job descriptions and job protocols.	Employee management and communication	Develop	April, 2010	30	Personal Interview

	<u>Proposed Result(s) that will happen after project</u>	<u>Topic</u>	<u>Producer Action</u>	<u>When Measured</u>	<u>Est. #</u>	<u>How Will You Verify</u>
1	Participants will continue with their individual action plan to address human resource management concerns on their farms	Employee management and communication	Implement	June, 2010	30	Phone Interview
2	Participants will continue to use their new skills and tools to improve communications with their employees	Employee management and communication	Implement	June, 2010	30	Phone Interview
3	Participants will have improved communications with family members and their community due to improved conflict management skills	Interpersonal, family and business relationships	Implement		30	Phone Interview

Producer Demand:

There are approximately 1100 dairy producers in Vermont. The dairy industry in Vermont generates 80-85% of our agricultural revenue. Reducing employee turnover, retaining the best people and tapping employee potential is an essential part of Vermont's dairy industry and it's important to the industry's future in Vermont. Providing employee feedback and managing conflict are important parts of a producer's and or manager's responsibilities.

We believe we will be successful in getting 50 dairy producers to participate in this project because we have worked and will continue to work with many producers on other human resource management projects such as offering milker training and calf care workshops in Spanish for Hispanic employees. We have also worked to facilitate the growth of a young farmer discussion group in Addison County Vermont. Both this group and the large dairy discussion group in Addison County have expressed interest in this project. We have built business relationships with these producers and identified needs. Producers have indicated a concern about the ability to maintain a productive, stable and committed workforce. Communication issues hamper productivity - impacting farm profitability.

Penn State conducted research in 2005 on human resource management and dairy employee organizational commitment. As part of this research a survey was sent to owners and employees of dairies with herd sizes of 250 or larger. VT farms participated in this survey. The results of that research project are a driving force behind developing this project proposal. Their research, which included Vermont dairy producers and employees, confirmed that performance feedback is a key component of good communications and an invaluable human resource management tool for a successful operation.

Dairy producers across Vermont are interested in improving their performance feedback and conflict management skills to make human resource management easier. We will have success in meeting the challenge of drawing in participants. The 'live' workshop will be held in Addison County but because we will be using a webinar series as part of the blended learning experience it will be convenient for producers from across the state to participate after the initial workshop commitment.

A key to the success of this project is working with Vermont dairy producers who are committed to the success of their businesses. Project participants will be producers who are motivated to move forward with improving employee management practices and giving them specific guidance and follow-up to implement changed practices.

Audience Emphasis

- Organic producers
- Sustainable producers
- Traditional commercial producers

Project Steps

	<u>What Project Team Does</u>	<u>What Participants Do</u>	<u>When Measured</u>	<u>Est. Number</u>
1	Set up one day workshop date and location + set up follow-up webinar dates with collaborators and determine specific agenda for workshop and webinar.	Not Applicable	August, 2009	6
2	Project leader will make farm visits to potential project participants	Commit to project participation and promoting the project to other producers	December, 2009	40
3	Order workshop/webinar material and prepare additional project materials.	Not Applicable	December, 2009	50
4	Set up and advertise workshop/webinar series through flyers in producer newsletters and several press releases in Agriview which is mailed to ~ 75% of dairy producers in VT	Not Applicable	January, 2010	
5	Make presentations to the 2 active young dairy farmer discussion groups in VT. Describe the project and ask for participation.	Register for workshop/webinar series	January, 2010	40
6	Send out a direct mail piece advertising the project to the dairy producers in the three major dairy counties in VT	Register for the workshop/webinars	January, 2010	600
7	Distribute project flyers to collaborators and other ag industry leaders. Ask them to promote the project to their client base. This would be done through an email list of industry leaders.	Not Applicable	January, 2010	75
8	Collect participant registration	Participants will pay a workshop/webinar series fee up front and commit to attending the workshop + 2 of the 3 webinar sessions to be eligible for the scholarship reimbursement	February, 2010	40
9	Attend/present/facilitate at the one day workshop	Participants will complete a 'sample' employee performance review worksheet during the workshop	February, 2010	40
10	Attend/Present/facilitate workshop and webinar series	Participants will practice their improved skills and new tools during communications with their employees after the one day workshop and between webinar sessions	February - April, 2010	33

Project Steps

<u>What Project Team Does</u>	<u>What Participants Do</u>	<u>When Measured</u>	<u>Est. Number</u>
11 Attend/Present/Facilitate at webinar sessions	Participants will, during the workshop and webinar sessions, share their specific human resource management concerns and develop an action plan to address these concerns	February - April, 2010	33
12 Attend/Present/Facilitate workshop and webinar sessions	Participants will attend the workshop and a minimum of 2 webinar sessions and be eligible for the scholarship reimbursement of 70% of what they paid up front for the workshop and webinar series	April, 2010	33
13 Assess participants improved human resource management skill level and new skill development	Fill out project evaluation after one day workshop and again after each webinar session	April, 2010	40

Project Description

There are two parts to the training. A one day workshop followed up with a webinar series. Training and development opportunities are essential for producers to keep pace with change.

The project focus will be on improving participants' performance feedback skills and conflict management skills as well as participants learning new human resource management tools. Without performance feedback employees don't know if they are moving forward, backward or simply standing still. The ability to give employee feedback is critical for a producer. Learning to develop feedback skills will help keep employees informed and working together to achieve farm goals. This will lead to a productive, stable and committed workforce. Conflict can be good and bad. Producers will improve conflict management skills and learn new tools for when conflict is causing a problem within their business; it may be resolving the conflict or just harnessing it for productive potential. The project will offer new opportunities for participants to develop management skills and affirm sound supervision methods already in use to maximize learning and implementation through blended learning and more short sessions.

The webinar sessions will be 60-90 minutes long, result-oriented and highly interactive learning modules with a direct 'tie' to what was presented at the one day workshop.

The webinar sessions can save time and travel costs making them a convenient and cost effective learning tool. And we will still get great interaction and learning. The session's facilitator will be a key component. These sessions will provide more information as well as support for skills the participants are implementing.

Each participant will receive a binder and set of CDs called 'Supervisory Skills for Managers' developed by Jim Henion, Director of Consulting Services Cooperative Resources International and project collaborator and workshop presenter. Topic examples include: Leading/Influencing Others; Improving Employee Performance and Fostering Teamwork and Cooperation. One of the best ways to learn how to become a more effective supervisor is to see and hear how others manage, supervise and lead the employees on their farm. The CDs included with this binder include interviews with successful farm managers and capture their ideas, tips and best practices for successfully leading/supervising people.

Participant participation will be encouraged. Participants will practice their improved and new skills after the workshop and between webinar sessions and discuss their concerns and questions during the sessions.

Participant scholarship reimbursement will be after the sessions are completed to encourage regular attendance.

Tools and Curriculum:

Instructors/presenters for the one day workshop and follow-up meetings in the form of a webinar series will include Robert Milligan with Dairy Strategies and Jim Henion with Cooperative Resources International (Genex Cooperative, Inc.). These professional were chosen for their experience and expertise in working with producers on educational events to help them manage human/personal risk.

The workshop curriculum will include the use of existing materials such as the 'Supervisory Skills for Managers' by Cooperative Resources International. This includes a workbook and a set of CDs which each participant will be given.

Robert Mulligan will 'instruct' the webinar series which will follow the one day workshop. Robert has experience in implementing webinar sessions.

The project team will also research and assemble additional resource materials related to understanding and managing employees.

Project Team

Team leader and members:

Louise Waterman
Education Coordinator
Louise.Waterman@state.vt.us
Project Coordinator

Project collaborators:

- * Vermont Dairy Producers, project participants
- * Tim Buskey, Vermont Farm Bureau administrator, TBuskey@gmavt.net, assist with promoting the project
- * Robert Milligan, Ph.D, Senior Consultant, Dairy Strategies LLC., workshop and webinar presenter
- * Jim Henion, Director of Consulting Services Cooperative Resources International, Genex Cooperative, Inc., JHenion@CRInet.com, Workshop presenter and availability of existing Genex resources
- * Ruchel St Hilaire, Yankee Farm Credit Administrative Assistant, ruchel.sthilaire@yankeeaca.com, assist with promoting and getting producers into the project by recommending it to clients
- * Steve Paddock, Small Business Development Center of VT, spaddock@vtsbdc.org, assist with promoting and getting producers into the project by recommending it to clients and work with coordinator on the workshop and webinar curriculum

Describe your team's capacity to deliver this project:

Vermont Agency of Agriculture, Food and Markets (VAAFAM) has a long history of delivering programs and services to Vermont producers. They have earned the respect of the farmers they serve. This goodwill among farmers in the state will be a critical factor in ensuring that producers will respond to invitations to participate in this project. VDAFM has a successful track record working with RME on other risk management partnerships.

Knowledge of Vermont Agriculture. The range of activities operated by VAAFAM puts them in a unique position of knowing the farm characteristics, crops, and trends in agriculture within the state.

Access to Producer Information. VAAFAM already has access to extensive data on the production characteristics of farms in the state. They can draw on much of this information to design an effective risk management education project.

Louise Waterman (team leader and AAFM employee) has been working with farmers for many years. She is the project coordinator for one RME on-going farm labor management project and several past RME projects, works with producers on farm transfer planning, facilitates a dairy management team, as well as supporting the coordination of the existing Farm Viability Enhancement Program and working with a young farmer discussion group. She is also currently working with NYCAMH as a project coordinator for a safety grant. As such, she is experienced in building business relationships with farmers and other agricultural professionals, coordinating with other service providers, assigning tasks, delegating and follow-through.

Other team member capacity information included in 'requested documents'.

Original pre-proposal request: \$15,976

Budget

Section A. Senior/Key Person	\$3,300
Section B. Other Personnel	\$0
Total Salary, Wages and Fringe Benefits (A + B):	\$3,300
Section C. Equipment:	\$0
Section D. Travel:	\$0
Section E. Participant/Trainee Support Costs	\$0
Section F. Other Direct Costs:	\$12,450
1. Materials and Supplies:	\$1,500
2. Publication Costs:	Not Allowable
3. Consultant Services:	\$9,250
4. ADP/Computer Services:	Not Allowable
5. Subawards/Consortium/Contractual Costs:	\$0
6. Equipment or Facility Rental/User Fees:	\$800
7. Alterations and Renovations:	Not Allowable
8. Additional Direct Costs:	\$900
Section G. Direct Costs (A thru F):	\$15,750
Section H. Indirect Costs	\$0
Section I. Direct and Indirect Costs (G + H):	\$15,750

Do you have institutional approval? Yes

Are you applying for funding for this project elsewhere or have you received funding for this project previously? No

Explain (if yes)

Sponsored Program or Fiscal Officer Mailing Address

Vermont Agency of Agriculture
Administration
116 State Street
Montpelier, VT 05620-2901
802-828-3567

Budget Narrative

Budget Narrative

Project Number: RME-JDC02959

- A. Salaries and Wages – includes salary for 0.05 FTE Project Leader @\$2,500
 - B. Fringe Benefits - Includes fringe at 32% of \$2,500 salary for Project Leader for a total of \$800.00
 - C. Total Salaries and Fringe Benefits - \$3300.00
 - D. Nonexpendable Equipment – None Requested
 - E. Materials and Supplies/ Participant handouts - \$30 X 50 participants = \$1,500.00
 - F. Travel – None Requested
 - G. Publications Costs – None Requested
 - H. Computer Costs – None Requested
 - I. Student Assistance – None Requested
 - J. All Other Direct Costs – Postage for Advertising = \$500. Flyer printing costs = \$400. Room Cost for workshop = @\$800. Consultant/Trainer Fees for one workshop and 3 follow-up meetings in the form of a webinar series = \$9,250.00 (Producers are paying a portion of the consultant fees)
Total Other Costs = \$10,950.00
 - K. Total Direct Costs - \$3,300.00 + \$1,500.00 + \$10,950 = \$15,750.00
- *Participating Producers will contribute \$1,500 towards the Consultant/Trainer Fees.
- L. Total Amount Requested = \$15,750.00
-

APPLICATION FOR FEDERAL ASSISTANCE
SF 424 (R&R)

2. DATE SUBMITTED 02/26/2009	Applicant Identifier RME-JDC02959
3. DATE RECEIVED BY STATE	State Application Identifier
4. Federal	

1. * TYPE OF SUBMISSION

Pre-application Application
 Changed/Corrected Application

5. APPLICANT INFORMATION * Organizational DUNS: 809376718

* Legal Name: Vermont Agency of Agriculture, Food & Markets

Department: Administration Division: Administration

* Street1: 116 State Street Street2:

* City: Montpelier County: Washington * State: VT * ZIP Code: 05620-2904

* Country: USA

Person to be contacted on matters involving this application

Prefix: * First Name: Louise Middle Name: Last Name: Waterman Suffix:

* Phone Number: 802-828-6900 Fax Number: 802-828-3831 Email: Louise.Waterman@state.vt.us

6. * EMPLOYER IDENTIFICATION (EIN) or (TIN):
03-6000264

7. * TYPE OF APPLICANT:
A

8. * TYPE OF APPLICATION: New
 Resubmission Renewal Continuation Revision

Other (Specify):
 Women Owned Socially and Economically Disadvantaged

If Revision, mark appropriate box(es).
 A. Increase Award B. Decrease Award C. Increase Duration
 D. Decrease Duration E. Other (specify):

9. * NAME OF FEDERAL AGENCY:
USDA CSREES

* Is this application being submitted to other agencies? Yes No
What other Agencies? :

10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:
10.500
TITLE: USDA CSREES

11. * DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:
Human Resource Management Skills Training for VT Dairy Producers

12. * AREAS AFFECTED BY PROJECT (cities, counties, states, etc.)
Vermont - state wide

13. PROPOSED PROJECT:
* Start Date: July 1, 2009 * Ending Date: December 31, 2010

14. CONGRESSIONAL DISTRICTS OF:
a. * Applicant: Vermont b. * Project: Vermont

15. PROJECT DIRECTOR/PRINCIPAL INVESTIGATOR CONTACT INFORMATION

Prefix: * First Name: Louise Middle Name: Last Name: Waterman Suffix:

Position/Title: Education Coordinator * Organization Name: Vermont Agency of Agriculture, Food & Markets

Department: Division: Administration

* Street1: 116 State Street Street2:

* City: Montpelier County: Washington * State: VT * ZIP Code: 05620-2904

* Country: USA

* Phone Number: 802-828-6900 Fax Number: 802-828-3831 Email: Louise.Waterman@state.vt.us



Cooperative Resources International

AgSource Cooperative Services Central Livestock Association Genex Cooperative, Inc.

February 16, 2009

Louise Waterman
Education Coordinator
Vermont Agency of Agriculture
116 State St, Drawer 20
Montpelier, VT 05620-2901

Dear Louise

This letter is to confirm CRI's support and agreement to collaborate with you on the "Human Resource Management Skills Training" for Vermont Dairy Producers to be held early next year in Vermont.

As we discussed, we would be pleased to participate as follows:

1. I will be available to conduct any portion of your one-day kick off workshop as you deem useful. CRI would offer my participation as a contribution to the educational program and there would be no fee.
2. We will make available 30 copies of our *'Supervisory Skills for Farm Managers'* notebook, with reference materials and 8 DVD's. We would provide these to you at our cost, i.e. \$45.00 per notebook, or \$1350 for 30 people.
3. For use in the follow-up 'webinar' portion of your program, I will provide you with the 'direct links' to any three segments of the 27 topic curriculum that you wish to use. If producers would like to obtain access to the entire curriculum, they can contact me directly.

Finally, CRI will check with you prior to scheduling any similar training in order to avoid any overlap of similar topics in Northern Vermont.

Please let me know if you have any questions. Thanks!

Sincerely,

Jim Henion
Director of Consulting Services



February 16, 2009

Louise Waterman
Education Coordinator
Vermont Agency of Agriculture
116 State St, Drawer 20
Montpelier, VT 05620-2901

Dear Louise:

This letter is to confirm that I plan to collaborate with you on the project "Human Resource Management Skills Training for Vermont Dairy Producers." As we have discussed, I plan to lead the blended learning component of the project where we will have a series of sessions – perhaps one when the participants meet onsite – focused on actual implementation of supervisory skills and culminating in the implementation of a monthly performance management coaching system. The beauty of the blended learning structure is enhanced learning and actual implementation as it combines the best of onsite seminar and peer group discussion. Several participants in our blended learning sessions have commented that the cost efficiency was what interested them but what they like the best is that everyone learns and implements more.

I have been focused on blended learning education and teaching Webinars for the last six years. At this moment I am teaching five such sessions. Prior to my position as consultant/educator, I was a Professor at Cornell University with extension, research and resident teaching responsibilities. Below is a brief professional bio:

Dr. Robert A. Milligan is Senior Consultant with Dairy Strategies, LLC – a business, leadership and human resource consulting business focused on the dairy industry. Bob is also Professor Emeritus, Cornell University. At Cornell he was an award winning instructor in the 4th ranked undergraduate business program. Bob is best known in extension for developing and leading the PRO-DAIRY Program – a program that developed and taught leadership



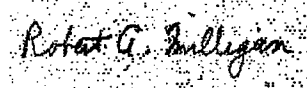
W10726 Woodland Road, Bruce, Wisconsin 54819-9600

www.dairystrategies.com

and management principles and concepts. These ideas and materials have been used throughout the country. Bob's vision is to provide insight to managers by presenting complex human resource and business concepts in formats that are understandable and useable. Bob is a pioneer in Webinar teaching. He is co-author of a personnel management book for the Golf Course Superintendents of America and is a member of their teaching faculty and of the Cornell Dairy Executives Program. Dr. Milligan has received numerous teaching and extension awards including being named a J. Thomas Clark Professor of Entrepreneurship and Personal Enterprise and the National Association of Colleges and Teachers of Agriculture Teaching Award of Merit. Bob lives in St. Paul, Minnesota.

I look forward both to working with you and others and to the successful implementation of human resource skills and principles on Vermont farms.

Full steam ahead,



Dr. Bob Milligan
Senior Consultant, Dairy Strategies LLC.
Professor Emeritus, Cornell University



Chaput Family Farms
2473, Rt. 105 East
North Troy, VT. 05859
Tel: 802-988-2844
Fax: 802-988-9660
E-mail: cff1991@hotmail.com

Northeast Center for Risk Management Education
University of Delaware


February 12, 2009

To whom it concerns,

I am writing this letter in support of the "Human Resource Management Skills Training for Vermont Dairy Producers Project". Due to the current consolidation and growth of dairy farms, today's dairy producers are becoming less "dairy herd managers" and more "human resource managers". In many instances, a dairy farm's profitability today depends more on a dairy producer's ability to manage people than on his/her ability to manage cows.

As a Dairy owner and employer of 18 employees, I can testify to the fact that I spend a majority of my time not managing cows but managing the people who manage the cows. There is a true need for a project as mentioned above. These classes will really help us as dairy producers to not only learn how to communicate our own needs but also help us to better understand the intricacies of employee management and improve morale and productivity, and thus, assure the profitability of our operations. It would also improve retention of good employees, which is essential for any business to be successful in today's competitive market. Please know that I fully support the Project and hope that you will give serious consideration to funding this important need.

Respectfully,


Reg Chaput
Chaput Family Farms

Vermont Farm Bureau, Inc.

February 16, 2009

Northeast Center for Risk Management Education
University of Delaware

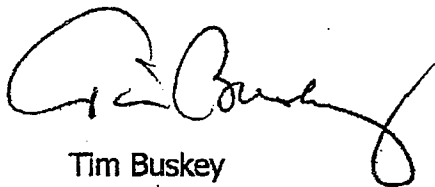
Re: Human Resource Management Skills Training for Vermont Dairy Producers
Project Number: RME-JDC02959

Vermont Farm Bureau supports the Human Resource Management Skills Training for Vermont Dairy Producers Project as a way to sustain efforts to improve dairy farmers Human Resource management skills. There is a clear and demonstrated need for training among dairy farmers because of the complicated rules, documentation and interaction required in today's business climate.

Human resource risk for Vermont dairy businesses can be managed through improved human resource management. Vermont dairy producers are concerned about the ability to maintain a productive, stable and committed workforce. These challenges hamper farm productivity and have an impact on farm profitability.

Vermont Farm Bureau would participate in the publicity of the training programs to our 4000 members through all of our publications. In addition we offer to sponsor one or more of the training sessions. We expect that participants would improve their performance feedback skills as well as their conflict management skills and learn new human resource management tools as a result of participating in this project.

Thank you for considering this project for funding.



Tim Buskey
Administrator

"An Award Winning Partnership of Government, Education, and Business"



Addison County Economic Development Corporation
1590 Route 7 South, Suite 2
Middlebury, VT 05753
Tel: (802) 388-7953
Fax: (802) 388-0119

February 18, 2009

Louise Waterman
Vermont Agency of Agriculture, Food and Markets
116 State St.
Montpelier, VT 05620-2901

RE: Human Resources Management Skills Training for Vermont Dairy Producers

Dear Louise,

I am writing to express my support of your project to provide assistance for Human Resources Management Skills Training for Vermont Dairy Producers.

Your program outline appears to offer education, networking, and support opportunities to assist Vermont farmers to improve their ability to manage their human resources function. Through my work with Vermont dairy farmers, I have observed the need for this type of support to help them improve their HR management skills.

I wish you good luck with your program and offer the support of the VtSBDC in your efforts.

Sincerely,

Steve Paddock

Burlington ♦ Montpelier ♦ Randolph ♦ Center ♦ Rutland ♦ Springfield ♦ St. Johnsbury ♦ White River Junction
Middlebury ♦ Bennington ♦ St. Albans ♦ North Hero ♦ Morrisville ♦ Wilder ♦ Brattleboro

A partnership with the U.S. Small Business Administration



Yankee Farm Credit, ACA

289 Hurricane Lane, Suite 102
P.O. Box 467
Williston, Vermont 05495
802/879-4700 FAX 802/878-0360
www.yankeeaca.com

February 20, 2009

To Whom It May Concern:

Yankee Farm Credit is please to be a collaborator with the Vermont Agency of Agriculture for project #RME-JDC02959. We intend to collaborate by informing our customers, more than 50% of whom are dairy producers, of the opportunity this project offers.

We feel that the project, Human Resources Management Skills Training for Vermont Dairy Producers, is very valuable and will provide necessary skills to some of Vermont's dairy farms.

Sincerely,

Rachel D. St. Hilaire
Executive Assistant

Who is Tom Fuhrmann DVM?

Tom started DairyWorks as an outgrowth of his veterinary consulting practice. He sees dairies growing larger, becoming efficient, productive and profitable businesses. Just like any growing business, dairy owners and managers benefit from programs to organize and train their employees. Through DairyWorks, Tom teaches, trains, consults and troubleshoots production management issues for dairy producers and their employees.



- Tom is a dairy cattle veterinarian; a practitioner with over 25 years of experience working exclusively with dairy herds.
- Tom understands the job and "connects" with herdsman, dairy owners, managers and workers.
- Born and raised on a Wisconsin dairy, Tom dedicated his veterinary career to the dairy industry and dairy cows.
- Having worked with some of the largest and highest producing dairies in the U.S. and around the world, Tom knows what it takes to be successful.
- Years of hands-on cowside experience have taught Tom about practical application.

Tom knows cows and understands people. He can explain principles and facts and demonstrate how to put these into practice for better results. Through DairyWorks, he brings years of experience and a passion for results to help producers improve management on dairies.

[Complete Description of Products and Services](#) | [DairyWorks Management Seminar](#) | [Technical Training for Herdsmen](#)
[Who is Tom Fuhrmann DVM](#) | [Leadership Skills for Large Dairies](#) | [Customized Milker Training](#) | [Contact Us](#) | [Join Our Mailing List](#)

20118 N. 67th Ave. Suite 300-483 | Glendale, AZ 85308 | Phone: (480) 831-6358 | Fax: (623) 825-0654 | Email:

DairyWorks@aol.com

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Hi Louise,

The seminar agenda we discussed is attached. Give me a call once you've had a chance to review it and we can talk about which topics you would like to focus on for your session.

Thanks,
Cindy Bailey
DairyWorks

**DairyWorks
Seminar Schedule**

Day 1

MORNING

Introduction, getting to know each other

Workers are your commodity; cows are the production unit in your dairy business

- managing employees and HOW they work are crucial to your profitability and productivity
- identifying people management principles that work
- the owner or manager's responsibility: to "systemize your dairy business" a responsibility you can not shrink from

BREAK

Organizing Work the KEY to profitability and productivity and the SECRET to making an owner or manager's life satisfying and in control

- flow charts: a practical method of describing work routines and training workers
- organizing work on your dairy is both yours and your workers responsibility
- Stotz Dairy...how schedules and work are organized through flow charts

LUNCH

AFTERNOON

Motivating Workers to "do the right thing"

- hiring the right people

- intrinsic and extrinsic motivation
- participatory management
- workers can do the right thing, all the time
- incentives...advantages and disadvantages

BREAK

Your dairy as a manageable Business WHO is responsible

- structure your dairy to look and act like a business
- work ON your dairy, not IN your dairy
- job responsibilities as functions, not as personalities

BREAK

WHAT workers are supposed to accomplish (not HOW they are to do it)

- objectives: what am I supposed to accomplish at the end of the day?
- quantitative and qualitative measures how good do we want to be?
- job descriptions and the employee manual

END DAY 1

DAY 2

MORNING

Your Organizational Diagram ... the importance of clarifying departments, teams of workers

- a "team" has 4 components
- some people are leaders, most are followers
- three reasons why organizational diagrams are essential to managing your dairy business
- developing goals for your teams

BREAK

Exercises =

- Organizational Diagrams for your dairy
- Developing goals ... Key Indicators

LUNCH

AFTERNOON Key Performance Indicators ... Using records to manage workers

- 4 components to develop KPI's
- Using records to manage people, NOT cows
- "focusing" workers through feedback
-

BREAK

Practical examples to use KPI's for your dairy

SUMMARY



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

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

Grant Summary:		This Grant is for training for Vermont Dairy Producers related to risk management and human resources. It involves a one day workshop and a webinar series on this topic.			
Date:		3/30/2009			
Department:		Agriculture, Food and Markets			
Legal Title of Grant:		Risk Management Education			
Federal Catalog #:		N/A			
Grant/Donor Name and Address:		University of Delaware Reseach Office 210Hullihen Hall Newark, DE 19716			
Grant Period:		From:	To:		
		7/1/2009	12/31/2010		
Grant/Donation		\$15,750			
	SFY 1	SFY 2	SFY 3	Total	Comments
Grant Amount:	\$10,500	\$5,250	\$	\$15,750	
Position Information:		# Positions	Explanation/Comments		
		0			
Additional Comments:					
Department of Finance & Management					(Initial)
Secretary of Administration					(Initial)
Sent To Joint Fiscal Office					Date

RECEIVED
 JUL 10 2009
JOINT FISCAL OFFICE

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

BASIC GRANT INFORMATION				
1. Agency:	Agency of Agriculture, Food & Markets			
2. Department:				
3. Program:	Human Resource Management Skills Training for Vermont Dairy Producers			
4. Legal Title of Grant:	Risk Management Education			
5. Federal Catalog #:	N/A			
6. Grant/Donor Name and Address:				
University of Delaware Research Office 210 Hullahen Hall Newark, DE 19716				
7. Grant Period:	From:	7/1/2009	To:	12/31/2010
8. Purpose of Grant:				
The Agency of Agriculture will hold a one day 'live' workshop and 5 follow-up meetings as a webinar series on improving human resource management skills for Vermont dairy businesses.				
9. Impact on existing program if grant is not Accepted:				
None.				
10. BUDGET INFORMATION				
	SFY 1	SFY 2	SFY 3	Comments
Expenditures:	FY 2010	FY 2011	FY	
Personal Services	\$8,300	\$4,250	\$	
Operating Expenses	\$2,200	\$1,000	\$	
Grants	\$	\$	\$	
Total	\$10,500	\$5,250	\$	
Revenues:				
State Funds:	\$	\$	\$	
Cash	\$	\$	\$	
In-Kind	\$	\$	\$	
Federal Funds:	\$	\$	\$	
(Direct Costs)	\$	\$	\$	
(Statewide Indirect)	\$	\$	\$	
(Departmental Indirect)	\$	\$	\$	
Other Funds:	\$	\$	\$	
Grant (source University of Delaware)	\$10,500	\$5,250	\$	
Total	\$10,500	\$5,250	\$	
Appropriation No:	2200030000/prog.#21889		Amount:	\$15,750
				\$
				\$
				\$

REC'D JUN 30 2009

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

		\$
		\$
	Total	\$

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: Roger Allbee Agreed by: *RA* (initial)

12. Limited Service Position Information:	# Positions	Title
Total Positions		

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: <u><i>Dave Lane for Roger Allbee</i></u>	Date: <u>6/24/09</u>
	Title: _____	
	Signature: _____	Date: _____
	Title: _____	

14. ACTION BY GOVERNOR

<input checked="" type="checkbox"/>	Check One Box: Accepted	<u><i>[Signature]</i></u> (Governor's signature)	Date: <u>7/6/09</u>
<input type="checkbox"/>	Rejected		Date: _____

15. SECRETARY OF ADMINISTRATION

<input checked="" type="checkbox"/>	Check One Box: Request to JFO	<u><i>Ronda P. Mc...</i></u> (Secretary's signature or designee)	Date: <u>7/1/09</u>
<input type="checkbox"/>	Information to JFO		Date: _____

16. DOCUMENTATION REQUIRED

Required GRANT Documentation	
<input type="checkbox"/> Request Memo <input type="checkbox"/> Dept. project approval (if applicable) <input type="checkbox"/> Notice of Award <input type="checkbox"/> Grant Agreement <input type="checkbox"/> Grant Budget	<input type="checkbox"/> Notice of Donation (if any) <input type="checkbox"/> Grant (Project) Timeline (if applicable) <input type="checkbox"/> Request for Extension (if applicable) <input type="checkbox"/> Form AA-1PN attached (if applicable)

End Form AA-1

Research Subaward Agreement

Institution/Organization ("Prime Recipient") Name: <u>University of Delaware</u> Prime Award No.: <u>2007-49200-03888</u> Awarding Agency: <u>USDA</u>	Institution/Organization ("Subrecipient") Name: <u>Vermont Agency of Agriculture, Food & Markets</u> Subaward No.: <u>19722</u> CFDA #: <u>10.500</u> Amount Funded This Action: Est. Total (if incrementally funded) <u>\$15,750.00</u> <u>\$15,750.00</u>
--	--

Principal Investigator - <u>Don Tilmon</u>	Project Director - <u>Louise Waterman</u>
--	---

Subaward Period of Performance: Budget Period: From: <u>07/01/2009</u> To: <u>12/31/2010</u>	Estimated Project Period (if incrementally funded): From: <u>07/01/2009</u> To: <u>12/31/2010</u>
---	--

Project Title:
NECRME - Human Resource Management Skills Training for Vermont Dairy Producers

Reporting Requirements (Check here if applicable: See Attachment 4) ARRA Funds

Terms & Conditions

- 1) Prime Recipient hereby awards a cost reimbursable subaward, as described above, to Subrecipient. The statement of work and budget for this subaward are (check one): As specified in Subrecipient's proposal dated _____; or as shown in Attachment 5. In its performance of the subaward work, Subrecipient shall be an independent entity and not an employee or agent of Prime Recipient.
- 2) Prime Recipient shall reimburse Subrecipient not more often than monthly for allowable costs. All invoices shall be submitted using Subrecipient's standard invoice, but at a minimum shall include current and cumulative costs (including cost sharing), subaward number, and certification as to truth and accuracy of invoice. *Invoices that do not reference Prime Recipient's Subaward Number shall be returned to Subrecipient.* Invoices and questions concerning invoice receipt or payments should be directed to the appropriate party's Financial Contact as shown in Attachments 3A & 3B.
- 3) A final statement of cumulative costs incurred, including cost sharing, marked "FINAL" must be submitted to Prime Recipient's Financial Contact, as shown in Attachments 3A and 3B, NOT LATER THAN sixty (60) days after subaward end date. The final statement of costs shall constitute Subrecipient's final financial report.
- 4) All payments shall be considered provisional and subject to adjustment within the total estimated cost in the event such adjustment is necessary as a result of an adverse audit finding against the Subrecipient.
- 5) Matters concerning the technical performance of this subaward should be directed to the appropriate party's Principal Investigator, as shown in Attachments 3A and 3B. Technical reports are required as shown above, "Reporting Requirements".
- 6) Matters concerning the request or negotiation of any changes in the terms, conditions, or amounts cited in this subaward agreement, and any changes requiring prior approval, should be directed to the appropriate party's Administrative Contact, as shown in Attachments 3A & 3B. Any such changes made to this subaward agreement require the written approval of each party's Authorized Official as shown in Attachments 3A & 3B.
- 7) Each party shall be responsible for its negligent acts or omissions and the negligent acts or omissions of its employees, officers, or director's, to the extent allowed by law.
- 8) Either party may terminate this subaward with thirty days written notice to the appropriate party's Administrative Contact as shown in Attachments 3A & 3B. Prime Recipient shall pay Subrecipient for termination costs as allowable under OMB Circular A-21 or A-122 or 45 CFR Part 74 Appendix E, "Principles for Determining Costs Applicable to Research and Development under Grants and Contracts with Hospitals" as applicable.
- 9) No-cost extensions require the approval of the Prime Recipient. Any requests for a no-cost extension should be addressed to and received by the Administrative Contact, as shown in Attachments 3A & 3B, not less than thirty (30) days prior to the desired effective date of the requested change.
- 10) The Subaward is subject to the terms and conditions of the Prime Award and other special terms and conditions, as identified in Attachment 2.
- 11) By signing below Subrecipient makes the certifications and assurances shown in Attachments 1 and 2. Subrecipient also assures that it will comply with applicable statutory and regulatory requirements specified in the Research Terms & Conditions Appendix C found at <http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf>.

By an Authorized Official of Prime Recipient <u>Katherine M Lyons</u> <u>6/18/09</u> Date	By an Authorized Official of Subrecipient <u>Dave Lane</u> <u>6/18/09</u> Date
---	--

Attachment 1
Research Subaward Agreement
Certifications and Assurances

By signing the Subaward Agreement, the authorized official of Subrecipient certifies, to the best of his/her knowledge and belief that:

Certification Regarding Lobbying

1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the Subrecipient, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or intending to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the Subrecipient shall complete and submit Standard Form -LLL, "Disclosure Form to Report Lobbying", to the Prime Recipient.

3) The Subrecipient shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Debarment, Suspension, and Other Responsibility Matters

Subrecipient certifies by signing this Subaward Agreement that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency.

OMB Circular A-133 Assurance

Subrecipient assures Prime Recipient that it complies with A-133 and that it will notify Prime Recipient of completion of required audits and of any adverse findings which impact this subaward.

Attachment 2
Research Subaward Agreement
Prime Award Terms and Conditions
USDA

Agency-Specific Certifications/Assurances

1. By signing this Research Subaward Agreement Subrecipient makes the certifications and assurances specified in the Research Terms and Conditions Appendix C found at <http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf>

General terms and conditions:

1. The restrictions on the expenditure of federal funds in appropriations acts are applicable to this subaward to the extent those restrictions are pertinent.
2. 7 CFR Part 3015, 3017, 3018 and 3019.
3. Research Terms and Conditions found at < <http://www.nsf.gov/bfa/dias/policy/rtc/terms.pdf> > and Agency Specific Requirements found at http://www.nsf.gov/pubs/policydocs/rtc/csrees_708.pdf, except for the following:
 - a. The right to initiate an automatic one-time extension of the end date provided by Article 25 (c)(2) is replaced by the need to obtain prior written approval from the Prime Recipient;
 - b. The payment mechanism described in Article 22 and the financial reporting requirements in Article 52 of the Research Terms and Conditions and Article 10 of the Agency-Specific Requirements are replaced with Terms and Conditions (1) through (4) of this agreement; and
 - c. Any prior approvals are to be sought from the Prime Recipient and not the Federal Awarding Agency.
4. Title to equipment costing \$5,000 or more that is purchased or fabricated with research funds or Subrecipient cost sharing funds, as direct costs of the project or program, shall unconditionally vest in the Subrecipient upon acquisition without further obligation to the Federal Awarding Agency subject to the conditions specified in Article 34(a) of the Research Terms and Conditions.

Special terms and conditions:

1. Copyrights

Subrecipient grants to Prime Recipient an irrevocable, royalty-free, non-transferable, non-exclusive right and license to use, reproduce, make derivative works, display, and perform publicly any copyrights or copyrighted material (including any computer software and its documentation and/or databases) first developed and delivered under this Subaward Agreement solely for the purpose of and only to the extent required to meet Prime Recipient's obligations to the Federal Government under its Prime Award.

2. Data Rights

Subrecipient grants to Prime Recipient the right to use data created in the performance of this Subaward Agreement solely for the purpose of and only to the extent required to meet Prime Recipient's obligations to the Federal Government under its Prime Award.

3. Automatic Carry Forward: Yes No

(If No, Carry Forward requests must be sent to Prime Recipient's ADMINISTRATIVE, as shown in Attachment 3).

4. Invoices

All invoices must include the period for which reimbursement is being requested.

All invoices must include a certification statement such as, "I certify that all expenditures reported (and requested payments) are for appropriate purposes and in accordance with the provisions of the applications and award documents for the above referenced grant/contract award number.", and be signed by an authorized representative.

In connection with review of the invoice, upon request by the University, Subrecipient shall provide additional supporting documentation for related expenses.

The final invoice will be paid upon submission of a completed Subaward Close-Out Requirements form found in Attachment 4.

5. Extension of End Date

This agreement ends 12/31/2010. NO extensions beyond that date will be granted.

As the Principal Investigator I am in agreement with all of the terms and conditions of this agreement.

H. Don Tilmon
Principal Investigator

6/10/09
Date

H. Don Tilmon
Print/Type Name

Attachment 3A
Research Subaward Agreement

Subaward Number:

19722

Prime Recipient Contacts

Institution/Organization ("Prime Recipient")

Name: University of Delaware

Address: Research Office

210 Hulliher Hall

City: Newark

State: DE

ZipCode: 19716

Administrative Contact

Name: Katherine M. Lyons

Address: University of Delaware

Research Office

210 Hulliher Hall

City: Newark

State: DE

ZipCode: 19716

Telephone: 302-831-8626

Fax: 302-831-2828

Email: kml Lyons@udel.edu

Principal Investigator

Name: Don Tilmon

Address: University of Delaware, College of Agriculture and Natural Resources

Food & Resource Economics, Northeast Center for Risk Management Education

112 Townsend Hall

City: Newark

State: DE

ZipCode: 19716

Telephone: 302-831-1325

Fax: 302-831-6243

Email: htilton@udel.edu

Financial Contact

Name: Same as Administrative

Address:

City:

State:

ZipCode:

Telephone:

Fax:

Email:

Authorized Official

Name: Same as Administrative

Address:

City:

State:

ZipCode:

Telephone:

Fax:

Email:

Attachment 3B
Research Subaward Agreement

Subaward Number:

19722

Subrecipient Contacts

Institution/Organization ("Subrecipient")

Name: Vermont Agency of Agriculture, Food & Markets

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

EIN No.: 03-6000264

Reg. In CCR? Yes No

DUNS No:

809376718

Congressional District:

VT

Congressional District:

VT

Congressional District:

VT

Administrative Contact

Name: Louise Waterman

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-6900

Fax: 802-828-3831

Email: Louise.Waterman@state.vt.us

Principal Investigator

Name: Louise Waterman

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-6900

Fax: 802-828-3831

Email: Louise.Waterman@state.vt.us

Financial Contact

Name: Mary Morrison

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-3567

Fax: 802-828-3831

Email: Mary.Morrison@state.vt.us

Authorized Official

Name: David Lane

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-1619

Fax: 802-828-3831

Email: David.Lane@state.vt.us

**ATTACHMENT 4
SUBAWARD AGREEMENT**

Reporting Requirements

- Attend the annual Orientation Workshop for NECRME Project Directors, scheduled for October 1, 2009. The meeting will be held at a hotel near the Philadelphia International Airport. If more than one Project Director is involved with the project, only one need attend. (Travel expenses will be reimbursed for one person per project.) Attendance is optional for Project Directors who attended the Orientation last year, but all are welcome.
- Submit online Progress Reports by the following dates:
October 15, 2009 (this date is for projects from the Northeast Center only – due to the timing of our Orientation, it is two weeks later than the date noted in the RFA) ; **February 1, 2010**; **May 1, 2010**; and **October 1, 2010**. Requirements and a link for reporting are available on the NECRME website – necrme.org (under “Grants” select “Project Reporting”).
- Submit a Final Report online upon completion of the project (please note that final payment or up to 15% of allocated funds may be withheld until all reporting requirements are met). The Final Report for each project is a public document, and will ultimately be available for viewing online in the Ag Risk Education Library (agrisk.umn.edu).
- Send NECRME copies of educational curriculum, promotional brochures and other workshop materials developed through the project. In conjunction with your reporting activities, you will also be required to upload or provide links to promotional materials, educational materials, and evaluations.
- Include a statement on all materials produced for the project which acknowledges the funding received from NECRME and utilizes both the Center’s logo and the CSREES logo (details and the logos may be accessed at necrme.org (under “Grants”, then “Funding Acknowledgement”).

University of Delaware
Research Office
210 Hullihen Hall
Newark, DE 19716

Subrecipient Close-Out Requirements

As a subrecipient of the University of Delaware you are required to submit a final invoice marked FINAL, a signed copy of this form, and other documents listed below, as applicable. **The final invoice will NOT be processed for payment until all close-out documentation has been received.**

Subaward #:
Subrecipient:

Please check all that apply and attach documents, as required.

Final invoice has been sent

Required cost-share has been met and reported

Patents and/or inventions are pending. Please see attached documentation

There are no patents or inventions to report

Technical report completed and sent to UD Principal Investigator on this date _____

No equipment was purchased with these funds (*equipment is defined as an article of nonexpendable tangible personal property having a useful life of more than 1 year and a cost of \$5,000 or more*)

Equipment purchased (please list below and add additional sheets as needed)

Total expenditures of \$_____ have been incurred. This has been or will be paid.

I hereby certify the above information is correct and in accordance with the terms of the subaward agreement. Subrecipient does hereby remise, relent, and discharge the University of Delaware, its officers, and employees of and from all liabilities, obligations, claims, and demands whatsoever under or arising from the said subaward agreement.

Subrecipient's Authorized Representative

Date

Return to: University of Delaware, Research Office, 210 Hullihen Hall, Newark, DE 19716

United States Department of Agriculture
Cooperative State Research, Education, and Extension Service
AWARD FACE SHEET

1. Award No. 2007-49200-03888	Amendment No.	2. Proposal Number 2007-04101	3. Period of Performance 09/15/2007 through 09/14/2008	4. Type of Instrument Grant
5. Type of Action New	6. CFDA Number 10.500	7. CAN	8. MO	9. Method of Payment DHHS Payment Management System
10. CRIS Number 0211442				

11. Authority:
7 U.S.C. 3318, P.L. 106-224, Sec. 133 of P. L. 106-224, Ag Risk Management Education Competitive Grants Program

12. Agency (Name and Address) Awards Management Branch Cooperative State Research, Education, and Extension Service/USDA Washington, DC 20250-2271	13. Awardee Organization University of Delaware Newark, DE 19716
---	--

14. Program Point of Contact: Janie S. Hipp Telephone: (202) 720-3605 jhipp@csrees.usda.gov	Administrative Point of Contact: Jeffrey B. Jacobs Telephone: (202) 690-5717 jjacobs@csrees.usda.gov	15. Project Director/Performing Organization James Don Tilmon University of Delaware Newark, DE
--	---	--

16. Funding:	<u>Federal</u>	<u>Non-Federal</u>	17. Funds Chargeable			
Previous Total	\$0.00	\$0.00	<u>FY - FDC</u>	<u>Amount</u>	<u>FY - FDC</u>	<u>Amount</u>
+ or -	\$900,000.00	\$0.00	07- 743-49200	\$900,000.00		
Total	\$900,000.00	\$0.00				
Grand Total	\$900,000.00					

18. Title of Proposal
Northeast Regional Center for Risk Management Education

PROVISIONS

This Award incorporates the following:

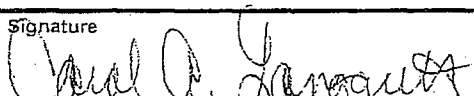
1. The referenced proposal and any revision thereto - incorporated by reference
2. CSREES General Terms and Conditions - A dated 02/05 - incorporated by reference (<http://www.csrees.usda.gov/business/awards/awardterms.html>) and Attachment A thereto Article 10, Current Research Information System (CRIS) Requirements, is applicable to this award
3. 7 CFR Part 3015, 7 CFR Part 3017, 7 CFR Part 3018, 7 CFR Part 3019 - incorporated by reference (<http://www.csrees.usda.gov/business/awards/fedregulations.html>)
4. The Approved Award Budget
5. CRIS Forms AD-416 and AD-417 - incorporated by reference
6. The obligation of funds may be terminated without further cause unless the recipient commences the timely drawdown of funds; initial drawdown must be made within the first year of the project.
7. Contingent upon the availability of funds and the satisfactory progress of this project, CSREES intends to continue support at approximately the following levels: FY 2008 in the amount of \$900,000, and FY 2009 in the amount of \$900,000.
8. Funds in the amount of \$15,000 are withheld pending CSREES-ADO receipt and approval of additional budgetary details for "Speaker & Facilitator Expenses" (\$15,000).

Co-Project Director(s):

Laurie Wolinski (University of Delaware)

FOR THE UNITED STATES DEPARTMENT OF AGRICULTURE

This award, subject to the provisions above, shall constitute an obligation of funds on behalf of the Government. Such obligation may be terminated without further cause unless the recipient commences the timely drawdown of funds; such drawdowns may not exceed one year from issuance date of the award.

Typed Name Adriene Woodin Authorized Departmental Officer	Signature 	Date 9/13/07
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United States Department of Agriculture
Cooperative State Research, Education, and Extension Service
AWARD FACE SHEET

1. Award No. 2007-49200-03888	Amendment No. 1	2. Proposal Number 2008-03803	3. Period of Performance 09/15/2007 through 08/31/2009	4. Type of Instrument Grant
5. Type of Action Continuation	6. CFDA Number 10.500	7. CAN	8. MO	9. Method of Payment DHHS Payment Management System
10. CRIS Number 0211442				

11. Authority:
7 U.S.C. 3318, P.L. 106-224, Sec. 133 of P. L. 106-224, Ag Risk Management Education Competitive Grants Program

12. Agency (Name and Address) Awards Management Branch Cooperative State Research, Education, and Extension Service/USDA Washington, DC 20250-2271	13. Awardee Organization University of Delaware Newark, DE 19716
---	--

14. Program Point of Contact: Janie Hipp Telephone: 202-720-3605 jhipp@csrees.usda.gov	Administrative Point of Contact: Jeffrey B. Jacobs Telephone: 202-690-5717 jjacobs@csrees.usda.gov	15. Project Director/Performing Organization James Don Tilmon University of Delaware Newark, DE 19716
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16. Funding:	<u>Federal</u>	<u>Non-Federal</u>	17. Funds Chargeable				
	Previous Total	\$900,000.00	\$0.00	<u>FY - FDC</u>	<u>Amount</u>	<u>FY - FDC</u>	<u>Amount</u>
	+ or -	\$900,000.00	\$0.00	08- 843-49200	\$900,000.00		
	Total	\$1,800,000.00	\$0.00				
Grand Total	\$1,800,000.00						

18. Title of Proposal
Northeast Regional Center for Risk Management Education

PROVISIONS

- This Award incorporates the following:
1. Research Terms and Conditions (07/01/08) and CSREES Agency Specific Terms and Conditions (07/08) at <http://www.nsf.gov/bfa/dias/policy/rtc/index.jsp>
 2. The referenced proposal and any revision thereto - incorporated by reference
 3. 7 CFR Part 3015, 7 CFR Part 3017, 7 CFR Part 3018, 7 CFR Part 3019 - incorporated by reference (<http://www.csrees.usda.gov/business/awards/fedregulations.html>)
 4. The Award Budget, pending approval.
 5. CRIS Forms AD-416 and AD-417 - incorporated by reference
 6. The obligation of funds may be terminated without further cause unless the recipient commences the timely drawdown of funds; initial drawdown must be made within the first year of the project.
 7. Contingent upon the availability of funds and the satisfactory progress of this project, CSREES intends to continue support at approximately the following levels: FY09 in the amount of \$900,000.
 8. Modification of Article 9.B.b. of Agency-Specific Terms and Conditions - Annual "Accomplishment Report" must be electronically submitted through the CRIS system within 90 days PRIOR to the anniversary date, i.e., current expiration date of the award. Untimely submission of these reports may delay processing of a subsequent award and failure to submit these reports will likely result in the restriction of the funding increment.
 9. Funds in the amount of \$405,513 are withheld pending a plan outlining your efforts beginning October 2008 to address Special Emphasis issues per letter from Janie Hipp dated September 5, 2008. *Released 10/30/08*
 10. Funds in the amount of \$105,855 are withheld pending CSREES-ADO receipt and approval of additional budgetary details for "Food" (\$40,000), "Speaker fees and honorariums" (\$25,000), "Hotel subsidies for Educators" (\$15,000) and justification for "Secretarial/Clerical Salary" (\$25,855).

Co-Project Director(s):
Laurie Wolinski (University of Delaware)

FOR THE UNITED STATES DEPARTMENT OF AGRICULTURE

This award, subject to the provisions above, shall constitute an obligation of funds on behalf of the Government. Such obligation may be terminated without further cause unless the recipient commences the timely drawdown of funds; such drawdowns may not exceed one year from issuance date of the award.

Typed Name Carol A. Langguth Authorized Departmental Officer	Signature CLANGGUTH	Date 09/18/2008
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MAY 22 2009

Ms. Katherine M. Lyons
Contract & Grant Administrator
University of Delaware
Research Office
210 HULLIHEN HALL RESEARCH
NEWARK, DE 19716

SUBJECT: CSREES Award No: 2007-49200-03888

Dear Ms. Lyons:

The request contained in your letter dated May 01, 2009 has been reviewed by this office and the CSREES cognizant program official. CSREES approves the request as indicated below:

- (X) A no-cost extension to February 28, 2011 (*Please refer to the Uniform Federal Assistance Regulation (7 CFR Part 3015, Subpart N) at expiration of this grant for closeout procedures.*)
- (X) Other: Your new expiration date will be on February 28, 2011.

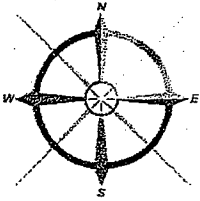
If you have any questions concerning this action, please contact José Berna at 202-401-6509, or by e-mail at jberna@csrees.usda.gov.

Sincerely,

A handwritten signature in cursive script that reads "Charles Henggeford".

Jen EUGENIA SPOHRER
Authorized Departmental Officer
Awards Management Branch
Office of Extramural Programs

MAY 22 2009



The Northeast Center for Risk Management Education

Dr. H. Don Tilmon, Director
Laurie Wolinski, Associate Director
Susan Olson, Program Coordinator

112 Townsend Hall
College of Agriculture and
Natural Resources
University of Delaware
Newark, Delaware 19716-2130
Phone: 302-831-6540
FAX: 302-831-0857
www.necrme.org

Grantee Letter of Commitment

Project: Human Resource Management Skills Training for Vermont Dairy Producers

Organization: Vermont Agency of Agriculture, Food & Markets

Project Director: Louise Waterman

In accepting the funds awarded for this project, I commit to:

- Attend the annual Orientation Workshop for NECRME Project Directors, scheduled for October 1, 2009. The meeting will be held at a hotel near the Philadelphia International Airport. If more than one Project Director is involved with the project, only one need attend. (Travel expenses will be reimbursed for one person per project.) Attendance is optional for Project Directors who attended the Orientation last year, but all are welcome.
- Submit online Progress Reports by the following dates:
October 15, 2009 (this date is for projects from the Northeast Center only – due to the timing of our Orientation, it is two weeks later than the date noted in the RFA); **February 1, 2010**; **May 1, 2010**; and **October 1, 2010**.
Requirements and a link for reporting are available on the NECRME website – necrme.org (under "Grants" select "Project Reporting").
- Submit a Final Report online upon completion of the project (please note that final payment or up to 15% of allocated funds may be withheld until all reporting requirements are met). The Final Report for each project is a public document, and will ultimately be available for viewing online in the Ag Risk Education Library (agrisk.umn.edu).
- Send NECRME copies of educational curriculum, promotional brochures and other workshop materials developed through the project. In conjunction with your reporting activities, you will also be required to upload or provide links to promotional materials, educational materials, and evaluations.
- Include a statement on all materials produced for the project which acknowledges the funding received from NECRME and utilizes both the Center's logo and the CSREES logo (details and the logos may be accessed at necrme.org (under "Grants", then "Funding Acknowledgement").

I agree to meet these requirements, as stated by the Northeast Center for Risk Management Education.

Signature of Project Director:

Date:

5/4/09

Louise Waterman

(Please sign and return one copy in the enclosed envelope. Thank you.)



Cooperative State
Research, Education, and Extension Service





Project Name: Human Resource Management Skills Training for Vermont Dairy Producers

Project Number: RME-JDC02959

Contract Number:

Submitted: 2/26/2009 7:14:12 AM

Project Director: Louise Waterman
Vermont Agency of Agriculture, Food and Markets
Phone: 802-828-6900
E-mail: Louise.Waterman@state.vt.us

Contact Person: Louise Waterman
Vermont Agency of Agriculture, Food and Markets
Phone: 802-828-6900
E-mail: Louise.Waterman@state.vt.us

Mailing Address: 116 State Street
Montpelier, VT 05620-2901
FAX: 802-828-3831

Project Summary:

Human resource risk for Vermont dairy businesses can be managed through improved human resource management. Vermont dairy producers are concerned about the ability to maintain a productive, stable and committed workforce. This project will increase participants' performance feedback skills as well as their conflict management skills through a one day 'live' workshop and 5 follow-up meetings as a webinar series through-out the year. The webinar will be very collaborative and allow full participation between the audience and the presenters. We will maximize learning and implementation through blended learning as well as more short sessions. We anticipate 50 Vermont dairy producers will attend the initial workshop and the webinar series follow-up. We will hold the workshop in Addison County but dairy producers from across the state will be welcome to attend. The webinar follow-up will make learning convenient for producers from across the state to attend class.

Risk Management Improvements:

Our project's targeted results fall within the Human/Personal Risk Management Area. By improving performance feedback skills and conflict management skills and learning new human resource management skills, our project participants will improve employee recruitment, management and retention. Improved communications and employee performance management are keys to managing this risk area. Although this project doesn't directly reduce risk such as purchasing crop insurance would, it is an indicator that participants are taking proactive steps to manage this risk area.

One of the greatest risks facing Vermont producers today is the ability to maintain a productive, stable and committed workforce. There are approximately 1100 dairy producers in Vermont. The dairy industry in Vermont generates 80-85% of our agricultural revenue. Reducing employee turnover, retaining the best people and tapping employee potential is an essential part of Vermont's dairy industry and it's important to the industry's future in Vermont. Providing employee feedback and managing conflict are important parts of a producer's and or manager's responsibilities.

Dairy producers across Vermont are interested in improving their performance feedback and conflict management skills to make human resource management easier.

Proposed Results - What Participants Will Learn, Achieve, Apply

	<u>Proposed Result(s) that will happen by end of project</u>	<u>Topic</u>	<u>Producer Action</u>	<u>When Measured</u>	<u>Est. #</u>	<u>How Will You Verify</u>
1	Participants will improve existing performance feedback and conflict management skills and learn new tools and systems to keep employees happy, informed and working productively together to achieve farm goals while positive changes occur on their farm.	Employee management and communication	Understand	April, 2010	45	Written Evaluation
2	Participants will see a decrease in employee/employer and employee/employee conflict and an increase in employee productivity due to improved communications	Employee management and communication	Implement	April, 2010	45	Audience Response System
3	Participants will complete performance review worksheets with more employees as well as written job descriptions and job protocols.	Employee management and communication	Develop	April, 2010	30	Personal Interview

	<u>Proposed Result(s) that will happen after project</u>	<u>Topic</u>	<u>Producer Action</u>	<u>When Measured</u>	<u>Est. #</u>	<u>How Will You Verify</u>
1	Participants will continue with their individual action plan to address human resource management concerns on their farms	Employee management and communication	Implement	June, 2010	30	Phone Interview
2	Participants will continue to use their new skills and tools to improve communications with their employees	Employee management and communication	Implement	June, 2010	30	Phone Interview
3	Participants will have improved communications with family members and their community due to improved conflict management skills	Interpersonal, family and business relationships	Implement		30	Phone Interview

Producer Demand:

There are approximately 1100 dairy producers in Vermont. The dairy industry in Vermont generates 80-85% of our agricultural revenue. Reducing employee turnover, retaining the best people and tapping employee potential is an essential part of Vermont's dairy industry and it's important to the industry's future in Vermont. Providing employee feedback and managing conflict are important parts of a producer's and or manager's responsibilities.

We believe we will be successful in getting 50 dairy producers to participate in this project because we have worked and will continue to work with many producers on other human resource management projects such as offering milker training and calf care workshops in Spanish for Hispanic employees. We have also worked to facilitate the growth of a young farmer discussion group in Addison County Vermont. Both this group and the large dairy discussion group in Addison County have expressed interest in this project. We have built business relationships with these producers and identified needs. Producers have indicated a concern about the ability to maintain a productive, stable and committed workforce. Communication issues hamper productivity - impacting farm profitability.

Penn State conducted research in 2005 on human resource management and dairy employee organizational commitment. As part of this research a survey was sent to owners and employees of dairies with herd sizes of 250 or larger. VT farms participated in this survey. The results of that research project are a driving force behind developing this project proposal. Their research, which included Vermont dairy producers and employees, confirmed that performance feedback is a key component of good communications and an invaluable human resource management tool for a successful operation.

Dairy producers across Vermont are interested in improving their performance feedback and conflict management skills to make human resource management easier. We will have success in meeting the challenge of drawing in participants. The 'live' workshop will be held in Addison County but because we will be using a webinar series as part of the blended learning experience it will be convenient for producers from across the state to participate after the initial workshop commitment.

A key to the success of this project is working with Vermont dairy producers who are committed to the success of their businesses. Project participants will be producers who are motivated to move forward with improving employee management practices and giving them specific guidance and follow-up to implement changed practices.

Audience Emphasis

Organic producers
Sustainable producers
Traditional commercial producers

Project Steps

	<u>What Project Team Does</u>	<u>What Participants Do</u>	<u>When Measured</u>	<u>Est. Number</u>
1	Set up one day workshop date and location + set up follow-up webinar dates with collaborators and determine specific agenda for workshop and webinar.	Not Applicable	August, 2009	6
2	Project leader will make farm visits to potencial project participants	Commit to project participation and promoting the project to other producers	December, 2009	40
3	Order workshop/webinar material and prepare additional project materials.	Not Applicable	December, 2009	50
4	Set up and advertise workshop/webinar series through flyers in producer newsletters and several press releases in Agriview which is mailed to ~ 75% of dairy producers in VT	Not Applicable	January, 2010	
5	Make presentations to the 2 active young dairy farmer discussion groups in VT. Describe the project and ask for participation.	Register for workshop/webinar series	January, 2010	40
6	Send out a direct mail piece advertising the project to the dairy producers in the three major dairy counties in VT	Register for the workshop/webinars	January, 2010	600
7	Distribute project flyers to collaborators and other ag industry leaders. Ask them to promote the project to their client base. This would be done through an email list of industry leaders.	Not Applicable	January, 2010	75
8	Collect participant registration	Participants will pay a workshop/webinar series fee up front and commit to attending the workshop + 2 of the 3 webinar sesssions to be eligible for the scholarship reimbursement	February, 2010	40
9	Attend/present/facilitate at the one day workshop	Participants will complete a 'sample' employee performance review worksheet during the workshop	February, 2010	40
10	Attend/Present/facilitate workshop and webinar series	Participants will practice their improved skills and new tools during communications with their employees after the one day workshop and between webinar sessions	February - April, 2010	33

Project Steps

<u>What Project Team Does</u>	<u>What Participants Do</u>	<u>When Measured</u>	<u>Est. Number</u>
11 Attend/Present/Facilitate at webinar sessions	Participants will, during the workshop and webinar sessions, share their specific human resource management concerns and develop an action plan to address these concerns	February - April, 2010	33
12 Attend/Present/Facilitate workshop and webinar sessions	Participants will attend the workshop and a minimum of 2 webinar sessions and be eligible for the scholarship reimbursement of 70% of what they paid up front for the workshop and webinar series	April, 2010	33
13 Assess participants improved human resource management skill level and new skill development	Fill out project evaluation after one day workshop and again after each webinar session	April, 2010	40

Project Description

There are two parts to the training. A one day workshop followed up with a webinar series. Training and development opportunities are essential for producers to keep pace with change.

The project focus will be on improving participants' performance feedback skills and conflict management skills as well as participants learning new human resource management tools. Without performance feedback employees don't know if they are moving forward, backward or simply standing still. The ability to give employee feedback is critical for a producer. Learning to develop feedback skills will help keep employees informed and working together to achieve farm goals. This will lead to a productive, stable and committed workforce. Conflict can be good and bad. Producers will improve conflict management skills and learn new tools for when conflict is causing a problem within their business; it may be resolving the conflict or just harnessing it for productive potential. The project will offer new opportunities for participants to develop management skills and affirm sound supervision methods already in use to maximize learning and implementation through blended learning and more short sessions.

The webinar sessions will be 60-90 minutes long, result-oriented and highly interactive learning modules with a direct 'tie' to what was presented at the one day workshop.

The webinar sessions can save time and travel costs making them a convenient and cost effective learning tool. And we will still get great interaction and learning. The session's facilitator will be a key component. These sessions will provide more information as well as support for skills the participants are implementing.

Each participant will receive a binder and set of CDs called 'Supervisory Skills for Managers' developed by Jim Henion, Director of Consulting Services Cooperative Resources International and project collaborator and workshop presenter. Topic examples include: Leading/Influencing Others; Improving Employee Performance and Fostering Teamwork and Cooperation. One of the best ways to learn how to become a more effective supervisor is to see and hear how others manage, supervise and lead the employees on their farm. The CDs included with this binder include interviews with successful farm managers and capture their ideas, tips and best practices for successfully leading/supervising people.

Participant participation will be encouraged. Participants will practice their improved and new skills after the workshop and between webinar sessions and discuss their concerns and questions during the sessions.

Participant scholarship reimbursement will be after the sessions are completed to encourage regular attendance.

Tools and Curriculum:

Instructors/presenters for the one day workshop and follow-up meetings in the form of a webinar series will include Robert Milligan with Dairy Strategies and Jim Henion with Cooperative Resources International (Genex Cooperative, Inc.). These professional were chosen for their experience and expertise in working with producers on educational events to help them manage human/personal risk.

The workshop curriculum will include the use of existing materials such as the 'Supervisory Skills for Managers' by Cooperative Resources International. This includes a workbook and a set of CDs which each participant will be given.

Robert Mulligan will 'instruct' the webinar series which will follow the one day workshop. Robert has experience in implementing webinar sessions.

The project team will also research and assemble additional resource materials related to understanding and managing employees.

Project Team

Team leader and members:

Louise Waterman
Education Coordinator
Louise.Waterman@state.vt.us
Project Coordinator

Project collaborators:

- * Vermont Dairy Producers, project participants
- * Tim Buskey, Vermont Farm Bureau administrator, TBuskey@gmavt.net, assist with promoting the project
- * Robert Milligan, Ph.D, Senior Consultant, Dairy Strategies LLC., workshop and webinar presenter
- * Jim Henion, Director of Consulting Services Cooperative Resources International, Genex Cooperative, Inc., JHenion@CRInet.com, Workshop presenter and availability of existing Genex resources
- * Ruchel St Hilaire, Yankee Farm Credit Administrative Assistant, ruchel.sthilaire@yankeeaca.com, assist with promoting and getting producers into the project by recommending it to clients
- * Steve Paddock, Small Business Development Center of VT, spaddock@vtsbdc.org, assist with promoting and getting producers into the project by recommending it to clients and work with coordinator on the workshop and webinar curriculum

Describe your team's capacity to deliver this project:

Vermont Agency of Agriculture, Food and Markets (VAAFAM) has a long history of delivering programs and services to Vermont producers. They have earned the respect of the farmers they serve. This goodwill among farmers in the state will be a critical factor in ensuring that producers will respond to invitations to participate in this project. VDAFM has a successful track record working with RME on other risk management partnerships.

Knowledge of Vermont Agriculture. The range of activities operated by VAAFAM puts them in a unique position of knowing the farm characteristics, crops, and trends in agriculture within the state.

Access to Producer Information. VAAFAM already has access to extensive data on the production characteristics of farms in the state. They can draw on much of this information to design an effective risk management education project.

Louise Waterman (team leader and AAFM employee) has been working with farmers for many years. She is the project coordinator for one RME on-going farm labor management project and several past RME projects, works with producers on farm transfer planning, facilitates a dairy management team, as well as supporting the coordination of the existing Farm Viability Enhancement Program and working with a young farmer discussion group. She is also currently working with NYCAMH as a project coordinator for a safety grant. As such, she is experienced in building business relationships with farmers and other agricultural professionals, coordinating with other service providers, assigning tasks, delegating and follow-through.

Other team member capacity information included in 'requested documents'.

Original pre-proposal request: \$15,976

Budget

Section A. Senior/Key Person	\$3,300
Section B. Other Personnel	\$0
Total Salary, Wages and Fringe Benefits (A + B):	\$3,300
Section C. Equipment:	\$0
Section D. Travel:	\$0
Section E. Participant/Trainee Support Costs	\$0
Section F. Other Direct Costs:	\$12,450
1. Materials and Supplies:	\$1,500
2. Publication Costs:	Not Allowable
3. Consultant Services:	\$9,250
4. ADP/Computer Services:	Not Allowable
5. Subawards/Consortium/Contractual Costs:	\$0
6. Equipment or Facility Rental/User Fees:	\$800
7. Alterations and Renovations:	Not Allowable
8. Additional Direct Costs:	\$900
Section G. Direct Costs (A thru F):	\$15,750
Section H. Indirect Costs	\$0
Section I. Direct and Indirect Costs (G + H):	\$15,750

Do you have institutional approval? Yes

Are you applying for funding for this project elsewhere or have you received funding for this project previously? No

Explain (if yes)

Sponsored Program or Fiscal Officer Mailing Address

Vermont Agency of Agriculture
Administration
116 State Street
Montpelier, VT 05620-2901
802-828-3567

Budget Narrative

Budget Narrative

Project Number: RME-JDC02959

- A. Salaries and Wages -- includes salary for 0.05 FTE Project Leader @\$2,500
 - B. Fringe Benefits - Includes fringe at 32% of \$2,500 salary for Project Leader for a total of \$800.00
 - C. Total Salaries and Fringe Benefits - \$3300.00
 - D. Nonexpendable Equipment -- None Requested
 - E. Materials and Supplies/ Participant handouts - \$30 X 50 participants = \$1,500.00
 - F. Travel -- None Requested
 - G. Publications Costs -- None Requested
 - H. Computer Costs -- None Requested
 - I. Student Assistance -- None Requested
 - J. All Other Direct Costs -- Postage for Advertising = \$500. Flyer printing costs = \$400. Room Cost for workshop = @\$800. Consultant/Trainer Fees for one workshop and 3 follow-up meetings in the form of a webinar series = \$9,250.00 (Producers are paying a portion of the consultant fees)
Total Other Costs = \$10,950.00
 - K. Total Direct Costs - \$3,300.00 + \$1,500.00 + \$10,950 = \$15,750.00
- *Participating Producers will contribute \$1,500 towards the Consultant/Trainer Fees.
- L. Total Amount Requested = \$15,750.00
-

APPLICATION FOR FEDERAL ASSISTANCE
SF 424 (R&R)

2. DATE SUBMITTED 02/26/2009	Applicant Identifier RME-JDC02959
---------------------------------	--------------------------------------

3. DATE RECEIVED BY STATE	State Application Identifier
---------------------------	------------------------------

1. * TYPE OF SUBMISSION

Pre-application Application
 Changed/Corrected Application

4. Federal

5. APPLICANT INFORMATION

* Organizational DUNS: 809376718

* Legal Name: Vermont Agency of Agriculture, Food & Markets

Department: Administration Division: Administration

* Street1: 116 State Street Street2:

* City: Montpelier County: Washington * State: VT * ZIP Code: 05620-2904

* Country: USA

Person to be contacted on matters involving this application

Prefix: * First Name: Louise Middle Name: Last Name: Waterman Suffix:

* Phone Number: 802-828-6900 Fax Number: 802-828-3831 Email: Louise.Waterman@state.vt.us

6. * EMPLOYER IDENTIFICATION (EIN) or (TIN):
03-6000264

7. * TYPE OF APPLICANT:
A

8. * TYPE OF APPLICATION: New
 Resubmission Renewal Continuation Revision

Other (Specify):
Small Business Organization Type
 Women Owned Socially and Economically Disadvantaged

If Revision, mark appropriate box(es).
 A. Increase Award B. Decrease Award C. Increase Duration
 D. Decrease Duration E. Other (specify)

9. * NAME OF FEDERAL AGENCY:
USDA CSREES

* Is this application being submitted to other agencies? Yes No
What other Agencies?

10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:
10.500
TITLE: USDA CSREES

11. * DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:
Human Resource Management Skills Training for VT Dairy Producers

12. * AREAS AFFECTED BY PROJECT (cities, counties, states, etc.)
Vermont - state wide

13. PROPOSED PROJECT:
* Start Date: July 1, 2009 * Ending Date: December 31, 2010

14. CONGRESSIONAL DISTRICTS OF:
a. * Applicant: Vermont b. * Project: Vermont

15. PROJECT DIRECTOR/PRINCIPAL INVESTIGATOR CONTACT INFORMATION

Prefix: * First Name: Louise Middle Name: Last Name: Waterman Suffix:

Position/Title: Education Coordinator * Organization Name: Vermont Agency of Agriculture, Food & Markets

Department: Administration

* Street1: 116 State Street Street2:

* City: Montpelier County: Washington * State: VT * ZIP Code: 05620-2904

* Country: USA

* Phone Number: 802-828-6900 Fax Number: 802-828-3831 Email: Louise.Waterman@state.vt.us

16. ESTIMATED PROJECT FUNDING		17. * IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?	
a. * Total Estimated Project Funding	\$15,750.00	a. YES	<input type="checkbox"/> THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:
b. * Total Federal & Non-Federal Funds		DATE:	<input type="text"/>
c. * Estimated Program Income		b. NO	<input checked="" type="checkbox"/> PROGRAM IS NOT COVERED BY E.O. 12372; OR <input type="checkbox"/> PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW

18. By signing this application, I certify (1) to the statements contained in the list of certifications* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)

* I agree

* The list of certifications and assurances, or an Internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

19. Authorized Representative

Prefix: * First Name: Middle Name: * Last Name: Suffix:

Dave Lane

* Position/Title: Deputy Secretary * Organization: Vermont Agency of Agriculture, Food & Markets

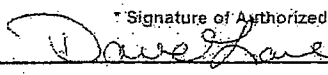
Department: Division: Administration

* Street1: 116 State Street Street2:

* City: Montpelier County: Washington * State: VT * ZIP Code: 05620-2904

* Country: USA

* Phone Number: 820-828-1619 Fax Number: 802-828-2361 * Email: David.Lane@state.vt.us

* Signature of Authorized Representative  * Date Signed 2/25/09

20. Pre-application Add Attachment



Cooperative Resources International

AgSource Cooperative Services Central Livestock Association Genex Cooperative, Inc.

February 16, 2009

Louise Waterman
Education Coordinator
Vermont Agency of Agriculture
116 State St, Drawer 20
Montpelier, VT 05620-2901

Dear Louise

This letter is to confirm CRI's support and agreement to collaborate with you on the "Human Resource Management Skills Training" for Vermont Dairy Producers to be held early next year in Vermont.

As we discussed, we would be pleased to participate as follows:

1. I will be available to conduct any portion of your one-day kick off workshop as you deem useful. CRI would offer my participation as a contribution to the educational program and there would be no fee.
2. We will make available 30 copies of our *'Supervisory Skills for Farm Managers'* notebook, with reference materials and 8 DVD's. We would provide these to you at our cost, i.e. \$45.00 per notebook, or \$1350 for 30 people.
3. For use in the follow-up 'webinar' portion of your program, I will provide you with the 'direct links' to any three segments of the 27 topic curriculum that you wish to use. If producers would like to obtain access to the entire curriculum, they can contact me directly.

Finally, CRI will check with you prior to scheduling any similar training in order to avoid any overlap of similar topics in Northern Vermont.

Please let me know if you have any questions. Thanks!

Sincerely,

Jim Henion
Director of Consulting Services



February 16, 2009

Louise Waterman
Education Coordinator
Vermont Agency of Agriculture
116 State St, Drawer 20
Montpelier, VT 05620-2901

Dear Louise:

This letter is to confirm that I plan to collaborate with you on the project "Human Resource Management Skills Training for Vermont Dairy Producers." As we have discussed, I plan to lead the blended learning component of the project where we will have a series of sessions – perhaps one when the participants meet onsite – focused on actual implementation of supervisory skills and culminating in the implementation of a monthly performance management coaching system. The beauty of the blended learning structure is enhanced learning and actual implementation as it combines the best of onsite seminar and peer group discussion. Several participants in our blended learning sessions have commented that the cost efficiency was what interested them but what they like the best is that everyone learns and implements more.

I have been focused on blended learning education and teaching Webinars for the last six years. At this moment I am teaching five such sessions. Prior to my position as consultant/educator, I was a Professor at Cornell University with extension, research and resident teaching responsibilities. Below is a brief professional bio:

Dr. Robert A. Milligan is Senior Consultant with Dairy Strategies, LLC – a business, leadership and human resource consulting business focused on the dairy industry. Bob is also Professor Emeritus, Cornell University. At Cornell he was an award winning instructor in the 4th ranked undergraduate business program. Bob is best known in extension for developing and leading the PRO-DAIRY Program – a program that developed and taught leadership



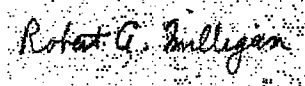
W10726 Woodland Road, Bruce, Wisconsin 54819-9600

www.dairystrategies.com

and management principles and concepts. These ideas and materials have been used throughout the country. Bob's vision is to provide insight to managers by presenting complex human resource and business concepts in formats that are understandable and useable. Bob is a pioneer in Webinar teaching. He is co-author of a personnel management book for the Golf Course Superintendents of America and is a member of their teaching faculty and of the Cornell Dairy Executives Program. Dr. Milligan has received numerous teaching and extension awards including being named a J. Thomas Clark Professor of Entrepreneurship and Personal Enterprise and the National Association of Colleges and Teachers of Agriculture Teaching Award of Merit. Bob lives in St. Paul, Minnesota.

I look forward both to working with you and others and to the successful implementation of human resource skills and principles on Vermont farms.

Full steam ahead,



Dr. Bob Milligan
Senior Consultant, Dairy Strategies LLC.
Professor Emeritus, Cornell University



Chaput Family Farms
2473, Rt. 105 East
North Troy, VT. 05859
Tel: 802-988-2844
Fax: 802-988-9660
E-mail: cff1991@hotmail.com

Northeast Center for Risk Management Education
University of Delaware

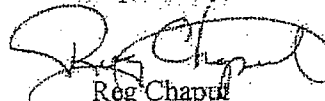
February 12, 2009

To whom it concerns,

I am writing this letter in support of the "Human Resource Management Skills Training for Vermont Dairy Producers Project". Due to the current consolidation and growth of dairy farms, today's dairy producers are becoming less "dairy herd managers" and more "human resource managers". In many instances, a dairy farm's profitability today depends more on a dairy producer's ability to manage people than on his/her ability to manage cows.

As a Dairy owner and employer of 18 employees, I can testify to the fact that I spend a majority of my time not managing cows but managing the people who manage the cows. There is a true need for a project as mentioned above. These classes will really help us as dairy producers to not only learn how to communicate our own needs but also help us to better understand the intricacies of employee management and improve morale and productivity, and thus, assure the profitability of our operations. It would also improve retention of good employees, which is essential for any business to be successful in today's competitive market. Please know that I fully support the Project and hope that you will give serious consideration to funding this important need.

Respectfully,


Reg Chaput
Chaput Family Farms

Vermont Farm Bureau, Inc.

February 16, 2009

Northeast Center for Risk Management Education
University of Delaware

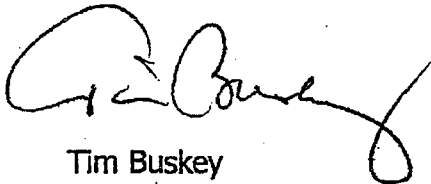
Re: Human Resource Management Skills Training for Vermont Dairy Producers
Project Number: RME-JDC02959

Vermont Farm Bureau supports the Human Resource Management Skills Training for Vermont Dairy Producers Project as a way to sustain efforts to improve dairy farmers Human Resource management skills. There is a clear and demonstrated need for training among dairy farmers because of the complicated rules, documentation and interaction required in today's business climate.

Human resource risk for Vermont dairy businesses can be managed through improved human resource management. Vermont dairy producers are concerned about the ability to maintain a productive, stable and committed workforce. These challenges hamper farm productivity and have an impact on farm profitability.

Vermont Farm Bureau would participate in the publicity of the training programs to our 4000 members through all of our publications. In addition we offer to sponsor one or more of the training sessions. We expect that participants would improve their performance feedback skills as well as their conflict management skills and learn new human resource management tools as a result of participating in this project.

Thank you for considering this project for funding.



Tim Buskey
Administrator

"An Award Winning Partnership of Government, Education, and Business"



Addison County Economic Development Corporation
1590 Route 7 South, Suite 2
Middlebury, VT 05753
Tel: (802) 388-7953
Fax: (802) 388-0119

February 18, 2009

Louise Waterman
Vermont Agency of Agriculture, Food and Markets
116 State St.
Montpelier, VT 05620-2901

RE: Human Resources Management Skills Training for Vermont Dairy Producers

Dear Louise,

I am writing to express my support of your project to provide assistance for Human Resources Management Skills Training for Vermont Dairy Producers.

Your program outline appears to offer education, networking, and support opportunities to assist Vermont farmers to improve their ability to manage their human resources function. Through my work with Vermont dairy farmers, I have observed the need for this type of support to help them improve their HR management skills.

I wish you good luck with your program and offer the support of the VtSBDC in your efforts.

Sincerely,

A handwritten signature in black ink, appearing to read 'Steve Paddock', written over a horizontal line.

Steve Paddock

Burlington ♦ Montpelier ♦ Randolph ♦ Center ♦ Rutland ♦ Springfield ♦ St. Johnsbury ♦ White River Junction
Middlebury ♦ Bennington ♦ St. Albans ♦ North Hero ♦ Morrisville ♦ Wilder ♦ Brattleboro

A partnership with the U.S. Small Business Administration



Yankee Farm Credit, ACA

289 Hurricane Lane, Suite 102
P.O. Box 467
Williston, Vermont 05495
802/879-4700 FAX 802/878-0360
www.yankeeaca.com

February 20, 2009

To Whom It May Concern:

Yankee Farm Credit is please to be a collaborator with the Vermont Agency of Agriculture for project #RME-JDC02959. We intend to collaborate by informing our customers, more than 50% of whom are dairy producers, of the opportunity this project offers.

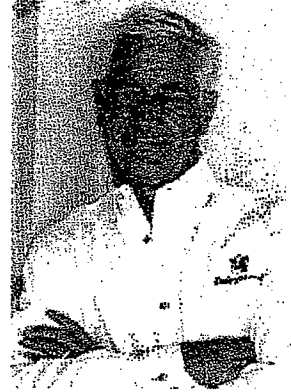
We feel that the project, Human Resources Management Skills Training for Vermont Dairy Producers, is very valuable and will provide necessary skills to some of Vermont's dairy farms.

Sincerely,

Rachel D. St. Hilaire
Executive Assistant

Who is Tom Fuhrmann DVM?

Tom started DairyWorks as an outgrowth of his veterinary consulting practice. He sees dairies growing larger, becoming efficient, productive and profitable businesses. Just like any growing business, dairy owners and managers benefit from programs to organize and train their employees. Through DairyWorks, Tom teaches, trains, consults and troubleshoots production management issues for dairy producers and their employees.



- Tom is a dairy cattle veterinarian; a practitioner with over 25 years of experience working exclusively with dairy herds.
- Tom understands the job and "connects" with herdsmen, dairy owners, managers and workers.
- Born and raised on a Wisconsin dairy, Tom dedicated his veterinary career to the dairy industry and dairy cows.
- Having worked with some of the largest and highest producing dairies in the U.S. and around the world, Tom knows what it takes to be successful.
- Years of hands-on cowside experience have taught Tom about practical application.

Tom knows cows and understands people. He can explain principles and facts and demonstrate how to put these into practice for better results. Through DairyWorks, he brings years of experience and a passion for results to help producers improve management on dairies.

[Complete Description of Products and Services](#) | [DairyWorks Management Seminar](#) | [Technical Training for Herdsmen](#)
[Who is Tom Fuhrmann DVM](#) | [Leadership Skills for Large Dairies](#) | [Customized Milker Training](#) | [Contact Us](#) | [Join Our Mailing List](#)

20118 N. 67th Ave. Suite 300-483 | Glendale, AZ 85308 | Phone: (480) 831-6358 | Fax: (623) 825-0654 | Email:

DairyWorks@aol.com

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Hi Louise,

The seminar agenda we discussed is attached. Give me a call once you've had a chance to review it and we can talk about which topics you would like to focus on for your session.

Thanks,
Cindy Bailey
DairyWorks

**DairyWorks
Seminar Schedule**

Day 1

MORNING

Introduction, getting to know each other

Workers are your commodity; cows are the production unit in your dairy business

- managing employees and HOW they work are crucial to your profitability and productivity
- identifying people management principles that work
- the owner or manager's responsibility: to "systemize your dairy business" a responsibility you can not shrink from

BREAK

Organizing Work the KEY to profitability and productivity and the SECRET to making an owner or manager's life satisfying and in control

- flow charts: a practical method of describing work routines and training workers
- organizing work on your dairy is both yours and your workers responsibility
- Stotz Dairy...how schedules and work are organized through flow charts

LUNCH

AFTERNOON

Motivating Workers to "do the right thing"

- hiring the right people

- intrinsic and extrinsic motivation
- participatory management
- workers can do the right thing, all the time
- incentives...advantages and disadvantages

BREAK

Your dairy as a manageable Business WHO is responsible

- structure your dairy to look and act like a business
- work ON your dairy, not IN your dairy
- job responsibilities as functions, not as personalities

BREAK

WHAT workers are supposed to accomplish (not HOW they are to do it)

- objectives: what am I supposed to accomplish at the end of the day?
- quantitative and qualitative measures how good do we want to be?
- job descriptions and the employee manual

END DAY 1

DAY 2

MORNING

Your Organizational Diagram ... the importance of clarifying departments, teams of workers

- a "team" has 4 components
- some people are leaders, most are followers
- three reasons why organizational diagrams are essential to managing your dairy business
- developing goals for your teams

BREAK

Exercises =

- Organizational Diagrams for your dairy
- Developing goals ... Key Indicators

LUNCH

AFTERNOON Key Performance Indicators ... Using records to manage workers

- 4 components to develop KPI's
- Using records to manage people, NOT cows
- "focusing" workers through feedback
-

BREAK

Practical examples to use KPI's for your dairy

SUMMARY



STATE OF VERMONT
JOINT FISCAL OFFICE

MEMORANDUM

To: Representative Carolyn Partridge
From: Nathan Lavery, Fiscal Analyst
Date: July 13, 2009
Subject: JFO #2383, #2384

Representative Michael Obuchowski asked that I forward to you a copy of the enclosed grant materials and cover memo. He requests your observations regarding the enclosed item.

cc: Rep. Michael Obuchowski
Stephen Klein



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

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

Grant Summary:		This Grant is for training for Vermont Dairy Producers related to risk management and human resources. It involves a one day workshop and a webinar series on this topic.			
Date:		3/30/2009			
Department:		Agriculture, Food and Markets			
Legal Title of Grant:		Risk Management Education			
Federal Catalog #:		N/A			
Grant/Donor Name and Address:		University of Delaware Reseach Office 210Hullihen Hall Newark, DE 19716			
Grant Period:	From:	7/1/2009	To:	12/31/2010	
Grant/Donation		\$15,750			
	SFY 1	SFY 2	SFY 3	Total	Comments
Grant Amount:	\$10,500	\$5,250	\$	\$15,750	
Position Information:		# Positions	Explanation/Comments		
		0			
Additional Comments:					
Department of Finance & Management <i>EH</i>			<i>7/1/09</i>	(Initial)	
Secretary of Administration <i>RPM</i>			<i>RPM 7/1/09</i>	(Initial)	
Sent To Joint Fiscal Office			<i>7/6/09</i>	Date	



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

BASIC GRANT INFORMATION				
1. Agency:	Agency of Agriculture, Food & Markets			
2. Department:				
3. Program:	Human Resource Management Skills Training for Vermont Dairy Producers			
4. Legal Title of Grant:	Risk Management Education			
5. Federal Catalog #:	N/A			
6. Grant/Donor Name and Address:	University of Delaware Research Office 210 Hullahen Hall Newark, DE 19716			
7. Grant Period:	From:	7/1/2009	To:	12/31/2010
8. Purpose of Grant:	The Agency of Agriculture will hold a one day 'live' workshop and 5 follow-up meetings as a webinar series on improving human resource management skills for Vermont dairy businesses.			
9. Impact on existing program if grant is not Accepted:	None.			
10. BUDGET INFORMATION				
	SFY 1	SFY 2	SFY 3	Comments
Expenditures:	FY 2010	FY 2011	FY	
Personal Services	\$8,300	\$4,250	\$	
Operating Expenses	\$2,200	\$1,000	\$	
Grants	\$	\$	\$	
Total	\$10,500	\$5,250	\$	
Revenues:				
State Funds:	\$	\$	\$	
Cash	\$	\$	\$	
In-Kind	\$	\$	\$	
Federal Funds:	\$	\$	\$	
(Direct Costs)	\$	\$	\$	
(Statewide Indirect)	\$	\$	\$	
(Departmental Indirect)	\$	\$	\$	
Other Funds:	\$	\$	\$	
Grant (source University of Delaware)	\$10,500	\$5,250	\$	
Total	\$10,500	\$5,250	\$	
Appropriation No:	2200030000/prog.#21889	Amount:	\$15,750	
			\$	
			\$	
			\$	

REC'D JUN 30 2009

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

		\$
		\$
	Total	\$

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: Roger Allbee Agreed by: *RA* (initial)

12. Limited Service Position Information:	# Positions	Title
Total Positions		

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: <u><i>Dave Lane for Roger Allbee</i></u>	Date: <u>6/24/09</u>
	Title: _____	
	Signature: _____	Date: _____
	Title: _____	

14. ACTION BY GOVERNOR

<input checked="" type="checkbox"/>	Check One Box: Accepted	<u><i>[Signature]</i></u> (Governor's signature)	<u>7/6/09</u> Date:
<input type="checkbox"/>	Rejected		

15. SECRETARY OF ADMINISTRATION

<input checked="" type="checkbox"/>	Check One Box: Request to JFO	<u><i>Ronda P. Mc...</i></u> (Secretary's signature or designee)	<u>7/1/09</u> Date:
<input type="checkbox"/>	Information to JFO		

16. DOCUMENTATION REQUIRED

Required GRANT Documentation

<input type="checkbox"/> Request Memo <input type="checkbox"/> Dept. project approval (if applicable) <input type="checkbox"/> Notice of Award <input type="checkbox"/> Grant Agreement <input type="checkbox"/> Grant Budget	<input type="checkbox"/> Notice of Donation (if any) <input type="checkbox"/> Grant (Project) Timeline (if applicable) <input type="checkbox"/> Request for Extension (if applicable) <input type="checkbox"/> Form AA-1PN attached (if applicable)
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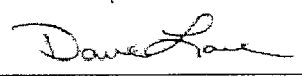
End Form AA-1

Research Subaward Agreement

Institution/Organization ("Prime Recipient") Name: <u>University of Delaware</u>		Institution/Organization ("Subrecipient") Name: <u>Vermont Agency of Agriculture, Food & Markets</u>	
Prime Award No.: <u>2007-49200-03888</u>		Subaward No.: <u>19722</u> CFDA #: <u>10.500</u>	
Awarding Agency: <u>USDA</u>		Amount Funded This Action: Est. Total (if incrementally funded) <u>\$15,750.00</u> <u>\$15,750.00</u>	
Principal Investigator - <u>Don Tilmon</u>		Project Director - <u>Louise Waterman</u>	
Subaward Period of Performance: Budget Period: From: <u>07/01/2009</u> To: <u>12/31/2010</u>		Estimated Project Period (if incrementally funded): From: <u>07/01/2009</u> To: <u>12/31/2010</u>	
Project Title: <u>NECRME - Human Resource Management Skills Training for Vermont Dairy Producers</u>			
Reporting Requirements (Check here if applicable: <input checked="" type="checkbox"/> See Attachment 4 <input type="checkbox"/> ARRA Funds			

Terms & Conditions

- 1) Prime Recipient hereby awards a cost reimbursable subaward, as described above, to Subrecipient. The statement of work and budget for this subaward are (check one): As specified in Subrecipient's proposal dated _____; or as shown in Attachment 5. In its performance of the subaward work, Subrecipient shall be an independent entity and not an employee or agent of Prime Recipient.
- 2) Prime Recipient shall reimburse Subrecipient not more often than monthly for allowable costs. All invoices shall be submitted using Subrecipient's standard invoice, but at a minimum shall include current and cumulative costs (including cost sharing), subaward number, and certification as to truth and accuracy of invoice. *Invoices that do not reference Prime Recipient's Subaward Number shall be returned to Subrecipient.* Invoices and questions concerning invoice receipt or payments should be directed to the appropriate party's Financial Contact as shown in Attachments 3A & 3B.
- 3) A final statement of cumulative costs incurred, including cost sharing, marked "FINAL" must be submitted to Prime Recipient's Financial Contact, as shown in Attachments 3A and 3B, NOT LATER THAN sixty (60) days after subaward end date. The final statement of costs shall constitute Subrecipient's final financial report.
- 4) All payments shall be considered provisional and subject to adjustment within the total estimated cost in the event such adjustment is necessary as a result of an adverse audit finding against the Subrecipient.
- 5) Matters concerning the technical performance of this subaward should be directed to the appropriate party's Principal Investigator, as shown in Attachments 3A and 3B. Technical reports are required as shown above, "Reporting Requirements".
- 6) Matters concerning the request or negotiation of any changes in the terms, conditions, or amounts cited in this subaward agreement, and any changes requiring prior approval, should be directed to the appropriate party's Administrative Contact, as shown in Attachments 3A & 3B. Any such changes made to this subaward agreement require the written approval of each party's Authorized Official as shown in Attachments 3A & 3B.
- 7) Each party shall be responsible for its negligent acts or omissions and the negligent acts or omissions of its employees, officers, or director's, to the extent allowed by law.
- 8) Either party may terminate this subaward with thirty days written notice to the appropriate party's Administrative Contact as shown in Attachments 3A & 3B. Prime Recipient shall pay Subrecipient for termination costs as allowable under OMB Circular A-21 or A-122 or 45 CFR Part 74 Appendix E, "Principles for Determining Costs Applicable to Research and Development under Grants and Contracts with Hospitals" as applicable.
- 9) No-cost extensions require the approval of the Prime Recipient. Any requests for a no-cost extension should be addressed to and received by the Administrative Contact, as shown in Attachments 3A & 3B, not less than thirty (30) days prior to the desired effective date of the requested change.
- 10) The Subaward is subject to the terms and conditions of the Prime Award and other special terms and conditions, as identified in Attachment 2.
- 11) By signing below Subrecipient makes the certifications and assurances shown in Attachments 1 and 2. Subrecipient also assures that it will comply with applicable statutory and regulatory requirements specified in the Research Terms & Conditions Appendix C found at <http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf>.

By an Authorized Official of Prime Recipient  _____ <div style="text-align: center;"> 6/15/09 Date </div>	By an Authorized Official of Subrecipient  _____ <div style="text-align: center;"> 6/15/09 Date </div>
--	--

Attachment 1
Research Subaward Agreement
Certifications and Assurances

By signing the Subaward Agreement, the authorized official of Subrecipient certifies, to the best of his/her knowledge and belief that:

Certification Regarding Lobbying

1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the Subrecipient, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or intending to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the Subrecipient shall complete and submit Standard Form -LLL, "Disclosure Form to Report Lobbying", to the Prime Recipient.

3) The Subrecipient shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Debarment, Suspension, and Other Responsibility Matters

Subrecipient certifies by signing this Subaward Agreement that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency.

OMB Circular A-133 Assurance

Subrecipient assures Prime Recipient that it complies with A-133 and that it will notify Prime Recipient of completion of required audits and of any adverse findings which impact this subaward.

Attachment 2
Research Subaward Agreement
Prime Award Terms and Conditions
USDA

Agency-Specific Certifications/Assurances

1. By signing this Research Subaward Agreement Subrecipient makes the certifications and assurances specified in the Research Terms and Conditions Appendix C found at <http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf>

General terms and conditions:

1. The restrictions on the expenditure of federal funds in appropriations acts are applicable to this subaward to the extent those restrictions are pertinent.
2. 7 CFR Part 3015, 3017, 3018 and 3019.
3. Research Terms and Conditions found at < <http://www.nsf.gov/bfa/dias/policy/rtc/terms.pdf> > and Agency Specific Requirements found at http://www.nsf.gov/pubs/policydocs/rtc/csrees_708.pdf, except for the following:
 - a. The right to initiate an automatic one-time extension of the end date provided by Article 25 (c)(2) is replaced by the need to obtain prior written approval from the Prime Recipient;
 - b. The payment mechanism described in Article 22 and the financial reporting requirements in Article 52 of the Research Terms and Conditions and Article 10 of the Agency-Specific Requirements are replaced with Terms and Conditions (1) through (4) of this agreement; and
 - c. Any prior approvals are to be sought from the Prime Recipient and not the Federal Awarding Agency.
4. Title to equipment costing \$5,000 or more that is purchased or fabricated with research funds or Subrecipient cost sharing funds, as direct costs of the project or program, shall unconditionally vest in the Subrecipient upon acquisition without further obligation to the Federal Awarding Agency subject to the conditions specified in Article 34(a) of the Research Terms and Conditions.

Special terms and conditions:

1. Copyrights

Subrecipient grants to Prime Recipient an irrevocable, royalty-free, non-transferable, non-exclusive right and license to use, reproduce, make derivative works, display, and perform publicly any copyrights or copyrighted material (including any computer software and its documentation and/or databases) first developed and delivered under this Subaward Agreement solely for the purpose of and only to the extent required to meet Prime Recipient's obligations to the Federal Government under its Prime Award.

2. Data Rights

Subrecipient grants to Prime Recipient the right to use data created in the performance of this Subaward Agreement solely for the purpose of and only to the extent required to meet Prime Recipient's obligations to the Federal Government under its Prime Award.

3. Automatic Carry Forward: Yes No

(If No, Carry Forward requests must be sent to Prime Recipient's ADMINISTRATIVE, as shown in Attachment 3).

4. Invoices

All invoices must include the period for which reimbursement is being requested.

All invoices must include a certification statement such as, "I certify that all expenditures reported (and requested payments) are for appropriate purposes and in accordance with the provisions of the applications and award documents for the above referenced grant/contract award number.", and be signed by an authorized representative.

In connection with review of the invoice, upon request by the University, Subrecipient shall provide additional supporting documentation for related expenses.
The final invoice will be paid upon submission of a completed Subaward Close-Out Requirements form found in Attachment 4.

5. Extension of End Date

This agreement ends 12/31/2010. NO extensions beyond that date will be granted.

As the Principal Investigator I am in agreement with all of the terms and conditions of this agreement.

H. Don Tilmon
Principal Investigator

6/10/09
Date

H. Don Tilmon
Print/Type Name

Attachment 3A
Research Subaward Agreement

Subaward Number:

19722

Prime Recipient Contacts

Institution/Organization ("Prime Recipient")

Name: University of Delaware

Address: Research Office

210 Hullahen Hall

City: Newark

State: DE

ZipCode: 19716

Administrative Contact

Name: Katherine M. Lyons

Address: University of Delaware

Research Office

210 Hullahen Hall

City: Newark

State: DE

ZipCode: 19716

Telephone: 302-831-8626

Fax: 302-831-2828

Email: kmlyons@udel.edu

Principal Investigator

Name: Don Tilmon

Address: University of Delaware, College of Agriculture and Natural Resources

Food & Resource Economics, Northeast Center for Risk Management Education

112 Townsend Hall

City: Newark

State: DE

ZipCode: 19716

Telephone: 302-831-1325

Fax: 302-831-6243

Email: htilton@udel.edu

Financial Contact

Name: Same as Administrative

Address:

City:

State:

ZipCode:

Telephone:

Fax:

Email:

Authorized Official

Name: Same as Administrative

Address:

City:

State:

ZipCode:

Telephone:

Fax:

Email:

Attachment 3B
Research Subaward Agreement

Subaward Number:

19722

Subrecipient Contacts

Institution/Organization ("Subrecipient")

Name: Vermont Agency of Agriculture, Food & Markets

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

EIN No.: 03-6000264

Reg. in CCR? Yes No

DUNS No.:

809376718

Congressional District:

VT

Congressional District:

VT

Congressional District:

VT

Administrative Contact

Name: Louise Waterman

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-6900

Fax: 802-828-3831

Email: Louise.Waterman@state.vt.us

Principal Investigator

Name: Louise Waterman

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-6900

Fax: 802-828-3831

Email: Louise.Waterman@state.vt.us

Financial Contact

Name: Mary Morrison

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-3567

Fax: 802-828-3831

Email: Mary.Morrison@state.vt.us

Authorized Official

Name: David Lane

Address: 116 State Street

City: Montpelier

State: VT

ZipCode: 05620-2901

Telephone: 802-828-1619

Fax: 802-828-3831

Email: David.Lane@state.vt.us

**ATTACHMENT 4
SUBAWARD AGREEMENT**

Reporting Requirements

- Attend the annual Orientation Workshop for NECRME Project Directors, scheduled for October 1, 2009. The meeting will be held at a hotel near the Philadelphia International Airport. If more than one Project Director is involved with the project, only one need attend. (Travel expenses will be reimbursed for one person per project.) Attendance is optional for Project Directors who attended the Orientation last year, but all are welcome.
- Submit online Progress Reports by the following dates:
October 15, 2009 (this date is for projects from the Northeast Center only – due to the timing of our Orientation, it is two weeks later than the date noted in the RFA) ; **February 1, 2010**; **May 1, 2010**; and **October 1, 2010**. Requirements and a link for reporting are available on the NECRME website – necrme.org (under “Grants” select “Project Reporting”).
- Submit a Final Report online upon completion of the project (please note that final payment or up to 15% of allocated funds may be withheld until all reporting requirements are met). The Final Report for each project is a public document, and will ultimately be available for viewing online in the Ag Risk Education Library (agrisk.umn.edu).
- Send NECRME copies of educational curriculum, promotional brochures and other workshop materials developed through the project. In conjunction with your reporting activities, you will also be required to upload or provide links to promotional materials, educational materials, and evaluations.
- Include a statement on all materials produced for the project which acknowledges the funding received from NECRME and utilizes both the Center’s logo and the CSREES logo (details and the logos may be accessed at necrme.org (under “Grants”, then “Funding Acknowledgement”).

University of Delaware
Research Office
210 Hullihen Hall
Newark, DE 19716

Subrecipient Close-Out Requirements

As a subrecipient of the University of Delaware you are required to submit a final invoice marked FINAL, a signed copy of this form, and other documents listed below, as applicable. **The final invoice will NOT be processed for payment until all close-out documentation has been received.**

Subaward #:
Subrecipient:

Please check all that apply and attach documents, as required.

- Final invoice has been sent
 - Required cost-share has been met and reported
 - Patents and/or inventions are pending. Please see attached documentation
 - There are no patents or inventions to report
 - Technical report completed and sent to UD Principal Investigator on this date _____
 - No equipment was purchased with these funds (*equipment is defined as an article of nonexpendable tangible personal property having a useful life of more than 1 year and a cost of \$5,000 or more*)
 - Equipment purchased (please list below and add additional sheets as needed)
-
-
-
-

Total expenditures of \$ _____ have been incurred. This has been or will be paid.

I hereby certify the above information is correct and in accordance with the terms of the subaward agreement. Subrecipient does hereby remise, relent, and discharge the University of Delaware, its officers, and employees of and from all liabilities, obligations, claims, and demands whatsoever under or arising from the said subaward agreement.

Subrecipient's Authorized Representative Date

Return to: University of Delaware, Research Office, 210 Hullihen Hall, Newark, DE 19716

United States Department of Agriculture
Cooperative State Research, Education, and Extension Service
AWARD FACE SHEET

1. Award No. 2007-49200-03888	Amendment No.	2. Proposal Number 2007-04101	3. Period of Performance 09/15/2007 through 09/14/2008	4. Type of Instrument Grant
5. Type of Action New	6. CFDA Number 10.500	7. CAN	8. MO	9. Method of Payment DHHS Payment Management System
10. CRIS Number 0211442				

11. Authority:
7 U.S.C. 3318, P.L. 106-224, Sec. 133 of P. L. 106-224, Ag Risk Management Education Competitive Grants Program

12. Agency (Name and Address) Awards Management Branch Cooperative State Research, Education, and Extension Service/USDA Washington, DC 20250-2271	13. Awardee Organization University of Delaware Newark, DE 19716
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14. Program Point of Contact: Janie S. Hipp Telephone: (202) 720-3605 jhipp@csrees.usda.gov	Administrative Point of Contact: Jeffrey B. Jacobs Telephone: (202) 690-5717 jjacobs@csrees.usda.gov	15. Project Director/Performing Organization James Don Tilmon University of Delaware Newark, DE
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16. Funding:	<u>Federal</u>	<u>Non-Federal</u>	17. Funds Chargeable				
	Previous Total	\$0.00	\$0.00	<u>FY - FDC</u>	<u>Amount</u>	<u>FY - FDC</u>	<u>Amount</u>
	+ or -	\$900,000.00	\$0.00	07- 743-49200	\$900,000.00		
	Total	\$900,000.00	\$0.00				
	Grand Total	\$900,000.00					

18. Title of Proposal
Northeast Regional Center for Risk Management Education

PROVISIONS

This Award incorporates the following:


1. The referenced proposal and any revision thereto - incorporated by reference
2. CSREES General Terms and Conditions - A dated 02/05 - incorporated by reference (<http://www.csrees.usda.gov/business/awards/awardterms.html>) and Attachment A thereto Article 10, Current Research Information System (CRIS) Requirements, is applicable to this award
3. 7 CFR Part 3015, 7 CFR Part 3017, 7 CFR Part 3018, 7 CFR Part 3019 - incorporated by reference (<http://www.csrees.usda.gov/business/awards/fedregulations.html>)
4. The Approved Award Budget
5. CRIS Forms AD-416 and AD-417 - incorporated by reference
6. The obligation of funds may be terminated without further cause unless the recipient commences the timely drawdown of funds; initial drawdown must be made within the first year of the project.
7. Contingent upon the availability of funds and the satisfactory progress of this project, CSREES intends to continue support at approximately the following levels: FY 2008 in the amount of \$900,000, and FY 2009 in the amount of \$900,000.
8. Funds in the amount of \$15,000 are withheld pending CSREES-ADO receipt and approval of additional budgetary details for "Speaker & Facilitator Expenses" (\$15,000).

Co-Project Director(s):

Laurie Wolinski (University of Delaware)

FOR THE UNITED STATES DEPARTMENT OF AGRICULTURE

This award, subject to the provisions above, shall constitute an obligation of funds on behalf of the Government. Such obligation may be terminated without further cause unless the recipient commences the timely drawdown of funds; such drawdowns may not exceed one year from issuance date of the award.

Typed Name Adriene Woodin Authorized Departmental Officer	Signature 	Date 9/13/07
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United States Department of Agriculture
 Cooperative State Research, Education, and Extension Service
 AWARD FACE SHEET

1. Award No. 2007-49200-03888		Amendment No. 1		2. Proposal Number 2008-03803		3. Period of Performance 09/15/2007 through 08/31/2009		4. Type of Instrument Grant	
5. Type of Action Continuation		6. CFDA Number 10.500		7. CAN		8. MO		9. Method of Payment DHHS Payment Management System	
10. CRIS Number 0211442									

11. Authority:
 7 U.S.C. 3318, P.L. 106-224, Sec. 133 of P. L. 106-224, Ag Risk Management Education Competitive Grants Program

12. Agency (Name and Address) Awards Management Branch Cooperative State Research, Education, and Extension Service/USDA Washington, DC 20250-2271					13. Awardee Organization University of Delaware Newark, DE 19716				
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14. Program Point of Contact: Janie Hipp Telephone: 202-720-3605 jhipp@csrees.usda.gov			Administrative Point of Contact: Jeffrey B. Jacobs Telephone: 202-690-5717 jjacobs@csrees.usda.gov			15. Project Director/Performing Organization Hames Don Tilmon University of Delaware Newark, DE 19716		
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16. Funding:			17. Funds Chargeable			
	Federal	Non-Federal	FY - FDC	Amount	FY - FDC	Amount
Previous Total	\$900,000.00	\$0.00	08- 843-49200	\$900,000.00		
+ or -	\$900,000.00	\$0.00				
Total	\$1,800,000.00	\$0.00				
Grand Total	\$1,800,000.00					

18. Title of Proposal
 Northeast Regional Center for Risk Management Education

PROVISIONS

This Award incorporates the following:

1. Research Terms and Conditions (07/01/08) and CSREES Agency Specific Terms and Conditions (07/08) at <http://www.nsf.gov/bfa/dias/policy/rtc/index.jsp>
2. The referenced proposal and any revision thereto - incorporated by reference
3. 7 CFR Part 3015, 7 CFR Part 3017, 7 CFR Part 3018, 7 CFR Part 3019 - incorporated by reference (<http://www.csrees.usda.gov/business/awards/fedregulations.html>)
4. The Award Budget, pending approval.
5. CRIS Forms AD-416 and AD-417 - incorporated by reference
6. The obligation of funds may be terminated without further cause unless the recipient commences the timely drawdown of funds; initial drawdown must be made within the first year of the project.
7. Contingent upon the availability of funds and the satisfactory progress of this project, CSREES intends to continue support at approximately the following levels: FY09 in the amount of \$900,000.
8. Modification of Article 9.B.b. of Agency-Specific Terms and Conditions - Annual "Accomplishment Report" must be electronically submitted through the CRIS system within 90 days PRIOR to the anniversary date, i.e., current expiration date of the award. Untimely submission of these reports may delay processing of a subsequent award and failure to submit these reports will likely result in the restriction of the funding increment.
9. Funds in the amount of \$405,513 are withheld pending a plan outlining your efforts beginning October 2008 to address Special Emphasis issues per letter from Janie Hipp dated September 5, 2008. *Released 10/30/08*
10. Funds in the amount of \$105,855 are withheld pending CSREES-ADO receipt and approval of additional budgetary details for "Food" (\$40,000), "Speaker fees and honorariums" (\$25,000), "Hotel subsidies for Educators" (\$15,000) and justification for "Secretarial/Clerical Salary" (\$25,855).

Co-Project Director(s):
 Laurie Wolinski (University of Delaware)

FOR THE UNITED STATES DEPARTMENT OF AGRICULTURE

This award, subject to the provisions above, shall constitute an obligation of funds on behalf of the Government. Such obligation may be terminated without further cause unless the recipient commences the timely drawdown of funds; such drawdowns may not exceed one year from issuance date of the award.

Typed Name Carol A. Langguth Authorized Departmental Officer		Signature CLANGGUTH		Date 09/18/2008
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MAY 22 2009

Ms. Katherine M. Lyons
Contract & Grant Administrator
University of Delaware
Research Office
210 HULLIHEN HALL RESEARCH
NEWARK, DE 19716

SUBJECT: CSREES Award No: 2007-49200-03888

Dear Ms. Lyons:

The request contained in your letter dated May 01, 2009 has been reviewed by this office and the CSREES cognizant program official. CSREES approves the request as indicated below:

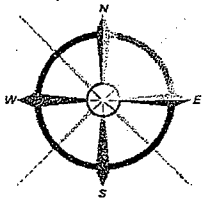
- (X) A no-cost extension to February 28, 2011 *(Please refer to the Uniform Federal Assistance Regulation (7 CFR Part 3015, Subpart N) at expiration of this grant for closeout procedures.*
- (X) Other: Your new expiration date will be on **February 28, 2011.**

If you have any questions concerning this action, please contact José Berna at 202-401-6509, or by e-mail at jberna@csrees.usda.gov.

Sincerely,

A handwritten signature in cursive script that reads "Charles Hingey".

for EUGENIA SPOHRER
Authorized Departmental Officer
Awards Management Branch
Office of Extramural Programs



The Northeast Center for Risk Management Education

Dr. H. Don Tilmon, Director
Laurie Wolinski, Associate Director
Susan Olson, Program Coordinator

112 Townsend Hall
College of Agriculture and
Natural Resources
University of Delaware
Newark, Delaware 19716-2130
Phone: 302-831-6540
FAX: 302-831-0857
www.necrme.org

Grantee Letter of Commitment

Project: Human Resource Management Skills Training for Vermont Dairy Producers

Organization: Vermont Agency of Agriculture, Food & Markets

Project Director: Louise Waterman

In accepting the funds awarded for this project, I commit to:

- Attend the annual Orientation Workshop for NECRME Project Directors, scheduled for October 1, 2009. The meeting will be held at a hotel near the Philadelphia International Airport. If more than one Project Director is involved with the project, only one need attend. (Travel expenses will be reimbursed for one person per project.) Attendance is optional for Project Directors who attended the Orientation last year, but all are welcome.
- Submit online Progress Reports by the following dates:
October 15, 2009 (this date is for projects from the Northeast Center only – due to the timing of our Orientation, it is two weeks later than the date noted in the RFA) ; **February 1, 2010**;
May 1, 2010; and **October 1, 2010**.
Requirements and a link for reporting are available on the NECRME website – necrme.org (under "Grants" select "Project Reporting").
- Submit a Final Report online upon completion of the project (please note that final payment or up to 15% of allocated funds may be withheld until all reporting requirements are met). The Final Report for each project is a public document, and will ultimately be available for viewing online in the Ag Risk Education Library (agrisk.umn.edu).
- Send NECRME copies of educational curriculum, promotional brochures and other workshop materials developed through the project. In conjunction with your reporting activities, you will also be required to upload or provide links to promotional materials, educational materials, and evaluations.
- Include a statement on **all** materials produced for the project which acknowledges the funding received from NECRME and utilizes both the Center's logo and the CSREES logo (details and the logos may be accessed at necrme.org (under "Grants", then "Funding Acknowledgement").

I agree to meet these requirements, as stated by the Northeast Center for Risk Management Education.

Signature of Project Director:

Date:

5/4/09

Louise Waterman

(Please sign and return one copy in the enclosed envelope. Thank you.)



Cooperative State
Research, Education, and Extension Service





Project Name: Human Resource Management Skills Training for Vermont Dairy Producers

Project Number: RME-JDC02959

Contract Number:

Submitted: 2/26/2009 7:14:12 AM

Project Director: Louise Waterman
Vermont Agency of Agriculture, Food and Markets
Phone: 802-828-6900
E-mail: Louise.Waterman@state.vt.us

Contact Person: Louise Waterman
Vermont Agency of Agriculture, Food and Markets
Phone: 802-828-6900
E-mail: Louise.Waterman@state.vt.us

Mailing Address: 116 State Street
Montpelier, VT 05620-2901
FAX: 802-828-3831

Project Summary:

Human resource risk for Vermont dairy businesses can be managed through improved human resource management. Vermont dairy producers are concerned about the ability to maintain a productive, stable and committed workforce. This project will increase participants' performance feedback skills as well as their conflict management skills through a one day 'live' workshop and 5 follow-up meetings as a webinar series through-out the year. The webinar will be very collaborative and allow full participation between the audience and the presenters. We will maximize learning and implementation through blended learning as well as more short sessions. We anticipate 50 Vermont dairy producers will attend the initial workshop and the webinar series follow-up. We will hold the workshop in Addison County but dairy producers from across the state will be welcome to attend. The webinar follow-up will make learning convenient for producers from across the state to attend class.

Risk Management Improvements:

Our project's targeted results fall within the Human/Personal Risk Management Area. By improving performance feedback skills and conflict management skills and learning new human resource management skills, our project participants will improve employee recruitment, management and retention. Improved communications and employee performance management are keys to managing this risk area. Although this project doesn't directly reduce risk such as purchasing crop insurance would, it is an indicator that participants are taking proactive steps to manage this risk area.

One of the greatest risks facing Vermont producers today is the ability to maintain a productive, stable and committed workforce. There are approximately 1100 dairy producers in Vermont. The dairy industry in Vermont generates 80-85% of our agricultural revenue. Reducing employee turnover, retaining the best people and tapping employee potential is an essential part of Vermont's dairy industry and it's important to the industry's future in Vermont. Providing employee feedback and managing conflict are important parts of a producer's and or manager's responsibilities.

Dairy producers across Vermont are interested in improving their performance feedback and conflict management skills to make human resource management easier.

Proposed Results - What Participants Will Learn, Achieve, Apply

	<u>Proposed Result(s) that will happen by end of project</u>	<u>Topic</u>	<u>Producer Action</u>	<u>When Measured</u>	<u>Est. #</u>	<u>How Will You Verify</u>
1	Participants will improve existing performance feedback and conflict management skills and learn new tools and systems to keep employees happy, informed and working productively together to achieve farm goals while positive changes occur on their farm.	Employee management and communication	Understand	April, 2010	45	Written Evaluation
2	Participants will see a decrease in employee/employer and employee/employee conflict and an increase in employee productivity due to improved communications	Employee management and communication	Implement	April, 2010	45	Audience Response System
3	Participants will complete performance review worksheets with more employees as well as written job descriptions and job protocols.	Employee management and communication	Develop	April, 2010	30	Personal Interview

	<u>Proposed Result(s) that will happen after project</u>	<u>Topic</u>	<u>Producer Action</u>	<u>When Measured</u>	<u>Est. #</u>	<u>How Will You Verify</u>
1	Participants will continue with their individual action plan to address human resource management concerns on their farms	Employee management and communication	Implement	June, 2010	30	Phone Interview
2	Participants will continue to use their new skills and tools to improve communications with their employees	Employee management and communication	Implement	June, 2010	30	Phone Interview
3	Participants will have improved communications with family members and their community due to improved conflict management skills	Interpersonal, family and business relationships	Implement		30	Phone Interview

Producer Demand:

There are approximately 1100 dairy producers in Vermont. The dairy industry in Vermont generates 80-85% of our agricultural revenue. Reducing employee turnover, retaining the best people and tapping employee potential is an essential part of Vermont's dairy industry and it's important to the industry's future in Vermont. Providing employee feedback and managing conflict are important parts of a producer's and or manager's responsibilities.

We believe we will be successful in getting 50 dairy producers to participate in this project because we have worked and will continue to work with many producers on other human resource management projects such as offering milker training and calf care workshops in Spanish for Hispanic employees. We have also worked to facilitate the growth of a young farmer discussion group in Addison County Vermont. Both this group and the large dairy discussion group in Addison County have expressed interest in this project. We have built business relationships with these producers and identified needs. Producers have indicated a concern about the ability to maintain a productive, stable and committed workforce. Communication issues hamper productivity - impacting farm profitability.

Penn State conducted research in 2005 on human resource management and dairy employee organizational commitment. As part of this research a survey was sent to owners and employees of dairies with herd sizes of 250 or larger. VT farms participated in this survey. The results of that research project are a driving force behind developing this project proposal. Their research, which included Vermont dairy producers and employees, confirmed that performance feedback is a key component of good communications and an invaluable human resource management tool for a successful operation.

Dairy producers across Vermont are interested in improving their performance feedback and conflict management skills to make human resource management easier. We will have success in meeting the challenge of drawing in participants. The 'live' workshop will be held in Addison County but because we will be using a webinar series as part of the blended learning experience it will be convenient for producers from across the state to participate after the initial workshop commitment.

A key to the success of this project is working with Vermont dairy producers who are committed to the success of their businesses. Project participants will be producers who are motivated to move forward with improving employee management practices and giving them specific guidance and follow-up to implement changed practices.

Audience Emphasis

Organic producers
Sustainable producers
Traditional commercial producers

Project Steps

	<u>What Project Team Does</u>	<u>What Participants Do</u>	<u>When Measured</u>	<u>Est. Number</u>
1	Set up one day workshop date and location + set up follow-up webinar dates with collaborators and determine specific agenda for workshop and webinar.	Not Applicable	August, 2009	6
2	Project leader will make farm visits to potential project participants	Commit to project participation and promoting the project to other producers	December, 2009	40
3	Order workshop/webinar material and prepare additional project materials.	Not Applicable	December, 2009	50
4	Set up and advertise workshop/webinar series through flyers in producer newsletters and several press releases in Agriview which is mailed to ~75% of dairy producers in VT	Not Applicable	January, 2010	
5	Make presentations to the 2 active young dairy farmer discussion groups in VT. Describe the project and ask for participation.	Register for workshop/webinar series	January, 2010	40
6	Send out a direct mail piece advertising the project to the dairy producers in the three major dairy counties in VT	Register for the workshop/webinars	January, 2010	600
7	Distribute project flyers to collaborators and other ag industry leaders. Ask them to promote the project to their client base. This would be done through an email list of industry leaders.	Not Applicable	January, 2010	75
8	Collect participant registration	Participants will pay a workshop/webinar series fee up front and commit to attending the workshop + 2 of the 3 webinar sessions to be eligible for the scholarship reimbursement	February, 2010	40
9	Attend/present/facilitate at the one day workshop	Participants will complete a 'sample' employee performance review worksheet during the workshop	February, 2010	40
10	Attend/Present/facilitate workshop and webinar series	Participants will practice their improved skills and new tools during communications with their employees after the one day workshop and between webinar sessions	February - April, 2010	33

Project Steps

<u>What Project Team Does</u>	<u>What Participants Do</u>	<u>When Measured</u>	<u>Est. Number</u>
11 Attend/Present/Facilitate at webinar sessions	Participants will, during the workshop and webinar sessions, share their specific human resource management concerns and develop an action plan to address these concerns	February - April, 2010	33
12 Attend/Present/Facilitate workshop and webinar sessions	Participants will attend the workshop and a minimum of 2 webinar sessions and be eligible for the scholarship reimbursement of 70% of what they paid up front for the workshop and webinar series	April, 2010	33
13 Assess participants improved human resource management skill level and new skill development	Fill out project evaluation after one day workshop and again after each webinar session	April, 2010	40

Project Description

There are two parts to the training. A one day workshop followed up with a webinar series. Training and development opportunities are essential for producers to keep pace with change.

The project focus will be on improving participants' performance feedback skills and conflict management skills as well as participants learning new human resource management tools. Without performance feedback employees don't know if they are moving forward, backward or simply standing still. The ability to give employee feedback is critical for a producer. Learning to develop feedback skills will help keep employees informed and working together to achieve farm goals. This will lead to a productive, stable and committed workforce. Conflict can be good and bad. Producers will improve conflict management skills and learn new tools for when conflict is causing a problem within their business; it may be resolving the conflict or just harnessing it for productive potential. The project will offer new opportunities for participants to develop management skills and affirm sound supervision methods already in use to maximize learning and implementation through blended learning and more short sessions.

The webinar sessions will be 60-90 minutes long, result-oriented and highly interactive learning modules with a direct 'tie' to what was presented at the one day workshop.

The webinar sessions can save time and travel costs making them a convenient and cost effective learning tool. And we will still get great interaction and learning. The session's facilitator will be a key component. These sessions will provide more information as well as support for skills the participants are implementing.

Each participant will receive a binder and set of CDs called 'Supervisory Skills for Managers' developed by Jim Henion, Director of Consulting Services Cooperative Resources International and project collaborator and workshop presenter. Topic examples include: Leading/Influencing Others; Improving Employee Performance and Fostering Teamwork and Cooperation. One of the best ways to learn how to become a more effective supervisor is to see and hear how others manage, supervise and lead the employees on their farm. The CDs included with this binder include interviews with successful farm managers and capture their ideas, tips and best practices for successfully leading/supervising people.

Participant participation will be encouraged. Participants will practice their improved and new skills after the workshop and between webinar sessions and discuss their concerns and questions during the sessions.

Participant scholarship reimbursement will be after the sessions are completed to encourage regular attendance.

Tools and Curriculum:

Instructors/presenters for the one day workshop and follow-up meetings in the form of a webinar series will include Robert Milligan with Dairy Strategies and Jim Henion with Cooperative Resources International (Genex Cooperative, Inc.). These professionals were chosen for their experience and expertise in working with producers on educational events to help them manage human/personal risk.

The workshop curriculum will include the use of existing materials such as the 'Supervisory Skills for Managers' by Cooperative Resources International. This includes a workbook and a set of CDs which each participant will be given.

Robert Mulligan will 'instruct' the webinar series which will follow the one day workshop. Robert has experience in implementing webinar sessions.

The project team will also research and assemble additional resource materials related to understanding and managing employees.

Project Team

Team leader and members:

Louise Waterman
Education Coordinator
Louise.Waterman@state.vt.us
Project Coordinator

Project collaborators:

- * Vermont Dairy Producers, project participants
- * Tim Buskey, Vermont Farm Bureau administrator, TBuskey@gmavt.net, assist with promoting the project
- * Robert Milligan, Ph.D, Senior Consultant, Dairy Strategies LLC., workshop and webinar presenter
- * Jim Henion, Director of Consulting Services Cooperative Resources International, Genex Cooperative, Inc., JHenion@CRInet.com, Workshop presenter and availability of existing Genex resources
- * Ruchel St Hilaire, Yankee Farm Credit Administrative Assistant, ruchel.sthilaire@yankeeaca.com, assist with promoting and getting producers into the project by recommending it to clients
- * Steve Paddock, Small Business Development Center of VT, spaddock@vtsbdc.org, assist with promoting and getting producers into the project by recommending it to clients and work with coordinator on the workshop and webinar curriculum

Describe your team's capacity to deliver this project:

Vermont Agency of Agriculture, Food and Markets (VAAFAM) has a long history of delivering programs and services to Vermont producers. They have earned the respect of the farmers they serve. This goodwill among farmers in the state will be a critical factor in ensuring that producers will respond to invitations to participate in this project. VDAFM has a successful track record working with RME on other risk management partnerships.

Knowledge of Vermont Agriculture. The range of activities operated by VAAFAM puts them in a unique position of knowing the farm characteristics, crops, and trends in agriculture within the state.

Access to Producer Information. VAAFAM already has access to extensive data on the production characteristics of farms in the state. They can draw on much of this information to design an effective risk management education project.

Louise Waterman (team leader and AAFM employee) has been working with farmers for many years. She is the project coordinator for one RME on-going farm labor management project and several past RME projects, works with producers on farm transfer planning, facilitates a dairy management team, as well as supporting the coordination of the existing Farm Viability Enhancement Program and working with a young farmer discussion group. She is also currently working with NYCAMH as a project coordinator for a safety grant. As such, she is experienced in building business relationships with farmers and other agricultural professionals, coordinating with other service providers, assigning tasks, delegating and follow-through.

Other team member capacity information included in 'requested documents'.

Original pre-proposal request: \$15,976

Budget

Section A. Senior/Key Person	\$3,300
Section B. Other Personnel	\$0
Total Salary, Wages and Fringe Benefits (A + B):	\$3,300
Section C. Equipment:	\$0
Section D. Travel:	\$0
Section E. Participant/Trainee Support Costs	\$0
Section F. Other Direct Costs:	\$12,450
1. Materials and Supplies:	\$1,500
2. Publication Costs:	Not Allowable
3. Consultant Services:	\$9,250
4. ADP/Computer Services:	Not Allowable
5. Subawards/Consortium/Contractual Costs:	\$0
6. Equipment or Facility Rental/User Fees:	\$800
7. Alterations and Renovations:	Not Allowable
8. Additional Direct Costs:	\$900
Section G. Direct Costs (A thru F):	\$15,750
Section H. Indirect Costs	\$0
Section I. Direct and Indirect Costs (G + H):	\$15,750

Do you have institutional approval? Yes

Are you applying for funding for this project elsewhere or have you received funding for this project previously? No

Explain (if yes)

Sponsored Program or Fiscal Officer Mailing Address

Vermont Agency of Agriculture
Administration
116 State Street
Montpelier, VT 05620-2901
802-828-3567

Budget Narrative

Budget Narrative

Project Number: RME-JDC02959

A. Salaries and Wages – includes salary for 0.05 FTE Project Leader @\$2,500

B. Fringe Benefits - Includes fringe at 32% of \$2,500 salary for Project Leader for a total of \$800.00

C. Total Salaries and Fringe Benefits - \$3300.00

D. Nonexpendable Equipment – None Requested

E. Materials and Supplies/ Participant handouts - \$30 X 50 participants = \$1,500.00

F. Travel – None Requested

G. Publications Costs – None Requested

H. Computer Costs – None Requested

I. Student Assistance – None Requested

J. All Other Direct Costs – Postage for Advertising = \$500. Flyer printing costs = \$400. Room Cost for workshop = @\$800. Consultant/Trainer Fees for one workshop and 3 follow-up meetings in the form of a webinar series = \$9,250.00 (Producers are paying a portion of the consultant fees)
Total Other Costs = \$10,950.00

K. Total Direct Costs - \$3,300.00 + \$1,500.00 + \$10,950 = \$15,750.00

*Participating Producers will contribute \$1,500 towards the Consultant/Trainer Fees.

L. Total Amount Requested = \$15,750.00

APPLICATION FOR FEDERAL ASSISTANCE
SF 424 (R&R)

2. DATE SUBMITTED 02/26/2009	Applicant Identifier RME-JDC02959
3. DATE RECEIVED BY STATE	State Application Identifier

1. * TYPE OF SUBMISSION

Pre-application Application
 Changed/Corrected Application

4. Federal

5. APPLICANT INFORMATION * Organizational DUNS: 809376718

* Legal Name: Vermont Agency of Agriculture, Food & Markets

Department: Administration Division: Administration

* Street1: 116 State Street Street2:

* City: Montpelier County: Washington * State: VT * ZIP Code: 05620-2904

* Country: USA

Person to be contacted on matters involving this application

Prefix: * First Name: Louise Middle Name: Last Name: Waterman Suffix:

* Phone Number: 802-828-6900 Fax Number: 802-828-3831 Email: Louise.Waterman@state.vt.us

6. * EMPLOYER IDENTIFICATION (EIN) or (TIN):
03-6000264

7. * TYPE OF APPLICANT:
A

B. * TYPE OF APPLICATION: New
 Resubmission Renewal Continuation Revision

If Revision, mark appropriate box(es).
 A. Increase Award B. Decrease Award C. Increase Duration
 D. Decrease Duration E. Other (specify)

* Is this application being submitted to other agencies? Yes No

What other Agencies?

Other (Specify):
Small Business Organization Type
 Women Owned Socially and Economically Disadvantaged

9. * NAME OF FEDERAL AGENCY:
USDA CSREES

10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:
10.500

TITLE: USDA CSREES

11. * DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:
Human Resource Management Skills Training for VT Dairy Producers

12. * AREAS AFFECTED BY PROJECT (cities, counties, states, etc.)
Vermont - state wide

13. PROPOSED PROJECT:
* Start Date: July 1, 2009 * Ending Date: December 31, 2010

14. CONGRESSIONAL DISTRICTS OF:
a. * Applicant: Vermont b. * Project: Vermont

15. PROJECT DIRECTOR/PRINCIPAL INVESTIGATOR CONTACT INFORMATION

Prefix: * First Name: Louise Middle Name: Last Name: Waterman Suffix:

Position/Title: Education Coordinator * Organization Name: Vermont Agency of Agriculture, Food & Markets

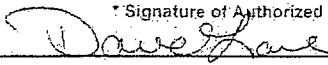
Department: Division: Administration

* Street1: 116 State Street Street2:

* City: Montpelier County: Washington * State: VT * ZIP Code: 05620-2904

* Country: USA

* Phone Number: 802-828-6900 Fax Number: 802-828-3831 Email: Louise.Waterman@state.vt.us

<p>16. ESTIMATED PROJECT FUNDING</p> <p>a. Total Estimated Project Funding <u>\$15,750.00</u></p> <p>b. Total Federal & Non-Federal Funds _____</p> <p>c. Estimated Program Income _____</p>	<p>17. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?</p> <p>a. YES <input type="checkbox"/> THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: _____</p> <p>b. NO <input checked="" type="checkbox"/> PROGRAM IS NOT COVERED BY E.O. 12372; OR <input type="checkbox"/> PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW</p>
<p>18. By signing this application, I certify (1) to the statements contained in the list of certifications* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)</p> <p><input checked="" type="checkbox"/> * I agree</p> <p><small>* The list of certifications and assurances, or an Internet site where you may obtain this list, is contained in the announcement or agency specific instructions.</small></p>	
<p>19. Authorized Representative.</p> <p>Prefix: _____ * First Name: <u>Dave</u> Middle Name: _____ * Last Name: <u>Lane</u> Suffix: _____</p> <p>* Position/Title: <u>Deputy Secretary</u> * Organization: <u>Vermont Agency of Agriculture, Food & Markets</u></p> <p>Department: _____ Division: <u>Administration</u></p> <p>* Street1: <u>116 State Street</u> Street2: _____</p> <p>* City: <u>Montpelier</u> County: <u>Washington</u> * State: <u>VT</u> * ZIP Code: <u>05620-2904</u></p> <p>* Country: <u>USA</u></p> <p>* Phone Number: <u>820-828-1619</u> Fax Number: <u>802-828-2361</u> * Email: <u>David.Lane@state.vt.us</u></p> <p>* Signature of Authorized Representative: <u></u> * Date Signed: <u>2/23/09</u></p>	
<p>20. Pre-application <input type="text"/> Add Attachment <input type="text"/></p>	



Cooperative Resources International

AgSource Cooperative Services Central Livestock Association Genex Cooperative, Inc.

February 16, 2009

Louise Waterman
Education Coordinator
Vermont Agency of Agriculture
116 State St, Drawer 20
Montpelier, VT 05620-2901

Dear Louise

This letter is to confirm CRI's support and agreement to collaborate with you on the "Human Resource Management Skills Training" for Vermont Dairy Producers to be held early next year in Vermont.

As we discussed, we would be pleased to participate as follows:

1. I will be available to conduct any portion of your one-day kick off workshop as you deem useful. CRI would offer my participation as a contribution to the educational program and there would be no fee.
2. We will make available 30 copies of our 'Supervisory Skills for Farm Managers' notebook, with reference materials and 8 DVD's. We would provide these to you at our cost, i.e. \$45.00 per notebook, or \$1350 for 30 people.
3. For use in the follow-up 'webinar' portion of your program, I will provide you with the 'direct links' to any three segments of the 27 topic curriculum that you wish to use. If producers would like to obtain access to the entire curriculum, they can contact me directly.

Finally, CRI will check with you prior to scheduling any similar training in order to avoid any overlap of similar topics in Northern Vermont.

Please let me know if you have any questions. Thanks!

Sincerely,

Jim Henion
Director of Consulting Services



February 16, 2009

Louise Waterman
Education Coordinator
Vermont Agency of Agriculture
116 State St, Drawer 20
Montpelier, VT 05620-2901

Dear Louise:

This letter is to confirm that I plan to collaborate with you on the project "Human Resource Management Skills Training for Vermont Dairy Producers." As we have discussed, I plan to lead the blended learning component of the project where we will have a series of sessions – perhaps one when the participants meet onsite – focused on actual implementation of supervisory skills and culminating in the implementation of a monthly performance management coaching system. The beauty of the blended learning structure is enhanced learning and actual implementation as it combines the best of onsite seminar and peer group discussion. Several participants in our blended learning sessions have commented that the cost efficiency was what interested them but what they like the best is that everyone learns and implements more.

I have been focused on blended learning education and teaching Webinars for the last six years. At this moment I am teaching five such sessions. Prior to my position as consultant/educator, I was a Professor at Cornell University with extension, research and resident teaching responsibilities. Below is a brief professional bio:

Dr. Robert A. Milligan is Senior Consultant with Dairy Strategies, LLC – a business, leadership and human resource consulting business focused on the dairy industry. Bob is also Professor Emeritus, Cornell University. At Cornell he was an award winning instructor in the 4th ranked undergraduate business program. Bob is best known in extension for developing and leading the PRO-DAIRY Program – a program that developed and taught leadership



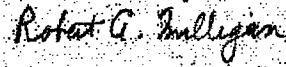
W10726 Woodland Road, Bruce, Wisconsin 54819-9600

www.dairystrategies.com

and management principles and concepts. These ideas and materials have been used throughout the country. Bob's vision is to provide insight to managers by presenting complex human resource and business concepts in formats that are understandable and useable. Bob is a pioneer in Webinar teaching. He is co-author of a personnel management book for the Golf Course Superintendents of America and is a member of their teaching faculty and of the Cornell Dairy Executives Program. Dr. Milligan has received numerous teaching and extension awards including being named a J. Thomas Clark Professor of Entrepreneurship and Personal Enterprise and the National Association of Colleges and Teachers of Agriculture Teaching Award of Merit. Bob lives in St. Paul, Minnesota.

I look forward both to working with you and others and to the successful implementation of human resource skills and principles on Vermont farms.

Full steam ahead,



Dr. Bob Milligan
Senior Consultant, Dairy Strategies LLC.
Professor Emeritus, Cornell University



Chaput Family Farms
2473, Rt. 105 East
North Troy, VT. 05859
Tel: 802-988-2844
Fax: 802-988-9660
E-mail: cft1991@hotmail.com

Northeast Center for Risk Management Education
University of Delaware

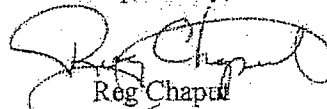
February 12, 2009

To whom it concerns,

I am writing this letter in support of the "Human Resource Management Skills Training for Vermont Dairy Producers Project". Due to the current consolidation and growth of dairy farms, today's dairy producers are becoming less "dairy herd managers" and more "human resource managers". In many instances, a dairy farm's profitability today depends more on a dairy producer's ability to manage people than on his/her ability to manage cows.

As a Dairy owner and employer of 18 employees, I can testify to the fact that I spend a majority of my time not managing cows but managing the people who manage the cows. There is a true need for a project as mentioned above. These classes will really help us as dairy producers to not only learn how to communicate our own needs but also help us to better understand the intricacies of employee management and improve morale and productivity, and thus, assure the profitability of our operations. It would also improve retention of good employees, which is essential for any business to be successful in today's competitive market. Please know that I fully support the Project and hope that you will give serious consideration to funding this important need.

Respectfully,


Rég Chaput
Chaput Family Farms

Vermont Farm Bureau, Inc.

February 16, 2009

Northeast Center for Risk Management Education
University of Delaware

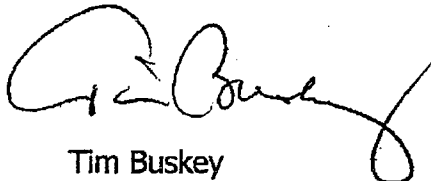
Re: Human Resource Management Skills Training for Vermont Dairy Producers
Project Number: RME-JDC02959

Vermont Farm Bureau supports the Human Resource Management Skills Training for Vermont Dairy Producers Project as a way to sustain efforts to improve dairy farmers Human Resource management skills. There is a clear and demonstrated need for training among dairy farmers because of the complicated rules, documentation and interaction required in today's business climate.

Human resource risk for Vermont dairy businesses can be managed through improved human resource management. Vermont dairy producers are concerned about the ability to maintain a productive, stable and committed workforce. These challenges hamper farm productivity and have an impact on farm profitability.

Vermont Farm Bureau would participate in the publicity of the training programs to our 4000 members through all of our publications. In addition we offer to sponsor one or more of the training sessions. We expect that participants would improve their performance feedback skills as well as their conflict management skills and learn new human resource management tools as a result of participating in this project.

Thank you for considering this project for funding.



Tim Buskey
Administrator

"An Award Winning Partnership of Government, Education, and Business"



Addison County Economic Development Corporation
1590 Route 7 South, Suite 2
Middlebury, VT 05753
Tel: (802) 388-7953
Fax: (802) 388-0119

February 18, 2009

Louise Waterman
Vermont Agency of Agriculture, Food and Markets
116 State St.
Montpelier, VT 05620-2901

RE: Human Resources Management Skills Training for Vermont Dairy Producers


Dear Louise,

I am writing to express my support of your project to provide assistance for Human Resources Management Skills Training for Vermont Dairy Producers.

Your program outline appears to offer education, networking, and support opportunities to assist Vermont farmers to improve their ability to manage their human resources function. Through my work with Vermont dairy farmers, I have observed the need for this type of support to help them improve their HR management skills.

I wish you good luck with your program and offer the support of the VtSBDC in your efforts.

Sincerely,



Steve Paddock

Burlington ♦ Montpelier ♦ Randolph ♦ Center ♦ Rutland ♦ Springfield ♦ St. Johnsbury ♦ White River Junction
Middlebury ♦ Bennington ♦ St. Albans ♦ North Hero ♦ Morrisville ♦ Wilder ♦ Brattleboro

A partnership with the U.S. Small Business Administration



Yankee Farm Credit, ACA

289 Hurricane Lane, Suite 102
P.O. Box 467
Williston, Vermont 05495
802/879-4700 FAX 802/878-0360
www.yankeeaca.com

February 20, 2009

To Whom It May Concern:

Yankee Farm Credit is please to be a collaborator with the Vermont Agency of Agriculture for project #RME-JDC02959. We intend to collaborate by informing our customers, more than 50% of whom are dairy producers, of the opportunity this project offers.

We feel that the project, Human Resources Management Skills Training for Vermont Dairy Producers, is very valuable and will provide necessary skills to some of Vermont's dairy farms.

Sincerely,

Ruchel D. St. Hilaire
Executive Assistant

Who is Tom Fuhrmann DVM?

Tom started DairyWorks as an outgrowth of his veterinary consulting practice. He sees dairies growing larger, becoming efficient, productive and profitable businesses. Just like any growing business, dairy owners and managers benefit from programs to organize and train their employees. Through DairyWorks, Tom teaches, trains, consults and troubleshoots production management issues for dairy producers and their employees.



- Tom is a dairy cattle veterinarian; a practitioner with over 25 years of experience working exclusively with dairy herds.
- Tom understands the job and "connects" with herdsmen, dairy owners, managers and workers.
- Born and raised on a Wisconsin dairy, Tom dedicated his veterinary career to the dairy industry and dairy cows.
- Having worked with some of the largest and highest producing dairies in the U.S. and around the world, Tom knows what it takes to be successful.
- Years of hands-on cowside experience have taught Tom about practical application.

Tom knows cows and understands people. He can explain principles and facts and demonstrate how to put these into practice for better results. Through DairyWorks, he brings years of experience and a passion for results to help producers improve management on dairies.

[Complete Description of Products and Services](#) | [DairyWorks Management Seminar](#) | [Technical Training for Herdsmen](#)
[Who is Tom Fuhrmann DVM](#) | [Leadership Skills for Large Dairies](#) | [Customized Milker Training](#) | [Contact Us](#) | [Join Our Mailing List](#)

20118 N. 67th Ave. Suite 300-483 | Glendale, AZ 85308 | Phone: (480) 831-6358 | Fax: (623) 825-0654 | Email:
DairyWorks@aol.com
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Hi Louise,

The seminar agenda we discussed is attached. Give me a call once you've had a chance to review it and we can talk about which topics you would like to focus on for your session.

Thanks,
Cindy Bailey
DairyWorks

**DairyWorks
Seminar Schedule**

Day 1

MORNING

Introduction, getting to know each other

Workers are your commodity; cows are the production unit in your dairy business

- managing employees and HOW they work are crucial to your profitability and productivity
- identifying people management principles that work
- the owner or manager's responsibility: to "systemize your dairy business" a responsibility you can not shrink from

BREAK

Organizing Work the KEY to profitability and productivity and the SECRET to making an owner or manager's life satisfying and in control

- flow charts: a practical method of describing work routines and training workers
- organizing work on your dairy is both yours and your workers responsibility
- Stotz Dairy...how schedules and work are organized through flow charts

LUNCH

AFTERNOON

Motivating Workers to "do the right thing"

- hiring the right people

- intrinsic and extrinsic motivation
- participatory management
- workers can do the right thing, all the time
- incentives...advantages and disadvantages

BREAK

Your dairy as a manageable Business WHO is responsible

- structure your dairy to look and act like a business
- work ON your dairy, not IN your dairy
- job responsibilities as functions, not as personalities

BREAK

WHAT workers are supposed to accomplish (not HOW they are to do it)

- objectives: what am I supposed to accomplish at the end of the day?
- quantitative and qualitative measures how good do we want to be?
- job descriptions and the employee manual

END DAY 1

DAY 2

MORNING

Your Organizational Diagram ... the importance of clarifying departments, teams of workers

- a "team" has 4 components
- some people are leaders, most are followers
- three reasons why organizational diagrams are essential to managing your dairy business
- developing goals for your teams

BREAK

Exercises =

- Organizational Diagrams for your dairy
- Developing goals ... Key Indicators

LUNCH

AFTERNOON Key Performance Indicators ... Using records to manage workers

- 4 components to develop KPI's
- Using records to manage people, NOT cows
- "focusing" workers through feedback
-

BREAK

Practical examples to use KPI's for your dairy

SUMMARY

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

BASIC GRANT INFORMATION				
1. Agency:	Agency of Agriculture, Food & Markets			
2. Department:				
3. Program:	Human Resource Management Skills Training for Vermont Dairy Producers			
4. Legal Title of Grant:	Risk Management Education			
5. Federal Catalog #:	N/A			
6. Grant/Donor Name and Address: University of Delaware Research Office 210 Hullihen Hall Newark, DE 19716				
7. Grant Period:	From:	7/1/2009	To:	12/31/2010
8. Purpose of Grant: The Agency of Agriculture will hold a one day 'live' workshop and 5 follow-up meetings as a webinar series on improving human resource management skills for Vermont dairy businesses.				
9. Impact on existing program if grant is not Accepted: None.				
10. BUDGET INFORMATION				
	SFY 1	SFY 2	SFY 3	Comments
	FY 2010	FY 2011	FY	
Expenditures:				
Personal Services	\$8,300	\$4,250	\$	
Operating Expenses	\$2,200	\$1,000	\$	
Grants	\$	\$	\$	
Total	\$10,500	\$5,250	\$	
Revenues:				
State Funds:				
Cash	\$	\$	\$	
In-Kind	\$	\$	\$	
Federal Funds:				
(Direct Costs)	\$	\$	\$	
(Statewide Indirect)	\$	\$	\$	
(Departmental Indirect)	\$	\$	\$	
Other Funds:				
Grant (source University of Delaware)	\$10,500	\$5,250	\$	
Total	\$10,500	\$5,250	\$	
Appropriation No:	2200030000/prog.#21889	Amount:	\$15,750	
			\$	
			\$	
			\$	

REC'D JUN 30 2009

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

		\$
		\$
	Total	\$

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: Roger Allbee Agreed by: RAE (initial)

12. Limited Service Position Information:	# Positions	Title
Total Positions		

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: <u>Dave Lane for Roger Allbee</u>	Date: <u>6/24/09</u>
	Title: _____	
	Signature: _____	Date: _____
	Title: _____	

14. ACTION BY GOVERNOR

<input checked="" type="checkbox"/> Check One Box: Accepted	<u>[Signature]</u> (Governor's signature)	<u>7/6/09</u> Date:
<input type="checkbox"/> Rejected		

15. SECRETARY OF ADMINISTRATION

<input checked="" type="checkbox"/> Check One Box: Request to JFO	<u>[Signature]</u> (Secretary's signature or designee)	<u>7/1/09</u> Date:
<input type="checkbox"/> Information to JFO		

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)
<input type="checkbox"/> Grant Agreement	<input type="checkbox"/> Form AA-1PN attached (if applicable)
<input type="checkbox"/> Grant Budget	

End Form AA-1