

### 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

PHONE: (802) 828-2295

FAX: (802) 828-2483



### 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 #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]

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; <a href="mailto:nlavery@leg.state.vt.us">nlavery@leg.state.vt.us</a>) if you have questions or would like an item held for Joint Fiscal Committee review. Unless we hear from you to the contrary by <a href="mailto:July 27">July 27</a> 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

PHONE: (802) 828-2295

FAX: (802) 828-2483



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

	FIN	ANCE			F VERMOI ENT GRANT	NT REVIEW FOI	RM
Grant Summary:			manag	gement and			lucers related to risk one day workshop and a
Date:			3/30/2	.009			
Department:			Agricu	ulture, Foo	d and Markets	· · · · · · · · · · · · · · · · · · ·	
Legal Title of Grai	nt:		Risk N	Manageme	nt Education		
Federal Catalog #:			N/A		· · · · · · · · · · · · · · · · · · ·		
Grant/Donor Nam	e and Add	ress:	Unive	rsity of De	laware Reseach	Office 210Hullil	hen Hall Newark, DE 19716
Grant Period:	From:		7/1/20	009 <b>To:</b>	12/31/201	10	
Grant/Donation			\$15,75				
Grant Amount:	<b>SFY</b> \$10,5			<b>FY 2</b> 5,250	SFY 3 \$	<b>Total</b> \$15,750	Comments
Position Informati	on:	# Posit	tions	Explana	tion/Comment	8	
Additional Commo	ents:						
Department of Fina	nce & Ma	nageme	nt			A 21.100	(Initial)
Secretary of Admin	istration	RPI	1		•	RPM 7/1/09	(Initial)
Sent To Joint Fiscal	Office		· · · · ·			7/6/0	Date
	<u> </u>						

RECEIVED

111 10 2009

JOINT FISCAL OFFICE

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

BASIC GRANT INFORM	ATION	-	**	
1. Agency:	Agency of Agriculture	Food & Markets		•
2. Department:			<del> </del>	•
		·		
3. Program:	Human Resource Man	agement Skills Training f	or Vermont Dairy	Producers
		-8	or verment Burry	Troduceis
4. Legal Title of Grant:	Risk Management Edu	acation	· · · · · · · · · · · · · · · · · · ·	
5. Federal Catalog #:	N/A		·	
	· .			<u>∽</u>
6. Grant/Donor Name and	Address:	· · · · · · · · · · · · · · · · · · ·		<del></del>
University of Delaw				
Research Office		•		_
210 Hullihen Hall				<del>.</del>
Newark, DE 19716	•		and analysis.	<b></b>
	om: 7/1/2009	To: 12/	/31/2010	**************************************
		1 20. 1 22/	31/2010	<u> </u>
8. Purpose of Grant:	<del> </del>			,
	culture will hold a one da	ay 'live' workshop and 5 f	ollow-up meeting	s as a webinar series on
improving human re	source management skill	s for Vermont dairy busing	nesses	s as a wooman scries on
9. Impact on existing progr				
None.	BI WILL ID MOUTIOU	pwa.	•	
10. BUDGETINFORMAT	ION	****		
10.1900412.5111.000	SFY 1	CITY LA		
Expenditures:	FY 2010	SFY 2	SFY 3	Comments
Personal Services		FY 2011	FY	· · · · · · · · · · · · · · · · · · ·
	\$8,300	\$4,250	<u> </u>	
Operating Expenses	\$2,200	\$1,000	\$	
Grants	\$ \$ \$	\$	\$	* *
Tota	al \$10,500	\$5,250	\$	
Revenues:				
State Funds:	\$	\$	\$	
Cash	\$	\$	\$	
In-Kind	\$	\$	. \$	
Federal Funds:	\$	\$	\$	
(Direct Costs)	\$	\$	\$	
(Statewide Indirect)	\$	\$	\$	
(Departmental Indirect)	\$	\$	\$	
Other Funds:	\$	\$		
	\$ of	\$	\$ .	
Grant (source University	of		\$ .	
Grant (source University Delaware)	of \$10,500	\$5,250	\$ .	
Grant (source University	of \$10,500		\$ .	
Grant (source University Delaware)  Tota	of \$10,500 al \$10,500	\$5,250 \$5,250	\$ \$ \$	
Grant (source University Delaware)  Tota	of \$10,500	\$5,250	\$ \$ \$ \$	
Grant (source University Delaware)  Tota	of \$10,500 al \$10,500	\$5,250 \$5,250	\$ \$ \$	

### 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? X 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: \ (initial) 12. Limited Service **Position Information:** # Positions Title **Total Positions** 12a. Equipment and space for these Is presently available. Can be obtained with available funds. positions: 13. AUTHORIZATION ATGENCATOEPARTIMENT I/we certify that no funds Signature: beyond basic application preparation and filing costs Title: have been expended or committed in anticipation of Signature: Date: Joint Fiscal Committee approval of this grant, unless previous notification was Title: made on Form AA-1PN (if applicable): 14. ACTION BY GOVERNOR Check One Box: Accepted (Governor's signature) Rejected 15. SECRETARA OF ADMINISTRACTION Check One Box: [109 Request to JFO (Secretary's signature or designee) Date: Information to JFO

**Required GRANT Documentation** 

End Form AA-1

Notice of Donation (if any)

Grant (Project) Timeline (if applicable)

Request for Extension (if applicable)

Form AA-1PN attached (if applicable)

Request Memo

Notice of Award

Grant Agreement

Grant Budget

16. DOCUMENTATION REQUIRED

Dept. project approval (if applicable)

October 2008 FDF. Research Subaward Agreement						
Institution/Organization ("Prime Recipient")	[Institution/Organization ("Subrecipient")					
Name: University of Delaware	Name: Vermont Agency of Agriculture, Food & Markets					
Prime Award No.: 2007-49200-03888	Subaward No.: 19722 CFDA #: 10.500					
Awarding Agency:	Amount Funded This Action: Est. Total (If incrementally funded)					
USDA	\$15,750.00 \$15,750.00					
Principal Investigator - Don Tilmon	Project Director - Louise Waterman					
Subaward Period of Performance: Budget Period: From; To;	Estimated Project Period (if incrementally funded): From: To:					
07/01/2009 12/31/2010	07/01/2009 12/31/2010					
Project Title:						
NECRME - Huggen Resource Management Skills Training for Vermont Dairy Producers						
Reporting Requirements (Check here if applicable:  See Attachment 4)	ARRA Funds					
Terms &	Conditions					
Prime Recipient hereby awards a cost reimbursable subaward, as desc	ribed above, to Subrecipient. The statement of work and budget for this					
subaward are (check one): As specified in Subrecipient's proposal dat	ed ; or 🔀 as shown in Attachment 5. In					
its performance of the subaward work, Subrecipient shall be an independ	ent entity and not an employee or agent of Prime Recipient.					
standard invoice, but at a minimum shall include current and cumulative	nthly for allowable costs. All invoices shall be submitted using Subrecipient's costs (including cost sharing), subaward number, and certification as to truth baward Number shall be returned to Subrecipient. Invoices and questions con-					
cerning invoice receipt or payments should be directed to the appropriat	e party's Financial Contact as shown in Attachments 3A & 3B.					
of costs shall constitute Subrecipient's final financial report.	marked "FINAL" must be submitted to Prime Recipient's IT LATER THAN sixty (60) days after subaward end date. The final statement int within the total estimated cost in the event such adjustment is necessary					
as a result of an adverse audit finding against the Subrecipient.						
Attachments 3A and 3B. Technical reports are required as shown above,						
6) Matters concerning the request or negotiation of any changes in the te	<del>,,</del>					
changes requiring prior approval, should be directed to the appropriate p	approval of each party's Authorized Official as shown in Attachments 3A & 3B.					
•	the negligent acts or omissions of its employees, officers, or director's, to the					
8) Either party may terminate this subaward with thirty days written notice Attachments 3A & 3B. Prime Recipient shall pay Subrecipient for termina	te to the appropriate party's Administrative Contact as shown in tion costs as allowable under OMB Circular A-21 or A-122 or 45 CFR Part 74 I Development under Grants and Contracts with Hospitals" as applicable.					
	equests for a no-cost extension should be addressed to and received by the ess than thirty (30) days prior to the desired effective date of the requested					
10) The Subaward is subject to the terms and conditions of the Prime Aw	ard and other special terms and conditions, as identified in Attachment 2.					
<ol> <li>By signing below Subrecipient makes the certifications and assurance comply with applicable statutory and regulatory requirements specified in http://www.nsl.gov/bfa/dias/policy/rtc/appc.pdf.</li> </ol>						
By an Authorized Official of Prime Recipient	By an Authorized Official of Subrecipient					
Katherma M Japans 6/18/09	Dave Lace 6/16/09					

# 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 <a href="http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf">http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf</a>

### 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 < <a href="http://www.nsf.gov/bfa/dias/policy/rtc/terms.pdf">http://www.nsf.gov/bfa/dias/policy/rtc/terms.pdf</a> and Agency Specific Requirements found at <a href="http://www.nsf.gov/pubs/policydocs/rtc/esrees">http://www.nsf.gov/pubs/policydocs/rtc/esrees</a> 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.

### 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 [V] No (If No, Carry Forward requests must be sent to Prime Recipient's 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
Print/Type Name

# Attachment 3A Research Subaward Agreement

Subaward Number:

Research Subaward Agreement	19722
Prime Recipient Contacts	
Institution/Organization ("Prime Recipient")	
Name: University of Delaware	
Address: Research Office	
210 Hullihen Hall	
City: Newark State: DE	ZipCode: 19716
	•
Administrative Contact	
Name: Katherine M. Lyons	
Address: University of Delaware	
Research Office	
210 Hullihen Hall	
City: Newark State: DE	ZipCode: 19716
Telephone: 302-831-8626 Fax: 302-831-2828	
Email: kmlyons@udei.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: httlimon@udel.edu	
Financial Contact Name: Same as Administrative	
<u> </u>	
Address:	
City: State:	ZipCode:
Telephone: Fax:	
Email:	
Authorized Official	
Name: Same as Administrative	
Address:	
City: State:	ZipCode:
	ZipCode:
City: State: Fax: Email:	ZipCode:

### Attachment 3B Subaward Number: 19722 Research Subaward Agreement **Subrecipient Contacts** Institution/Organization ("Subrecipient") Name: Vermont Agency of Agriculture, Food & Markets Address: 116 State Street ZipCode: 05620-2901 City: Montpelier EIN No.: 03-6000264 C Yes @ No Reg. in CCR? DUNS No.: Congressional District: Congressional District: Congressional District: VT 809376718 Vτ Administrative Contact Name: Louise Waterman Address: 116 State Street ZipCode: 05620-2901 City: Montpelier State: 802-828-3831 Telephone: 802-828-6900 Fax: Louise.Waterman@state.vt.us Principal Investigator Name: Louise Waterman Address: 116 State Street ZipCode: 05620-2901 City: Montpelier State: VT Telephone: |802-828-6900 802-828-3831 Fax: Louise.Waterman@state.vt.us Financial Contact Name: Mary Morrison Address: 116 State Street ZipCode: 05620-2901 State: VT City: Montpelier Telephone: 802-828-3567 Fax: 802-828-3831 Mary Morrison@state.vt.us Email: Authorized Official Name: David Lane Address: 116 State Street State: VT ZipCode: 05620-2901 City: Montpelier Telephone: 802-828-1619 802-828-3831 David.Lane@state.vt.us Email:

# 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 <u>all</u> 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 <u>necrme.org</u> (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 requ	ired.		•
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 Princip	pal Investigator on this date	· · · · · · · · · · · · · · · · · · ·	<del>-</del>
No equipment was purchased with these funds (eq nonexpendable tangible personal property having a useful more) Equipment purchased (please list below and add add add add add add add add add	ul life of more than 1 year a		\$5,000 or
Total expenditures of \$ have been incurr	red. This has been or will be	e paid.	
I herby certify the above information is correct and in accagreement. Subrecipient does herby remise, relent, and d and employees of and from all liabilities, obligations, clasfrom the said subaward agreement.	lischarge the University of	Delaware, it	s officers,
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	ē.	od of Peri 5/2007 thi	ormance ough 09/14/2008	4. Type of Instrui Grant	ment
5. Type of Action	6. CFDA Number	7. CAN 8	.M0	- 1	9. Method of Payr	nent	10. CRIS Number
New .	10.500	1		.	DHHS Payment Mar	nagement System	0211442
11.Authority: 7 U.S.C. 3318, P.L. 10	06-224, Sec. 133 of P. L	106-224, Ag Risk Manag	ement E	ducation C	ompetitive Grants Pr	ogram	
12. Agency (Name and Awards Managemer Cooperative State R Washington, DC 20	nt Branch lesearch, Education, ar	nd Extension Service/USDA		Unive	dee Organization sity of Delaware k, DE 19716		
14. Program Point of ( Janie S. Hipp Telephone: (202) 72 jhipp@csrees.usda.	Jeffre 0-3605 Telep	ninistrative Point of Conta ey B. Jacobs phone: (202) 690-5717 bs@csrees.usda.gov	ct:	Hame	ct Director/Performi s Don Tilmon sity of Delaware k, DE	ng Organization	
16. Funding:	Federal	Non-Federal	17. Fu	nds Charg	eable		
Previous Total	\$0.00	\$0.00	Ð	- FDC	Amount	FY - FDC	Amount
+ or -	\$900,000.00	\$0.00	07	- 743-4920	900,000.00		
Total	\$900,000.00	\$0.00					
Grand Total	\$900,000	0.00					
18. Title of Proposal Northeast Regional (	Center for Risk Manage	ement Education					

### **PROVISIONS**

### This Award incorporates the following:

- 1. The referenced proposal and any revision thereto incorporated by reference
- 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
- 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.

гуреа магле	
Adriene Woodin	
Authorized Departmental Of	fficer

CSREES-2009 February 2002

Signature			ChA
land	<u>W.</u>	3011en	quitt

18

Date 9/13/07

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

1. Award No. 2007-49200-03888	Amendment i	No. 2. Propo 2008-0	sal Number 3803		od of Perfo 5/2007 thro	rmance ugh 08/31/2009	4. Type of Instru Grant	ment
5. Type of Action Continuation	6. CFDA Number 10.500	r 7. CAN	]8	3.M0	- 1	9. <b>M</b> ethod of Pay DHHS Payment Ma		10. CRIS Number 0211442
11.Authority: 7 U.S.C. 3318, P.L. 10	)6-224, Sec. 133 o	f P. L. 106-224,	Ag Risk Manag	jement Ed	ducation Co	mpetitive Grants Pi	rogram	
12. Agency (Name and Awards Managemer Cooperative State R Washington, DC 20	nt Branch Research, Educatio	n, and Extensic	on Service/USD/	٩.	Univers	ee Organization ity of Delaware , DE 19716		
14. Program Point of 0 Janie Hipp Telephone: 202-720 jhipp@csrees.usda.	-3605	Administrative Jeffrey B. Jacob Telephone: 202 jjacobs@csrees	-690-5717 ·	act:	Hames Univers	t Director/Perform Don Tilmon ity of Delaware , DE 19716	ing Organization	
16. Funding:	Federal	No	n-Federal	17. Fu	nds Charge	able		
Previous Total + or - Total Grand Total	\$900,000.00 \$900,000.00 \$1,800,000.00	00,000,00	\$0.00 \$0.00 \$0.00	_	<b>Y - FDC</b> 3- 843-49200	<u>Amount</u> 3 \$900,000.00	FY - FDC	<u>Amount</u>
Grand Total  18. Title of Proposal  Northeast Regional			- Africa					

#### •

- This Award incorporates the following:
- 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
- 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.

**PROVISIONS** 

- 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.
- 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):

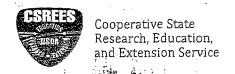
Laurie Wolinski (University of Delaware)

#### 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	Signature	Date
Carol A. Langguth Authorized Departmental Officer	CLANGGUTH	09/18/2008





Washington, DC 20250-2200

MAY 2 2 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 email at <a href="mailto:Iberna@csrees.usda.gov">Iberna@csrees.usda.gov</a>.

Sincerely,

EUGENIA SPOHRER

Authorized Departmental Officer Awards Management Branch Office of Extramural Programs

14



### 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 <u>all are welcome</u>.
- 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").

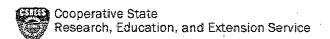
- Submit a Final Report online upon completion of the project (please note that final payment or up
  to 15% of allocated funds may be withheld until all reporting requirements are met). The Final
  Report for each project is a public document, and will ultimately be available for viewing online in
  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 <u>all</u> 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 <u>necrme\_org</u> (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: 5/4/0

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





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: 11

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 industries 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 Proposed Result(s) that will Topic Producer When Est. # How Will You Verify happen by end of project Action Measured Participants will improve existing Employee Understand April, 2010 45 Written Evaluation performance feedback and conflict management management skills and learn new and communi tools and systems to keep cation employees happy, informed and working productively together to achieve farm goals while positive changes occur on their farm. Participants will see a decrease in Implement Employee April, 2010 45 Audience Response employee/employer and management System employee/employee conflict and an and communi increase in employee productivity cation due to improved communications Pariticpants will complete Employee Develop April, 2010 30 Personal Interview performance review worksheets management with more employees as well as and communi written job descriptions and job cation protocals. Proposed Result(s) that will Topic Producer When Est. # How Will You Verify happen after project Action Measured Participants will continue with their Employee Implement June, 2010 Phone Interview individual action plan to address management human resource management and communi concerns on their farms cation Participants will continue to use Employee Implement June, 2010 Phone Interview their new skills and tools to improve management communications with their and communi employees cation Participants will have improved Interpersonal, Implement Phone Interview communications with family family and members and their community due business to improved conflict management relationships skills

### 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 industries 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

	What Project Team Does	What Participants Do	When Measured	Est. Number
1	Set up one day workshop date and location + set up follow-up webinar dates with collaborators and determine specfic 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 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	
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

	What Project Team Does	What Participants Do	When Measured	Est. Number
	Attend/Present/Facilitate at webinar sessions	Participants will, during the workshop and webinar sessions, share their specfic 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
- \* Lim 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 (VAAFM) 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 VAAFM puts them in a unique position of knowing the farm characteristics, crops, and trends in agriculture within the state.

Access to Producer Information. VAAFM 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'.

### 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
<ol><li>Subawards/Consortium/Contractual Costs:</li></ol>	. ·	\$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	2. DATE SUBMITTED 02/26/2009		Applicant Identifier RME-JDC02959	Applicant Identifier RME-JDC02959		
SF 424 (R&R)	3. DATE RECI	EIVED BY STATE	State Application	dentifier		
1. * TYPE OF SUBMISSION  Pre-application	4. Federal					
☐ Pre-application ☐ Application ☐ Changed/Corrected Application						
5. APPLICANT INFORMATION	No. 2010 and an incident state of the state		nal DUNS: 809376718			
*Legal Name: Vermont Agency of Agriculture, F	********			* To a " difference or a recomplete so your if when additions do not additional finance.		
Department: Administration	Division: A	dministration				
*Street1: 116 State Street	Street2:			16-14 ( part ) - marine marin 4 and 1 de la com-		
*City: iMontpelier Cou	nty: Washing	ton	* State: VT	* ZIP Code: 05620-290		
*Country: USA						
Person to be contacted on matters involving this applica	tion					
Prefix: * First Name:	Middle Name:		* Last Name.	Suffix:		
Louise			Waterman			
* Phone Number: 802-828-6900 F	ax Number: (80	2-828-3831	Email: Louise.Water	rman@state.vt.us		
6. * EMPLOYER IDENTIFICATION (EIN) or (TIN):		7. TYPE OF APPLICAN	NT:			
03-6000264		A				
8. TYPE OF APPLICATION: New		Other (Specify):	•			
Resubmission Renewal Continuation	Revision.	Women Owned	Small Business Organization  Socially and	n Type d Economically Disadvantaged		
If Revision, mark appropriate box(es).		9. NAME OF PEDERAL	AGENCY:			
A. Increase Award B. Decrease Award C. Increase Duration USDA CSREES						
D. Decrease Duration E. Other (specify)		10. CATALOG OF FEBERAL DOMESTIC ASSISTANCE NUMBER:				
* Is this application being submitted to other agencies?	Yes No	10.500				
What other Agencies?	·····	TITLE: USDA CSREE	ES			
11. * DESCRIPTIVE TITLE OF APPLICANT'S PROJEC	T:					
Human Resource Management Skills Training for	or VT Dairy Pro	oducers				
12. * AREAS AFFECTED BY PROJECT (cities, countill Vermont - state wide	es, states, etc.)	-		•		
venium - state wide	·	<del></del>				
13. PROPOSED PROJECT:		14. CONGRESSIONAL I				
Start Date Ending Date  July 1, 2009 December 31, 2010		a. * Applicant Vermont	b. † Project Vermont			
15. PROJECT DIRECTOR/PRINCIPAL INVESTIGATOR Prefix: * First Name:	R CONTACT INF Middle Name:	ORMATION	* Last Name:	Suffix		
Louise	(Mode Notice)		Waterman			
Position/Title: Education Coordinator	, * Organizati		ency of Agriculture, Food	& Markets		
Department: Division: Administration						
* Street1: 116 State Street Street2:						
*City: Montpeller County: Washington *State: VT *ZIP Code: 05620-290						
· Соыліту: USA		<u> </u>				
* Phone Number: '802-828-6900 Fa	x Number: 802	2-828-3831	Email: Louise.Wate	erman@state.vt.us		

OMB Number: 4040-0001 Expiration Date: 04/30/2008

SF 424 (R&R) APPLI	CATION FOR FEDERAL ASSI	STANCE	Page 2
16. ESTIMATED PROJECT FUNDING	i i	17. IS APPLICATION SUBJECT TO REVIEW BY STATE EXEC ORDER 12372 PROCESS?	CUTIVE
a. * Total Estimated Project Funding	\$15,750.00	a. YES THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 1: PROCESS FOR REVIEW ON:	
c. * Estimated Program-Income		DATE:	
c. Estimated Flogram modifie.		b. NO   PROGRAM IS NOT COVERED BY E.O. 12372; OR	
·	-	PROGRAM HAS NOT BEEN SELECTED BY STATE REVIEW	FOR
true, complete and accurate to the resulting terms if I accept an away criminal, civil, or administrative	he best of my knowledge. I also ard. I am aware that any false, fic penaities. (U.S. Code, Title 18, S	ed in the list of certifications* and (2) that the statements he provide the required assurances * and agree to comply wit titious, or fraudulent statements or claims may subject me ection 1001)  (this list, is contained in the announcement or agency specific instructions.	h any
19. Authorized Representative			
Prefix: *First:Name:	Middie Name:	* Last Name:	Suffix:
Dave		Lane	<u> </u>
* Position/Title: Deputy Secretary	* Organizațior	vermont Agency of Agriculture, Food & Markets	
Department:	Division:	Administration	
Street1: 116 State Street	Street2:		
* City: Montpélier	County: Washingto	on State: VT ZIP Cod	e: .05620-29 <b>6</b>
* Country: USA			
*Phone Number: 820-828-1619	Fax Number: ,802-8	228-2361 Email: David Lane@state.vl.u	ls.
Signature of Author	ized Representative	* Date Signed* 2/25/09	
20. Pre-application		Add Attachment	Sayah Asiya (Asiya Mili

OMB Number: 4040-0001 Expiration Date: 04/30/2008



# 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 4<sup>th</sup> 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



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

Rotat G. Bully

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 Chapel 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



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



#### 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-IDC02959. 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

chel D. St. Hilaire

Executive Assistant

#### Who is Tom Fuhrmann DVM?

Tom started Dairy Works 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 Dairy Works, 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 diary 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 Dairy *Works*, he brings years of experience and a passion for results to help producers improve management on dairies.

Complete Description of Products and Services | Dairy Works 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

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

Dairy Works
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:			3/30/20	009				
Department:			Agricu	ılture, I	Food an	d Markets		
Legal Title of Gra	nt:		Risk M	<b>l</b> anage	ment Ed	lucation		
Federal Catalog #:			N/A					
Grant/Donor Nam	e and Add	ress:	Univer	University of Delaware Reseach Office 210Hullihen Hall Newark, DE 19716				
Grant Period:	From:		7/1/2009 <b>To:</b> 12/31/2010					
Grant/Donation			\$15,750					
Grant Amount:	\$10,5			F <b>Y 2</b> 5,250		SFY 3	<b>Total</b> \$15,750	Comments
Grant Amount.	\$10,5		φ.	,200		ψ		
Position Informati	on:	# Posit		Expla	nation/	Comments	-	
Additional Comm	Additional Comments:							
Department of Finance & Management H (Initial)						(Initial)		
Secretary of Administration $fpm$ $fpm$ $fpm$ $7/1/09$ (Initial)					(Initial)			
Sent To Joint Fisca	Sent To Joint Fiscal Office 7/6/09 Date						Date	
						<u>.</u>		<u> </u>

RECEIVED

111 10 2009

JOINT FISCAL OFFICE

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

BASIC GRANT INFOR	MATIO		EAST-A		
1. Agency:	Ager	ncy of Agriculture,	Food & Markets		
2. Department:				······································	•
3. Program:	Hum	an Resource Mana	agement Skills Trainin	g for Vermont Dai	ry Producers
4. Legal Title of Grant:	Risk	Management Edu	ıcation		
5. Federal Catalog #:	N/A			•	
					~
6. Grant/Donor Name an		ess:			·
University of Dela	ware				
Research Office		•	•		÷.
210 Hullihen Hall					
Newark, DE 1971		1	···		
7. Grant Period: I	rom:	7/1/2009	To:	12/31/2010	
	·			١.	
8. Purpose of Grant:				_1	
					ngs as a webinar series on
			s for Vermont dairy bu	usinesses.	-
9. Impact on existing pro	gram if	grant is not Acce	pted:		
None.					
10. BUDGET INFORMA	TION	200000			
		SFY 1	SFY 2	SFY 3	Comments
Expenditures:		FY 2010	FY 2011	FY	
Personal Services		\$8,300	\$4,250	\$	
	·	\$8,300 \$2,200	\$4,250 \$1,000	\$ \$	
Personal Services	·				
Personal Services Operating Expenses Grants	otal	\$2,200	\$1,000	\$	
Personal Services Operating Expenses Grants	otal	\$2,200 \$	\$1,000 \$	\$ \$	
Personal Services Operating Expenses Grants Te	otal	\$2,200 \$	\$1,000 \$	\$ \$	
Personal Services Operating Expenses Grants Te	otal	\$2,200 \$ \$10,500	\$1,000 \$ \$5,250	\$ \$ \$	
Personal Services Operating Expenses Grants To Revenues: State Funds:	otal	\$2,200 \$ \$10,500	\$1,000 \$ \$5,250	\$ \$ \$	
Personal Services Operating Expenses Grants Te Revenues: State Funds: Cash	otal	\$2,200 \$ \$10,500 \$ \$	\$1,000 \$ \$5,250 \$ \$	\$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants Te Revenues: State Funds: Cash	otal	\$2,200 \$ \$10,500 \$ \$	\$1,000 \$ \$5,250 \$ \$	\$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants Te Revenues: State Funds: Cash In-Kind	otal	\$2,200 \$ \$10,500 \$ \$ \$	\$1,000 \$ \$5,250 \$ \$	\$ \$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants Te Revenues: State Funds: Cash In-Kind Federal Funds:	otal	\$2,200 \$ \$10,500 \$ \$ \$ \$ \$	\$1,000 \$ \$5,250 \$ \$ \$	\$ \$ \$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants Te Revenues: State Funds: Cash In-Kind Federal Funds: (Direct Costs)		\$2,200 \$ \$10,500 \$ \$ \$ \$	\$1,000 \$ \$5,250 \$ \$ \$ \$	\$ \$ \$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants Te Revenues: State Funds: Cash In-Kind Federal Funds: (Direct Costs) (Statewide Indirect)		\$2,200 \$ \$10,500 \$ \$ \$ \$ \$	\$1,000 \$ \$5,250 \$ \$ \$ \$ \$	\$ \$ \$ \$ \$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants Te Revenues: State Funds: Cash In-Kind Federal Funds: (Direct Costs) (Statewide Indirect)		\$2,200 \$ \$10,500 \$ \$ \$ \$ \$	\$1,000 \$ \$5,250 \$ \$ \$ \$ \$	\$ \$ \$ \$ \$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants Te Revenues: State Funds: Cash In-Kind Federal Funds: (Direct Costs) (Statewide Indirect) (Departmental Indirect	)	\$2,200 \$ \$10,500 \$ \$ \$ \$ \$ \$	\$1,000 \$ \$5,250 \$ \$ \$ \$ \$ \$	\$ \$ \$ \$ \$ \$ \$ \$ \$	
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Personal Services Operating Expenses Grants  Te Revenues: State Funds: Cash In-Kind  Federal Funds: (Direct Costs) (Statewide Indirect) (Departmental Indirect  Other Funds: Grant (source University Delaware)	)	\$2,200 \$ \$10,500 \$ \$ \$ \$ \$ \$ \$	\$1,000 \$ \$5,250 \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ \$ \$ \$ \$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants  Te Revenues: State Funds: Cash In-Kind  Federal Funds: (Direct Costs) (Statewide Indirect) (Departmental Indirect  Other Funds: Grant (source University Delaware)	) ty of	\$2,200 \$ \$10,500 \$ \$ \$ \$ \$ \$ \$ \$	\$1,000 \$ \$5,250 \$ \$ \$ \$ \$ \$ \$	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants  Termostric Revenues: State Funds: Cash In-Kind  Federal Funds: (Direct Costs) (Statewide Indirect) (Departmental Indirect) Other Funds: Grant (source University Delaware)  Termostric Revenues  Te	ty of otal	\$2,200 \$ \$10,500 \$ \$ \$ \$ \$ \$ \$ \$	\$1,000 \$ \$5,250 \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants  Termostric Revenues: State Funds: Cash In-Kind  Federal Funds: (Direct Costs) (Statewide Indirect) (Departmental Indirect) Other Funds: Grant (source University Delaware)  Termostric Revenues  Te	ty of otal	\$2,200 \$ \$10,500 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$1,000 \$ \$5,250 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$	
Personal Services Operating Expenses Grants  Termostric Revenues: State Funds: Cash In-Kind  Federal Funds: (Direct Costs) (Statewide Indirect) (Departmental Indirect) Other Funds: Grant (source University Delaware)  Termostric Revenues  Te	ty of otal	\$2,200 \$ \$10,500 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$1,000 \$ \$5,250 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	

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

	····	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	Appointing Authority Name: Roger Allbee Agreed by: (initial)							
12. Limited Service Position Information:	# Positions	Title						
	<u> </u>	<u> </u>						
		-	·					
Total Positions								
12a. Equipment and space		presently available.	be obtained with available funds.					
positions:								
13. AUTHORIZATION A	CENCY/DEEXPRESSERVED							
I/we certify that no funds	Signature:	of I Rome	Date: 12/0/7					
beyond basic application preparation and filing costs	Title:	Jour for nagu	, 1/11 ble 1 0/24/01					
have been expended or	, inc.							
committed in anticipation of Joint Fiscal Committee	Signature:		Date:					
approval of this grant, unless			·					
previous notification was	Title:							
made on Form AA-1PN (if applicable):	·		•					
14. ACTION BY GOVER	No.							
/ Check One Box:								
Accepted	/ hours	12/(	7/6/09					
1 recepted	(Governor's signature		Date:					
Rejected	The state of the s	<u> </u>						
15. SECRETARY OF AD	MINISTRACTION							
Check One Box:	P	0 M -	7/1/09					
Request to JFO	Nonda							
☐ Information to JFO	(Secretary's signature	or designee)	Date:					
16. DOCUMENT ATION REQUIRED								
	Required	GRANT Documentation						
Request Memo	· C 1 · 1 1 · >	Notice of Donation (if any)						
Dept. project approval ( Notice of Award	ir applicable)	Grant (Project) Timeline (i Request for Extension (if a						
Grant Agreement		Form AA-1PN attached (if						
Grant Budget		(II	art manage)					
End Form AA-1								

• • • • • • • • • • • • • • • • • • •	
October 2008 FDF. Research Subav	ward Agreement
Institution/Organization ("Prime Recipient")	  Institution/Organization ("Subrecipient"
Name: University of Delaware	Name: Vermont Agency of Agriculture, Food & Markets
Prime Award No.: 2007-49200-03888	Subaward No.: 19722 CFDA #: 10.500
Awarding Agency:	Amount Funded This Action: Est. Total (If incrementally funded)
USDA	\$15,750.00
Principal Investigator - Don Tilmon	Project Director - Louise Waterman
Subaward Period of Performance:	Estimated Project Period (if incrementally funded): From: To:
Budget Period: From: To: 12/31/2010	From: To: 07/01/2009 12/31/2010
The state of the s	
Project Title:	
NECRME - Human Resource Management Skills Training for Vermont Dairy Producer	5 :
Reporting Requirements (Check here if applicable: X See Attachment 4)	ARRA Funds
Terms &	Conditions
Prime Recipient hereby awards a cost reimbursable subaward, as desc subaward are (check one):    As specified in Subrecipient's proposal data	cribed above, to Subrecipient. The statement of work and budget for this ted ; or x as shown in Attachment 5. In
its performance of the subaward work. Subrecipient shall be an independ	lent entity and not an employee or agent of Prime Recipient.
standard invoice, but at a minimum shall include current and cumulative and accuracy of invoice. Invoices that do not reference Prime Recipient's Su cerning invoice receipt or payments should be directed to the appropriat	To thing an expected of meson indications time a region school between the second to the second time of the
	nt within the total estimated cost in the event such adjustment is necessary
<ol> <li>Matters concerning the technical performance of this subaward should Attachments 3A and 3B. Technical reports are required as shown above,</li> </ol>	d be directed to the appropriate party's Principal Investigator, as shown in "Reporting Requirements".
changes requiring prior approval, should be directed to the appropriate	erms, conditions, or amounts cited in this subaward agreement, and any party's Administrative Contact, as shown in Attachments 3A & 3B. approval of each party's Authorized Official as shown in Attachments 3A & 3B.
<ol> <li>Each party shall be responsible for its negligent acts or omissions and extent allowed by law.</li> </ol>	the negligent acts or omissions of its employees, officers, or director's, to the
8) Either party may terminate this subaward with thirty days written noti Attachments 3A & 3B. Prime Recipient shall pay Subrecipient for termina Appendix E, "Principles for Determining Costs Applicable to Research and	ce to the appropriate party's Administrative Contact as shown in ation costs as allowable under OMB Circular A-21 or A-122 or 45 CFR Part 74 d Development under Grants and Contracts with Hospitals" as applicable.
	equests for a no-cost extension should be addressed to and received by the less than thirty (30) days prior to the desired effective date of the requested
10) The Subaward is subject to the terms and conditions of the Prime Aw	vard and other special terms and conditions, as identified in Attachment 2.
11) By signing below Subrecipient makes the certifications and assurance comply with applicable statutory and regulatory requirements specified <a href="http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf">http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf</a> .	es shown in Attachments 1 and 2. Subrecipient also assures that it will in the Research Terms & Conditions Appendix C found at
By an Authorized Official of Prime Recipient	By an Authorized Official of Subrecipient
Kotherma M byrns 6/18/09	Dave Love 6/15/09

# 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 <a href="http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf">http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf</a>

#### 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 < <a href="http://www.nsf.gov/bfa/dias/policy/rtc/terms.pdf">http://www.nsf.gov/bfa/dias/policy/rtc/terms.pdf</a> and Agency Specific Requirements found at <a href="http://www.nsf.gov/pubs/policydocs/rtc/csrees">http://www.nsf.gov/pubs/policydocs/rtc/csrees</a> 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 [N] No (If No, Carry Forward requests must be sent to Prime Recipient's Home Not Strative, 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 T. Inon
Print/Type Name

#### Attachment 3A Research Subaward Agreement

Subaward Number:

	cipient Cont	tacts
Institution/Organization ("Prime Recipient")		,
Name: University of Delaware		
Address: Research Office		
210 Hullihen Hall		
City: Newark		State: DE ZipCode: 19716
Administrative Contact		
Name: Katherine M. Lyons		
Address: University of Delaware		
Research Office		
210 Hullihen Hall		
City: Newark		State: DE ZipCode: 19716
Telephone: 302-831-8626	Fax:	302-831-2828
Email: kmlyons@udel.edu		<u> </u>
Principal Investigator		
Name: Don Tilmon		
Address: University of Delaware, College of Agriculture and Natural Resource		
Food & Resource Economics, Northeast Center for Risk	Management Edu	ucation
112 Townsend Hall	<del> </del>	
City: Newark		State: DE ZipCode: 19716
Telephone: 302-831-1325	Fax:	302-831-6243
Email: htilmon@udel.edu		
Financial Contact		
Name: Same as Administrative		
Address:		
		State: ZipCode:
City:		State. Zipcoue.
Telephone:	Fax:	
Email:		
Authorized Official		
Name: Same as Administrative		
Address:	,	
	*******	
City:		State: ZipCode:
Telephone:	Fax:	
Email:		Annual contract the contract of the contract o

#### Attachment 3B Subaward Number: Research Subaward Agreement 19722 **Subrecipient Contacts** Institution/Organization ("Subrecipient") Name: Vermont Agency of Agriculture, Food & Markets Address: 116 State Street ZipCode: 05620-2901 City: Montpelier EIN No.: 03-6000264 C Yes @ No Reg. in CCR? DUNS No. Congressional District: Congressional District: Congressional District VT 809376718 Administrative Contact Name: Louise Waterman Address: 116 State Street State: VI ZipCode: 05620-2901 City: Montpelier Telephone: 802-828-6900 802-828-3831 Fax: Email: Louise.Waterman@state.vt.us Principal Investigator Name: Louise Waterman 116 State Street Address: ZipCode: 05620-2901 State: VT City: Montpelier 802-828-3831 Telephone: |802-828-6900 Louise.Waterman@state.vt.us Email: Financial Contact Name: Mary Morrison 116 State Street Address: ZipCode: 05620-2901 State: VT City: Montpelier Telephone: |802-828-3567 802-828-3831 Fax: Mary.Morrison@state.vt.us Authorized Official Name: David Lane 116 State Street Address:

City: Montpelier

Email:

Telephone: 802-828-1619

David.Lane@state.vtus

ZipCode: 05620-2901

State: VT

802-828-3831

Fax:

#### 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 <u>all</u> 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 <u>necrme.org</u> (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.

Subrecipient:  Please check all that apply and attach documents, as required.  Final invoice has been sent	• .
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 comore) Equipment purchased (please list below and add additional sheets as needed)	or
	_
Total expenditures of \$ have been incurred. This has been or will be paid.	
I herby certify the above information is correct and in accordance with the terms of the subaward agreement. Subrecipient does herby 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.	s,
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

		AYYAn	UFAU	E SUEE			
1. Award No. 2007-49200-03888	Amendment No.	2. Proposal Number 2007-04101		iod of Perfor 5/2007 throu	rmance ugh 09/14/2008	4. Type of Instru Grant	iment
5. Type of Action	6. CFDA Number	7. CAN	3.M0		9. Method of Payr	ment	10. CRIS Number
New .	10.500		•	. [	HHS Payment Mai	nagement System	0211442
11.Authority: 7 U.S.C. 3318, P.L. 10	06-224, Sec. 133 of P. L	106-224, Ag Risk Manag	ement E	ducation Cor	mpetitive Grants Pr	ogram	
12. Agency (Name and Awards Managemer Cooperative State R Washington, DC 20	nt Branch lesearch, Education, ar	d Extension Service/USD/	4	Universi	e Organization ty of Delaware DE 19716		
14. Program Point of 0	Contact: Adm	inistrative Point of Cont	act:	15. Project	Director/Performi	ng Organization	
Janie S. Hipp Telephone: (202) 72 jhipp@csrees.usda.	0-3605 . Tele <sub>l</sub>	ey B. Jacobs ohone: (202) 690-5717 bs@csrees.usda.gov	. :		Don Tilmon ty of Delaware DE		•
16. Funding:	- Federal	Non-Federal	17. Fu	nds Charge	able		
Previous Total	\$0.00	\$0.00 .	<u>F</u>	- FDC	Amount	FY - FDC	Amount
+ or -	\$900,000.00	\$0.00	07	7- 743-49200	\$900,000.00	•	
Total	\$900,000.00	\$0.00			• • •		
Grand Total	\$900,000	0.00					
18. Title of Proposal Northeast Regional (	Center for Risk Manage	ement Education					
		PRO	VISION	S			

#### 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 DEPARTME	NT OF AGRICULTURE

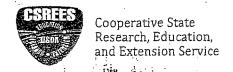
This award, subject to the provisions above, shall constitute an obligation of funds on behalf of the Government. Such obligation may be terminated without further cause unless the recipient commences the timely drawdown of funds; such drawdowns may not exceed one year from issuance date of the award.

Typed Name	Şîgnature _	1	Date   /
Adriene Woodin Authorized Departmental Officer	Carol O.	Languet	9/13/07
CSREES-2009 February 2002		(3)	Page No : 1 / 1

# United States Department of Agriculture Cooperative State Research, Education, and Extension Service

2007-49200-03888 1 2008-03803 09/15/2007 through 08/31/2009 Grant	1. Award No.	Amendment No.	2. Proposal Nun	nber 3	Period of Per	formance	4. Type of Instru	ment
Continuation 10.50C DHS Payment Management System 0.211442  LAuthority: LLS.C. 3318, F.L. 106-224, Sec. 133 of P.L. 106-224. Ag Risk Management Education Competitive Grants Program  2. Agency (Name and Address) Awards Management Branch Cooperates State Research, Education, and Extension Service/USDA Warshrigton, DC 2025-227.  4. Program Point of Contact: Jacile Hipp Jeffrey B. Jacobs Telephone: 202-730-3805 Tel			1				1	•
Continuation   10.500   DHIS Payment Management System   0211442	5. Type of Action	6. CFDA Number	. CAN	18.M0		9. Method of Pay	ment	10. CRIS Number
Z. Agency (Name and Address)  Awards Management Earth  Awards Management Earth  Awards Management Earth  Awards Management Earth  Washington, D.C. 20250-2271  4. Program Point of Contact:  Janie Hipp  Jeffrey B. Jacobs  Je		10.500				•		0211442
2. Agency (Name and Address) Awards Management Branch Cooperable Dist Research, Education, and Extension Service/USDA Washington, DC 2039-2271 4. Program Point of Contact: Administrative Point of Contact: Janie Hipp Jeffrey B. Jacobs Telephone: 202-703-8905 Telephone: 2		06-224. Sec. 133 of P. I	. 106-224. Ag Risk	Manageme	ent Education (	Competitive Grants P	rogram	
Award Management Branch Cooperative State Research, Education, and Extension ServiceUSDA Washington, D.C. 20250-2271  4. Program Point of Contact: Janie Hipp Jeffey B. Jacobs Telephone 202-729-3605 Telephone 202-729-202-729-202-729-202-729-202-729-202-729-202-729-202-729-729-729-729-729-729-729-729-729-72					1			
Jarrie Hipp Telephone: 202-720-3805 Telephone: 202-890-5717 Total \$1,800,000.00 \$0.00 Fy-FDC Amount Fy-FDC Amount Total \$1,800,000.00 \$0.00 Fy-FDC Amount Total \$1,800,000.00 S0.00 Fy-FDC Amount Telephone: 202-890-980-980-980-980-980-980-980-980-980	Awards Managemer Cooperative State R	nt Branch Research, Education, ar	d Extension Servic	:e/USDA	Unive	ersity of Delaware		·
Jarrie Hipp Telephone: 202-720-3805 Telephone: 202-890-5717 Total \$1,800,000.00 \$0.00 Fy-FDC Amount Fy-FDC Amount Total \$1,800,000.00 \$0.00 Fy-FDC Amount Total \$1,800,000.00 S0.00 Fy-FDC Amount Telephone: 202-890-980-980-980-980-980-980-980-980-980			·					
Telephone: 202-720-3605   Pipip@carrees.usda.gov   Piacobs@carees.usda.gov   Pipip@carrees.usda.gov   Previous Total   \$800,000.00   \$0.00   \$0.00     + or - \$800,000.00   \$0.00   \$0.00     Total   \$1,800,000.00   \$0.00   \$0.00     Total   \$1,800,000.00   \$0.00   \$0.00     Stand Total   \$1,800,000.00   \$0.00     Stand Incorporates the following:   PROVISIONS     This Award incorporates the following:   Research Terms and Conditions (07/01/08) and CSREES Agency Specific Terms and Conditions (07/08) at http://www.nsf.gov/life/disa/policy/prict/mdex.jsp   \$1.00	4. Program Point of 0	Contact: Adm	inistrative Point o	of Contact:	15, Proj	ect Director/Perform	ing Organization	
Telephone: 202-780-9805 Telephone: 202-7805 Telephone: 202	Janie Hipp	Jeffre	ey B. Jacobs		P.			
6. Funding: Federal Non-Federal 17. Funds Chargeable Previous Total \$90,000.00 \$0.00	Telephone: 202-720	-3605 Tele	ohone: 202-690-57	17 ·			·	
Previous Total \$900,000.00 \$0.00   FY - FDC   Amount   FY - FDC   FY -	jhipp@csrees.usda.	gov jjaco	bs@csrees.usda.g	ov .		•		
+ or - \$900,000.00 \$0.00 \$0.00  Grand Total \$1,800,000.00 \$0.00  Grand Total \$1,800,000.00  Solution 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/trd/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/businesss/awards/fodregulations.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 pian outlining your efforts beginning object 2008 to address Special Emphasis issues per letter from Janie Htipp dated September 5, 2008.  7. Funds in the amount of \$405,513 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).  FOR T	6. Funding:	<u>Federal</u>	Non-Feder	<u>al</u> 1	7. Funds Char	geable		
Total \$1,800,000.00 \$0.00  Grand Total \$1,800,000.00  8. 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.nst.gov/bfa/diss/policly/rtc/index.jsp  2. The referenced proposal and any revision thereto - incorporated by reference 3. 7 CFR Part 3015, 7 CFR Part 3015, 7 CFR Part 3016, 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 Bb. 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. Unfinely 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 \$4105,855 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 Saiary" (\$25,855).  C-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 m	Previous Total	\$900,000.00	\$0	.00	FY - FDC	Amount	FY - FDC	Amount
Rovisions  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_isp  2. The referenced proposal and any revisions 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: F709 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 pian outlithing your efforts beginning October 2008 to address Special Emphasis issues per letter from Janie Hipp dated September 5, 2008.  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 with further cause unless the recipient commences the timely drawdown of funds; such drawdowns may not exceed one year from issuance date of the award.  CLANGGUTH.	+ or -	\$900,000.00	. \$0	.00	08- 843-492	200 \$900,000.00	. *.	
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/bfd/disar/policy/trc/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.  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  T	Total	.\$1,800,000.00	,\$0	.00			•	
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/bfd/disar/policy/trc/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.  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  T								-
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/irtc/index_isp  2. The referenced proposal and any revision thereto - incorporated by reference  3. 7 CPR Part 3015, 7 CFR Part 3017, 7 CFR Part 3018, 7 CFR Part 3019, 7 CFR 3019,	Grand Total	\$1,800,00	0.00			•		
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/bir/dilais/policy/irtc/index_isp  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, 7 CFR	8. Title of Proposal				<del></del>			
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/trc/index_isp  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.usde.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. Untimety 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. **National Control of \$105,855 are withheld pending CREES-ADO receipt and aproval 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 f	• *	Center for Risk Manage	ement Education		٠.			•
FOR THE UNITED STATES DEPARTMENT OF AGRICULTURE his award, subject to the provisions above, shall constitute an obligation of funds on behalf of the Government. Such obligation may be terminated with further cause unless the recipient commences the timely drawdown of funds; such drawdowns may not exceed one year from issuance date of the aw yped Name  Signature  Date  On/18/2008	http://www.nsf.gr 2. The referenced 3. 7 CFR Part 301 (http://www.csm 4. The Award Bud 5. CRIS Forms At 6. The obligation of funds; initial 7. Contingent upo approximately t 8. Modification of electronically si date of the awa failure to submi 9. Funds in the an Special Empha 10. Funds in the a for "Food" (\$44)	pov/bfa/dias/policy/rtc/ proposal and any re 15, 7 CFR Part 3017, ees usda gov/busine liget, pending approve 0-416 and AD-417 - i of funds may be term drawdown must be no nother availability of funds in the availability of funds the following levels: F Article 9.B.b. of Ager ubmitted through the ord. Untimely submis to these reports will like nount of \$405,513 ar sis issues per letter f amount of \$105,855 ar 0,000), "Speaker fee	rindex.jsp vision thereto - ir 7 CFR Part 301 ss/awards/fedreg al. ncorporated by r inated without fu nade within the fi ands and the sati ry09 in the amouncy-Specific Term CRIS system wit sion of these rep tely result in the r withheld pendir or Janie Hipp of are withheld pendir and honorarium	ncorporate 8, 7 CFR F pulations.h eference rther caus rst year of sfactory pr int of \$900 ins and Co chin 90 day orts may orts restriction ring a plan of lated Sept ling CSRE ins" (\$25,0)	ed by reference Part 3019 - in timl)  e unless the the project. rogress of thi 1,000. Inditions - Anilys PRIOR to delay process of the funding outlining your tember 5, 200 ES-ADO rec	recipient commends project, CSREES and "Accomplishme the anniversary daing of a subseque gincrement." efforts beginning (18.	rence ses the timely draw sintends to continuent Report* must te, i.e., current exint award and October 2008 to a	ue support at be piration ddress etary details
FOR THE UNITED STATES DEPARTMENT OF AGRICULTURE his award, subject to the provisions above, shall constitute an obligation of funds on behalf of the Government. Such obligation may be terminated with further cause unless the recipient commences the timely drawdown of funds; such drawdowns may not exceed one year from issuance date of the aw yped Name  Signature  Out ANGGUTH  Date 09/18/2008	Co-Project Director(	s):					·	
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CLANGGUTH 09/18/2008			nall constitute an o	oligation of	funds on beha	If of the Government	Such obligation ma	
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			] (	LANGGI	UTH		09/18/20	: 800





Washington, DC 20250-2200

MAY 2 2 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 email at <a href="mailto:Jberna@csrees.usda.gov">Jberna@csrees.usda.gov</a>.

Sincerely,

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 – <u>necrme org</u> (under "Grants" select "Project Reporting").

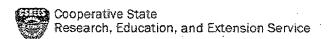
- Submit a Final Report online upon completion of the project (please note that final payment or up
  to 15% of allocated funds may be withheld until all reporting requirements are met). The Final
  Report for each project is a public document, and will ultimately be available for viewing online in
  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 <u>all</u> 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 <u>necrme.org</u> (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: 5/4/0

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





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 industries 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.

P	Proposed Results - What Participants Will Learn, Achieve, Apply										
	Proposed Result(s) that will happen by end of project	Topic	<u>Producer</u> <u>Action</u>	<u>When</u> <u>Measured</u>	<u>Est. #</u>	How Will You Verify					
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 communi cation	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 communi cation	Implement	April, 2010	45	Audience Response System					
3	Pariticpants will complete performance review worksheets with more employees as well as written job descriptions and job protocals.	Employee management and communi cation	Develop	April, 2010	30	Personal Interview					
	Proposed Result(s) that will happen after project	<u>Topic</u>	Producer Action	When Measured	Est. #	How Will You Verify					
1	Participants will continue with their individual action plan to address human resource management concerns on their farms	Employee management and communi cation	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 communi cation	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 industries 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**

	What Project Team Does	What Participants Do	When Measured	Est. Number
1	Set up one day workshop date and location – set up follow-up webinar dates with collaborators and determine specfic 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	12
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

	What Project Team Does	What Participants Do	When Measured	Est. Number
11	Attend/Present/Facilitate at webinar sessions	Participants will, during the workshop and webinar sessions, share their specfic 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 (VAAFM) 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 VAAFM puts them in a unique position of knowing the farm characteristics, crops, and trends in agriculture within the state.

Access to Producer Information. VAAFM 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'.

\$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	2. DATE SUBMITTED		Applicant Identifier	
No.	02/26/2009		RME-JDC02959	
SF 424 (R&R)	3. DATE RECI	EIVED BY STATE	State Application Identifie	Li
1. * TYPE OF SUBMISSION	4 5-4	***************************************		
☐ Pre-application ☑ Application	4. Federal	The second secon		
Changed/Corrected Application			· · · · · · · · · · · · · · · · · · ·	
5. APPLICANT INFORMATION		*Organizational D	puns: 809376718	
*Legal Name: Vermont Agency of Agriculture, F	ood & Markets			
Department: Administration	Division: Δ	dministration		
*Street1: 116 State Street	Street2:			
*City::Montpelier Cou	inty: Washing	ton	* State: VT * ZIP Co	de: 05620-290
*Country: USA				
Person to be contacted on matters involving this applica	ition			
Prefix: * First Name:	Middle Name:	* Là	st Name:	Suffix:
Louise		Wat	erman	
*Phone Number: 802-828-6900 F	ax Number: 80	2-828-3831	Email: Louise.Waterman@	state.vt.us
6. * EMPLOYER IDENTIFICATION (EIN) or (TIN):		7.* TYPE OF APPLICANT:		
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If Revision, mark appropriate box(es).	• • •	9. NAME OF FEDERAL AGENCY:		
A. Increase Award B. Decrease Award C. Inc	USDA CSREES			
D. Decrease Duration E. Other (specify)	10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:			
* Is this application being submitted to other agencies?	Yes No.	10.500		
What other Agencies?		TITLE: USDA CSREES		
11. * DESCRIPTIVE TITLE OF APPLICANT'S PROJEC	CT:			
Human Resource Management Skills Training for	or VT Dairy Pro	oducers		
12. * AREAS AFFECTED BY PROJECT (cities, countil	es, states, etc.)			• .
Vermont - state wide			•	
13. PROPOSED PROJECT:	·	14. CONGRESSIONAL DIST	ŖĬĘTS:OF:	
* Start Date * Ending Date		a. * Applicant	b. * Project	
July 1, 2009 December 31, 2010	]	Vermont	Vermont	
15. PROJECT DIRECTOR/PRINCIPAL INVESTIGATOR	R CONTACT INF	ORMATION		
Prefix: * First Name:	Middle Name:	* La	st Name:	Suffix
Louise	· ·	Wa	terman	
Position/Title: Education Coordinator Organization Name: Vermont Agency of Agriculture, Food & Markets				
Department: Division: Administration				
Street1: 116 State Street Street2:				
*City: Montpeller County: Washington *State: VT *ZIP Code: 05620-290				
· Country: USA				
* Phone Number: '802-628-6900 Fi	ax Number: 802	2-828-3831	Email: Louise.Waterman@	Dstate.vt.us

OMB Number: 4040-0001 Expiration Date: 04/30/2008

SF 424 (R&R) APPLI	CATION FOR FEDERAL ASSIS	TANCE	Page 2
16. ESTIMATED PROJECT FUNDING	177	7. IS APPLICATION SUBJECT TO REVIEW BY STATE EXEC ORDER 12372 PROCESS?	СИТІУЕ
a. 'Total Estimated Project Funding \$15,750.00		. YES THIS PREAPPLICATION/APPLICATION WAS MADI AVAILABLE TO THE STATE EXECUTIVE ORDER 1: PROCESS FOR REVIEW ON:	
5. Total Federal & Non-Federal Funds			
c. * Estimated Program Income.		DATE:	
	b.	NO PROGRAM IS NOT COVERED BY E.O. 12372; OR	
•		PROGRAM HAS NOT BEEN SELECTED BY STATE REVIEW	EFOR ,
criminal, civil, or administrative	penafties. (U.S. Code, Title 18, Se	itious, or fraudulent statements or claims may subject me ection 1001)  ais list is contained in the announcement or agency specific instructions.	to
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: Mantpélier	County: Washingtor	State: VT ZIP Cod	le: 105620-29 <b>9</b> 4
* Country: USA			
*Phone Number: 820-828-1619	Fax Number: ,802-82	28-2361 Email: David Lane@state.vt,u	JS-
Signature of Anthor	ized Representative	* Date Signed*	·
20. Pre-application		Add Attachment	August Schapper (1987)

OMB Number: 4040-0001 Expiration Date: 04/30/2008



# 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 4<sup>th</sup> 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



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



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



## Yankee Farm Credit, ACA

289 Hurricane Lane, Suite 102 P.D. 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

chel 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 diary 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 Dairy Works, 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

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

#### Dairy Works 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 PHONE: (802) 828-2295 FAX: (802) 828-2483



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

	FINA	ANCE &			VERMON NT GRANT	T REVIEW FOR	M
Grant Summary:			managen	nent and h			cers related to risk the day workshop and a
Date:			3/30/200	9			
Department:			Agricult	ure, Food	and Markets		
Legal Title of Gra	nt:		Risk Ma	nagement	Education		
Federal Catalog #			N/A				
Grant/Donor Name and Address:			University of Delaware Reseach Office 210Hullihen Hall Newark, DE 1971				
Grant Period: From:			7/1/2009 <b>To:</b> 12/31/2010				
Grant/Donation	+		\$15,750				
Grant Amount:	<b>SFY</b> 3		<b>SFY</b> \$5,2		SFY 3	<b>Total</b> \$15,750	Comments
Position Informati		# Positio	ons E	xplanatio	on/Comments	-	
Additional Comm	ents:						
Department of Fina	nce & Man	agement	£H-			4 211169	(Initial)
Secretary of Admin	istration	RPM			16	RPM 7/1/09	(Initial)
Sent To Joint Fisca	l Office					7/6/09	Date Date
						( / /	



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

				<u> </u>					
BASIC GRANT INFO	<u> DRMAT</u>	ION							
1. Agency:	A	gency of Agriculture	, Food & Markets		•				
2. Department:					·				
				•					
3. Program:	Н	uman Resource Man	agement Skills Training	og for Vermont Dairs	Producers				
- CVX TOGTUM		Comman response to 171an	agoment bans Tunn	ig for vormone Dan	Troduccis				
4. Legal Title of Gran	t. E	Risk Management Ed	ucation						
5. Federal Catalog #:		N/A							
J. Federal Catalog π.	117	·	<u> </u>						
6. Grant/Donor Name		d		· · · · · · · · · · · · · · · · · · ·	<u> </u>				
University of I		uress:			•				
Research Offic									
210 Hullihen H			•		-				
1 . ""		•							
Newark, DE 19		7/1/2000		10/01/2010	<del> </del>				
7. Grant Period:	From	: 7/1/2009	To:	12/31/2010					
0.0				· .					
8. Purpose of Grant:									
The Agency of	Agricult	ure will hold a one d	ay 'live' workshop and	5 follow-up meeting	gs as a webinar series on				
			ls for Vermont dairy b	usinesses.					
9. Impact on existing	program	if grant is not Acce	epted:	e e					
None.									
10. BUDGET INFOR	MATIO.	N							
	T	SFY 1	SFY 2	SFY 3	Comments				
Expenditures:		FY 2010	FY 2011	FY	Comments				
Personal Services		\$8,300	\$4,250						
Operating Expenses		\$2,200							
Grants		\$2,200	\$1,000						
Giants	777.4.3		\$	\$	* 1				
n	Total	\$10,500	\$5,250	\$					
Revenues:									
State Funds:		\$	\$	\$					
Cash		\$	\$ \$						
In-Kind		\$	\$ \$						
Federal Funds:		\$	\$ \$						
(Direct Costs)		\$	\$	\$					
(Statewide Indirect)		\$	\$						
(Departmental Indir		\$	\$	\$ ·					
				1					
Other Funds:		\$	\$	\$ .					
Grant (source Unive	ersity of	<del></del>	<del>_</del>	†					
Delaware)		\$10,500	\$5,250	\$					
	Total	\$10,500	\$5,250						
	ı vidi	Ψ10,500	Φυ,Δυ	1 4					
Appropriation No:	22000	030000/prog.#21889	Amount	016 750					
whitehranen 140:	22000	130000/prog.#21889	Amount:	\$15,750					
	<u> </u>			\$					
3				\$					
	ì		I	\$	•				

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

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 (initial)  12. Limited Service Position Information: # Positions  Title  Total Positions  12a. Equipment and space for these positions:
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 (initial)  12. Limited Service Position Information: # Positions  Title  Total Positions  12a. Equipment and space for these
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12. Limited Service Position Information: # Positions Title  Total Positions  12a. Equipment and space for these
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12a. Equipment and space for these
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12a. Equipment and space for these
12a. Equipment and space for these
12a. Equipment and space for these
JOSITIONS.
13. AUTHORIZATION AGENCY/DEPARTMENT
I/we certify that no funds   Signature:   Date:
beyond basic application Signature. Signatur
preparation and filing costs Title:
have been expended or
committed in anticipation of Joint Fiscal Committee Signature: Date:
approval of this grant, unless
previous notification was Title:
made on Form AA-1PN (if applicable):
14. ACTION BY GOVERNOR
Check One Box: Accepted
(Governor's signature) Date:
Rejected  15. SECRETARY OF ADMINISTRATION
Cheek One Bow
Request to JFO Danda P Max
(Secretary's signature or designee) Date:
Information to JFO
16, DOCUMENTATION REQUIRED
Required GRANT Documentation
Request Memo Donation (if any)
Dept. project approval (if applicable)
Notice of Award  Request for Extension (if applicable)  Form A A 1RN attached (if applicable)
Grant Agreement Grant Budget  Form AA-1PN attached (if applicable)
End Form AA-1

October 2008 FDr. Research Subav	vard Agreement					
Institution/Organization ("Prime Recipient")	  Institution/Organization ("Subrecipient")					
Name: University of Delaware	Name: Vermont Agency of Agriculture, Food & Markets					
Prime Award No.: 2007-49200-03888	Subaward No.: 19722 CFDA #: 10.500					
Awarding Agency:	Amount Funded This Action: Est. Total (if incrementally funded)					
USDA	\$15,750.00 \$15,750.00					
Principal Investigator - Don Tilmon	Project Director - Louise Waterman					
Subaward Period of Performance; Budget Period: From; To;	Estimated Project Period (if incrementally funded): From: To:					
07/01/2009 12/31/2010	07/01/2009 12/31/2010					
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					
	ribed above, to Subrecipient. The statement of work and budget for this					
subaward are (check one): As specified in Subrecipient's proposal dat						
its performance of the subaward work, Subrecipient shall be an independ						
standard invoice, but at a minimum shall include current and cumulative	nthly for allowable costs. All invoices shall be submitted using Subrecipient's costs (including cost sharing), subaward number, and certification as to truth baward Number shall be returned to Subrecipient. Invoices and questions con-					
cerning invoice receipt or payments should be directed to the appropriat	e party's Financial Contact as shown in Attachments 3A & 3B.					
of costs shall constitute Subrecipient's final financial report.	OT LATER THAN sixty (60) days after subaward end date. The final statement					
<ul> <li>4) All payments shall be considered provisional and subject to adjustmer as a result of an adverse audit finding against the Subrecipient.</li> </ul>	nt within the total estimated cost in the event such adjustment is necessary					
<ol> <li>Matters concerning the technical performance of this subaward should Attachments 3A and 3B. Technical reports are required as shown above,</li> </ol>	l be directed to the appropriate party's Principal Investigator, as shown in "Reporting Requirements".					
6) Matters concerning the request or negotiation of any changes in the te changes requiring prior approval, should be directed to the appropriate p Any such changes made to this subaward agreement require the written.	;					
<ol> <li>Each party shall be responsible for its negligent acts or omissions and extent allowed by law.</li> </ol>	the negligent acts or omissions of its employees, officers, or director's, to the					
	te to the appropriate party's Administrative Contact as shown in tion costs as allowable under OMB Circular A-21 or A-122 or 45 CFR Part 74 Development under Grants and Contracts with Hospitals" as applicable.					
	equests for a no-cost extension should be addressed to and received by the ess than thirty (30) days prior to the desired effective date of the requested					
10) The Subaward is subject to the terms and conditions of the Prime Aw	ard and other special terms and conditions, as identified in Attachment 2.					
<ol> <li>By signing below Subrecipient makes the certifications and assurance comply with applicable statutory and regulatory requirements specified i http://www.nsf.gov/bla/dias/policy/rtc/appc.pdf.</li> </ol>						
By an Authorized Official of Prime Recipient	By an Authorized Official of Subrecipient					
Katherine M Japas 6/15/09	Dave Lore 6/16/09					

# 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 <a href="http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf">http://www.nsf.gov/bfa/dias/policy/rtc/appc.pdf</a>

#### 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 < <a href="http://www.nsf.gov/bfa/dias/policy/rtc/terms.pdf">http://www.nsf.gov/bfa/dias/policy/rtc/terms.pdf</a> and Agency Specific Requirements found at <a href="http://www.nsf.gov/pubs/policydocs/rtc/esrees">http://www.nsf.gov/pubs/policydocs/rtc/esrees</a> 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 [V] No (If No, Carry Forward requests must be sent to Prime Recipient's Hominist Rative , 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 T. Mon
Print/Type Name

## Attachment 3A Research Subaward Agreement

Subaward Number

1	9	7	2	

	cipient Con	tacts	Tours of the state
Institution/Organization ("Prime Recipient")			
Name: University of Delaware			
Address: Research Office		ma araginagini lagya ay " agiga aa ah ga ga ma aa maa aa 1 mai iy ay ga ga ga ga ga ga ga ma ka ma	
210 Hullihen Hall			
City: Newark		State: DE	ZipCode: 19716
	www.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a	Service of the control of the contro	Commission of the Commission o
			,
Administrative Contact			
Name: Katherine M. Lyons			
Address: University of Delaware		:	
Research Office	ga gapana, mayar sama kana panaya da Marafay ar kana a Angalakan A		
210 Hullihen Hall			
City: Newark		State: DE	ZipCode: 19716
Telephone: 302-831-8626	Fax:	302-831-2828	
Email: kmlyons@udel.edu			
Principal Investigator			
Name: Don Tilmon		<del></del>	
Address: University of Delaware, College of Agriculture and Natural Resources	<u> </u>		
Food & Resource Economics, Northeast Center for Risk M		ucation	
112 Townsend Hall	Hanagement Lu	SCATION	
		- In-	7:- 6-4-10714
City: Newark	<u> </u>	State: DE	ZipCode: 19716
Telephone: 302-831-1325	Fax:	302-831-6243	
Email: htilmon@udel.edu			
ritatical Contact	·		
Name: Same as Administrative			
Address:			
City:		State:	ZipCode:
Telephone:	Fax:		
Email:			•
Authorized Official		······································	
Name: Same as Administrative			
Address:			
The state of the s			
	Buda Tanik dagi jam Kalika V alifora a transa ta papi ( p		
City:	AAAAA #1104	State:	ZipCode:
The state of the s			
Telephone:	Fax:		

#### Attachment 3B Subaward Number: 19722 Research Subaward Agreement Subrecipient Contacts Institution/Organization ("Subrecipient") Name: Vermont Agency of Agriculture, Food & Markets 116 State Street Address: ZipCode: 05620-2901 City: Montpelier State: VT EIN No.: 03-6000264 C Yes ( No Reg. in CCR? Congressional District: Congressional District: Congressional District: DUNS No.: 809376718 Administrative Contact Name: Louise Waterman Address: 116 State Street ZipCode: 05620-2901 State: VI City: Montpelier 802-828-3831 Telephone: 802-828-6900 Fax: Louise.Waterman@state.vt.us Principal Investigator Name: Louise Waterman 116 State Street Address: ZipCode: 05620-2901 State: VT City: Montpelier Telephone: 802-828-6900 802-828-3831 Fax: Email: Louise.Waterman@state.vt.us Financial Contact Name: Mary Morrison 116 State Street Address: ZipCode: 05620-2901 State: VT City: Montpelier 802-828-3831 Telephone: 802-828-3567 Mary Morrison@state.vt.us Email: Authorized Official Name: David Lane Address: 116 State Street ZipCode: 05620-2901 State: VT City: Montpelier Telephone: 802-828-1619 802-828-3831 Fax: 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 <u>all</u> 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 <u>necrme.org</u> (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.		
I lease effect an 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 artinonexpendable tangible personal property having a useful life of more than 1 year an more) Equipment purchased (please list below and add additional sheets as needed)		\$5,000 or
		·
Total expenditures of \$ have been incurred. This has been or will be	paid.	
I herby certify the above information is correct and in accordance with the terms of the agreement. Subrecipient does herby remise, relent, and discharge the University of D and employees of and from all liabilities, obligations, claims, and demands whatsoeve from the said subaward agreement.	elaware, its	s officers,
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

	,	AWA	RĎ FAC	E SHÉE	T		
1. Award No. 2007-49200-03888	Amendment No.	2. Proposal Number 2007-04101	•	Period of Performance 4. Type of In 99/15/2007 through 09/14/2008 Grant		4. Type of Instru Grant	ument
5. Type of Action	6. CFDA Number	7. CAN	8.M0		9. Method of Pay	ment	10. CRIS Number
New .	10.500	•		·	DHHS Payment Ma	nagement System	0211442
11.Authority: 7 U.S.C. 3318, P.L. 10	06-224, Sec. 133 of P. L	106-224, Ag Risk Mana	gement E	ducation C	ompetitive Grants Pr	rogram	
12. Agency (Name and Awards Manageme Cooperative State F Washington, DC 20	nt Branch Research, Education, an	d Extension Service/USD	)A	Unive	dee Organization rsity of Delaware rk, DE 19716		
14. Program Point of G Janie S. Hipp Telephone: (202) 72 jhipp@csrees.usda	Jeffre 20-3605 Telep	inistrative Point of Con ey B. Jacobs chone: (202) 690-5717 os@csrees.usda.gov	tact:	Hame	ct Director/Perform s Don Tilmon rsity of Delaware rk, DE	ing Organization	
16. Funding:	Federal	Non-Federal	17. Fu	nds Charg	jeable		
Previous Total	\$0.00	\$0.00	. E	Y - FDC	Amount	FY - FDC	Amount
+ or -	\$900,000.00	\$0.00	07	7- 743-492	00 \$900,000.00		
Total	\$900,000.00	\$0.00					
Grand Total	\$900,000	0.00				•	
18. Title of Proposal Northeast Regional	Center for Risk Manage	ment Education					
		PR	OVISION	s			······································
•	rates the following:						
		vision thereto - incorpo tions - A dated 02/05 -					

- (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.
- 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)

OR THE UNITED S	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	Şīgnature (	Date /
Adriene Woodin Authorized Departmental Officer	Caral a. Languett	9/13/07
CSREES-2009 February 2002		. Page No : 1 /1

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

2007-49200-03888	Amendment No.	2. Proposal Number 2008-03803		f Performance 7 through 08/31/2009	4. Type of Instru Grant	ument
					<u> </u>	10. CRIS Numbe
Type of Action Continuation	6. CFDA Number 10.500	7. CAN	18.M0	9. Method of Pay DHHS Payment Ma		0211442
.Authority: U.S.C. 3318, P.L. 1	06-224, Sec. 133 of P.	L. 106-224, Ag Risk Mai	nagement Educati	ion Competitive Grants P	rogram	
. Agency (Name an	d Address)		13. 4	Awardee Organization		
Awards Manageme			<b>b</b>	Iniversity of Delaware		
Cooperative State F Washington, DC 20		and Extension Service/U	SDA N	Newark, DE 19716		•
Tracking ton, 20 2						
Program Point of	Contact: Adi	ministrative Point of Co	ontact: 15, F	Project Director/Perform	ning Organization	
Janie Hipp	Jeff	rey B. Jacobs	· · ·	lames Don Tilmon		
Telephone: 202-720		ephone: 202-690-5717		Iniversity of Delaware		
jhipp@csrees.usda		obs@csrees.usda.gov	' '	Newark, DE 19716		
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. Funding:	Federal	Non-Federal	17. Funds C	Chargeable		*
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Signature

CLANGGUTH

Typed Name Carol A. Langguth Authorized Departmental Officer

Date

09/18/2008

MAY 2 2 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:

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

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

Sincerely,

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 <u>all are welcome</u>.
- 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 – <u>necrme.org</u> (under "Grants" select "Project Reporting").

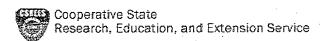
- Submit a Final Report online upon completion of the project (please note that final payment or up
  to 15% of allocated funds may be withheld until all reporting requirements are met). The Final
  Report for each project is a public document, and will ultimately be available for viewing online in
  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 <u>all</u> 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 <u>necrme.org</u> (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:

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





# Northeast Center for RISK Management Education 2009 Unrestricted Risk Management Education

#### Gram Promosal

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 industries 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.

Pi	oposed Results - What Particip	ants Will Lea	arn. Achieve	e. Apply		
	Proposed Result(s) that will happen by end of project	Topic	Producer Action	When Measured	<u>Est. #</u>	How Will You Verify
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 communi cation	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 communi cation	Implement	April, 2010	45	Audience Response System
3	Pariticpants will complete performance review worksheets with more employees as well as written job descriptions and job protocals.	Employee management and communi cation	Develop	April, 2010	30	Personal Interview
	Proposed Result(s) that will happen after project	<u>Topic</u>	Producer Action	When Measured	Est.#	How Will You Verify
1	Participants will continue with their individual action plan to address human resource management concerns on their farms	Employee management and communi cation	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 industries 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

	What Project Team Does	What Participants Do	When Measured	Est. Number
1	Set up one day workshop date and location – set up follow-up webinar dates with collaborators and determine specfic 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	<b>75</b> .
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

	What Project Team Does	What Participants Do	When Measured	Est. Number
11	Attend/Present/Facilitate at webinar sessions	Participants will, during the workshop and webinar sessions, share their specfic 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
- \* Lim Henion, Director of Consulting Services Cooperative Resources International, Genex Cooperative, Inc., J.Henion@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 (VAAFM) 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 VAAFM puts them in a unique position of knowing the farm characteristics, crops, and trends in agriculture within the state.

Access to Producer Information. VAAFM 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'.

## Budget

Section A. Senior/Key Person			\$3,300
Section B. Other Personnel		<b>N</b>	\$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

#### 2. DATE SUBMITTED Applicant Identifier APPLICATION FOR FEDERAL ASSISTANCE 02/26/2009 RME-JDC02959 SF 424 (R&R) 3. DATE RECEIVED BY STATE State Application Identifier 1. \* TYPE OF SUBMISSION 4. Federal 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 \*City: Montpelier County: Washington State: VT ZIP Code: 05620-2904 \*Country: USA Person to be contacted on matters involving this application \* First Name: Middle Name: Last Name: Louise Waterman Email: Louise.Waterman@state.vt.us \* Phone Number: 802-828-6900 Fax Number: (802-828-3831) 6. \* EMPLOYER IDENTIFICATION (EIN) or (TIN): 7.\* TYPE OF APPLICANT: 03-6000264 Other (Specify): 8.\* TYPE OF APPLICATION: | New Small Business Organization Type Resubmission Renewal Continuation Revision Socially and Economically Disadvantaged Women Owned If Revision, mark appropriate box(es). 9. \* NAME OF FEDERAL AGENCY: A. Increase Award B. Decrease Award C. Increase Duration USDA CSREES D. Decrease Duration 🔲 E. Other (specify) 10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: \* Is this application being submitted to other agencies? Yes No 10.500 What other Agencies? 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: 14. CONGRESSIONAL DISTRICTS OF: b. \* Project Start Date a. \* Applicant \* Ending Date December 31, 2010 Vermont July 1, 2009 Vermont 15. PROJECT DIRECTOR/PRINCIPAL INVESTIGATOR CONTACT INFORMATION Suffix: Middle Name: \* Last Name: Prefix: \* First Name Louise Waterman Position/Title: Organization Name: Education Coordinator Vermont Agency of Agriculture, Food & Markets Department: Division: Administration 1116 State Street Street1: Street2: ZIP Code: 05620-290 County: : Washington \* State: :VT \* City: |Montpelier \* Country: USA Phone Number: '802-828-6900 Fax Number: 802-828-3831 Email: Louise.Waterman@state.vt.us

OMB Number: 4040-0001 Expiration Date: 04/30/2008

SF 424 (R&R) APPLI	CATION FOR FEDERAL ASSIS	TANCE	Page 2
16. ESTIMATED PROJECT FUNDING		7. IS APPLICATION SUBJECT TO REVIEW BY S' ORDER 12372 PROCESS?	TATE EXECUTIVE
a 'Total Estimated Project Funding	\$15,750.00 a	YES THIS PREAPPLICATION/APPLICATION ON AVAILABLE TO THE STATE EXECUTIVE PROCESS FOR REVIEW ON:	
		DATE.	
c. * Estimated Program Income	h	NO DI PROGRAMIS NOT COVERED BY E.O.	i 12372: OR
		PROGRAM HAS NOT BEEN SELECTED REVIEW	
49 Dy pipping this application I part	ifu (d) to the statements contained	d in the list of certifications* and (2) that the stat	aments herein are
criminal, civil, or administrative	penafties. (U.S. Code, Title 18, Se	tious, or fraudulent statements or claims may siction 1001)  is list, is contained in the announcement or agency specific in	
19. Authorized Representative Prefix: First Name:	Middie Name:	* Last Name:	Suffix:
Dave		Lane	
* Position/Title: Deputy Secretary	* Organizati <b>on</b> :	Vermont Agency of Agriculture, Food & Ma	rkets
Department:	Division:	Administration	
* Street1: 116 State Street	Street2:		
* City: Mantpelier	County: Washington	*State: VT	ZIP Code: (05620-298)
* Country: USA	A CONTRACTOR OF THE CONTRACTOR		
* Phone Number: 820-828-1619	Fax Number: ,802-82	28-2361 Email: David Lane@	state.vt.us
*Signature of Aythori	zed Representative	Date Signed 2/25/09	
20. Pre-application		Add Attachment	and the same of th

OMB Number: 4040-0001 Expiration Date: 04/30/2008



# 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 4<sup>th</sup> ranked undergraduate business program. Bob is best known in extension for developing and leading the PRODAIRY Program – a program that developed and taught leadership



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,

Rotat G. Bulligas

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 Chaptel
Chapter 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



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



## 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.

D. St. Hilaire

Sincerely,

Ruchel D. St. Hilaire

**Executive Assistant** 

#### Who is Tom Fuhrmann DVM?

Tom started Dairy Works 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 Dairy Works, 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 diary 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 Dairy Works, he brings years of experience and a passion for results to help producers improve management on dairies.

Complete Description of Products and Services | Dairy Works 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

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

# Dairy Works 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 INFO	RMATIO	N						
1. Agency:	Age	Agency of Agriculture, Food & Markets						
2. Department:								
	'							
3. Program:	Hum	Human Resource Management Skills Training for Vermont Dairy Producers						
3								
4. Legal Title of Grant	Risk	Management Ed	ucation	************				
5. Federal Catalog #:	N/A							
6. Grant/Donor Name: University of De Research Office 210 Hullihen Ha Newark, DE 197	elaware all 716		*					
7. Grant Period:	From:	7/1/2009	To:   1	2/31/2010				
improving huma  9. Impact on existing portions.	n resource rogram if	management skill	ls for Vermont dairy bus	follow-up meeting sinesses.	s as a webinar series on			
10. BUDGET INFORM	IATION							
		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:		0	Φ.	Φ.				
(Direct Costs)		\$	\$ \$	\$				
(Statewide Indirect)		\$	\$	\$				
(Departmental Indire	ct)	\$	\$	\$ \$				
(Departmental mune	(1)	J.	Þ	Ф				
Other Funds:		\$	\$	\$				
Grant (source Univer	sity of	Ψ	φ	φ				
Delaware)	Sity Of	\$10,500	\$5,250	\$				
	Total	\$10,500	\$5,250	\$				
		410,000	Ψ5,250	Ψ				
	1			1 44 7 7 7 6				
Appropriation No:	2200030	000/prog.#21889	Amount:	\$15.750				
Appropriation No:	2200030	000/prog.#21889	Amount:	\$15,750 \$				
Appropriation No:	2200030	000/prog.#21889	Amount:	\$15,750 \$ \$				



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

				\$					
			1 2	\$					
			Total	\$					
			Total	Ψ					
DFI	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:  (initial)									
	Limited Service ition Information:	# Positions	Title						
		2		34					
	Total Positions								
120	Equipment and space	for these	s presently available.	be obtained with available funds.					
	itions:	ioi tuese	s presently available Can	be obtained with available funds.					
	AUTHORIZATION A	CENCV/DEPARTME	NT	\$ 5/1/8/cit					
	certify that no funds	Signature:	1	A. A. Doto:					
	and basic application	Signature.	There for Koon	Mbee 6/24/09					
prep	aration and filing costs	Title:	7.00						
	been expended or								
committed in anticipation of Joint Fiscal Committee Signature:				Date:					
	oval of this grant, unless								
prev	ious notification was	Title:							
	e on Form AA-1PN (if			101					
	icable):	IOD							
14.	ACTION BY GOVERN	NOR	$=$ $\rho$						
-/	Check One Box:	hours	72//	2/1/00					
Y	Accepted	(Caylonada aignatum		7/0/09					
	Rejected	(Governor's signature	()	Date:					
15. SECRETARY OF ADMINISTRATION									
	Check One Box:	P	0 01 -	-1.1 -					
X	Request to JFO	Dand	a PlkX	7/1/09					
	Information to JFO	(Secretary's signature		Date:					
16. 1	DOCUMENTATION R	REQUIRED							
		Required	<b>GRANT Documentation</b>						
Request Memo									
Dept. project approval (if applicable)		Grant (Project) Timeline (if applicable)							
Notice of Award			Request for Extension (if applicable)						
Grant Rudget			Form AA-1PN attached (if applicable)						
Grant Budget									
	End Form AA-1								