




STATE STRATEGIC PLAN 2018–2023 (FY2019–FY2023) VISION: Vermont’s economy is growing faster than the costs of living; our state is measurably more affordable each year for families and businesses; and we are meeting our obligation to protect the most vulnerable.

Agency of Agriculture, Food and Markets

MISSION: To facilitate, support and encourage the growth and viability of agriculture while protecting the working landscape, human health, animal health and the environment.

STRATEGIC PLAN SUMMARY

 ECONOMY	GOAL: Expand Agricultural Economy	<p>BY FY2021, expand Vermont’s agriculture economy in key areas such as gross sales (local, domestic and international), profitability of dairy and total acreage in agricultural production.</p>	<p>Key Indicators</p> <ul style="list-style-type: none"> ▶ WORK WITH ACCD TO ATTRACT AND BUILD ONE NEW MILK PROCESSING FACILITY in Vermont that can process more than 150,000 lbs. per day and to assist existing dairy processors to increase product output by 20% over current levels. Number of jobs before and after will be documented and will increase by 10%. ▶ GROW FOOD SYSTEMS GROSS SALES by \$20M–\$30M (domestic and international) or 50% over 2017 levels. ▶ INCREASE THE NUMBER OF NEW AGRICULTURAL OPERATIONS and supporting industry businesses by 5% by 2021. ▶ INCREASE THE NUMBER OF NATIONALLY RECOGNIZED, AND MARKETABLE, AWARDS TO VERMONT PRODUCERS (Sofi awards, Good Food Awards, American Cheese awards, etc.) by one award each year for a total of four new awards by 2021. ▶ INCREASE THE NUMBER OF VERMONT BUSINESSES ATTENDING THE SUMMER FANCY FOOD SHOW (SFFS) by 15% over 2017 levels each year.
	GOAL: Agriculture as an Occupation	<p>BY FY2021, substantially increase promotion of agriculture and related industry as viable occupations.</p>	<p>Key Indicators</p> <ul style="list-style-type: none"> ▶ INCREASE THE NUMBER OF STUDENTS GOING INTO VOCATIONAL EDUCATIONAL /AGRICULTURAL STUDIES by 5% at the secondary/high school level. ▶ AGENCY TO VISIT FIVE VERMONT VOCATIONAL EDUCATION/AGRICULTURAL SCHOOLS EACH FISCAL YEAR to discuss agriculture as a career. ▶ ATTEND FOUR JOB FAIRS PER YEAR to recruit students to college level agricultural programs and to promote VT-based agricultural careers.
	GOAL: Increase Agriculture Workforce	<p>BY 2021, increase the total agriculture workforce as a means of expanding the workforce, diversifying the state’s population and increasing taxable income.</p>	<p>Key Indicators</p> <ul style="list-style-type: none"> ▶ BY 2018 DEVELOP A PLAN FOR EMPLOYEE RECRUITMENT. ▶ IN 2019 IMPLEMENT PLAN and welcome first round of 10# workers. ▶ IN 2020 INCREASE PARTICIPATION IN THE PROGRAM by 2% total workers and by 5% of farms.
 VULNERABLE	GOAL: Integrate Farm and Food Opportunities	<p>BY FY2022, integrate farm and food based opportunities and job training into the available addiction treatment and recovery options, through creative and entrepreneurial government, nonprofit, and private partnerships.</p>	<p>Key Indicators</p> <ul style="list-style-type: none"> ▶ FY 2019, DEFINE BASELINE OF AG/FOOD BASED JOB TRAINING PROGRAMS for those in recovery. Add two programs above baseline by 2021. ▶ IN FY 2020 PARTNER WITH GOVERNMENT ENTITIES, PRIVATE BUSINESSES, AND NON-PROFITS to establish and implement a new food/ag-based option for supporting addicts in treatment and recovery. ▶ IN FY20 IMPLEMENT EMPLOYMENT-BASED PILOT PROJECTS in Chittenden County, Rutland County, Washington County, Caledonia County, Franklin County; and Windham County. ▶ IN FY2021, ACHIEVE 75% SUCCESS rate for participants completing the ag/food business job training program, as measured by 1 year of stable employment in the sector. ▶ IN FY2022 IDENTIFY 5–10 ADDITIONAL BUSINESSES to offer positions to recovering addicts; expand program to all 14 counties.
 MODERNIZATION AND EFFICIENCY	GOAL: Streamline Agriculture Inspections	<p>BY FY2021, streamline current VAAFDM dairy, water quality, and produce inspection programs to reduce staff time required to perform inspections and create capacity to prioritize water quality programs.</p>	<p>Key Indicators</p> <ul style="list-style-type: none"> ▶ IMPLEMENT A PILOT CRM SYSTEM in one Vermont county to provide better customer service and relationship with constituents. ▶ CROSS TRAIN AND REDEPLOY four staff to provide complete agency program management in one Vermont County. ▶ IMPROVE CUSTOMER SATISFACTION as evidenced by feedback and customer survey tools. Determine baseline and achieve 90–95% satisfaction rates by 2021. ▶ IMPROVE STAFF SATISFACTION of inspection programs and achieve 90–95% satisfaction by 2021.