

Applications submitted to the Working Lands Enterprise Board are required to have goals, performance measures, and outcomes. Below are definitions, tips, and three examples:

Project goals

Why your project is being proposed.

What you wish to accomplish using measurable targets that will be met through your project.

Each of your project goals should have corresponding performance measures and outcomes.

Performance measures

Ways in which the effectiveness of project will be measured:

What will be measured

How it will be measured

When it will be measured

Well written performance measures should be simple, easy to understand, realistic, worthwhile and must be quantifiable measurements of the project's progress that are easily validated and audited.

Expected outcomes

What are the impacts and changes you anticipate will occur due to project work: on you and on your quality of life?

How will your project enhance your business? Please quantify your response, and briefly state how you think this will take place. Will

your project have a positive outcome on other businesses and on the supply chain? If so, what types of business(es)?

EXAMPLE 1:

Goal	Performance Measure	Outcome
Lower meat processing costs and processing bottlenecks.	Pre- and post-development meat processing costs. Pre- and post-development meat processing time	10% decrease in meat processing costs. 20% decrease in meat processing time.
Increase the quantity and value of local value-added meat, vegetable and fruit products.	Cubic feet of raw and value-added products stored in the onsite cooler and freezer. Units of raw and processed meat, vegetable and fruit products sold in the area, elsewhere in Vermont, and out of state.	15% increase in quantity of products stored 15% increase in local sales 25 % increase in sales elsewhere in Vermont 40 % increase in sales outside of Vermont
Increase local and regional demand and supply of raw and value-added meat, vegetable and fruit products from the area and beyond, including in the off season.	Units of meat, vegetable and fruit products processed in the meat and vegetable processing rooms. Increase in price and profit margin per unit of value-added meat, vegetable and fruit products sold.	200,000lbs of products processed in the meat and vegetable processing rooms. 10% increase in price per unit of value-added products sold. 5% increase in profit margin per unit of value-added products sold.
Increase the number of trained meat processors in Vermont.	Number of meat processors trained.	100% increase in number of meat processors in apprentice in the area.
Reduce distribution costs for raw and value-added meat, vegetable and fruit products from the area.	Pre- and post- development per unit/per mile distribution costs.	20% reduction in distribution costs.
Preserve existing farms in the area by facilitating product diversification.	Number of products produced by each existing farm. Number of existing farms that increase product diversification.	8% increase in number of products produced by each farm. 10% increase in number of diversified farms.
Facilitate new entry for small farmers, new value-added producers, and underserved populations in the area by lowering the cost of entry through access to scalable storage and processing facilities.	Number of new farmers in the area using the facility. Number of new value-added producers in the area using the facility. Number of producers from under-served populations in the area using the facility.	5% increase in number of new farmers in the area. 50% increase in number of new value-added producers in the area. 25% increase in number of producers from under-served populations in the area.

EXAMPLE 2:

Goals	Performance Measures	Expected Outcomes
Replace meat from 16,000 miles away with meat that is raised within 10 miles away. (Farm to Plate Goals #1 and #22)	Number of goats processed in on-farm custom exempt slaughter facility	X amount of pounds of locally produces and slaughtered goat meat
Low income families have access to fresh, locally produced goat meat, replacing frozen imported product (Farm to Plate Goal #7)	Number of families using the slaughter facility.	At least X families will purchase and slaughter local goat meat from farm, addressing the clear consumer preference for fresh meat from known sources.
New American goat farmers are able to raise meat at a price affordable to low income consumers because slaughter costs are reduced to a minimum: pilot local goat raising venture thrives. (Farm to Plate Goal #4 and Goal #17)	Comparison of farm finances sheets with and without custom exempt slaughter facility.	Goat raisers will earn at least \$X supplemental income from new farm venture, rather than risking financial loss had there not been a custom exempt slaughter facility.
New American consumers can afford fresh local goat meat because they can purchase a live animal and slaughter it themselves, thereby minimizing processing	Number of American families filing Schedule F tax returns. Number of New Americans participating in community work days at farm.	New American extended families successfully enter livestock raising activities, paving the way for project expansion. At least X New Americans contribute to successful farm and slaughter operation by participating in farm work days.
Rogue slaughter of small livestock diminishes and is replaced by custom exempt slaughter compliant with all State regulations (Farm to Plate Goal #11)	Number of families using slaughter facility. Semi-structured interviews with select users comparing past and current	Rogue slaughter will be reduced by at least X% (with the long term objective of its complete elimination).
Slaughter facility facilitates sale of goats by “traditional” Vermont farmers to New American Consumers. (Farm to Plate Goal #7)	Number of “traditional” Vermont goat farmers who increase sales to New Americans as a result of the new slaughter facility. Number of goats raised off-farm but slaughtered at farm’s custom-exempt facility.	In first year, farm will develop at least X significant relationship(s) with traditional Vermont goat farmer whose animals pass through the custom slaughter facility. At least X% of the animals slaughtered at the facility will come from traditional Vermont goat farms.
Relations between New American and State authorities around agricultural issues increase: there is greater	Number of visits to farm by Extension and State agency employees.	At least X positive interactions between State and/or Extension

acknowledgement of constraints facing New American farmers as well as recognition of opportunities to include them as key actors in Vermont's working landscape. (Farm to Plate Goal #24).	Number of requests for assistance by New American livestock farmers to State/Extension offices. Number of times New American livestock farmers attend events otherwise attended primarily by traditional farm populations.	workers and New American livestock farmers over goat production and slaughter issues during the 2013 season.
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EXAMPLE 3:

Goals	Performance Measures	Expected Outcomes
Expand volume and variety of fresh vegetables available during the "off season" of deep winter and early spring for our CSA, farmers market, farmstand, and wholesale customers	Volume of marketable fresh produce harvested from November to April Number of types of fresh produce harvested between November and April	Increase from X to X lbs. of fresh produce harvested at the farm from Nov. to April Increase from X to X different types of fresh vegetables harvested from Nov. to April
Achieve this increased winter food production without increasing our dependency on non-renewable energy sources	Amount of propane (or other fossil fuel) inputs to our winter vegetable growing system	No increase in propane or other fossil-fuels to heat the two greenhouses from Nov. to April
Increase early tomato production to help satisfy local demand	Volume of tomatoes harvested and sold on the farm in June/July	Increase from X to X lbs. of "early" tomatoes harvested in June and July
Increase winter/ spring and early summer cash flow	Sales value of product sold from the two heated greenhouses from November through April Sales value of tomatoes harvested and sold on the farm in June and July	\$X increase in annual sales of vegetables produced in the two greenhouses Nov. to April Increase annual early tomato sales from \$X to \$X
Increase ability to offer year-round employment and retain trained employees	Number of year-round positions the farm can offer Number of employees that are employed by the farm for more than one year	An increase from X to X year-round positions An increase from X to X employees that work more than one year at the farm
Increase farmer/owners' planning time during the winter months	Amount of time farmer/owners use for whole farm planning	Increase by X% the time farmer/owners have for whole farm planning from ~X to X hours (X

		weeks x X farmers)
Increase farmer/owners' family time during the winter months	<p>Amount of time farmer/owners use for family time</p> <p>Number of vacations farmer/owners take during the winter</p>	<p>Increase by X% the time farmer/owners have for family time from X to X days per week during from Dec. to March</p> <p>Increase the number of family vacations for the farmer/owners from X to X per winter</p>
Invest in infrastructure that will allow farmer/owners to down-size and semi-retire as we get older by reducing our dependency on main season vegetable field production	Amount of square feet of high tunnel, greenhouse and similar covered growing space for focused winter vegetable production	Addition of X square feet of minimally heated greenhouse growing space to our farm operation

For any further questions or technical assistance needs regarding the Working Lands Enterprise Initiative, please contact Lynn Ellen Schimoler at lynnellen.schimoler@vermont.gov.