



BEER WORTH FINDING  
VERMONT BREWERS  
ASSOCIATION

# Three-Year Strategic Plan

## July 1, 2024- June 30, 2027

Community	Education	Governance	Marketing
Networking Events	Technical & Educational Events	Transparency	Event and Member Marketing Initiatives
Bi-Weekly Newsletter	Communication Channels	Regulatory Compliance	Passport Program, Ecommerce/ Merchandising
Social Media Engagement	Support Services	Accessibility	Member Engagement
Allied Partnerships	VT Craft Brewers Conference	Lobbying	Affiliate Marketing
Educational Resources	Local Agriculture Opportunities	Communication with DLL	Vermont Brewers Festival
Member Recognition	Allied Partnership Resource Allocation	Communication with State Government Officials	Social Media Channels
Committees encourage member participation on industry issues	Brewery Tours	Board Meetings and Annual Meeting	Oversee Dynamic Website
Social Responsibility Initiatives	Industry Expert Panels	Committee Structures	Beer Trails & Maps
		Administrative Responsibilities	

**Mission:** The Vermont Brewers Association was founded in 1995 to promote and strengthen the culture of craft brewing in Vermont through marketing, education, and advocacy for Vermont-made beer.

**Drafted:** March 12, 2024- June 6, 2024

**Approved:** June 18, 2024

**Updated:** September 25, 2025

## I.COMMUNITY

GOAL	STRATEGY	Responsible Party	PROGRESS
<b>Transparent Communication</b>  <i>July 2024-forward</i>	<ul style="list-style-type: none"> <li>Between VBA &amp; Members</li> </ul>	Exec Committee, ED & Committee Chairs	<ul style="list-style-type: none"> <li>Bi-Monthly newsletters sent by Emma (started 04/07/2023)</li> <li>Quarterly Updates on Strategic Plan Progress (sent 10/1/2024, 2/4/2025)</li> <li>Board meeting minutes added to resource page &amp; sent to membership (10/30/2024, 1/31/2025)</li> <li>GAC meeting 9/23/2024, meeting minutes added to resource page &amp; sent to membership (10/30/2024, weekly starting 1/13/2025)</li> <li>Events &amp; Marketing, Tech &amp; Ed, GAC meeting invites emailed to membership (1/31/2025)</li> </ul>
	<ul style="list-style-type: none"> <li>Member to Member</li> </ul>	VBA Members & Staff	<ul style="list-style-type: none"> <li>New website with improved job boards, event board, sales boards, contact information (launched 03/12/2024)</li> <li>10/1: 25% of breweries have updated their contact information and posted events or jobs, 14 members have added/updated contacts</li> <li>2/3: update info - 18% (this number is lower because we have less breweries now in membership than we did on 10/1)               <ul style="list-style-type: none"> <li>events/job posts - 16</li> <li>added/updated contacts - 21</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>● Bulk Buying Initiative</li> </ul>	VBA Staff	<ul style="list-style-type: none"> <li>● Bulk buying has been a hot topic for years, but due to laws surrounding anti-trust , bulk buying is not possible</li> <li>● This was communicated to the membership via email on 05/13/2024</li> </ul>
--	--	-----------	---

GOAL	STRATEGY	Responsible Party	PROGRESS
<b>Planning &amp; Networking</b>	<ul style="list-style-type: none"> <li>● Outside of Chittenden County</li> </ul>	VBA Staff & Board	<ul style="list-style-type: none"> <li>● Regional Brewery meet-ups, Spring 2024</li> <li>● Planning for additional regional meet-ups in 2025. <ul style="list-style-type: none"> <li>○ 2/3: 4, 30th birthday VBA networking events are in planning for spring of 2025 throughout the state.</li> </ul> </li> <li>● Annual Meeting &amp; Holiday Party outside of Chittenden County 2024 (12/16/2024)</li> </ul>
<b>Events</b>	<p>2024-2025</p> <ul style="list-style-type: none"> <li>● 4 Networking events</li> <li>● 2 Education events</li> <li>● Fundraiser Event</li> <li>● Membership Event</li> </ul>	VBA Staff & Committees	<ul style="list-style-type: none"> <li>● Networking- <ul style="list-style-type: none"> <li>○ 2024: Holiday party (von Trapp, 12/16/2024), Baseball (07/30/2024), VBF After-Party (Foam, 07/19/2024), VTCBC After-Party (Switchback, 11/12/2024)</li> </ul> </li> <li>● Education- <ul style="list-style-type: none"> <li>○ 2024: tech &amp; ed day: (05/19/2024, 14th Star, conference: (11/11/2024 - 11/12/2024)</li> </ul> </li> </ul>

			<ul style="list-style-type: none"> <li>● Fundraiser- <ul style="list-style-type: none"> <li>○ 2024: festival (7/18/2024-7/19/2024), glassware sales (orders due 10/4/2024)</li> </ul> </li> <li>● Membership- <ul style="list-style-type: none"> <li>○ 2024: Annual Meeting &amp; Holiday Party (von Trapp, 12/16/2024)</li> </ul> </li> </ul>
	<p><i>2025-2026</i></p> <ul style="list-style-type: none"> <li>● Same networking, membership &amp; fundraising as year 1</li> <li>● Additional education event</li> </ul>	VBA Staff & Committees	<ul style="list-style-type: none"> <li>● Networking- <ul style="list-style-type: none"> <li>○ 2025: Greg Noonan Day (3/4), Pre-VBF Party (7/17), VBF After-Party (7/18), Baseball Game (8/8), VTCBC After-Party's (11/17 &amp; 11/18)</li> </ul> </li> <li>● Education- <ul style="list-style-type: none"> <li>○ 2025: tech &amp; Ed Day (4/8), conference (11/17-11/18), de-escalation training 12/1</li> </ul> </li> <li>● Fundraiser- <ul style="list-style-type: none"> <li>○ 2025: Newport Beer Festival (4/19), VBF (7/18-7/19), 30th collaboration beer (on-going), Siptemberfest (9/20), Idletyme Oktoberfest (9/26)</li> </ul> </li> <li>● Membership- <ul style="list-style-type: none"> <li>○ 2025: Annual Meeting &amp; Holiday Party (BBCO, 12/9)</li> </ul> </li> </ul>
	<p><i>2026-2027</i></p> <ul style="list-style-type: none"> <li>● Increase networking, education, and</li> </ul>	VBA Staff & Committees	

	fundraising by one event from 2024 expectations		
--	--	--	--

## I.COMMUNITY

GOAL	STRATEGY	Responsible Party	PROGRESS
<b>Financial Support</b> Opportunity to provide support, microloan, or investment by allied partner  <i>By 2027</i>	<ul style="list-style-type: none"> <li>● Matchmaker to the people with money (expansion, growth, making more money)</li> <li>● What is your great idea that will benefit the Vermont beer industry?</li> <li>● What are we doing to create more resilience in our industry?</li> </ul>	VBA Staff & Allied Partners	<ul style="list-style-type: none"> <li>● 10/1: Increased Allied Partnership to 58 businesses, \$12,000 over budget goal.</li> <li>● Quarterly Allied Partner newsletters</li> <li>● Include Allied Partners in wholesale glassware pricing</li> <li>● 2/3: Ended 2024 with 58 Allied Partners, \$13,811 over our budget goal. Added 2 new Allied Partners in 2025 so far, and one increase in membership tier.</li> <li>● 9/25: Currently at 61 Allied Partners, added 10 new AP in 2025</li> </ul>
<b>Brewers Resilience Fund (BRF)</b> Create a fund to support brewers and brewery owners during times of	<ul style="list-style-type: none"> <li>● Donations from Allied Partners</li> <li>● Crowdfunding (i.e., additional dollars from</li> </ul>	VBA Staff, Members, & Allied Partners	

personal hardship (e.g., family changes, health changes, unexpected death, etc.).  <i>By 2027</i>	ticket sales will go to BRF) <ul style="list-style-type: none"> <li>● Support from Members</li> </ul>		
---	---	--	--

## I.COMMUNITY

GOAL	STRATEGY	Responsible Party	PROGRESS
<b>Increased Benefits for Brewery Staff</b>  <i>By 2027</i>	<ul style="list-style-type: none"> <li>● Explore options for Members with Allied Partners               <ul style="list-style-type: none"> <li>o Healthcare</li> <li>o 401K</li> <li>o Sustainability</li> <li>o HR</li> </ul> </li> <li>● Additional training for FOH</li> <li>● Templates for HR Policies, including sexual harassment boiler-plate language</li> <li>● EAP</li> </ul>	VBA Staff & Allied Partners	

## II. Education

GOAL	STRATEGY	Responsible Party	PROGRESS
<p>Tech &amp; Ed Events Minimum of 2 tech &amp; Ed events per year, with a goal to increase by one event per year.</p> <p><i>By 2027</i></p>	<ul style="list-style-type: none"> <li>Categories to include sales, HR, Front of House, social media, Technical brewing, Diversity &amp; Inclusion</li> </ul>	VBA Staff & Committees	<ul style="list-style-type: none"> <li>2024—two tech &amp; ed events, at 14<sup>th</sup> Star (05/19/2024) and Conference (scheduled 11/11/2024 - 11/12/2024)</li> <li>10/1: Added external events section to membership newsletter with education opportunities outside of the VBA</li> <li>2/3: Added external events section to VBA brewer only event calendar on website</li> <li>9/25: Adding a de-escalation FOH workshop for 12/1</li> </ul>
Resources on Website	<ul style="list-style-type: none"> <li>Sustainability, DEI, Distribution contracts/agreements/laws</li> <li>Legal bulletins and DLL updates</li> <li>Diversity training</li> <li>HR &amp; hiring resources</li> <li>Contacts across industries to assist with training (hospitality, marketing, technical brewing, HR)</li> </ul>	VBA Staff & Allied Partners	<ul style="list-style-type: none"> <li>10/1: VBA resources (19), Committee resources (56), VBF (9), Educational resources (33), Business resources (18), Marketing resources (1), passport resources (2)</li> </ul>
Access to National Conferences & Events	<ul style="list-style-type: none"> <li>Assist with entry fees for competitions</li> <li>Scholarships/discounts for national conferences</li> </ul>	VBA Staff, Members & Allied Partners	<ul style="list-style-type: none"> <li>Free entry &amp; shipping for GBF 2024</li> <li>Free entry &amp; shipping for GBF 2025 (Lawsons and Foam participating)</li> </ul>

### III. Governance



GOAL	STRATEGY	Responsible Party	PROGRESS
Lobbying  <i>2024-forward</i>	Continued relationship with lobbyist and developing expectations /goals with Governance Committee	VBA Staff, Governance committee, Lobbyist	<ul style="list-style-type: none"> <li>● 2024—squashed bill to increase tax rates on higher ABV beers</li> <li>● 2024 - Misc. Alcohol Bill passes with increased special event permits &amp; wholesalers added to festival permits</li> <li>● 2024 - GAC meeting 9/23, Emma/Matt/Jessica meeting 8/29</li> <li>● 2025 - GAC meetings weekly starting 1/17/2025. VBA display at statehouse 3/28/2025.</li> <li>● 2025 - EA to attend VT Senate Democrat Golf Tournament</li> <li>● 2025 - Joined VT Hemp Beverage Alliance</li> </ul>
Revisit Tied House & 1st /2 <sup>nd</sup> /3 <sup>rd</sup> /4 <sup>th</sup> class licensing  <i>2025-2026</i>	<ul style="list-style-type: none"> <li>● Survey members</li> <li>● Discussion at annual meeting</li> <li>● Update Lobbyist with VBA position</li> </ul>	VBA Staff, Members, Lobbyist	<ul style="list-style-type: none"> <li>● 2024 - 9/24 - Board Meeting discussed Tied House conversation for 2024 Annual Meeting</li> <li>● 2024 - Discussed Tied House at Annual Meeting, no conclusion made.</li> <li>● 9/25 - Drafted bill language around self-distribution, have two sponsors, and are continuing conversations</li> </ul>
Relationship with DLL	<ul style="list-style-type: none"> <li>● Small discussion groups in person</li> <li>● Regular updates from DLL</li> </ul>	VBA Staff, Members & DLL officers	<ul style="list-style-type: none"> <li>● 2024 - Emma presented at DLL conference 05/03/2024</li> <li>● 2024 stakeholder meeting with DLL 06/27/2024</li> <li>● 2024 - no fines at VBF, VBA highlighted on DLL investigator's social media</li> </ul>

GOAL	STRATEGY	Responsible Party	PROGRESS
Lobbying  <i>2024-forward</i>	Continued relationship with lobbyist and developing expectations /goals with Governance Committee	VBA Staff, Governance committee, Lobbyist	<ul style="list-style-type: none"> <li>2024—squashed bill to increase tax rates on higher ABV beers</li> <li>2024 - Misc. Alcohol Bill passes with increased special event permits &amp; wholesalers added to festival permits</li> <li>2024 - GAC meeting 9/23, Emma/Matt/Jessica meeting 8/29</li> <li>2025 - GAC meetings weekly starting 1/17/2025. VBA display at statehouse 3/28/2025.</li> <li>2025 - EA to attend VT Senate Democrat Golf Tournament</li> <li>2025 - Joined VT Hemp Beverage Alliance</li> </ul>
Revisit Tied House & 1st /2 <sup>nd</sup> /3 <sup>rd</sup> /4 <sup>th</sup> class licensing  <i>2025-2026</i>	<ul style="list-style-type: none"> <li>Survey members</li> <li>Discussion at annual meeting</li> <li>Update Lobbyist with VBA position</li> </ul>	VBA Staff, Members, Lobbyist	<ul style="list-style-type: none"> <li>2024 - 9/24 - Board Meeting discussed Tied House conversation for 2024 Annual Meeting</li> <li>2024 - Discussed Tied House at Annual Meeting, no conclusion made.</li> <li>9/25 - Drafted bill language around self-distribution, have two sponsors, and are continuing conversations</li> </ul>
			<ul style="list-style-type: none"> <li>2/3 update: DLL joined VBA Annual Meeting for a Q&amp;A, DLL stakeholder meeting 2/3</li> </ul>

#### IV. Marketing

GOAL	STRATEGY	Responsible Party	PROGRESS
------	----------	-------------------	----------

<p>Event Promotion</p> <p><i>2024-forward</i></p>	<ul style="list-style-type: none"> <li>● Events calendar on VBA website</li> <li>● Cross promotion of brewery events on VBA social media</li> </ul>	<p>VBA Staff, Members</p>	<ul style="list-style-type: none"> <li>● Website calendar live on 04/2024.</li> <li>● 10/1: Oktoberfest blog - 1,034 page views</li> <li>● 10/1: 4,918 calendar page views since launch - one of our most visited pages</li> <li>● 10/1: 233 events posted by VBA staff or members , 248 Clicks - average about 1 click per event</li> <li>● 2/3: Jobs - 3,226 views, Brewery Events - 9,134 views</li> </ul>
<p>Storytelling Encourage breweries &amp; other Vermont resources to connect with each other to collectively tell our stories</p> <p><i>2024-forward</i></p>	<ul style="list-style-type: none"> <li>● Collaborations with other influencers to further brewing's stories (i.e. Rocket in VT/eatvermont, HelloBurlington, VDTM)</li> </ul>	<p>VBA Staff, Members</p>	<ul style="list-style-type: none"> <li>● 2024 - "so you want to work at a brewery" series (6 articles)</li> <li>● 2024 - EdibleVT Summer 2024 article spread</li> <li>● 2024 - applying for grant opportunity to enhance story-telling abilities &amp; VBA member marketing <ul style="list-style-type: none"> <li>○ did not get grant</li> </ul> </li> </ul>

			<ul style="list-style-type: none"> <li>● 2/3 update: Brewview Article, Bennington Banner Article</li> <li>● 9/25: \$4M+ in AVE from VBF earned media. Daily Show segment, CNN article, + 15 other publications.</li> <li>● 9/25: Working on a food, beer, and landscape youtube series with CVH &amp; Two Heroes</li> </ul>