



FARM & WILDERNESS

Annual Report 2012-2013



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Pediatric Ophthalmologist,  
Children's Hospital of  
Philadelphia  
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Board Member, Crotched  
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Burke Law  
Burlington, VT

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Education, Mills College  
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**Kristi Webb** \*  
Psychologist in private  
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**Tom Williams** \*  
Vice Chairman of the Board,  
Friends Fiduciary Corp.  
Philadelphia, PA

\* Term ended May 2013  
† Term began August 2013  
^ Term ended May 2014

Note: Clerk and Assistant  
Clerk listed as of  
May 2014

## State of the Farm & Wilderness Foundation

Recalling our milestones over the past two years, we are simply amazed by how much Farm & Wilderness has accomplished – all a fitting prelude to our 75th Anniversary celebration in 2014.

We had full enrollment in both 2012 and 2013, with over 800 campers attending both summers. We were named a "Best Places to Work in Vermont" for the first time in 2012 and repeated the feat in 2013. We celebrated with alumni, camper families and friends at F&W community dinners in Tarrytown, NY, and Philadelphia; held our Nationwide Potluck in nearly 20 cities across the country; and hosted many House Parties, Community Dances, cider and pancake gatherings. We welcomed alumni from Indian Brook, Saltash Mountain, and Tamarack Farm for their camp reunions.

As if that didn't keep us busy, we launched a pilot Girls' Wilderness Program, transformed our website, reinvigorated our Counselor in Training program, welcomed alpacas to the Farm, built four new cabins, and produced over 6,000 pounds of organic produce and hundreds of gallons of milk.

As an organization, we celebrated 40 years as a nonprofit foundation, a historic milestone made possible only by building on the mission and values of our founders. We honor Ken and Susan Webb, as well as the caring and kindness of hundreds of staffers and three generations of camp families who have joined us on this journey. Looking towards our future, we launched the "Thrive for 75 Strategic Plan" to ensure that F&W's mission, programs and values will be strong for the next three generations of campers.

Our annual reports are a mirror on the past - giving us a chance to reflect on how we've met our challenges and see what we've accomplished over the past months. We're eager to create new opportunities for F&W to thrive for the next 75 years.

*Will Anninger*  
Will Anninger  
Clerk, Board of Trustees

*Pieter Bohen*  
Pieter Bohen  
Executive Director





**The Visitors' Circle** is an advisory board of community, non-profit, academic, and private sector leaders who are committed to supporting and advancing the mission of Farm & Wilderness. Visitors' Circle members provide counsel to the Board of Trustees and staff, develop and strengthen relationships with alumni, parents and friends, and foster philanthropic support for Farm & Wilderness.

Richard "Rox" Anderson  
James Berkman  
McKey Berkman  
Carol Browner  
Leonard K. Cadwallader  
Caroline Cope  
Joan Countryman  
Nicholas Donohue  
Susan Saint James Ebersol  
Dan Elias  
Susanne Emory  
Ian Gamble  
Janet Green  
Richard D. Hausman  
Bruce Katz  
Roger L. Michel  
Robert P. Owen  
Richard A. Parker  
Burton Sonenstein  
Adam C. Stern  
Susan St. John  
Jeffery Anne Tatum  
Philippe Villers



## Our Mission

*We strive to provide experiential education which transforms our community.*

*Our mission is:*

- *To grow the seeds of courage and integrity in all participants*
- *To offer rugged, hands-on, outdoor adventure and challenge*
- *To encourage hard work and joyful play*
- *To create community that values long term stewardship of our environment*





# Financial Report

During the fiscal years of 2012 and 2013 covered by this annual report, we've enjoyed several milestones and seen our financial position continue to strengthen.

F&W's financial performance in 2012 was notable in a number of respects: Contributions from our generous donors were \$200,000 more than in 2011; Killington/Pico Ski Resort Partners LLC agreed to a 25-year extension of our agreement to lease the rights to the water from Woodward Reservoir for winter snowmaking; and we ended the year with no debt – certainly a first in a great number of years.

The financial results of our core operations were solid in 2012, although the results lagged somewhat behind those of 2011. Net tuition revenue declined modestly in 2012 largely because our enrollment fell just shy of budgeted expectations and we awarded more camperships than in prior years. Other revenue generators, including special events and farm sales, returned to expected levels after dipping the prior year due to impacts from Tropical Storm Irene. In 2013, thanks to strong enrollment, our net tuition revenue grew again as did campership awards. On the other hand, contributions were down to just below historical averages.

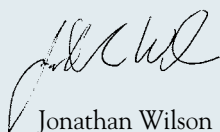
We also saw our expenses rise in 2012 and 2013 – particularly our programmatic expenses. Food costs, repairs, and salaries all grew as we focused on strengthening our programs and facilities and keeping up with strong enrollment. To ensure our long-term sustainability, we will continue to work to minimize growth in our operating expenses.

About four years ago, our Board of Trustees made a plan to fully pay down our debt within a decade. We're fortunate to have erased that debt by the end of 2012, ahead of schedule. This is due to our vibrant operations, careful use of cash, strong early enrollment in 2013, the Killington agreement, and the 2011 sale of a conservation easement on Lake Ninevah. In 2013, we used some of that available credit to invest in our sustainability project at Tamarack Farm – a carbon reduction project where we will recapture the outlay with savings on fuel bills in about 15 years. Investments such as this one left us with a modest cash deficit at the end of 2013.

Our invested funds continued to perform well in 2012 and 2013. At the end of 2011, F&W's endowment funds totaled about \$4 million. By the end of 2013, thanks to generous contributions and a strong market, the balance grew to almost \$4.5 million. These long-term investments will help us continue expanding our important campership program.



Phil Berkman  
Clerk, Board Finance Committee



Jonathan Wilson  
Chief Operations Officer



## Statement of Financial Position

(from Audited Statements)

Year Ending	2011	2012	2013
<b>Assets</b>			
Cash	316,049	326,599	161,933
Accounts Receivable	39,984	32,493	41,056
Pledges Receivable	35,052	49,175	27,044
Other Assets	45,225	47,973	62,683
Investments	3,487,041	3,859,817	4,490,916
Land, Buildings, Equipment	4,333,314	4,476,762	4,565,882
<b>Total Assets</b>	<b>8,256,665</b>	<b>8,792,819</b>	<b>9,349,514</b>
<b>Liabilities</b>			
Accounts Payable	63,897	21,380	55,486
Accrued Expenses	72,068	81,271	81,268
Unearned tuition	398,800	608,835	721,244
Unearned lease fees	-	357,575	343,272
Bank notes	230,006	-	177,595
<b>Total Liabilities</b>	<b>764,771</b>	<b>1,069,061</b>	<b>1,378,865</b>
<b>Net Assets</b>			
Unrestricted	5,009,156	5,004,298	5,108,137
Temporarily Restricted	1,521,554	1,577,307	1,664,799
Permanently Restricted	961,184	1,142,153	1,197,713
<b>Total Net Assets</b>	<b>7,491,894</b>	<b>7,723,758</b>	<b>7,970,649</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>8,256,665</b>	<b>8,792,819</b>	<b>9,349,514</b>



## Statement of Activities: Five-Year Snapshot

(from Audited Statements)

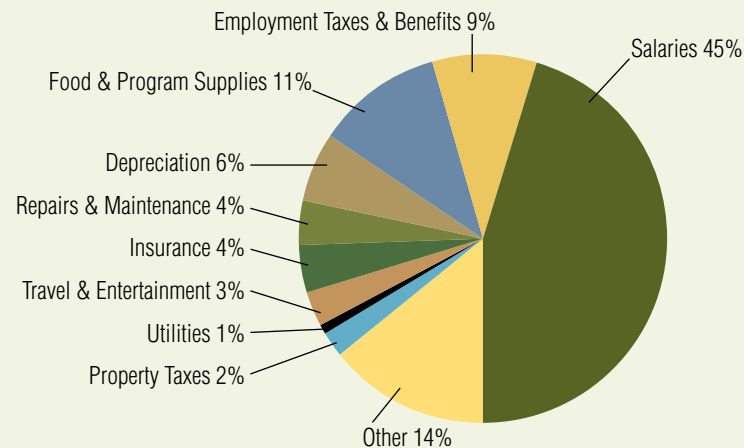
Year Ending	2009	2010	2011	2012	2013
<b>Operating Revenue</b>					
Tuition	2,828,238	2,792,040	3,175,412	3,082,911	3,397,714
Less Discounts & Camperships	(428,621)	(472,410)	(492,921)	(554,915)	(562,806)
Reservoir Rental Income	208,698	208,179	211,398	221,100	241,605
Contributions	291,523	567,406	478,259	679,503	354,667
Investment Income	96,037	141,027	159,641	160,833	160,992
Other Revenue	220,063	241,303	244,918	303,128	230,622
<b>Total Revenue</b>	<b>3,215,938</b>	<b>3,477,545</b>	<b>3,776,707</b>	<b>3,892,560</b>	<b>3,822,794</b>
<b>Functional Expenses</b>					
Program Expenses	2,398,242	2,374,083	2,620,252	2,794,510	2,855,634
General & Administrative	609,549	665,969	831,681	919,156	921,158
Fundraising	219,688	179,508	237,371	132,431	271,531
<b>Total Expense</b>	<b>3,227,479</b>	<b>3,219,560</b>	<b>3,689,304</b>	<b>3,846,097</b>	<b>4,048,323</b>
<b>Net Asset Change</b>	<b>(11,541)</b>	<b>257,985</b>	<b>87,403</b>	<b>46,463</b>	<b>(225,529)</b>
Total Other Changes	406,541	27,970	243,519	185,401	472,420
<b>Total Change in Net Assets</b>	<b>395,000</b>	<b>285,955</b>	<b>330,922</b>	<b>231,864</b>	<b>246,891</b>
Bank Debt (as % of total assets)	14%	9%	3%	0%	2%



## Use of Funds

Category	2013	%	2012	%
Salaries	1,804,213	45%	1,695,253	44%
Employment Taxes & Benefits	368,967	9%	345,664	9%
Food & Program Supplies	464,723	11%	445,210	12%
Depreciation	258,454	6%	266,201	7%
Repairs & Maintenance	177,585	4%	246,549	6%
Insurance	151,675	4%	115,966	3%
Travel & Entertainment	127,989	3%	117,473	3%
Utilities	57,757	1%	63,965	2%
Property Taxes	61,872	2%	59,276	2%
Other	575,088	14%	490,540	13%
<b>Total</b>	<b>4,048,323</b>		<b>3,846,097</b>	

## Use of Funds 2013





## Program & Enrollment Snapshot

In 2012, 589 campers attended one of our overnight camps and 202 attended Barn Day Camp. In 2013, we reached 100% enrollment with 627 campers attending one of our overnight camps and 234 attending the Barn Day Camp.

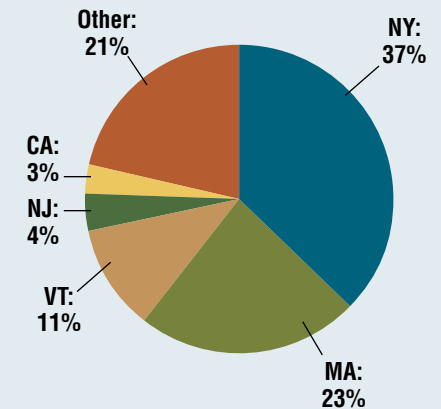
In both years we welcomed campers from diverse backgrounds and ethnicities: 22 percent of overnight campers identified themselves as African American, Multiracial, Asian American, Latino/a, Native American, or as foreign citizens.

**2012/2013 Program Highlights:** Our Program Team worked hard to inspire, plan and lead values-based programming for campers. The camps sent out more than 100 overnight hiking, canoeing, rock climbing, outdoor living skills and service based trips each year. From waterfront activities to circus arts to work projects, campers learned valuable skills, built community and contributed to meaningful service.

**Campership:** Campership is integral to how Farm & Wilderness achieves its mission. In 2012, 24% of campers received campership assistance totaling \$536,000. In 2013, 25% of campers received campership totaling nearly \$550,000. The average award was between \$1,000 and \$2,500. These awards for financial assistance are supported 100% through charitable contributions from the F&W community.

### Camper Geography at a Glance

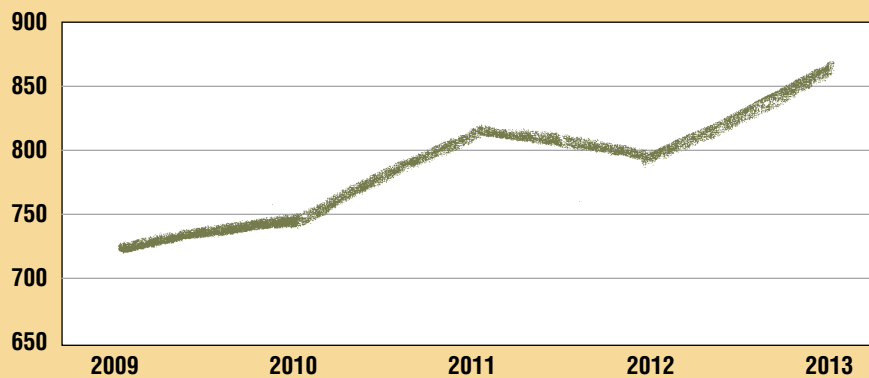
In 2012, campers arrived from 31 states and five foreign countries. In 2013, campers came from 28 states and seven foreign countries.



Above: 2013 camper distribution by state. More than 70% of F&W campers come from the northeast.

### Camper Enrollment: 2009-2013

*Overnight and Barn Day Camp Campers*



*I loved silent meeting because it was very good for me to reflect on my life and the day before and the rest of the day and I was able to know what I wanted the other activities and games to mean to me. - FC, age 11*



## 2012 & 2013 Farm & Wilderness Employees

*The Farm & Wilderness staff, through their hard work and commitment to our values and mission, ensure our organization and programs are a positive influence on our campers, community and world at large. We appreciate their contribution to our success in 2012 and 2013.*

### Year-Round Staff

Joy Alper  
Samuel Arfer  
Thomas Barrup\*  
Linda Berryhill  
Pieter Bohlen  
Jeff Bounds  
Amy Bowen  
Andrea Breen  
Tulio Browning  
Aldo Cafarelli  
Megan Chamberlain  
Chantal Deojay  
Jennifer Flaster  
Kim Gaines  
Melanie Gander  
Jay Kullman  
Pam Podger  
Zachary Podhorzer  
Courtney Porter\*  
Rachel Stievator  
D. Kurt Terrell\*  
Jennifer Thomas\*  
Sarah Waring\*  
Jonathan Wilson

\* We thank those who served F&W in 2012 and 2013 who are no longer on our Year-Round Staff.

### Seasonal Staff

Dara Aber-Feri  
Fallon Able  
Abraham Adams  
Paul Adams  
Myles Aion  
Zev Alexander  
Mary Anderson  
Arielle Antosca  
Scott Aquiles



Gloria Arfer  
Molly Arnholter  
Rachel Aronson  
Emma Astbury  
Isaac Avenia-Tapper  
Benjamin Baker  
Clara Baker  
Eliza Baker  
Morgan Baker  
Sean Banks  
Duncan Barber  
Celia Barbour  
Robert Barton  
Grace Battista  
Elana Baumann-Carbrey  
Naomi Baumann-Carbrey  
Kyle Baumgardner  
Isaiah Bechar  
Mary Claire Becker  
Allison Beer  
Jessie Beer

Lily Bell  
Emily Bell-Hoerth  
Austin Bennett  
Camerin Bennett  
Amanda Benoit  
Isaac Benson White  
Olga Berg  
Kyla Biegun  
Hannah Billian  
Erik Bjornstad  
Indi Bjornsson  
Matteo Bjornsson  
Daniel Blackman  
Katy Blackman  
Gabrielle Blumenthal  
Katelyn Bobek  
Mark Bosz  
Samantha Bourne  
Seth Bowles  
Montana Bowman  
Anais Boyd  
Anna Bralow  
Lucas Braun

Shira Breen  
Mara Bresnahan  
Ashlyn Bristle  
Guivenson Brizard  
Althea Brown  
Rebecca Brunn  
Colleen Bumford  
Rachel Burke  
William Byers  
Benjamin Calder  
Lea Calderon-Guthe  
Abby Cali  
Elena Canaris  
Laura Cande  
Barbara Carey  
Jasmine Carey  
Maxwell Carine  
Jacob Carrigan  
Maeve Carver  
Seth Carvill  
Luke Cate  
Jordan Cerna  
Zac Chapman  
Alex Charleston  
Cora Chisholm  
Margaret Clews  
Isabella Coffey-Moore  
Rebecca Cohen  
Peter Colasante  
Nina Cole  
Kathleen Collins  
Lauren Comis  
Eric Conley  
Caroline Connolly  
James Copp  
Madison Cornell  
Lauren Cote  
Travis Craw  
Adrian Curtin  
Phillip Dalgarno  
Elena Davis  
Kelly Davis



William Davis  
Lee Delegard  
Aubrey DeLone  
Leah Dembinski  
Claire Diamond  
Noah Dickerman  
Matthew Dickinson  
Antares Diekow  
Emily Dixon  
Lily Dixon  
Jack Doherty  
Meghan Doherty  
Maisie Dolan  
Marshall Douglas  
Benjamin Draper  
Julie Dressner  
Lori Ducharme  
Ryan Duerme  
Zach Duncan-Tessmer  
Nathan Dunn  
Steph Durell  
Micheal Dyck  
Will Edmondson  
Jared Edward  
Paul Eley  
Elsa Engstrom

Langston Epps  
Jane Epstein  
Cristina Eraso  
Greyson Ersick  
Brielle Ervin  
Rachel Estey  
Jasmine Estrada  
Levenson  
Ana Estrada-Levenson  
Nicolle Etchart  
Maggie Farthing  
Henry Feder  
Julian Fenn  
Monica Figuero  
Daniel Filstein  
Cara FitzGibbon  
Matt Fitzpatrick-Mee  
Hannah Fleischmann  
Blake Maya Flessas  
Colin Flynn  
Lauren Flynn  
Emilyn Fox  
Devin Frechette  
Abene French  
Leah Friedman  
Lia Friedman

Zachary Fromson  
Margaret Gair  
Kiri Gair-Macmichael  
Aldis Gamble  
Devon Gamble  
Peter Gargagliano  
Katrina Gedney  
Adam Gelroth  
Eric Gibbons  
Esperanza Gilbert  
Varney Glassman  
Amanda Glazer  
Michelle Golden  
Pam Goldman  
Caitlin Gortze  
Bailey Grant  
Zoe Grant  
Sylvie Graubard  
Margaret Graustein  
Samantha Green  
Eleanor Greene  
Jihan Grettenberger  
Ida Griesemer  
Sasha Grodsky  
Aline Haddad  
Ian Haddad

Katherine Hans-Barrientos  
Kelsey Harrington  
Shirl Harrington  
Scott Harris  
Christopher Harrison  
Michael Haulenbeek  
Emily Haynes  
Jason Healy  
Rebecca Hebert  
Anne Hereford  
Paula Hernandez  
Zachary Heyman  
Joseph Hiller  
Tess Hobbs  
John Hoffman  
Hannah Holby  
Tessa Holmes  
Lauren Honican  
Jenna Hsiang  
Isabel Hulkower  
Karissa Hummel  
Sadie Jane Hunter  
Courtney Ianni  
Vida James  
Emily Jaques





Joshua Jasso  
Matthew Joffe  
Kennedy Johnson  
Lily Johnson  
Dane Jones  
Gamal Jones  
Taylor Jones  
Katherine Jordan  
Tim Jursak  
Sami Kattan  
Clara Kazarov  
Heather Kazda  
Aiden Keeva  
Graham Keller  
Clara Kelly  
Dara Kelly  
Rose Kennedy  
Susan Kennedy  
Skylar Kergil  
Hazel Kiefer  
Isobel King  
Emily Kinsler  
Henry Klatz  
Benjamin Klebanoff  
Deborah Kleinmann  
Jennifer Knapp

Mechelle Kneidinger  
Andrew Kohler  
Daniel LaFontaine  
Jesse Lafontaine  
Eli Landman  
Megan Lanius  
Chelsie Laughlin  
Warren Lee  
Daniel Legnard  
Matthew Levinson  
Zoe Litaker  
Annie Lo  
Taylor Luck  
Eric Lundquist  
Clarissa Lyons  
Elijah MacCullagh  
Sarah Mandl  
Stephanie Maraldo  
Charlotte Marcolla  
Philip Marshall  
Moriah Martel  
Ryan Martens  
Jay Massey  
Vanessa Matos  
Meredith Mayer  
Allison Mazzullo

Casey McClellan  
Owen McCormick  
Eliza McCutchen  
Daniel McDonald  
Meteer  
Marianne McGee  
Patrick McGinn  
Skilah McKinney  
Guinevere McWhorter  
Oliver Mednick  
Perri Meeks  
Anna Meilman  
Jacob Metz-Lerman  
Amira Miller  
Melissa Miller  
Robert Miller  
Ali Mills  
Tyler Mintzer  
Christopher Moncrief  
Alyssa Mongelli  
Amanda Morgan  
Rosemary Moser  
Laura Motley  
Mary Muniz  
Dan Murphy  
Mary Murphy

Aiden Nagle  
Jessica Newcomb  
Stephan Nickum  
Paul Nipp  
Mirembé Nutt-Birigwa  
Jacob Oates  
Mike O'Connor  
Claire Oliphant  
Lawrence Oliver  
Beth O'Neil  
Vanessa Onkow  
Stephanie Orlando  
Tonya Orme  
Christopher Ornelas  
Tonya Oya Orme  
Christine Page  
Isaiah Palmeri  
Tierney Palmer-Klein  
Julius Parker  
David Patterson  
Hannah Patterson  
Billy Perkiss  
Krista Phillips  
Josh Pierce French  
Shai Pina  
Janet Portillo

Cassandra Prenn-  
Vasilakis  
Ilene Price  
Savannah Pryne  
Elizabeth Quinn  
Rajiv Raghavan  
Crystal Ramirez  
Harmony Ramirez  
Christopher Ramos  
Margretta Reed  
Michaela Regehr  
Aliza Resnick  
Michael Richards  
Philip Rish  
Marilyn Roberts  
Elyse Robertson  
Keegon Robinson  
Sarah Rontal  
Benjamin Rood-Ojalvo  
Daniel Rood-Ojalvo  
Elliot Rose  
Stefan Rosenberg  
Amy Rothbart  
Michael Rothbart  
Elmer Salinas  
Eric Sargent  
Alexandra Schiavoni  
William Schmeling  
Kirin Schmit  
Amy Schroeder  
Julia Schulman

Rachael Schultz  
Julia Schwartz  
Jessica Scott  
Kevin Scott  
Zach Scott  
Elliott Seigrest-Jones  
Eli Seitz  
Danielle Seltzer  
Erica Seltzer-Schultz  
Sam Sessums  
Raphael Shamas  
Betsy Shands  
Josh Shanto  
Olivia Sharkey  
Daniel Sher  
Mika Shibuya  
Analiese Sigelko  
John Sinclair  
Adrian Singleton  
Anya Skibbie  
Lynn Smart  
Dominic Smith  
Nathaniel Smith  
Madelyn Sovern  
Dan Spira  
Austin Steckman  
William Steckman  
Rebecca Steinitz  
Jack Stevenson  
Mary Stewart  
Hedley Stone

Martyne Stout  
Laura Streitfeld  
Peter Sturni  
Shawn Suggs  
James Sullivan  
Corazon Swanberg  
Ashley Swasey  
John Sweeney-Taylor  
Woody Tabery  
Camilla Tannen-  
Barrup  
Cody Tannen-Barrup  
Tyler Tannen-Barrup  
Jill Tarkleson  
Karen Taylor  
Sara Taylor  
Zach Taylor  
Hannah Thanhauser  
Frankie Thatcher  
Sam Tolzmann  
Amy Trahan  
Carmen Tubbesing  
Monica Vail  
Tinian Vandergriff  
Elizabeth Vardy  
Piet Vermier  
Edward Von Mehren  
Adam Walker  
Jade Walker  
John Ward  
Sam Warkov

Anika Wasserman  
Kyle Watrous  
Zoe Weizenbaum  
Margaret Wellik  
Erin Wells  
Noah Wertheimer  
Brittany West  
Henry Wheaton  
Sammy Whitehurst  
Kyla Whitmore  
Sayer Wickham  
Fiona Wiederman  
Anna Williams  
Christina Williams  
Polly Williams  
River Williams  
Marnie Williamson  
Melissa Winchell  
Megan Wingate  
Ryan Wingate  
Talia Wingham  
Adam Witzel  
Hannah Wolfe  
Hannah Woodbury  
Josh Worthington  
Jarod Wunneburger  
Charles Wyatt  
David Yoakum  
Xia Zhang  
Stephanie Zwolak





# Sustainability Report

In alignment with our mission and value of simplicity, Farm & Wilderness has worked to better understand and reduce our impact on the planet. In 2009, we began measuring our greenhouse gas output under the leadership of Dano Weisbord, F&W alumni and former Timberlake director, and most recently with the assistance of Elisabeth Wolfe, Sustainability Consultant.

F&W has now completed greenhouse gas inventories every year since 2009. Analyzing resource use over five years has been vital in understanding how our practices affect global climate change, and has helped us to prioritize the most practical methods to address them. With the aid of this annual inventory, we were able to see that our “low hanging fruit” reduces our fossil fuel use for heating and hot water. This information prompted us to design and install a wood boiler system for heat and hot water for the lodge,

showers and greenhouses at Tamarack Farm. Once fully online, we expect to eliminate the purchase and use of about 5,000 gallons of fossil fuels annually.

## Greenhouse Gas Inventory Results

F&W greenhouse gas emissions are divided into seven operational categories:

1. Buildings includes emissions from electricity, hot water, heat, refrigeration and cooking fuel.
2. Vehicles includes emissions from cars, trucks and vans owned by F&W.
3. Agriculture includes emissions from farm animals.
4. Commuting includes travel by year-round staff between office and home.
5. Air Travel includes work-related travel by year-round staff.
6. Outsourced Transportation includes work-related personal vehicle trips by year-round staff.



7. Office Paper includes the use of paper by F&W staff.

In 2013, F&W operations were responsible for the emissions of 357 metric tons of equivalent carbon dioxide (MTeCO<sub>2</sub>). (see Greenhouse Gas Emissions 2013 chart for more detail)

F&W's aerobic composting program (turning compost regularly and monitoring the temperature) reduces the amount of greenhouse gases that would otherwise be released if those materials decomposed without intervention. Composting at F&W resulted in the avoidance of 29 MTeCO<sub>2</sub> or over 8% of F&W's 2013 greenhouse gas emissions.

## Trends

Net emissions have declined steadily, by 5%, over the last four years of the inventory, even as the number of staff and campers have increased. The chart of total emissions from years 2009-2013 (at right) displays this trend. The dark green shows total emissions,

the light green shows net emissions after subtracting avoided emissions associated with composting.

The results show emissions increasing from 2009 to 2010 and then falling slowly since then. The increase from 2009 to 2010 is attributed to improvements in the quality of data collected between the first and second years of the inventory.

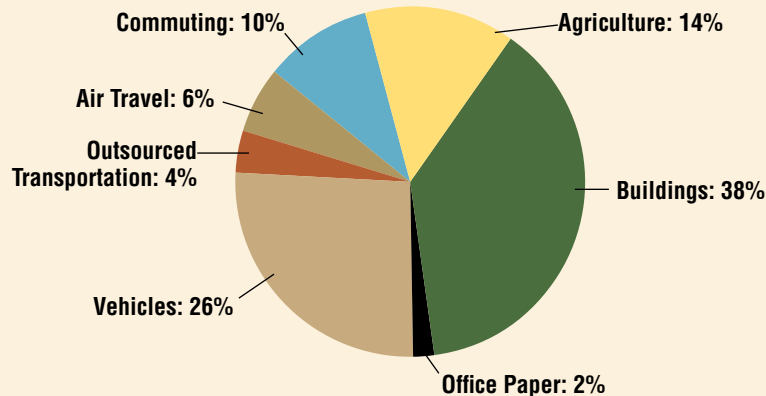
## Notable Results, Trends and the Path Forward

While overall there has been a steady decline in total emissions, looking at F&W's operational categories separately helps make clear which areas have had the most meaningful impact on the decline in our greenhouse gas emissions, as well as which operational categories could most benefit from institutional change and improvement. The chart below shows changes in emissions over time, separated out by operational category.

We anticipate a significant decline in emissions in 2014 when our wood

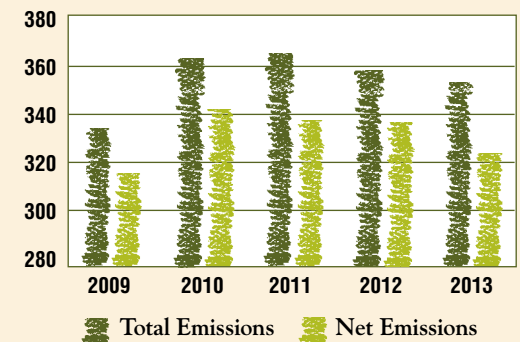
### Greenhouse Gas Emissions 2013

357 tons CO<sub>2</sub>e



### Greenhouse Gas Emissions 2009-2013

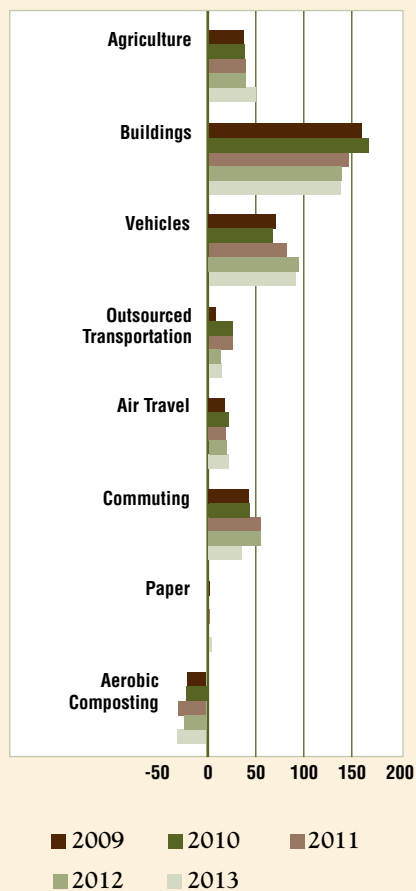
2009-2013



boiler system will become operational at Tamarack Farm. In the next several years, we will design a zero-emissions building for our main office; increase the use of electric vehicles and bicycles during the summer season; continue to replace inefficient appliances; and explore the installation of photovoltaic systems as they become more cost effective.

## Emissions by Operational Category

2009-2013



## Giving 2012-2013: A Snapshot

Thanks to the strength and vitality of the Farm & Wilderness community we enjoyed many opportunities to celebrate and live our values, to increase the number of young people who benefit from our summer programs and share our gratitude for the generosity of F&W alumni, camper families, staff, volunteers and friends.

The F&W community generously supported the annual fund, annual campership, the endowment, staff training, sustainability and other projects with gifts in 2012 and 2013 together totaling nearly \$1 million. Thanks to this important support, we were able to provide more than \$935,000 in need-based camperships to more than 340 campers over the two years, representing 23% of 2012 and 25% of 2013 enrollment, and our endowment grew to nearly \$4.5 million by December 31, 2013.



## New Endowment Funds

(year established in parenthesis)

Nash Basom Memorial Endowment Fund (2012)

Herman and Gerda Lissner Campership Endowment Fund (2012)

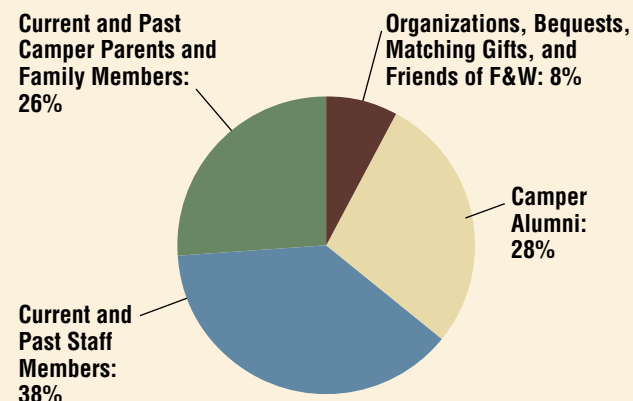
Dave Sanjek Campership Endowment Fund (2012)

Winnie Feise Leadership Endowment Fund (2012)

Michael Browner Campership Endowment Fund (2013)

## Who Are Our 2012 & 2013 Donors?

1,253 individuals and organizations



"Both of our boys flourished here. We want Farm & Wilderness to survive longer so future generations can continue going to camp."

— Burton and Helaine Fendelman,  
F&W donors since 1986



## Community Celebrations

Hundreds of Farm & Wilderness alumni, camper families, staff and friends came together to celebrate, reconnect and reminisce at annual community events held around the country in 2012 and 2013. Our thanks go to all who helped organize and host these events, to all who participated as speakers and to all who attended.

**Annual Celebrations** – January 2012, Tarrytown, NY & January 2013, Philadelphia, PA

**Pre-Fair Community Dinner** – August 2012 & 2013

**Indian Brook 70th Anniversary Alumni Reunion** – September 2012

**Saltash Mountain 50th Anniversary Alumni Reunion**  
– September 2012

**Tamarack Farm 60th & SEWOCA 63rd Anniversary Alumni Reunion**  
– October 2013

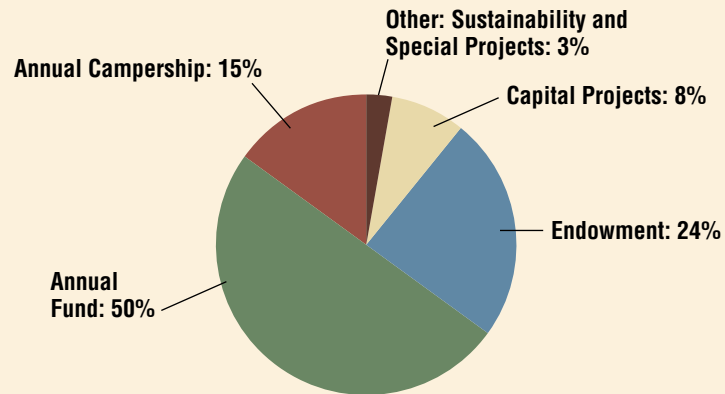
**Nationwide Potluck Weekends** – November 2012 & 2013



Above: Families, staff and alumni circle up at the Pre-Fair Community Dinner. Below: Tamarack Farm alumni gathered for their reunion in 2013.

## What Our Donors Supported 2012-2013

Total giving: \$999,514



## A Life Saved by F&W's Community: Polly Williams

Over the decades, thousands of Farm & Wilderness campers have attested that their time in Vermont changed their lives. But for Polly Williams, “Farm & Wilderness saved my life.” Her story is unique, yet in some ways universal.

Polly grew up in Sopchoppy, Fla., just outside Tallahassee. Her parents were professors and researchers in education who adopted her and two other children of color. “I think we were the first legal transracial adoptions in Florida,” she said. The couple also had two other children, and all five would eventually attend F&W camps.

Polly's first contact with F&W was as a babysitter for a staff member. Although initially intimidated by what seemed like the crush of campers at Indian Brook while visiting, she quickly fell in love with it during her first summer as a campership camper in 1981.

“My parents were raising us in a one-room church with an outhouse in the middle of Apalachicola National Forest.” So, the primitive conditions in Vermont “were not that shocking to me.”

At camp, she said, “I loved being outdoors. I got to do everything the boys did at their camp: build stuff, use power tools, go canoeing. I had been to a YMCA camp where there was no canoeing for the girls. At Indian Brook, there was no gender stereotype.”

F&W was a refuge for her. During her early childhood, “there was still a lot of racism in that part of Florida. Camp was a place where people talked about race. Everybody was friends.”

Back home, Polly was struggling with depression. Camp became “my utopia.



Without that to look forward to, I don't think I'd be alive.”

Having that stabilizing and accepting influence in her life helped her later “recognize that to be a lesbian was OK.”

By 1986, she was a cabin counselor and over the ensuing years became work project head, assistant director and, later, director of Indian Brook. She is now assistant director at the Barn Day Camp and her two children are F&W campers. When she's not at camp she teaches physical education and is a 7th grade teacher in Cambridge, MA.

Polly has also been an active member of the F&W Anti-Racism Team and helped bring race issues to the Board of Trustees. “Today,” she said, “we have a great board in place, dedicated to asking the tough questions and working through them. It's really made a difference.”

That's one of the reasons she is an annual donor and has designated a bequest for the camps in her will. “I believe in the place, what it did for me, what it does for kids. I know about F&W's commitment to try anti-racism work and to recruit kids and staff of color. Social justice is part of my life. It is a lot of who I am, and I like giving to an organization that really believes in that.”

As one of the 2012 Circle of Light honorees recognized for her service to F&W, “it was a huge honor to be named at the same time as Jack and Ruth Hunter,” who were among the surrogate parents Polly found at camp.

Her award returns the love she has shown for F&W. It reads, “you say that Farm & Wilderness saved your life, but it is you who have saved us, at many times, in many ways, by acting as our conscience.”



## Ruth and Jack Hunter Recognized at Saltash Mountain's 50th

For generations of campers, Ruth and Jack Hunter have embodied the Farm & Wilderness spirit. Since serving as co-founding directors of Saltash Mountain Camp (SAM) a half century ago, the Hunters have given their talents, time and love to F&W. In 2012, on the 50th anniversary of the opening of SAM, they each received a Circle of Light Award for their ongoing service to the F&W community.

As co-directors of SAM beginning in 1962 and later at Tamarack Farm, the Hunters helped guide the activities and shape the lives of scores of campers, including their own children. In 1973, Jack became executive director of F&W Foundation.

Their first summer at SAM was 1961, when they oversaw the building of cabins and other facilities for the campers who were to arrive the next year for an intensive hiking and outdoors experience.

"It was really primitive," Ruth recalled. "There was no electricity, it was two miles in either direction from a paved road and there was no house up there. I was a little uneasy."

Jack, on the other hand, had the outdoors and camping in his blood. "I started as a kid, camping with Boy Scouts. My first job out of high school was working at a Boy Scout summer camp in Pennsylvania."

He had been directing a camp in Cape Cod just before he met F&W founder Ken Webb. "We talked for a couple of hours. He was interested in my background; I knew and admired his camps." By the end of the conversation, Ken asked Jack to be part of the launch of a new camp he had in mind. It became Saltash Mountain Camp.

At F&W, both Jack and Ruth were drawn to the Quaker values on which the



campers were founded, and became involved in the Society of Friends. "We were so impressed with the experience of Silent Meeting at F&W that Quaker meeting eventually became our spiritual home."

The Hunters left F&W in 1977, but during their years elsewhere, the Hunters stayed connected. Their children, David, Emily and twins, Amy and Edward, all attended camps each summer and some went on to become staff. Now retired in Woodstock, VT, Jack and Ruth remain close to F&W. Today, Jack is F&W's volunteer archivist.

And, of course, they laud the continuing F&W mission, which they support as Legacy Circle members.

"Ken Webb used to talk of the 'bittersweet taste' of work. It's very healthy to be involved in raising food, washing dishes for your fellow campers, making sure there is wood for the campfires. It's not just about living in nature, but being comfortable in the natural world," Jack said.

They credit the camps as defining influences for their family. "For our children, it really was a life-changing experience that determined a great deal of their continuing interests and friendships." Now the Hunters have a third generation involved in F&W. "Our two oldest grandchildren were on the staff of Barn Day Camp in 2013," said Ruth, while their youngest grandchild was a camper.

The Hunters look back with delight on their time at the camps. Ruth was particularly happy to see Saltash Mountain become mixed gender since its founding. "I think it's marvelous. It has remained small so a camper doesn't get lost there. It's like a cozy family."

# Tributes and Memorials

*Annual donations in 2012 and 2013 were made in honor, appreciation or recognition of:*

**Aaron & Lindsay's new cashew processing factory in Bali** - Robert & Wyldon Fishman

**Kathy Adams-House** - Jeffrey R. House & Kathleen Adams-House

**Joan Benneyan** - Bill Benneyan

**In honor of the holidays for daughter Gretchen** - Jennifer & John Boger

**Pieter Bohlen for his leadership as Executive Director** – Gene Batiste

**Michelle Browner** - Anonymous

**Ishai Buchbinder** - Anonymous

**Robert Buskirk-Lechner** - Margaret Lechner

**Tom Downey** - Anonymous

**Burt Fendelman's 75th Birthday** - D'arcy Achziger, Karen Altschuler, Jill & Mickey Baten, Koren Blair, Martin & Heather Gerson, Paul Gottlieb & Sara Adler, Blanche Greenstein, Joseph Hanczor, John Horvitz, David Marcus, Barbara Pollock, Judith Richter, Rose Roger, John Russell, Rachel Schwartz, Marsha Shelov, Alan Sperling, Stefanie Steel, Leslie Stein, Richard & Carolyn G. Streicher, Melvin & Marilyn Weinberg, David Woll, Jeffrey W. & Ellen S. Woll, Kenneth Zegart, Lou & Lucile Zimet

**Honoring 36th wedding anniversary** – Ardith Garland

**Ms. Ruth E. Goldsmith and Ms. Joan M. Goldsmith** - Goldsmith Family Charitable Fund

**Honorary gift of friendship to Sara Goldstein Gall** – Michal Aronson

**Janet Green** – Joan Amatniek

**Rosa Haas Nanasi's High School Graduation** - Alan Reinach, Stephen Reinach, Susan Reinach

**Prill Hinckley on Mother's Day** - Philip Porter & Susan Hinckley-Porter

**Honoring mom Susan for her birthday** - Joshua Hinckley-Porter

**In honor of the marriage of Peter "Valley Zephyr" & Laura Morganti Kerson** - Susan Bettmann

**Holiday gift to daughters Emily and Sarah** - Alice Kinsler

**Noah Kopf** - Sandra Schanzer

**Barbara Lehman Henderson** - Paul Henderson & Beth Sigler

**Carol Leftwich** - Eileen Hayden

**Kate Miller** - Andrea Miller, Katherine Miller

**Kris Mosher** - Karin McAdams & Linda Ray, Emily Wallace

**Christopher Nelson** - Martha Nelson

**Yonatan Rechtman** - Yigal Rechtman

**The Reichert Family (Arianna, Sylvia and Josh)** - Goldsmith Family Charitable Fund

**Matthew "Golden Cougar" Rudolph's summer at Flying Cloud** - Susanne & Lloyd Rudolph

**Isabelle & Cedric Rule-Becker** - Francoise Newman

**Emma Sackton Coolidge** - Liz Lawrence

**Mario Stein's graduation from high school** - Liz Hiser

**John Sutor** - Anonymous

**Rita & Geoffrey Tam** - Daniel Po Kei Tam & Tsui Mei Fong Tam

**Martha Webb** - Simeon Schwartz

*Annual donations in 2012 and 2013 were made in memory of:*

**Jack Bailey** - Robert Borgen

**Nash Basom** - Clarice & Larry Roth

**Alexander Berlin** - Joan Amatniek

**James Robinson Bresee, Senior** - Susan & William Bresee

**Michael Browner, grandfather of Forest Flame** - Anonymous (20), Michelle Browner, Carol Browner & Thomas Downey

**Joyce Donnell and Michael Bird** - Dan Grossman & Sarah Bansen

**Martin Guterman** - Sonia Guterman

**Mary Katherine Rait Hirsch** - Denise Bisailon, Mary Anne Cary, Peter Cary, Susan Cary, Marissa Corrente, Roslyn Echison, Gertrude Ginsburg, Andrew Lapayowker, Margaret Muat, Jonas Rapoport, Terence Risby, Terry Romanoli

**Polly Keller** - Carol & Philip Monteleoni

**Ben Lang** - Geraldine Lang

**Barbara Lehman Henderson** - Daniel Edelstein

**Anna Lytton** - Rhoda & Julian Eligator, Julian Eligator

**Anne Morris** - Joan Amatniek

**Dr. Raymond and Mrs. Yvette Parker** - Linda Fan

**Alyssa Amelia Robbins and her scholarship fund** - Anonymous, Carolyn Ristau & William Knight, Daniel Robbins

**Sandy Hook Elementary children** - Stephen Hersch & Dana Levenberg

**Phil Tobin** - Julia Brainin, Jenedith Rodriguez & Juan Guzman - North 8 Studios

**Sam Warren** - Sarah Warren

**Ken & Susan** - Stephen Curwood

**Susan Howard Webb** - Mary R. Duplisea-Palmer, Jean L. Murphy, Joan W. Wofford, Frank & Louise Wright

**Stanley Witmeyer** - Robert Sampson

**Carl Young** - Jade Young

**Kay Young** - Melinda Agee





## The following have been permanently established

### Named Annual Funds

Livingston-Bacon Campership Fund  
Clifford Josiah Rich Campership Fund  
Alyssa Robbins Campership Fund  
RedHawk Campership Fund

### Named Endowment Funds

Jack and Cappy Bailey Campership Fund  
Nash Basom Memorial Fund  
Jane Bayer Umbrella Fund  
Michael Browner Campership Fund  
Edward "Teddy" Bright Ebersol Campership Fund  
Winnie Feise Leadership Fund  
Herman and Gerda Lissner Campership Fund  
Charles and Hilda Mason Campership  
Endowmen Fund  
Ottaway-Hanzelka Foreign Campership Fund

David Sanjek Campership Fund  
Staff Care Fund  
Trustee's Circle Fund  
Kenneth & Susan H. Webb Outdoor Education  
Fund

### Buildings

2010 Trustees BDC Play Structure  
Joyce Donnell Greenhouse  
Al Hicks Cabin  
Mabel Hicks Cabin  
Doug North Shelter  
Susan St. John Resource Center  
Jocelyn Villers Lodge  
Kenneth Webb Lodge  
Bob Winne Cabin

### Camps & Ponds

Flying Cloud Camp  
Peggy Dulany Pond

### Places & Spaces

McKey "Mac" W. Berkman Cupola  
Leonard Cadwallader Workshop  
Mark Gibson Picnic Table  
Arlene Hennesey Office  
Sonja Johansson Fields  
Doug North Library  
Robert P. Owen Road  
Jeffery Anne Tatum Garage  
Susan H. Webb Library  
Susan H. Webb Wildflower Bed & Bench

### Memorial Trees

Jack & Cappy Bailey  
Stacy Cavanaugh  
Jesse Drooker  
Edward "Teddy" Bright Ebersol  
Jeremy Hopkins  
Eden Kinsey  
Wendy Reagan  
Josiah Rich







FARM & WILDERNESS

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