

FARM & WILDERNESS

ANNUAL REPORT 2016

JUSTICE FOR ALL



Equity is more than one of our values, it is the guiding principle in decision-making and organizational operations at Farm & Wilderness. The belief that a diverse community makes us stronger guides us as we:

- Nurture each camper's growing knowledge of selfidentity as well as how they identify in a group.
- Promote each camper's comfortable, empathetic interaction with people from diverse backgrounds.
- Foster each camper's capacity for critical thinking about bias, inclusivity, and equity.
- Cultivate each camper's ability to advocate for others and themselves when they encounter bias and use the power of their voice and action to bring positive change.

We spend much time talking with our trustees, staff, and youth about fairness and thoughtfulness in our diverse community. We provide space for conversations about cultural appropriation (in name and practice); we guide camp staff to facilitate workshops on issues of inclusion and equity, while leading by example. At F&W, campers explore their identity and their impact in the community. Topics of gender, nonbinary identification, and the construct of race are

commonplace. Young people are forging the tools for making sense of the questions they have, the world outside of F&W, and how to express their views and be heard with strength and conviction.

Much to celebrate in 2016:

- Our staff retention rate remained around 70%.
- Nearly 1,200 campers & staff joined us in 2016, 24% identify as persons of color.
- A record year for giving, as we enter the public phase of our Thrive for 75 Campaign.
- Indian Brook's 75th Anniversary and Dark Meadow alums wielded hammers to nail siding on the new Cozy Lodge, while some toured the site of the newly named "Red Spruce Grove" program near Ninevah.
- Strong enrollment, plus adhering to budgets, and another stellar summer of farm fresh crops bolstered us through the successful year.

As an F&W community that cares, we consider ways to support all our constituents and we seek equity for all; beyond our inclusive community, to wherever we find ourselves. Thank you for your work as part of our extended family. You enable us to thrive and make differences in the lives of our youth and families, for whom F&W provides a refuge, a recharge, social and emotional sustenance, and hope.

In peace,

Janet Green, Clerk, Board of Trustees

Rebecca Thomas Heary Rebecca Geary, Executive Director







FINANCIAL REPORT

2016 was another solid year for F&W's core operations. Our total program income, contributions, and investment income were higher than ever while our total expenses were unchanged from last year. At the same time, we also awarded more campership funds than we ever have.

We are grateful to the many supporters of our annual fund, campership fund, the capital campaign and other projects whose gifts helped bolster our financial position. For the first time in our history, our endowment is now well over \$5 million – a fourfold increase from ten years ago! As our endowment grows, the income from these investments grows as well, providing us with funding for camperships and general operations.

Capital improvements in this past year have improved campers' experiences. The new Cozy Lodge at Indian Brook is already a favorite gathering spot for campers, staff and Family Camp.

Our hard work to reduce greenhouse gas emissions over the past ten years has started to reap financial rewards as well. Despite inflation and an increase in the number of campers we serve, our utility (fuel, electricity, and trash removal) expenses are virtually unchanged from what they were a decade ago. Investment in our infrastructure and training has not only increased the safety of our camps but also decreased per capita insurance costs.

As F&W publicly announces our capital campaign, Thrive for 75, we are pleased to assure you of our financial health.

Tonya Orme Treasurer Jonathan Wilson Chief Operating Officer

MUL

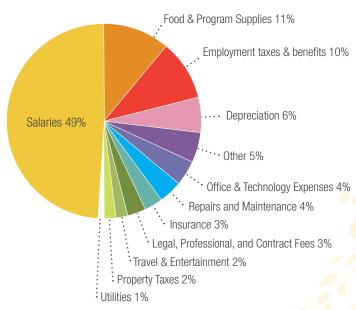
STATEMENT OF ACTIVITIES: FIVE-YEAR SNAPSHOT (from Audited Statements)

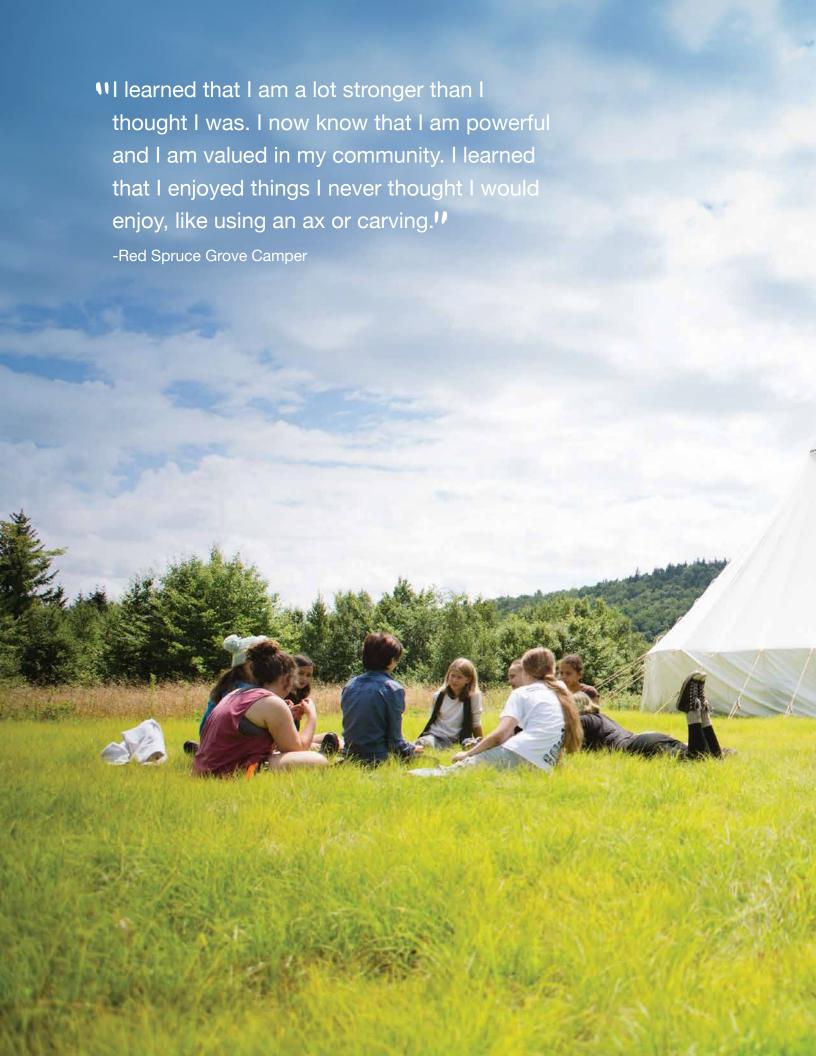
Year Ending	2016	2015	2014	2013	2012
Operating Revenue					
Tuition	\$3,725,844	\$3,645,115	\$3,545,002	\$3,397,714	\$3,082,911
Less discounts & camperships	\$(626,720)	\$(557,518)	\$(564,726)	\$(562,806)	\$(554,915)
Reservoir Rental Income (net)	\$314,830	\$314,342	\$309,432	\$241,605	\$221,100
Contributions	\$1,687,067	\$1,350,067	\$1,177,356	\$354,667	\$679,803
Investment Income	\$188,454	\$183,686	\$170,216	\$160,992	\$160,833
Other Revenue	\$263,792	\$233,597	\$284,314	\$230,622	\$303,128
Total Revenue	\$5,553,267	\$5,169,289	\$4,921,594	\$3,822,794	\$3,892,860
Functional Expenses					
Program Expenses	\$2,993,762	\$2,952,346	\$2,916,289	\$2,855,634	\$2,794,510
General & Administrative	\$997,025	\$1,047,058	\$1,114,940	\$921,158	\$919,156
Fundraising	\$379,363	\$410,201	\$337,190	\$271,531	\$132,431
Total Expense	\$4,370,150	\$4,409,605	\$4,368,419	\$4,048,323	\$3,846,097
Net Asset Change (before other changes)	\$1,183,117	\$759,684	\$553,175	\$(225,529)	\$46,463
Total Other Changes	\$132,630	\$(228,859)	\$140,304	\$472,420	\$185,401
Total Change in Net Assets	\$1,315,747	\$530,825	\$693,479	\$246,891	\$231,864

STATEMENT OF FINANCIAL POSITION

Year Ending	2016	2015
Assets		
Cash	\$126,122	\$254,736
Accounts Receivable	\$33,376	\$28,997
Pledges Receivable	\$1,006,699	\$1,000,221
Other Assets	\$96,261	\$98,186
Investments	\$5,557,587	\$4,547,172
Land, Buildings, Equipment	\$5,090,223	\$4,754,974
Total Assets	\$11,910,268	\$10,684,286
Liabilities		
Accounts Payable	\$46,646	\$86,018
Accrued Expenses	\$65,523	\$69,571
Unearned Tuition	\$746,559	\$811,400
Unearned Lease Fees	\$300,363	\$314,666
Bank Notes	\$240,477	\$207,678
Total Liabilities	\$1,399,568	\$1,489,333
Net Assets		
Unrestricted	\$5,585,925	\$5,186,372
Temporarily Restricted	\$2,629,796	\$2,482,621
Permanently Restricted	\$2,294,979	\$1,525,960
Total Net Assets	\$10,510,700	\$9,194,953
Total Liabilities & Net Assets	\$11,910,268	\$10,684,286

USE OF FUNDS IN 2016





FARM FACTS

200 gallons of fresh F&W milk was donated to local food pantries

9,287 pounds of organic vegetables were grown: we've nearly **doubled** the amount of farm-fresh food provided to our camps since 2009

CAMP FACTS

638 overnight campers, 446 returning (70% retention)

221 day campers, 132 returning (60% retention)

21% overall diversity rate

12 represented their camp constituents as camper council members

CAMPERSHIP

\$420,050 awarded in camperships

181 campers received camperships

12% increase in campership funds over 2015

COMMUNITY HIGHLIGHTS

936 community members donated more than \$2,038,000 in 2016

2 out of 3 donors are past and current camper families & alumni

75 years celebrated by Indian Brook at the Alumni Reunion



2017 SUSTAINABILITY REPORT

We have completed an annual greenhouse gas inventory since 2009. This process helps us understand our impact on the environment and practice better environmental stewardship, lessening our contribution to global climate change through responsible resource use. Analyzing resource use allows us to continue in our mission to live closely with the natural world in all areas of operations.

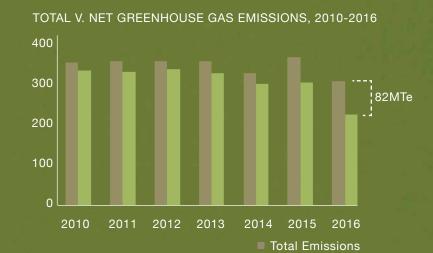
Additionally, we have been increasing efficiency within building operations. Continuing these operational initiatives, replacing inefficient appliances, using more efficient fuel to run these appliances, transitioning from fossil fuels to the use of F&W's new solar capacity where possible, and retrofitting buildings to conserve energy loss from these appliances, will all contribute to further emissions reductions.



A CLOSER LOOK: THE IMPACTS OF COMPOSTING

This chart displays the importance of F&W's composting program as a greenhouse gas emissions offset. The brown shows total emissions, the green shows net emissions after subtracting the amount of emissions avoided by composting.

Farm & Wilderness' 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.

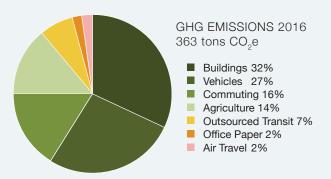


■ Net Emissions

Composting at F&W resulted in the avoidance of **82 metric tons of CO2 emissions**, or 27% of F&W's total greenhouse gas emissions for 2016.

GREENHOUSE GAS INVENTORY RESULTS

In 2016, F&W operations were responsible for the emission of **303 metric tons** of equivalent carbon dioxide (MTeCO2).



F&W organizes its greenhouse gas emissions into seven operational categories:

Buildings: Emissions from electricity, hot water, heat, refrigeration and cooking fuel.

Vehicles: Emissions from cars, trucks and vans owned by F&W.

Agriculture: Emissions from farm animals.

Commuting: Work-related travel by

year-round staff.

Air Travel: Work-related travel by year-round staff.

Outsourced Transportation: Work-related personal vehicle trips

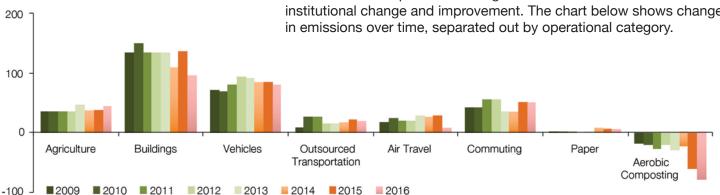
by year-round staff.

Office Paper: Total paper usage by F&W staff.



EMISSIONS BY OPERATIONAL CATEGORY 2009-2016

While there has been a decline in total emissions, looking at F&W's operational categories separately helps make clear which areas have had the most meaningful impact on greenhouse gas emission declines, 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.



EQUITY IN ACTION

38 campers joined us in 2016 through our partnerships with 1199SEIU, Atlas: DIY, Vermont Refugee Resettlement Program, and 4Riise.

"This past summer we engaged campers in discussions about Black Lives Matter, brainstormed support for the incoming Syrian refugees in Rutland, VT, led protest song-writing workshops, painted positive graffiti all over camp and learned about the Bill of Rights. Any moment at Indian Brook can be a teachable one, whether it's a chance to discuss the history of a particular song, challenge a camper's assumptions about race, or learn about the many women and trans folk who have carried the torch of feminism before us."

- Megan Chamberlain, Indian Brook Director

"We are all challenged to look at real-life issues and think critically about solutions we want to work toward within our own communities. Many times I witnessed the campers working so hard to create the space they wanted to live in (it wasn't easy)."

-Amy Bowen, Tamarack Farm Director

"Partnerships provide F&W with some broader perspectives. They also create a more diverse community within our camps and working at our organization. Through these mutually beneficial relationships, we offer families and youth the opportunity to attend sleepaway camp and experience wilderness and farming through our varied camp programs."

- Rebecca Geary, F&W Executive Director

Top: Tamarack Farmers and staff responded to headline news with a moving performance at Interdependence Day.

Bottom: With 100 Syrian refugees expected to arrive in Rutland in 2016, Timberlake campers made them welcome gifts of handmade bowls, chairs, cutting boards and spatulas.

"As we practiced our Interdependence Day skit in the meadows on our way to perform, I shared the news about Philando Castile and Alton Sterling-both unarmed black men-and five police officers in Dallas being killed over the previous days. Our skit, though full of comedy, also allowed us to make connections between the 'Zombies' and complacency with violence; 'walls being built between camps' and the lack of connection within our communities; the 'poisonous candy' and toxic media; and 'boasting and camp elitism' were perfect symbols of supremacy. It was a painful and confusing conversation with hardly a clear direction forward. However, it was wonderful to see the campers channel their emotions over the event and translate them into art."

- Jeff Bounds, Saltash Mountain Director

with activist work and am more driven by empathy... This has been instrumental in forming a community with people I don't have much in common with and helped me grow as a person.

- Madeleine Jane Matz, Tamarack Farmer





THE LEGACY CIRCLE

The Farm & Wilderness Foundation established the Legacy Circle to honor, appreciate, and recognize members of the F&W community who have included F&W in their estate plans. We are very grateful to the current members of our Legacy Circle.

Anonymous (4)
Ruth Berg
Leonard & Mary Ann Cadwallader
Sidney & Carolyn Cadwallader
Sylvia Edgerton
Beth Falk & Dan Herman
Fred & Mary Anna Feitler
Tom & Carol Ann Fisher
Seth Gibson
Charles & Charlotte
Penfield Gosselink
Katie Harris
Priscilla B. Hinckley
Catherine W. Hollis

Dr. Howard C. Hughes
Jack & Ruth Hunter
Arthur Kohn & Priscilla Laula
Christine & Christopher Ladd
Sarah Laughlin
Vicki & Daniel Lewis
L. Paul Lindenmaier
Janet W. Lowenthal
Colin Mitchell
Katie Morgan
Albert & Judie Muggia
Karen Beth Olch
Martin & Robin Oppenheimer
Rich & Chrissie Parker

Elspeth Reagan
Carolyn Ristau & William Knight
William & Carol Schwarzschild
Nancy L. Seidman
Sara Somers
Nancy Spanier
Susan St. John & Robert Rheault
Jeffery Anne Tatum
Kurt & Eden Terrell
Kristi Webb & Todd Woerner
Martha Webb
Donald Weiman
Thomas & Sandra Williams

A LIFE-SHAPING EXPERIENCE

FOR LEGACY CIRCLE MEMBERS JUDIE & AL MUGGIA



For Judie and Al Muggia, Farm & Wilderness has been a touchstone in their lives. Judie started at Indian Brook as a "Cricket" at the age of 6 in 1944, when campers and counselors numbered about 40 in total. She returned nearly every summer, first as a camper, then as a camp nurse and eventually as a camper parent.

Judie was inspired to become a Quaker by Susan Webb; she met her husband, Al, at F&W; their wedding was overseen by F&W founders Susan and Ken Webb; Judie and Al bought a cottage on Woodward Reservoir and used it year-round for 40 years. They sent their three sons to Timberlake and SAM and joined them at Family Camp. In short, the Muggia's have shared more than seventy years with Farm & Wilderness.

And they have the stories to prove it. Al met Judie in the IB hayloft where Al found himself on the business end of Judie's pitchfork. They'd been tossing bales aloft when the "accident" happened. Judie likes to joke she wanted to pin him down the minute she met him. Judie recalls a lot of shenanigans at F&W, "We'd go down early and put a bridle on different horses and then tear around the lake! We woke everybody up." Then there was the time they woke to find a VW on the roof of IB's Lodge!

The Muggia's appreciate most how Farm & Wilderness has remained a unique and inclusive place over the past seven decades. Farm & Wilderness "teaches one to be comfortable with one's self. And that's why we sent all of our kids to the camp and they all had a good experience there," recalls Al.

F&W provided other lessons as well. "Whenever we have a problem in the house whether it's plumbing or electric or painting... Judie knows how to do it all. And it's always that she learned how to do it in the camps," says Al. Judie laughs, "Saved us a lot of money on those electricians and plumbers."

In 2010, recognizing that the camps remain "a great source of happiness, independence, and experiential knowledge" Al and Judie decided to include F&W in their will and become Legacy Circle members. In 2012, they deepened their support for the camps by deeding their beloved Woodward Reservoir cottage to Farm & Wilderness, bringing it full circle, as they had purchased it from Ken Webb in 1976. Farm & Wilderness was a life-shaping experience for Judie and Al. "A remarkable, inclusive and safe place to be."

II [F&W] teaches one to be comfortable with one's self. And that's why we sent all of our kids to the camp and they all had a good experience there.

-Al Muggia



F&W: A PARADISE AWAY

THE MEEKS FAMILY SHARES THEIR STORY

"There is a paradise away from the hustle and bustle of normal life, a place where people actually get along and do things slightly different." That's how Michael Meeks, (TL '69-'73, TF 74-'75, staff '76-77), describes it. Michael, who was following in the footsteps of his older sister, Renelda (IB '63, TF '66, staff 67-74), along with brothers, Reginald (FC '65-68, TF '69, staff 70-71), Florian (FC '65-67, TF '68, Seaforth '69) and Ken (TL '74-75, FC '76-78), says that F&W has had a profound effect on his whole family to this day.

All five of Eloise and Florian Meeks, Jr.'s children attended F&W in the 1960s and '70s thanks to Ken and Susan Webb's initiative to provide safe haven to children of the civil rights movement. In a 1975 letter to F&W, Eloise wrote, "It was the year of '62 when the roots of our children first tapped the soil of the camps and each year since we have seen them grow and expand physically, mentally and spiritually." She recounts "... the blessed invitation from the Webbs to bring children to camp early during the rioting in our city in the mid-60s."

In 1962, Norm Williams was recruiting for Farm & Wilderness in Louisville, Kentucky. Renelda explains, "At that time there was an active civil rights movement to end "red-lining" which was to keep Black Americans from buying homes in non-Black neighborhoods. The camps invited children of parents involved in this struggle to attend these camps in another land (called Vermont) far, far away, so they could at least have a peaceful summer—away from the ugly day-to-day tensions." She adds, "I will never forget the pictures and brochures he showed us. I pined for this camp where

Farm & Wilderness was indeed a world away. Ken, the youngest in the family, attended Timberlake for two years and Flying Cloud for three. "You get the opposite of what you're used to," said

children sat on rocks and played musical instruments in front of a lovely lake."

The Meeks siblings from left to right, Michael Lamont Meeks, Kenneth Wendell Meeks, Renelda Higgins Walker, Florian Meeks Ill, and Reginald Kline Meeks. Ken. "You have to create everything. You chop down a tree and use it to build a fire; it warms you, it cooks your food. That's what life is." Now Ken lives "in the heart of hustling, bustling NYC – but at F&W I connected to the silence and I still feel connected to it, even today."

Florian Meeks was one of a small group from F&W who attended the experimental Camp Seaforth in the Caribbean ('69). Over the years, Florian has regaled the family with stories of Seaforth. "We got to swim around some of the wrecks down there. I brought home a cannonball."

The Meeks siblings have gone on to succeed in the world as activists, writers, politicians, and citizens, and they continue to give back to F&W through their service and as donors. Renelda, Reggie and Ken have served as F&W trustees. In 2016, Renelda decided to join the F&W Campfire Circle as a monthly donor to sustain campership support for the next generation of campers, and the family is supporting the Thrive for 75 Campaign in tribute to their parents who gave them the opportunity to attend F&W.

The camp's influence on them has been immense and they have kept the tradition alive by coming back each year to the Fair and sending the next generation of their family to F&W. "It is incumbent for those of us who have experienced the joy and wonders of F&W, to support the experiences that we have treasured throughout our lives. We give to camp because camp has given so generously to us. "



N As a camper, I learned so much about who I am and who I want to be. Getting a campership and being able to continue attending camp was such an amazing gift.

-BDC Staff

OUR STAFF

Thank you to our amazing group of 2016 staffers. Please see the complete 2016 staff list on our website, www.farmandwilderness.org/annual-report



2016 DONORS

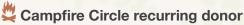
F&W relies on the support of our alumni, camper families, staff and friends each year and we are grateful to those listed below for their gifts in 2016. We are also pleased to recognize those who have made 10 or more aifts to F&W.



10 to 49 lifetime gifts



50 to 99 lifetime gifts



Anonymous (9) Gail & Jeffrey Aaron 🥖 Karen & Larry Abell Stuart & Benjamin Abelson Foundation Trust 9 Abraham Adams 🗳 Scott Adams & Samantha Garbers Kathleen Adams-House & Jeffrey House 🥖 Melinda Agee 🥖 Dylan Agli John & Leslie Akula 🕖 Zev Alexander Joan Alker & John Walsh Michael Allen & Janice Kaplan Joy & Keith Alper 🛎 Jeff Alpher & Haley Kaufman Rouwenna & Craig Altemose The Alvarez Family Hugo Alvarez Joan Amatniek 🥖 AmazonSmile Foundation Connor Ambrose American Endowment Foundation Malaika Amon & Anthony Bregman Richard Anderson 9 James Andrews & Brenda Liss William Anninger & Carol O'Donoghue 🥖 Michael Ansara & Barbara Arnold 9 David Appelbaum Apple Lane Foundation 🥖 Natasha Appleweis Maija Arbolino Samuel Arfer 🥖 Richard & Ellen Armstrong 9 Gael Arnold Margaret Arny & Janice Doppler 9 Michal Aronson, Jules & Joshua Keitt 🥖 Steve Atlas & Lestra Litchfield Addison & Janet Ault Bruce Austern & Tim Tierney 🥖 Joy & James Axten Shelley Azumbrado Renny Babiarz & Amanda Gates Oliver Bacon Paul Bader Linda Bailey & Edwin de Bruijn 🥖 Isabel Baird Bruce & Lucy Baizel 9 Ben Baker Joan Balaban & Jonathan Landman 🥖 Nancy Balaban 🗳 Richard Balaban & Kim Shellenberger 🥖 Emma Balazs Aygul Balcioglu & Geoffrey Dutton Elisa Moore Baldwin & Wes Baldwin 🥖

Korotoumou Ballo

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Walter & Meg Davis

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NAMED FUNDS & PLACES

NAMED ANNUAL FUNDS

The following named funds have been established to support campership on an annual basis:

Anna Lytton Campership Fund Alyssa Robbins Campership Fund

NAMED ENDOWMENT FUNDS

The following named endowment funds have been established in perpetuity:

Jack and Cappy Bailey Campership Fund

Nash Basom Memorial Fund

Brevilieri Fund

Michael Browner Campership Fund

Edward "Teddy" Bright Ebersol Campership Fund

Winnie Feise Leadership Fund

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Teen Campership Fund

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Sam Warren Campership Fund

Kenneth B. Webb Fund

Susan H. Webb Outdoor Education Fund

NAMED PLACES AT FARM & WILDERNESS

The following have been named in tribute to and in memory of Farm & Wilderness community members:

CAMPS & PONDS

Flying Cloud Camp Peggy Dulany Pond

STRUCTURES

2010 Trustees Barn Day Camp Play Structure Joyce Donnell Greenhouse at Tamarack Farm Al Hicks Cabin at Timberlake Mabel Hicks Cabin at Indian Brook Doug North Shelter at Peggy's Pond Susan St. John Resource Center Phil's Shelter near SAM Camp Jocelyn Villers Lodge at Saltash Mountain Kenneth Webb Lodge at Timberlake

PLACES & SPACES

McKey "Mac" W. Berkman Cupola at Tamarack Farm Dairy Barn Leonard Cadwallader Workshop at the Resource Center

Mark Gibson Picnic Table at Timberlake Arlene Hennesey Office at Main Office

Sonja Johansson Fields

"The Joy of the Dance" Weathervane in loving memory of Sam Warren at Tamarack Farm

Doug North Library at Timberlake

Robert P. Owen Road

Jeffery Anne Tatum Garage at the Resource Center

Susan H. Webb Library at Indian Brook

Susan H. Webb Wildflower Bed & Bench at Indian Brook

MEMORIAL TREES

All planted in the Memorial Grove in the Indian Brook orchard unless otherwise indicated:

Jack & Cappy Bailey Stacy Cavanaugh Jesse Drooker

Edward "Teddy" Bright Ebersol at Timberlake

Jeremy Hopkins

Eden Kinsey at Timberlake

Wendy Reagan Josiah Rich

MEMORIALS

In 2016 gifts were made in memory of:

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Adam "Heart of Oak" Burford - Abigail Burford

Teddy Ebersol - Benjamin Klebanoff

Jane Ehrlich Bayer - Amy Ehrlich & Henry Ingraham

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TRIBUTES

In 2016 gifts were made in honor, appreciation or recognition of:

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Pieter Bohen and his 10 years of service - Julie & Marc Sturm

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Former SAM Counselor Joe Deely & Chef Sam Arfer - Patricia M. Kelly

Forest Flame & FC counselors over the years - Andy & Emily Roz

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James Frank, our son, an F&W counselor - James & Leslie Frank

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John Porcino - Zestworks Speaking and Training

Yonatan Rechtman - Yigal Rechtman & Hara Person

The Reichert Family, Ruth Goldsmith & Joan Goldsmith

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Jeanette Sarkisian Wagner - Natasha T. Hays

Toby Sundheimer's high school graduation - Stanley & Harriet Berman

Sunflower children - Clifford & Lois Sunflower

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Alexis, Jonas & Augusta Wood - Anonymous

