



FARM & WILDERNESS

ANNUAL REPORT 2017

RELATIONSHIPS MATTER



Our community members find us through word of mouth, friends and family, and colleagues or staff connections. Since our beginning, founders Ken and Susan Webb reached communities that may never have learned of Farm & Wilderness.

In 2017, we especially valued our relationships with communities that are underrepresented at F&W, as we sought ways to better support and serve families and individuals. We reached out to the children and grandchildren of Bill "Flying Cloud" Cook of the St. Regis Mohawk (Akwesasne) community. After a visit from Tsiorasa Barreiro (FC '90-91), the Tribe's Executive Director and grandson of Bill Cook, we've begun what we believe to be a long and meaningful relationship to bring campers and staff to Plymouth, Vermont.

Our relationships extend beyond human contact. From Nellie the goat's patience with first-time milkers at camp, to Red Spruce Grove campers eating wild blueberries on the land near Lake Ninevah, to teens watching a calf born at Tamarack Farm, the connections to our natural surroundings are rich and varied. The draw to our gardens and farm animals offer peace and solace for campers and staff alike.

We built upon many relationships to close out our Thrive for 75 Capital Campaign, meeting our \$5.5 million dollar goal. Thanks to our community, close to \$500,000 in campership was awarded to almost 200 campers, with a few other 2017 events and accomplishments to note:

- Saltash Mountain Camp and Questers had a reunion in September, where participants built a porch for Glastonbury cabin.
- We welcomed over 1,100 campers and staff, 24% identifying as people of color.
- Red Spruce Grove, a girls' wilderness program based out of Indian Brook continued to grow, with a new Associate Camp Director, Sarah Maney, leading her first successful summer in the meadow near Lake Ninevah.

Relationships at Farm & Wilderness are developed from brief summer encounters into enduring friendships that span generations. We cultivate those experiences that bring us together as a community, both new and returning members.

Those relationships matter, for they sustain us when we need it most. At F&W, we share the common bond of all that is special about this place, and about the people who cherish what F&W means to them. Relationships do matter.

In peace,

Janet Green, Clerk, Board of Trustees

Rebecca Shornas Heary
Rebecca Geary, Executive Director

BOARD OF TRUSTEES Janet Green, Clerk · Cambridge, MA Joan "Cindy" Amatniek • Philadelphia, PA Philip Berkman° · Chicago, IL Steve Burwell • Brooklyn, NY Mindy Fullilove • West Orange, NJ Margaret Henry • Rockville, MD Amy Hunter • Newton, MA Zora Jones Rizzi • Arlington, MA Adam Keller • Lyme, NH Nina Lesser-Goldsmith • Huntington, VT Colin Mitchell • New York, NY Tonya Oya Orme • Cambridge, MA David Scherr • Burlington, VT Rebecca Steinitz • Arlington, MA Martha Stitelman* • Newfane, VT Andrea Taylor • Wilmington, DE Kristi Webb • Chapel Hill, NC Clarence Williams* • New Rochelle, NY * Term began August 2017 ° Term ended May 2017 THE VISITORS' CIRCLE 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. 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 & Wildernes Richard "Rox" Anderson • James Berkman McKey Berkman • Carol Browner Len Cadwallader • Caroline Cope Joan Countryman • Nicholas Donohue Susan Saint James Ebersol • Dan Elias Susanne Emory • Ian Gamble • Janet Green Rick Hausman • Bruce Katz • Roger Michel Bob Owen • Rich Parker • Burt Sonenstein Susan St. John • Adam Stern Jeffery Anne Tatum • Phil Villers

On the cover: Teens at Tamarack Farm during barn chores.



FINANCIAL REPORT

2017 turned out to be another good year for F&W's financial health – albeit with a few unfortunate wrinkles. Though many of our programs were full with waiting lists, our overall summer camp enrollment fell just shy of expectations, which lowered our program income. However we were able to contain costs, and our operations finished the year near break-even.

Thanks to our successful capital campaign, in 2017 we raised over \$1 million in donations for the fourth year in a row. This has helped to increase our endowment to well over \$6 million and to give some much-needed improvements to several of our buildings – we're particularly excited that the new TL kitchen will be in use in summer 2018.

Nearly a decade ago, the Board of Trustees set a long-term goal to eliminate the significant debt that had been accumulated over the years. In 2017, our use of loans was the lowest it's been since then,

and for the first time we were able to finish the year debt-free. We still have work to do but we now know that goal is achievable.

We're grateful to our community of campers, their families, donors, and staff for entrusting us with their resources to carry out our mission today and build an organization that can continue to do so for generations to come.

Tonya Orme Treasurer Jonathan Wilson Chief Operating Officer

Mall

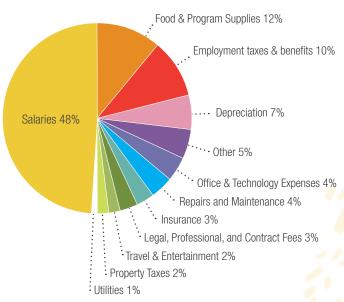
STATEMENT OF ACTIVITIES: FIVE-YEAR SNAPSHOT

Year Ending	2017	2016	2015	2014	2013
Operating Revenue					
Tuition	\$3,684,717	\$3,725,844	\$3,545,002	\$3,397,714	\$3,082,911
Less discounts & camperships	(\$697,790)	(\$626,720)	\$(564,726)	\$(562,806)	\$(554,915)
Reservoir Rental Income (net)	\$319,771	\$314,830	\$309,432	\$241,605	\$221,100
Contributions	\$1,068,246	\$1,687,067	\$1,177,356	\$354,667	\$679,803
Investment Income	\$211,618	\$188,454	\$170,216	\$160,992	\$160,833
Other Revenue	\$252,024	\$263,792	\$284,314	\$230,622	\$303,128
Total Revenue	\$4,838,586	\$5,553,267	\$4,921,594	\$3,822,794	\$3,892,860
Functional Expenses					
Program Expenses	\$3,081,639	\$2,993,762	\$2,916,289	\$2,855,634	\$2,794,510
General & Administrative	\$931,228	\$997,025	\$1,114,940	\$921,158	\$919,156
Fundraising	\$235,075	\$379,363	\$337,190	\$271,531	\$132,431
Total Expense	\$4,247,942	\$4,370,150	\$4,368,419	\$4,048,323	\$3,846,097
Net Asset Change (before other changes)	\$590,644	\$1,183,117	\$553,175	\$(225,529)	\$46,463
Total Other Changes	\$705,258	\$132,630	\$140,304	\$472,420	\$185,401
Total Change in Net Assets	\$1,295,902	\$1,315,747	\$693,479	\$246,891	\$231,864

STATEMENT OF FINANCIAL POSITION

Year Ending	2017	2016	
Assets			
Cash	\$567,137	\$126,122	
Accounts Receivable	\$60,791	\$33,376	
Pledges Receivable	\$900,287	\$1,006,699	
Other Assets	\$87,551	\$96,261	
Investments	\$6,375,244	\$5,557,587	
Land, Buildings, Equipment	\$5,107,044	\$5,090,223	
Total Assets	\$13,098,054	\$11,910,268	
Liabilities			
Accounts Payable	\$81,140	\$46,646	
Accrued Expenses	\$76,524	\$65,523	
Unearned Tuition	\$856,460	\$746,559	
Unearned Lease Fees	\$286,060	\$300,363	
Bank Notes		\$240,477	
Total Liabilities	\$1,300,184	\$1,399,568	
Net Assets			
Unrestricted	\$6,112,757	\$5,585,925	
Temporarily Restricted	\$3,173,401	\$2,629,796	
Permanently Restricted	\$2,511,712	\$2,294,979	
Total Net Assets	\$11,797,870	\$10,510,700	
Total Liabilities & Net Assets	\$13,098,054	\$11,910,268	

USE OF FUNDS IN 2017



You learn responsibility and leadership skills. You meet and interact with people from all over the world for a long period of time and get to know them. You form bonds and friendships. You learn skills like building, hiking, surviving, and gardening. You see real animals and learn how to deal with them and take care of them for food. Most of all, you have fun and you don't really miss the cell phone.!!

-Tamarack Farmer, age 16

FARM & WILDERNESS FACTS

1,513 miles hiked by campers

11,194 pounds of organic vegetables were grown: up 21% since 2016

3 heifers born Nova, a Guernsey; Harley, a shorthorn; Maisie, a Jersey/Swiss Cross



623 overnight campers, 428 returning (69% retention)

244 day campers, 155 returning (64% retention)

27% overall diversity rate

15% increase in 1199 enrollment



\$493,272 awarded in camperships

196 campers received camperships

17% increase in campership awards over 2016





COMMUNITY HIGHLIGHTS

767 community members donated more than \$1,068,246 in 2017

4 out of 5 donors are past and current camper families & alumni

Over 100% of our Thrive for 75 Capital Campaign goal was reached





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.

In many areas, Farm & Wilderness operates relatively "off-the-grid." For example, composting all organic material, including human waste, and housing

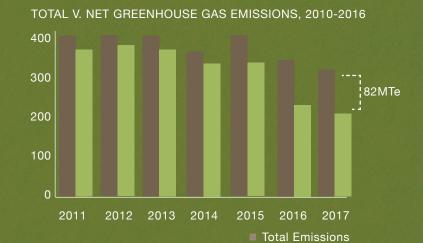
campers in cabins without electricity.

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.



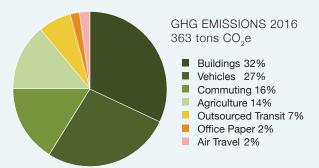
of

Net Emissions

In 2017, 279 tons of animal, human, food and garden waste were composted, saving F&W 82 metric tons of CO2 that would have otherwise been emitted.

GREENHOUSE GAS INVENTORY RESULTS

In 2017, F&W operations were responsible for the emission of **281 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.

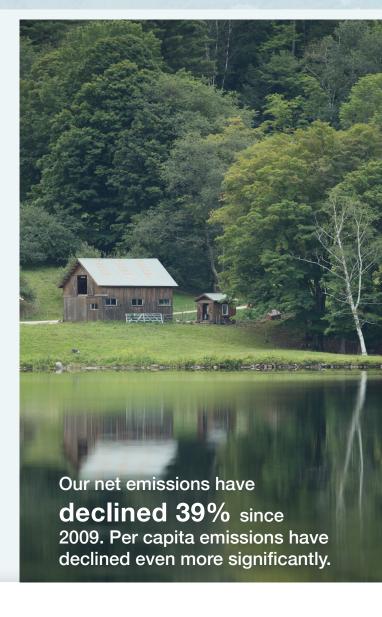
Commuting: Work-related travel by

year-round staff.

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

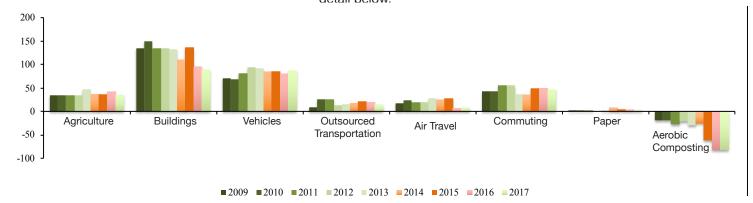
Outsourced Transportation: Work-related personal vehicle trips by year-round staff.

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



EMISSIONS BY OPERATIONAL CATEGORY 2009-2017

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. Important changes are highlighted and discussed in greater detail below.



GROWING, CREATING & HARVESTING ON THE FARM

Learning from the "edge"

From places of challenge, held with love, our campers are given a chance to grow and create real change in the world around them. A fundamental tenet of experiential education is the concept that a person learns best when they are on the "edge" of their comfort zone. If everything is known and expected, we tend to get complacent, but when we are challenged, we are truly absorbing and learning.

Since so many of our campers do not come with agricultural experience, the farm becomes a growing edge for almost everyone here at camp. Julie Swank has been tending the Farm & Wilderness gardens for three seasons now. "I always think of this metaphorical edge when I'm guiding campers and new staff through the skills they'll need to tackle farm projects," says Julie.

Each summer, campers at Tamarack Farm, Indian Brook and Timberlake are offered the choice to slaughter a chicken under the guidance and supervision of our farmers and counselors. The birds are raised at the camps to be eaten at the Harvest Meal along with produce grown on the farm. Following an animal's life from pasture to plate is not for the lighthearted, and campers often feel extremely vulnerable when we walk them through the steps to process a chicken. Many campers remark that this day impacted them the most deeply of all camp activities.

Julie says, "I'll never forget the first time I stood in the Timberlake garden looking up at the words rakishly painted on the barn: 'Work is love made visible'. I knew that I had come to a place where farming went beyond merely the skills you gather to grow plants and tend animals."

Our farm goes far beyond being a petting zoo or a farm museum. We feel it is important to tell the truth about farming and not to hide from difficult conversations. Our farm staff work hard to create a farm where people There's a transformation that happens when campers experience what it really means to do the work of growing their own food, and how to do it with love. F&W community members forever carry this changed perspective and apply it throughout their lives.

see how compassion can be woven into processes that most of us would rather shy away from.

There's a transformation that happens when campers experience what it really means to do the work of growing their own food, and how to do it with love. F&W community members forever carry this changed perspective and apply it throughout their lives.













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 Sylvia Edgerton Susanne Davis Emory * 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 Emily & Paul Morrow * Albert & Judie Muggia Karen Beth Olch Martin & Robin Oppenheimer Rich & Chrissie Parker Barbara Queen * Elspeth Reagan Carolyn Ristau & William Knight William & Carol Schwarzschild
Nancy L. Seidman
Sara Somers
Nancy Spanier
Susan St. John & Robert Rheault
Becca Steinitz & Sam Putnam *
Jeffery Anne Tatum
Kurt & Eden Terrell
Kristi Webb & Todd Woerner
Martha Webb
Donald Weiman *
Thomas & Sandra Williams

* Joined in 2017

A PLACE TO BE ONE'S "BEST SELF"

LEGACY CIRCLE MEMBER ELSPETH REAGAN



Elspeth Monro Reagan and her brother, Robin Monro, were evacuated from England in June 1940 during World War II. They resettled with the Davis family in Baltimore and attended the Baltimore Friends School, where Ken Webb had been a teacher. Ken encouraged all his students to summer at the camps he had recently founded. From 1942 through 1946 (when they returned to England), the siblings spent eight weeks of every summer at Indian Brook and Timberlake.

Elspeth recalls that in 1942, Indian Brook's second year, there were 23 campers, including 2 more English evacuees, who were her cabin mates. Our lodge was Crum Cottage and we occupied 3 cabins: Little Crickets, Shining Waters, and Beaver Lodge. She says, "those five summers were 'heaven.' I made real friends, and loved all the activities, especially the swimming, canoeing, overnight hikes (heavy army surplus backpacks and sleeping bags, whole potatoes, canned food), square dancing, and daily meeting for worship. At camp I could be my best self."

Elspeth returned as a counselor for Deer's Leap in 1949, and for Sakawanee in 1953, after completing her first year in medical school. In 1977 and 1978 she was the camp doctor, living in a tent at SAM, and then at the Farm.

Four of Elspeth's five children, and four of her nine grandchildren have been F&W campers.

The camps provide an ideal environment in which to learn and practice connecting with nature, communication skills, conflict resolution, and just plain enjoying and loving life.

In 2016 Elspeth joined the Legacy Circle by including F&W in her will, and she encourages other alumni to make F&W a priority in giving. She says: "The camps have had a tremendously positive influence on my life, and I want them to continue. The Quaker values on which the camps were founded and continue to practice, are sorely needed these days. The camps provide an ideal environment in which to learn and practice connecting with nature, communication skills, conflict resolution, and just plain enjoying and loving life."



An all-camp Indian Brook photo from around the time Elspeth was at Farm & Wilderness



FARM & WILDERNESS AS A TOUCHSTONE

ANYTHING IS POSSIBLE

Chris Moncrief discovered his superpowers at Farm & Wilderness. Here he could explore, dream, and experiment. On a recent visit, Chris reflected on how F&W has shaped, nurtured and inspired him.

As a young camper, he stepped off the NYC bus as a "handful, a beautiful handful" and discovered new ways of relating to people and fresh thinking that matured him summer after summer. He developed the confidence to bring home some of his experiences ~ "learning and unlearning what I thought about whiteness" and meeting openly gay people who "shattered my understanding of what it meant to be gay, to be a man or a woman."

After each summer as a camper, "I always felt that I came back just way more knowledgeable, and way more sure and more curious at the same time about the world."

F&W gave me a home and taught me a lot about myself at a time when I could really use it most. I have the chance to return that favor.

As an F&W staffer, Chris organized canoe trips, Timberlake banquets, camper activities and staff schedules. He also embedded meaning and values into daily camp life. He created the "Anything is Possible" mantra as a "crazy" idea that stuck.

"As staff, I think F&W started to affirm my set of superpowers," Chris said. His time at Timberlake gave him a shot at translating things that don't make sense anywhere ~ except at camp ~ into concepts that could make sense to everyone in any place.

"You're looking at a group of kids and you've got to tell them 'No Body Talk' and 'Fifth Freedom' and learn how to make that important," he said. "How do you get a community to start saying silly phrases and how do you create a system that holds itself accountable to its values?"

As TL's program director, he learned to partially develop an idea and then improvise after its launch. "Talk about an idea until you have about 70 percent of it figured out and then go do it and you'll figure the rest out as you go. Being okay with uncertainty is something I picked up here [at F&W] ... and it has been effective for me in my work now," says Chris.

Those summer staff experiences helped him develop the skills and candor that propelled him through high school and college. Now he is a Senior Inventor at The Future Project, pushing NYC high-school students to discover their passions, cultivate dreams and channel them into bold actions.

"You try a bunch of things on a young person, and a lot of times they don't work," says Chris. Farm & Wilderness is a safe space for kids to explore who they want to be. "That impact isn't always immediate, but it is always true."

Building on the impact of being part of F&W, Chris chose to become a donor to Farm & Wilderness to deepen his connection with the community.

"F&W gave me a home and taught me a lot about myself at a time when I could really use it most," Chris said. "I have the chance to return that favor, even if in small ways, by making a difference for campers.

From the left, Chris Moncrief, Somer Mackillop and Sothis Bishop during the summer of 2013



thank's to did



THRIVE for 75

7,500 GIETS

2,419

COMMUNITY MEMBERS
INCLUDING, CAMPERS,
ALUMNI, STAFF & FAMILIES

VITAL CAMP BUILDING PROJECTS

\$1.9 MILLION
RAISED FOR CAMPERSHIP



Roundhouse: Sheltering community



Friends Lodge:
A hub for year round activity



Arts Barn: Sparking creativity



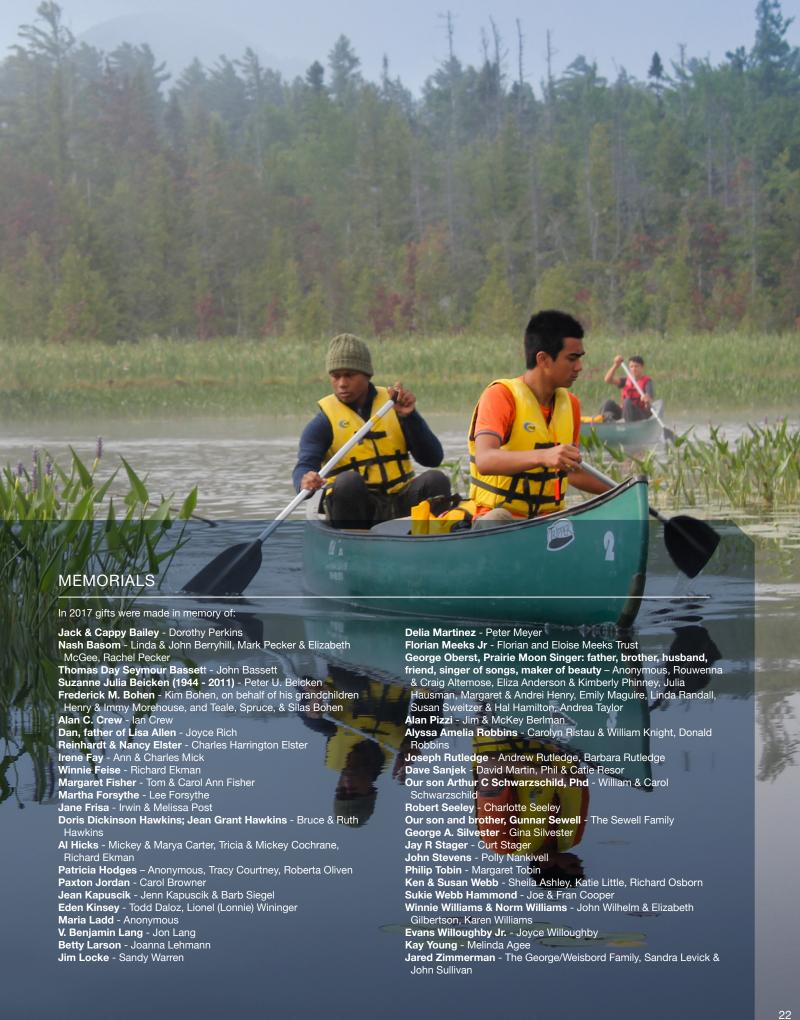
Timberlake Kitchen: Nourishing young lives Opening this spring

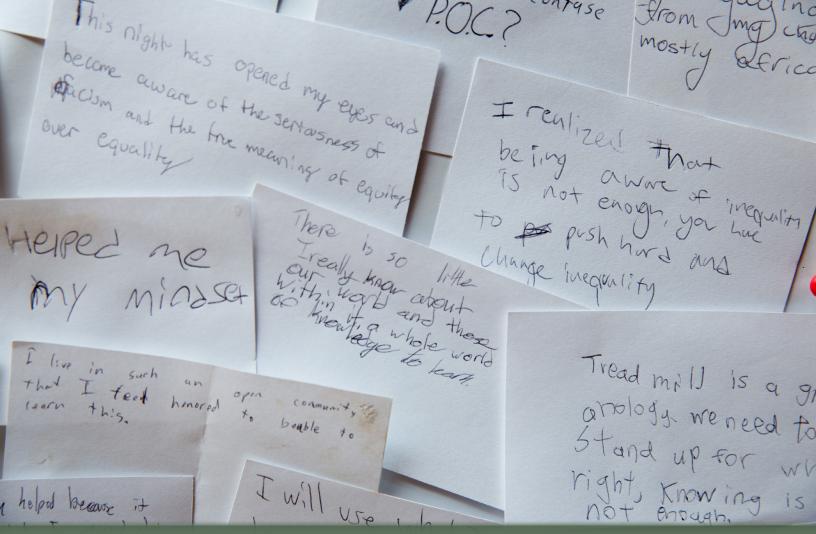


Cozy Lodge:
Building opportunities

MILLION RAISED
OVER 100% OF THE GOAL







Timberlake campers' reflections after an inclusivity and equity activity



FARM & WILDERNESS

401 Farm & Wilderness Road Plymouth, VT 05056 www.farmandwilderness.org

OUR MISSION

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

OUR VALUES

In our Values, we reflect our long Quaker history and association. We strive to honor the "Light of the Spirit" in every person; our belief that each individual brings value to the community through unique gifts and strengths.

Simplicity • Peacemaking • Integrity • Community • Equity • Service