

D Acres of NH Organizational Manual

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D Acres of New Hampshire Organizational Manual

I. Introduction

A. History of the Organization

Edith Gray, her husband Delbert and daughter Patricia bought the property which has become D Acres in 1945 and moved up permanently when electricity came in 1948. The land had two buildings, a house and a barn, from the 1830's that were seriously dilapidated. Delbert was raised on a farm in northern Vermont. The family was taking a mid-life opportunity to reside in a rural setting. They farmed, raised horses and oxen for pulling carriages and working the land, as well as acquiring skills in woodworking, blacksmithing, spinning, weaving and colonial American painting. Delbert, Patricia and Edith have since passed and the land has been entrusted to Edith's nephew William Trought and his wife Betty Ann.

D Acres was established in 1997 by Charles Dalton, Jim Stevenson, Brenna Nies, and siblings Josh and Dara Trought. They were committed to the idea that the land could be used as a resource for people interested in working hard, consuming less, and living cooperatively.

For the first six years, D Acres was an LLC with a construction focus. In 2004 a new charitable organization was developed called D Acres of New Hampshire. Formation of the new organization represented a commitment to the organic farm as an educational center. D Acres of New Hampshire established a Board of Directors, consisting of local forester Jay Legg, attorney Brian Marsicovetere, Elizabeth Trought, D Acres employee Micki Visten, and Kevin Wall. The role of the Board is to ensure that the activities of the organization remain true to the mission, as well as to provide professional advice and guidance. The board meets quarterly for this purpose. Current Board members include Gary Walker (Chairman), Michelle Dunn (Vice Chair), Rhonda Kilanowski (Treasurer), Beth Weick (Secretary), Bob Richer, and Brian Eisenhauer.

B. Vision

D Acres aims to: explore and develop community knowledge and skills relating to sustainable development, subsistence living, and small-scale organic farming; improve the quality of life of the participants and the surrounding community.

C. Mission

D Acres of NH is an educational center that researches, applies and teaches skills of sustainable living and small-scale organic farming. Striving to improve the human relationship to the environment, the center functions as a demonstration farm to role model exemplars of healthy living. Sharing a communal living situation, individuals come to respect and share values of interdependence and love of nature. In addition, the organization supports educational activities directed toward improving the quality of life of residents and the larger community. D Acres' intentions are to:

- develop a farm system sustainable and suitable to this climate to act as a demonstration and experimental model;
- increase consciousness about people's impact on the environment by limiting our consumption of fossil fuels and other resources; reducing, reusing, recycling; as well as emphasizing local and onsite production and consumption;

- develop skills as a group to problem solve, organize and pursue an agreed agenda;
- interact with and contribute to the community at large providing goods, services and educational opportunities while representing the vision of the organization;
- provide a training center for development of skills related to organic farming, forestry, landscaping, eco-friendly construction, and cottage crafts;
- develop personal and group skills to improve economic viability through “cottage style” industry.

D. Ideals

We aspire to be conscientious and respectful individuals to ourselves, each other and the planet. D Acres participants strive to: limit consumption of fossil fuels; reduce, recycle, re-use; emphasize local and onsite production and consumption; conserve water and energy resources; collaborate for the betterment of the community; promote art and culture; and study the arts of food, clothing and shelter. Towards the fulfillment of these ideals we foster the work ethic necessary to complete tasks, projects and organizational goals.

E. Operational Framework

D Acres of New Hampshire is governed by the Board of Directors. Everyday operations are organized by onsite stewards. Josh Trought serves as Executive Director. Current staff members are Regina Rinaldo (Kitchen Manager & Fiber Arts Coordinator) and Beth Weick (farm staff).

All participants in the project are responsible for maintaining proper operation of the farm, including animal maintenance, participation in weekly meetings, and other duties as required to maintain the organization. Longer-term contributors to the D Acres project also participate in development and execution of educational programming, revenue generation, and longer term planning and administration. In addition, all stewards are required to annually submit to the Executive Director a plan of their month-to-month job description, including goals and budget for projects during the year. A paper version is then available to the Board of Directors.

In the coming year we are developing ways to be less hierarchical and more consensus based in our decision making process.

F. Who Are We?

The people of D Acres can be grouped as staff members, residents, volunteers, and visitors. The current staff members are Founder/Executive Director Josh Trought (since 1997), Regina Rinaldo (since 2008), and Scott Codey (since 2011). Bill and Betty Trought, who are the owners of the property, are quite present in the D Acres community, and usually join the Monday evening meal. There are also several community members that volunteer their time on a regular basis. There is no set number of staff nor workers/learners, and their numbers vary with the years. Generally there are fewer participants onsite for the winter months and between 5-20 during the summer months, dependent on seasonally available housing. In fifteen years of operation D Acres has had more than 200 residential participants from across the US, Canada, Israel, Wales, New Zealand, France, Mexico, Spain, Brazil, Holland and Germany.

G. General Guidelines

Please treat the facilities and the land with the respect and care necessary to ensure they are available to those who come after you. Have respect for the beliefs, feelings, and personal property of all individuals. Please remember that D Acres is a public facility and a part of the larger Dorchester community. It is vital that operations of the organization reflect our respect for our neighbors.

H. Dorchester

The project is located in Dorchester, New Hampshire, a town of approximately 300 residents. It is 30 miles east of Lebanon/Hanover and 17 miles from Plymouth. D Acres inhabitants have participated in town events such as Old Home Days, the children's Halloween party, Christmas Caroling, the maintenance of cemeteries and historic buildings, and have served on a variety of town committees and boards. Dorchester has no commercial center and little industry. It is a "bedroom community" in that residents come here only to sleep, while working, recreating, and shopping elsewhere. The population is augmented slightly by weekenders and second-homes.

D Acres strives to bring together Dorchester and other local residents by functioning as a resource and community center. We host regular food events, and encourage community participation in the project with local discounts to all workshops. These social gatherings are designed to build ties between neighbors who do not have any other place to gather, network

with each other, and build the community economy. D Acres is also striving to build alternatives to the fossil-fuel economy and create a vibrant, distinctive local identity by encouraging cottage crafts, functional art, and local food networks within our community.

I. Opportunities

There are many ways to get involved with D Acres ranging from volunteering for a few hours to a lifetime of service.

D Acres is an Equal Opportunity Employer that does not discriminate based on sex, race, religion, age, or sexual orientation.

Resident Program

Residents are participants D Acres who are fundamentally driven in pursuit of the organizational mission. Residents are enthusiastic, positive and hard working contributors to the overall project. Residents bring the knowledge and proficiency to work with minimal supervision. Residents will use their skills and dedication to achieve the long-term goals of the organization. Participation in administrative tasks necessary to operate the organization is encouraged. We expect residents to contribute to the economic sustainability of the project. They craft their own living and working arrangement at the farm in collaboration with staff and other community residents. This entails a minimum of 40 hours a week working. Housing options and meals are available on site. Residents are expected to commit to the communal contract – weekly cooking, cleaning and community meetings – amounting to around 5-8 hours per week.

Residents are encouraged to participate in all organizational meetings including staff and yearly planning meetings. Residents also enjoy access to community vehicles, and have the privilege of inviting short term guests to stay free of charge at D Acres, in keeping with visitor policy.

Employees are expected to maintain records and keep track of projects in particular areas of focus so as to compile a history and maintain continuity in operations. While transitioning out of a position, the staff person is expected to document all pertinent procedures that will be passed on to another person, for the purposes of transferring knowledge in areas of expertise.

Research Projects

D Acres works with faculty and graduate students interested in the research and implementation of special projects. Of particular interest are the following areas: school age and adult education, organic garden experimentation, greywater systems, watershed management, forestry, solar cooking, renewable energy systems, erosion control, irrigation, and alternative building. D Acres is willing to consider serving as a host site for funded projects that are congruent with our farm philosophy and priorities. However, projects must include measures for follow-through evaluation, and accountability.

Employment

Employees are skilled and active community members with a long-term committed interest to the D Acres project. The work-week consists of 40+ hours in exchange for room and board, plus the standard benefits available to all on site community members. Salaries are LOW but basic living expenses (i.e. food, shelter) are covered by the organization. Salaried employees are expected to engage in significant revenue generating activities. D Acres serves as a resource base for individuals to develop revenue-generating operations that can help support the community. Employees are expected to expand the economic sustainability of the project. A high level of participation in communal living and decision-making is necessary.

Employees are expected to maintain records and keep track of projects in particular areas of focus so as to compile a history and maintain continuity in operations. While transitioning out of a position, the staff person is expected to document all pertinent procedures that will be passed on to another person, for the purposes of transferring knowledge in areas of expertise.

Tradespeople

We actively seek professionals in many fields, including food production, carpentry, seed saving, forestry, graphic design, mapping, construction, and blacksmithing/metalworking.

Volunteers

D Acres holds monthly volunteer days on the last Sunday of each month. Staff will designate activities, which include, but are not limited to organic gardening, animal husbandry, alternative construction, etc. Volunteer arrangements can also be negotiated on an individual basis. Some previous arrangements have included weekly gardening, data entry, and mural painting.

J. Hours of Responsibility

The diversity of tasks and limitless opportunities at the farm require ongoing evaluation and prioritization of activities. Continual dialogue regarding management of an individual's hourly commitment to the organization is necessary to properly plan and fulfill our organizational commitments.

We have historically tracked hours to measure in time our commitment to working at D Acres for the typical exchange of room and board. This minimum commitment has been established as a basic parameter for communal living. The 40+ hours includes cooking and cleaning responsibilities of communal living. The activities comprising each work week are agreed upon at group meetings in keeping with the annual Project and Goals document. The typical work-week (Tuesday, Wednesday, Thursday) allows staff, interns, and residents a dedicated time to pursue farm projects. Chores, events, and other D Acres organizational obligations continue on a 24-hour basis, 7 days a week. The work week format allows concentrated and organized communal work, while the rest of the week can be spent on personal projects. While no one should feel undue pressure to work beyond the minimum, the more involved a participant is, the more the individual will gain from the experience. As a 65-year-old intern once said, "You git out whatya put in."

In an attempt to move away from fossil fuel dependence D Acres looks to animal and human power primarily. While this sometimes increases the hours necessary to complete tasks, it also builds the experience and the skills that sustain us. The work requires not only energy, but also enthusiasm to complete the tasks at hand and fulfill objectives to move forward as an organization.

While the minimum work commitment is to contribute 40 hours a week, longer term participants recognize that much more than this is required to make this project successful. There are a multitude of tasks that define a given day, week, or season, and for staff committed to the project it is these tasks that define the work, as well as our lifestyle. In the work both contentment and purpose are to be found; this is the key that keeps long hours from being constant drudgery.

II. Community Systems

A. Accountability

A sustainable system of accountability that includes compromise, patience, and respect is important for the health of a small community as well as its longevity. Respect for community roles (one's charge and responsibility as well as experience and/or expertise within that role) and an amount of humbleness to receive advice, criticism, and feedback are necessary components in order to maintain organizational momentum. It is the responsibility of each individual to take care of his or her own work and mistakes. Each individual must care for his or her own "piece of the pie," as well as the whole project by holding each accountable. Accountability allows for resolution and movement forward.

B. Communication, Conflict Resolution, & Consensus

As an evolving community it is the responsibility of existing D Acres staff to inform the new inhabitants of protocols and responsibilities. Participants new to the project must be attentive to the historical development of the farm system and conscious of the efforts made by previous and current inhabitants. Respect for the extended D Acres community and long-term supporters is encouraged.

The mission of D Acres is the binding element that holds the community focus. An open communications system involves internal feedback loops such as staff evaluations, the buddy system, community meetings, and a residency review process. When conflict arises, whether interpersonal or in the form of a larger organizational decision, these established ideals and statements are in place to guide us in making informed decisions and resolutions. We utilize a consensus based process for making day-to-day decisions and for voicing concerns. If there is a concern that leads to significant discussion and requires thoughtful processing on the parts of D Acres inhabitants, consensus may not be met during the course of one meeting. This concern may be held over into subsequent meetings until cooperation and persistence brings about group consensus.

Community meeting time may not be the most appropriate venue for dealing with some interpersonal conflicts—it may cause more discord to single an individual out of the group than to simply approach that person directly during personal time. If a face-to-face conversation is not productive or appropriate, it is recommended that a third party be sought to settle issues in a neutral forum.

C. Cleanliness

A cleaning schedule is decided at weekly meetings. This is a substantial assignment that can amount to 2-4 hours per week above and beyond the 26-hour commitment. Household cleanliness is part of living in community, and therefore not a part of work hours. Onsite personnel are encouraged to take cleaning responsibilities seriously, and do them very thoroughly. Everyone is expected to clean and return all utensils, tools and equipment to their proper place upon completion of a task. Daily kitchen maintenance is a cooperative responsibility; dishes and other related clean-up should be completed after each meal. Residents are expected to keep common areas free of clutter and personal possessions. Cubbyholes are available for personal items.

D Acres aims to maintain a high-level of cleanliness in order to provide a welcoming and hospitable atmosphere to our guests. The goals are to dispel myths about unsanitary communal farm living, and to uphold a consistent high-standard of cleanliness that facilitates long-term maintenance, and to provide ease of public accessibility and community sanity in our public environs. Respect for common areas demonstrates respect for those who are sharing them.

D. Communal Contract

D Acres is striving to design and implement a working model of collaborative living. The duties that form the basis of our communal contract include weekly cleaning, regular cooking, and community meetings. This is a deliberate agreement which reflects our understanding that living and working together requires us all to take responsibility for common tasks. By combining chores and dividing them evenly amongst the community, D Acres is able to reduce the work that each individual must do for meeting basic necessities and increase the quality of life for the entire group. Time spent on communal tasks such as cooking, cleaning and attendance at general meetings is not counted as work hours.

E. Community Meetings

Community meetings are held every week, generally Monday evenings. The time of the meeting depends on the weather and specific activities planned for the day. Community members come to each meeting prepared with announcements and discussion items for the agenda.

Three roles are assigned for each meeting: facilitator, note-taker and if necessary, timekeeper. The Facilitator is responsible for reviewing the minutes from the last meeting, guiding the group through the agenda items for the current week, seeking consensus from the group on all decisions, and if needed, for writing down the time allowed for each agenda item before the meeting. The Facilitator was the note-taker from the previous meeting. The Note-taker writes down minutes for the meeting, especially noting any tasks that have been assigned to an individual for the week. The notes ensure that unfinished business is returned to until it has been completed. The Note-taker is responsible for writing legible and comprehensive notes. The Time-keeper informs the group when the time allotted for an agenda item has been surpassed.

Meetings, which are agenda driven, can take anywhere from one to six hours, depending on the agenda that the group has set for the meeting.

The format for community meetings involves three types of agenda items: Announcement, Discussion, and Proposal. Announcements are used to pass information on to the group. They are short and rarely require any discussion. The Discussion format is used when there is no firm proposal, but an item needs review. Proposals are grounded plans that are presented to the group. They are predicated on research and initial planning by the person making the proposal. This person should be willing and able to carry out a significant part of the project. All participants capable of following through with a proposal are welcome to submit them to the group, but only long-term staff has the right to block a proposal. Inhabitants are expected to inform themselves about consensus format meetings and group decision-making; a reading list is available on the Daily Life page of the D Acres website, as are many books in the library.

Issues needing immediate attention can be raised during the week; however, decisions are generally made during the weekly community meeting. At the community meeting, it is the responsibility of each participant to raise issues that are pertinent to healthy, productive communication and daily operations.

Staff meetings are also held once a week, at some time before the community meeting. Staff meetings allow core members (including residents) to discuss issues that affect the long-term goals of the organization. Such issues include finances, the hiring of new employees, board meetings, fundraising, staff contracts, as well as more day-to-day

planning such as staffing needs for the week. One of the reasons for the separation of these two meetings is that past apprentices/interns have felt that too much of their time was spent listening to discussions that did not relate to their short-term experience at D Acres; however, interns/apprentices are welcome to participate in staff meetings.

Additional planning and organizational meetings may occur throughout the week. Garden meetings are held each week throughout the growing season. These meetings become necessary for staff to determine details of particular events/organizational matters. Interns and apprentices are welcome and encouraged to engage in these meetings, especially if they are to be involved in the matters at hand. However, these additional meeting hours are not required.

F. Cooking

D Acres aspires to be a place where eating wholesome food grown on site is the norm. Community members all have various diets, preferences, and perspectives on food. Although the organization is not self-sufficient in growing all its own food, D Acres does attempt to limit the packaged, prepared, and out-of-season, out-of-state products that we consume. This policy is evolving as the organization continues to meet the needs of individuals while pursuing a group desire to eat local simple foods. There is a continuous discussion of peoples' needs versus wants. D Acres aims to provide for group needs while individuals may provide for their own wants (coffee, refined sugar etc.).

All personal food products must be clearly marked or they will be consumed communally. Depending on supplies certain canned goods or other foods may be consumed at the discretion of the kitchen manager.

Cooking is a shared responsibility organized at group meetings. Breakfast is at the discretion of each individual. Granola, oatmeal, eggs, bread and other breakfast foods are available in the kitchen. During workdays, lunch is prepared in large batches and shared communally; on non-work days, individuals prepare their own meals or informally prepare meals in groups. Leftovers are great for lunch foods so it helps to cook extra at evening meals. Generally lunch is around noon. Dinner is served family-style around 6:30 Monday through Friday. Meals for many mouths require organization, efficiency, forethought, and preparation. While recognizing that individuals come to D Acres with various levels of cooking experience, the goal is to

enjoy a tasty and nutritious meal at a reasonable hour, ideally prepared in less than two hours.

Meals at D Acres are an essential part of the value added agricultural economy. We aspire to provide the highest quality gastronomical experience for all. Guests often share meals with residents. In accordance with our philosophy of service, we offer guests cordial attention to insure a wonderful dining experience.

Everyone who uses the kitchen is expected to clean up after him or herself. Weekly cooking assignments are part of the Communal Contract, but the evening's cook is usually exempt from doing dishes. That said, the cook is expected to clean as they go in order to leave a minimum of food preparation dishes to be cleaned up after the meal. All others are responsible for cleaning and putting away all dishes, cleaning the sinks, counters, kitchen table, bread board and sweeping the floor. Both lunch and dinner meals are signaled with a three-horn system. One horn, half an hour; two horns, put your tools away; three horns, come 'n git it.

All meals are prepared from bulk foods and seasonal produce. We have a great collection of cookbooks available in the kitchen and suggest assigned cooks make their decisions well in advance of cooking. Be sure to identify that all products required are available on site and that advanced preparation is complete (for example, remember that beans must be soaked overnight).

If an individual suffers from food allergies, has intolerance for spicy food, or abstains from specific foods, please be sure to advise the group.

Residents and guests are encouraged to use the non-fossil fossil powered cooking facilities.

G. Decision Making

Throughout the history of the organization, there have been a number of shifts in leadership. D Acres was initially formed by five cooperating individuals. The group eventually evolved into a non-profit organization and developed a dual-leadership model. Josh Trought has served as executive director since the creation of the non-profit. Presently, the group is transitioning away from a patriarchal conventional model of leadership towards a more horizontal inclusive model. Currently there is a high level of

participation by staff and residents in the day to day decision making process.

Decisions are made by the participants. The day-to-day decisions and scheduling are decided in weekly group meetings on a consensus basis. The level of involvement in the decision-making process is determined by an individual's experience and investment to the project. We are aiming to share decisions as well as the physical workload. Decision-makers should understand that there are necessary compromises and responsibilities to the long-term vision required in order to carry out the mission of the organization. D Acres inhabitants are encouraged to utilize and share their personal skills and experiences for the benefit of the community as a whole.

Participants who have been onsite for 6 months and have made a commitment for at least 6 additional months or more are the core group of decision-makers (staff and long term residents). The core group shares the responsibility of making decisions regarding daily operations but participation from new personnel is always encouraged.

There is an ongoing effort to familiarize the community with the consensus process through practice. In the possible eventuality that consensus cannot be reached by the core group, the issue will be brought to the Board of Directors for guidance. Representatives of the various sides of the issue will have the opportunity to present their thoughts to the Board. The advice of the Board will be considered in our efforts to reach consensus. Our preference is to utilize the consensus decision-making process to reach group supported solutions, turning to the board only when absolutely necessary.

During the winter months, this core group will annually review the Organizational Manual as well as the Projects & Goals. The annual budget is drafted by the treasurer of the Board of Directors and then made available for open review and comments by all long-term staff and residents. Legal fiduciary responsibility lies with the Board of Directors who ultimately have final decision making authority with regard to the budget. We do not engage in regular revisions of the annual budget during the course of the year.

H. Financing

The D Acres entity built the Community Building and provided educational services through financing from BET Realty. In 2004, with the transfer

from D Acres, Inc. to D Acres of New Hampshire, a nonprofit organization, the funding plan has changed. Income now comes from individual and business donations, memberships, sales of goods and services, fees from educational programming, and grants. All staff share responsibility for financial planning and revenue generation. Although the Trought family remains a strong financial supporter of the organization, the goal is to develop financial independence to ensure long-term viability of the organization.

I. Overnight Lodging & Accommodations

D Acres of New Hampshire welcomes visitors to the farm in order to increase awareness about the sustainable farm system. These visitors may reserve overnight accommodations such as the Green Room, Library Loft, Dorm Room, and/or Yoga Room. Field space and tent platforms are outdoor options available on first come first serve basis. Edith's back room studio and the sunroom may be rented in overflow situations for set rates. Rates and procedures are available in the office. All staff and interns must be familiar with the hospitality procedures and be willing to help guests get oriented to the farm. This program serves as a revenue stream, helping to support the other educational activities at the farm. Guests have priority for all bedroom space in the Homestead. Anyone staying in the bedrooms during the winter, spring, or fall will sleep elsewhere when guests have reserved these spaces.

J. International Interns

D Acres is excited to offer internships to people from all around the world. International interns are required to carry their own international insurance, and pay for visa and transportation.

K. Personal Pets

Pets are not allowed on the property. If a visitor comes to the property unaware of the policy, dogs must be walked on the roadway and leashed in accordance with Dorchester ordinances. This policy is designed to ensure the safety and sanity of our livestock and preserve the garden landscape. A concern about allergy sensitivity for guests has also been an issue in the past. One exception has been maintained: the Community Building is home to a cat named Willy, who has been a long-term resident.

L. Personal Safety, Health and Wellness

Safety is the personal responsibility of each individual. All onsite participants are required to sign a liability waiver to release D Acres and the Trought family from responsibility of injury, property damage, health and well-being. Please advise staff and other personnel if you are not feeling well, have health concerns (prior muscle/bone injury, asthma, chronic illness etc.), or experience injuries that may inhibit your work. The work at D Acres tends to be physically challenging and take place in difficult environmental conditions and it is important for participants to be careful and communicate personal limitations and safety concerns before and/or during work projects.

Come prepared to work in all kinds of weather and environmental conditions. Proper attire is important; if you do not have your own, ask the staff.

Proper safety equipment such as safety glasses, hearing protection, and gloves are provided for use during various work times; it is an individual responsibility to use these items to protect eyes, ears, and hands.

If an individual is uncomfortable with an assigned activity, behavior or situation (such as climbing a ladder, working with the oxen, etc.) while onsite or with D Acres staff members, please advise others of your discomfort and provide for your own personal safety. Report any problems to a staff member immediately.

Although no real personal threats have ever been experienced here at D Acres, the organization recognizes that we live in a strange and unpredictable world. If a serious threat in or near the Homestead is witnessed or experienced, take appropriate action by alerting the staff or local police authorities.

M. Personnel Meetings

When a new inhabitant arrives at D Acres, he or she is assigned a buddy to lead the Orientation Process and be available for support and assistance in day-to-day community life activities. This buddy system is designed to help new arrivals acclimate themselves to the daily workings of the organization. After one week and again after three weeks, the new inhabitant will have a personnel meeting with their buddy. At six weeks, the new inhabitants will meet with the core group of decision makers.

Staff review of non-staff is carried out seasonally, or as work projects and/or community needs necessitate. Non-staff review of staff is a process currently being created which will be carried out twice annually.

Personnel meetings are a time to discuss what has been going well, what has not, and what changes might be suitable. Participants evaluate their goals, recognize progress and shortfalls, and create objectives based on an appropriate timeline. If necessary, objectives, goals, grievances, concerns, and issues that were raised at the meeting should be brought to the group for discussion. Meetings are designed to address work and community related issues as well as personal issues.

Generally, as a community it is preferred that individuals work to resolve their own personal conflicts. However we do recognize that this may not always be possible and so a personnel meeting can be a suitable opportunity to discuss such matters. If further steps are necessary, the core group of decision makers may gather to discuss the issue and assist in the resolution of the conflict.

Personnel meetings involve both work related topics and matter of personal import. While work topics are often transferred to the agenda of weekly meetings, personal issues are considered private unless there is a compelling reason to treat them otherwise. Such reasons would include the health and safety of everyone in the community and the integrity of the organization.

N. Realities

D Acres is an intense social and physical working experience. We are trying to offer alternatives to the tractor and patriarchal society. Getting along and working together can be difficult and requires mutual attention and effort. Physically, the bugs are fierce, the weather can be severe, and it is dirty, rigorous work. The challenges of replacing the current paradigm can be mentally frustrating, confusing and overwhelming. We recognize that our perspectives and beliefs have been influenced by an individualistic society. It is this formidable preconception that we are attempting to surmount. Subsistence agriculture and service based work will not provide individual monetary benefits.

Though based in rural NH, we are not isolated from global, climatic, economic, and political volatilities. Through determination, patience and hard work, solutions for global problems on a local level are being sought.

There are endless possibilities to embark on intrepid and revolutionary endeavors here. D Acres is an evolving organization whose growth is based on failures as well as successful experimentations. New crises and unforeseen challenges can be daunting; however, they also provide opportunity for endless innovation and creativity. Participants are bound by a set of beliefs based in their commitment to the mission of the organization, which values the interdependent relationships between individuals, community, and land. This project is not “easy;” participants must believe it’s worth the effort to do it.

O. Visitors (family and friends)

It is the expectation that inhabitants will communicate the visit of their guests with the D Acres community at the Community Meeting prior to the guests’ arrival. All visitors are welcome to participate in the daily activities of D Acres. Indoor overnight accommodations are available and subject to standard hostel fees. New inhabitants may offer their living space to their visitors in exchange for one hour of work or \$5 per person, and the same arrangement stands for each meal. Parents, siblings, and life partners are welcome to stay free of cost; arrangements can be discussed at group meetings. Guests of inhabitants living on site for six months or more are not subject to lodging nor meal fees.

While we welcome guests, we ask all residents to be mindful of the burden that visitors can impose on the D Acres community, and therefore abide by the spirit of these policies.

P. Conservation

Even though the community building has electricity and other modern conveniences, we are trying to wean ourselves from electric power and fossil fuel dependence. In general we strive to use less electric power by shutting down lights and appliances when not in use; these luxuries are to be used for essential purposes only. In the winter months, wood conservation is the goal, with the community building temperature often in the 50s. Hot water is heated only as hostel heating/special events demand; woodstove fires and an extra sweater are used for comfort.

With regards to cooking and clothes-washing we have alternatives to fossil fuel technology available on-site. The use of these people-powered/solar-powered/wood-powered devices are encouraged and emphasized.

There are many facets to conservation at D Acres, and to that end there are numerous potential projects. From the development of an icehouse and smoke house, to continual efforts at food preservation, and the reuse of a myriad of materials, means of reducing the organizational footprint and living lightly on the land are continually be sought. Much of what is done at D Acres is pursued with the goal of fossil-fuel independence. As a result animal power (oxen), bicycle power, solar, and veggie oil are employed when possible. In time, each of these facets, and potentially wind- and waterpower as well, will be developed more fully in the future. Tools and technology are employed when necessary, recognizing the intense human output that is required to offset the work of a gallon of fuel. Chainsaws and a veggie-powered wood chipper, for example, are common implements at work during a given week. However, a maul and hatchet are equally used. There is a balance being sought – not always with a clear answer - in the use of human power and appropriate technology. Ultimately, however, the nature of our work is driven by two things: one, human power; and two, a belief that limited mechanization maximizes the human potential, a source of empowerment and actualization. These goals are counter-balanced by the reality of running a hostel service and educational facility on-site. Both of these aspects of the D Acres project demand inputs that can appear to be incongruent at times with the end goals, a juxtaposition D Acres is continually striving to balance.

Conservation ultimately requires using less power; the manifestation of conservation is through the changing of habits. For example, dwellings without heat & electricity, the absence of regular showers/hot water, music is limited. Our organizational goal is to be conscientious of our power consumption. While we seek alternatives, we aim to use less of any power source, even alternative energy sources. These efforts at simplicity are choices, not strict policy measures; we do not wish to enforce austerity, but rather encourage participants to join us in our conservation efforts.

III. Farm System

A. Hours of Operation

The farm is a 24-hour lifestyle, but the bulk of scheduled farm work usually takes places between 7 am and 6 pm daily. During long summer days, “putting the animals to bed” is delayed until after supper. Supper is usually around 6:30 pm. Though hostel guests and other visitors are encouraged to arrive by 9pm, they may arrive at unscheduled hours and are to be greeted hospitably. Quiet hours are from 10pm to 7am.

B. Animals

Currently D Acres is home to domestic chickens, pigs, ducks and oxen. We have a barn cat who helps keep down the rodent population. All animals require an established routine. Clean water should always be available. Animals should be fed promptly in the morning, and monitored throughout the day; the oxen are also fed in the evenings. It is important that animal care should follow a consistent schedule based on the seasons. Above all else, animals should be treated humanely and respected as part of our farm ecosystem. Residents volunteer for animal chores during our weekly meeting.

Be aware that many animal yards are surrounded by electric fencing – both to for keeping animals in and predators out. It is essential that these fences are operational. Part of all animal duties is to check and insure the functionality of the electric fence.

These animals are integral to our food and farming system. We undertake this process with respect and care. One of our chief intentions is to reduce our use of conventional grain, as well redirect the local waste stream to our benefit. Accordingly, pigs are fed surplus food and food scraps collected from a variety of local businesses, restaurants, and the PSU dining hall.

Ducks rejoined the farm in 2010. They fertilize the new pond areas and will hopefully provide eggs and ducklings.

C. Appropriate Technology

D Acres makes a variety of with alternatives in energy and building technology. So far the center has experimented with solar dehydrators, photovoltaic water pumping for irrigation, a photovoltaic cabin system, humanure, cob, cordwood and adobe construction, veggie oil, bicycle power, greywater, solar hot water, water catchment, icehouse, methane digestion, and solar cooking. The organization intends to experiment further with these technologies and also pursue projects in microhydro, windpower, alcohol distillation, and construction of a sauna/dehydrator.

D. Compost

We make compost from animal manure (onsite as well as local sources), bedding composed of woodchips and hay animal, and coffee grounds. We have, as available, sourced leaf compost from PSU. Compost piles are

located throughout the orchards and gardens for easy access, both for garden bed application as well as instruction and “refilling” with new material.

D Acres is will be partnering with NRCS-EQIP to develop a community composting facility.

E. Farmers' Market

Our participation in regional farmers’ markets has ebbed and flowed as staff and organization programs have fluctuated with the years. As a demonstration site for permaculture, no-till farming we are unable to reasonably compete with market producers, in uniformity and quantity of product. To this end, we have chosen to value our produce in the form of a sit-down meal served at the farm, rather than whole produce. We participate in farmers’ markets for educational purposes and for sale of surplus produce.

The organization recognizes the importance of these markets as a means of income to market farmers, as well as their ability to promote organic agriculture and cottage industry to the public. We support farmers’ markets through listings in the *Local Goods Guide*. In the past, it has been found that experiences at Farmer’s Markets provides interns and apprentices education in the production, marketing, and sales of handmade goods on a local level. Thus education occurs on two levels: through the dissemination of materials and public interaction, as well as experience in the management of a market stand.

F. Forest

D Acres is surrounded by forest and we consider this as both a blessing and a responsibility. The organization is following the directives of a Forest Stewardship Plan that was developed in 1999 by Clark Hill Forestry. The intention is to provide wood for our stoves, boilers, bedding, gardens, sugaring operation, and craft industry, as well as to foster non-damaging recreational and value-added use while protecting the growth of native species and supporting our resident wildlife. D Acres has been fortunate to receive grants for the development of our trail project.

D Acres maintains a clearly blazed trail system that both marks the perimeters of our land and also takes hikers to interesting sites. Our forest management practices include not only maintaining this system but also tree planting, expansion of medicinal understory and soil erosion control projects. These trails require ongoing maintenance. Stakes in the woods

designate where tree saplings have been planted. There is also a Medicine Trail, initiated by Micki Visten. Medicinal and especially at-risk plants on either side of the trail include Ginseng, Goldenseal, Black Cohosh and Blue Cohosh. Our trails are bordered with logs inoculated with shitake mushrooms. D Acres is involved in a long-term soil erosion control project and have received funding from the US Department of Agriculture for soil conservation.

Jay Legg is the local Fire Marshal and Josh is one of his deputies. Both are available to fight forest fires. Please do not light fires outside of the fire pit or carelessly smoke in the woods.

G. Gardens

The gardens are a network of paths and raised beds and terrace row design. The path system is to prevent human compaction of cultivation zones. **Please walk only on specified paths.** A general rule is to avoid walking on places where there is straw down, as this is our method of mulching cultivated or soon-to-be cultivated soil.

D Acres uses techniques derived from permaculture, bio-dynamic, and some traditional organic methods. Some examples are the farm's use of: compost, drip irrigation, water catchment and the use of mulch to discourage weed growth and maintain soil temperatures and moisture levels. Trellising and arbors are also incorporated to make use of vertical space. Intercropping is used to create multistory plantings that best utilize the space we have available. These are examples of mimicking the designs of Nature, where there are always various heights and forms to the vegetation. This philosophy has directed our organizational efforts toward a perennial system, as opposed to pursuing only the production of annual vegetables. The self-reproducing perennial system is an investment in the future, when the forest garden will require less maintenance, and provide greater overall net benefits for inhabitants than conventional annual food production.

Another aspect of the D Acres gardening system is our attempts at extending the season. New England has a short growing season, and to compensate for this, greenhouses, cold frames and cloches are utilized to provide extra shelter for the more tender plants, while allowing us to plant our hardier crops out earlier and later in the season.

All participants will spend time in the gardens planting, weeding, eliminating slugs and pests, and harvesting depending on when, during the season, they are on site. The aim of the garden is to provide food, fresh and preserved, for the inhabitants of and visitors to D Acres. The garden also provides products for direct sale as well as materials for value-added goods and meals.

The orchard and lower gardens were organically certified from 1998 to 2010, a designation that the organization maintained for the first 12 years of operation. Though the organization is no longer maintaining this certificate through the USDA, D Acres continues not to use any synthetic fertilizers and pesticides and to practices to practice safe and healthy garden procedures, such as crop rotation, and composting. At this juncture official certification has been dropped due to exorbitant paperwork and increasing questions surrounding the certification label. The farm's identity with terms such as permaculture, community, and sustainability are more pertinent to our daily work.

H. Ponds

A wetlands ecosystem was developed at D Acres starting in 2010 for a number of reasons: to augment the animal and plant species existing on the property, both in terms of food production and a diverse and healthy natural habitat; to offer various irrigation possibilities, as a means of fire suppression, and as a potential source of power and greywater filtration. The creation of new ponds maximized the already existing flow of water, making use of natural springs and boggy areas, as well as receiving water from French drains and pipes previously installed around the homestead.

I. Rainwater Catchment & Irrigation

Rainwater is collected from the roofs of buildings for gardening and animal husbandry needs. The irrigation system in the lower gardens can be operated using a solar water pump, pulling water out of the pond between the lower garden and the orchard. A thousand gallon tank, fitted with a pump connected to the creek is located in the upper pasture. Rainwater is captured as it drips off various structures in order to supply the animals with water. Surface level open pipes east of the Homestead direct water coming off the building and into a frog pond. In 2010, D Acres' catchment and irrigation potentials expanded significantly with the excavation of five new ponds and the expansion of a sixth.

J. Recycling and Re-use

Recycling and reducing the waste stream is highly encouraged at D Acres. Primarily, attempts are made to limit the inflow of new products and non-reusable packaging. Kitchen scraps are composted and plastic bags re-used. Non-dyed cardboard and newsprint should be sorted and stored. There have been experiments with using plastic waste as an insulation material in several outbuildings. Functional glass jars are re-used in food preservation and storage.

Glass, plastic, metals, batteries, paint products and paper products are recycled at the local transfer station. Trips are made to the transfer station every week to drop off trash and recyclables, and to pick up materials for sheet mulching and stocking the resource pile. Hazardous chemicals that need disposal are safely stored until an annual drop off at the transfer station.

To maximize the second-life of various objects, D Acres maintains a “wish list.” We welcome donations of second-hand goods, for example aluminum-frame glass doors, woodstoves, clothing, bicycles and hand tools. At times we have excess of certain items, at which point we notify the larger community and look to share such objects.

K. Recreational Opportunities

The property has extensive cross-country, snowshoeing, biking, and walking trails. Within walking and biking distance there are hiking, swimming holes, canoe and tubing opportunities, and climbing at Rumney crag. There are major ski resorts within 1 hours drive. Newfound Lake State Park, with boat launch and beach is less than 30 minutes away. Talk to the staff about options and check the New Hampshire reference texts in the library.

L. Tours

Visitors are encouraged to tour the farm the first Sunday of every month at 1pm during our Open House. We will make arrangements for additional tours as requested. For tours given outside of open houses, D Acres asks a donation of \$2-10 per person to assist in the continuation of the project.

M. Treehouses

Treehouses are provided as rustic housing and protection from the elements for the inhabitants. They are intended to be cost effective structures using

local and recycled materials. The construction of these structures provides a learning opportunity for those who wish to know more about light construction and woodworking. Please keep treehouses clean and report any observed structural deficiencies or hazardous conditions immediately. Platforms are also available for tents.

Mice and other critters are a constant problem in the treehouses especially when food is stored or eaten there. Some of the treehouses are distant from the bathrooms so speak to staff on details of human waste management. It is advisable to bring your own mosquito net May-July.

Treehouses and tent platforms are available on a first-come, first-choose basis. When treehouses are not available, apprentices and interns will have their choice of the available tent platforms. Apprentices and interns must bring their own tents and bedding.

N. Typical Day at D Acres

Assignments for the week are established at weekly Community Meetings. Though the schedule may change from week to week, participants must come prepared to be punctual and responsive to daily rhythms at the farm. The work week is Tuesday to Thursday. It is expected that this time will be designated for D Acres related work. Certain tasks must be accomplished by a certain time of day, (for example, early morning watering and bug-picking) which requires that participants be responsible about starting work on time. Self-motivation and punctuality are highly valued and increase our efficiency, allowing us to accomplish more.

O. Workshops & Events

Each year, 70 plus workshops are held onsite, coordinated by the staff at D Acres. These vary in topic from culinary arts to woodworking, garden systems, to animal care. Workshop costs are intentionally kept low to allow for broad community accessibility. Our policy is that no one will be denied access to any D Acres workshops or events due to inability to pay. Additions to the schedule can be discussed at community meetings. The farm is also available for use as a venue for meetings, family events, and fundraisers. There are bathing facilities, parking, meeting and camping space to accommodate groups for a day, a weekend and weeklong events.

In addition to workshops, D Acres also hosts community food events, weekend-long classes, conferences, fairs, public presentations & lectures,

and design courses. Workshops and events are the focus of our public educational outreach; however, these workshops are a great opportunity for apprentices and interns to become more familiar with a particular topic during a structured presentation time.

P. Youth Education

Youth education is an important component of the mission at D Acres of New Hampshire. The farm endeavors to reduce excessive consumption and alienation from the natural world, by modeling positive alternative ways of living. We regularly welcome groups from elementary school to university age to engage in hand-on projects and tours around the farm. Expansion of youth education is dependent on staff availability and grant funding.

IV. Facilities

A. Homestead

Construction of the Homestead began in 1998. The structure was inhabited in 2001. The construction was an effort of D Acres staff and local contractors. The building houses commercial kitchen, office, woodshop, garage space, library, yoga space, art studio, sleeping quarters, root cellar, recreation room, and bathrooms. The space is communally shared, and maintained through a weekly chore rotation. D Acres staff may use the house to sleep in during the winter months, but are encouraged to develop personal living space in treehouses or tents as weather permits.

The Homestead is the center for educational activities and lectures, and the place where participants get together for meals, meetings and social gatherings. It is an immense resource for the organization, and should be treated with respect and care. There is a stereo system installed in the house. Please keep volume to a respectful level and return compact discs to their proper location.

We must maintain this building for commercial use: avoid tracking dirt and other working materials into the building. Keep the mudroom tidy and the house presentable. Personal items must be stowed in the appropriate places so as to maintain the public space for visitors and guests.

B. Alarm System

This can be a major headache or a lifesaver. The system incorporates both fire and security components. We usually arm the security system (black boxes) only when the facility is to be unoccupied for a specific reason. The

fire alarm system works independently with both heat and smoke detectors. It cannot be turned off! Smoke in the kitchen will set off the alarms so use the vents and fans. The system employs both audible alarms and flashing lights in the shop & garage. The system automatically calls an operator who will attempt to call 786-2366 to determine if help is needed. If the operator is not able to get a response (busy signal or no answer due to call waiting) or that response is not correct they will notify the appropriate authorities – fire or police. To repeat: if the fire alarm goes off and there is no fire, listen for the phone. The security company will call. Tell them that there is no emergency. If they ask, tell them the password.

D Acres has had the experience of unnecessarily bringing two towns of volunteer firemen to the farm and it is quite unpleasant. Please be familiar with the operation of the system in case of emergency (directions above hall fire unit) so that the system can be disarmed when required.

Even when the security system is disarmed for entries, calls for help can still be made both upstairs in library and downstairs in entrance hall in either red or black boxes. If there is ever a major health problem and an ambulance is needed press the red cross button on keypad. The alarm service will call an ambulance. If the button beside the open shield is pressed, the service will call the state police to immediately come to the building with no verification call first.

C. Bathrooms

D Acres has a Clivus composting toilet with the community building, as well as an outhouse located across the street. Pee outside as much as possible year round in order to directly apply liquid gold to the appropriate locations within the garden system, such as compost piles. Only solid human waste, woodchips, and toilet paper should be deposited in either composting system. Deposit a cup of wood chips down the chute after each B.M. The toilet lid should be closed when not in use to maintain proper odor removal. All are expected to maintain the tidiness of the bathrooms, although the maintenance of the compost toilet and the outhouse is on the Communal Chore List. The storage tank in the basement must have composted material removed as necessary. The material is taken down to specifically humanure piles in far edge of the upper pasture.

Personal hygiene products and towels should not clutter the bathroom space. Only biodegradable personal hygiene products (shampoo, soap, toothpaste,

shaving cream etc...) are to be used onsite. Please bring what you need for your stay, we do not provide personal care products. Use the exhaust fan while showering and ventilate the bathroom after showering to prevent mildew. Staff and visitors are expected to maintain the cleanliness of the bathrooms and a thorough cleaning is organized at weekly meetings. First Aid materials are stored in downstairs bathroom.

Paying overnights guests have first priority for bathroom space. If you make use of the bathroom, you are responsible for cleaning up after yourself.

D. Domestic Hot Water

In the winter, the domestic hot water is provided by the wood boiler in the basement; while in the summer, it is provided by units mounted on the roof, using passive solar heat to warm the water. The building has a backup propane system for heating water; however this is kept off and is to be used only in emergency situations.

E. First Aid & Fire Extinguishers

First Aid supplies are located in the woodshop, the blacksmith shop, the downstairs bathroom and Josh's green GMC truck. Fire extinguishers are located on all three floors of the Homestead and in all farm vehicles. The first floor fire extinguisher is located in the back pantry hallway. The second floor fire extinguisher is located near the seed cabinet. Please be vigilant of the expiration and level of pressure in these extinguishers to ensure working order.

F. Kitchen

This is a shared space where cleanliness must meet commercial kitchen health standards. Hand washing is permitted only in the sink by the bathroom. All residents are expected to participate in daily cleaning and the scheduled deep cleanings coordinated at group meetings.

Kitchen Equipment

Please ask the kitchen manager to clarify proper usage of D Acres equipment. There are kitchen appliances and gadgets stored in cabinets. Clean and replace all appliances to their storage place after use.

D Acres offers many alternatives to use of our propane range: use them whenever possible. These include: cob oven, woodstove (indoor and out), hot box, and solar ovens. Before using any of the above, please request

direction from the kitchen manager and/or staff so as to be cognizant of the idiosyncrasies of each system.

What to Eat

Take time to explore the cabinets, pantry, root cellar, downstairs freezer and refrigerator. Familiarize yourself with products kept in bulk, frozen or canned products and seasonal produce storage. These are items that should make up your recipes for community meals: we choose to eat a seasonal, local, un-processed, largely vegetarian diet.

Items such as meat, maple syrup, tomato products and fruit preserves are apportioned by the Kitchen Manager — this is food for the whole community. If you are unsure of what you may use, please consult the Kitchen Manager.

Please make a note on the food order list if we run low or out of ingredients. Restock items as necessary. If you don't see what you need, ask – staff will know where to check or what to do to substitute. A monthly food order is made through a regional distributor. We invite members of the community at large to order with us through a Bulk Buying Club.

The compost buckets are under the sink. Meat scraps are collected in a container located next to the sink and discarded in the woods. Kitchen food waste is often fed to the pigs and chickens. The chickens do not receive citrus peels, banana peels, egg shells, tea bags, coffee grounds, and onion or garlic skins. Only organic materials go in the compost.

G. Laundry

Electric and human-powered washing machines are available for use in the community building. Please use the biodegradable detergent available in the cabinets above the units. Community towels and dishcloths are washed weekly as assigned by the cleaning schedule. Use appropriate washing settings. Keep washer door ajar after use to prevent mildew.

To reduce electricity use, we do not have a dryer. Participants must use the clothes-line (outdoors) and drying racks (indoors). Although the Homestead has a number of luxuries, our community is concerned with limiting our use of electricity, water and other resources. It is a personal responsibility to appropriately use the resources we have.

H. Library

The formal library upstairs holds 2300+ volumes and is a community space that should be maintained as such. The kitchen also has an extensive cookbook collection. Please return all books to their proper place. Please use bookmarks instead of “dog ears” or leaving books open. Treat books kindly. We do not check books out of the house. This policy is inconvenient but based on the prior travails and misadventures of books on the farm. Our books are a fragile, shared resource, which can be easily damaged by travel, weather, and destructive usage.

I. Telephone, Internet, Computers & Mail

Wireless internet access for personal computers is available in the Homestead. Bandwidth is limited and so we request that all community members and guests refrain from high-bandwidth activity such as downloading videos. It is necessary to use a phone card or dial collect in order to make long-distance calls. Please answer call waiting. D Acres business takes precedence over personal use of land-line telephone, while the computer located in the office is primarily for official D Acres work. All computers must be shut down at night. Be sure to check message machine and voice mail regularly. Messages should be noted on the dry erase board with pertinent information and your initials.

Mail can be delivered at: your name c/o D Acres of NH, PO Box 98, Dorchester, NH 03266. FedEx and UPS delivers to: 218 Streeter Woods Road, Dorchester, NH 03266. Mail is collected weekly during the Plymouth town run.

J. Vehicles

There are several personally registered vehicles onsite. All use of vehicles requires permission from their owner. Please limit use of fossil fuels for personal transportation by coordinating trips with others. All vehicles used by people at D Acres (including Josh's truck and the Ag Ford truck) must be maintained. The oil must be checked every week (assigned by the chore schedule). In the winter, keep gas tanks full and allow time for all vehicles to warm up before driving off. The Fuso, the Ford, and the Jetta are registered to D Acres; drivers may only operate these vehicles if they have been authorized to do so by being added to the insurance policy.

K. Wood Boiler

The wood boiler heats hot water and the Homestead through radiant tubes that are installed in the floors. The wood boiler must be attended to regularly when in operation. Be vigilant! Before operating the Tarm, consult staff for proper training. Improper operation is dangerous and will damage the equipment. It is the responsibility of the people maintaining the fire to keep the room clean, although weekly sweeping is included in the chore schedule. A yearly cleaning of the Tarm boiler is also scheduled by the staff.

L. Woodshop, Power Tools

The shop is an area with many potential safety hazards. Safe use of the shop requires skill in the use of the various tools and the discipline to clean as you go. D Acres requires all users to utilize safety devices such as goggles and ear protection. Please clean yourself off before leaving the shop; don't bring the mess into the rest of the house. Please familiarize yourself with the operation of tools and dust collection system. Before beginning to utilize D Acres power tools, participants must be given adequate instruction in safety and basic operation. Always put tools away upon completing a project. Seek help when you are unsure or require just a bit more experience.

Personal projects are encouraged. Please propose projects at group meetings to discuss the use of materials and space.

M. Calendar Year at D Acres

Winter (November, December, January, February, March)

November-

Construction/Forestry	Hostel slows down
Travel	Close Gardens
Winterization of buildings/grounds	Craft work
Collect leaves	

December-

Develop annual budget	General Administration
Winter garden work	Rest
Indoor maintenance	Professional development
Research	Grant-writing
Shovel Snow	Hostel promotion
Develop events calendar	Travel
Woodworking/Cottage craft	Finish Greenhouse work

Review of internal documents Recruitment

January-

Winter garden work	Woodworking/Cottage Craft
Indoor maintenance (painting etc..)	
Grants	Review of internal documents
Shovel snow	Recruitment
Forestry	Local Goods Guide

February-

Tap maple trees	Grants
Start seedlings	Shovel snow
Review of internal documents	Forestry
Woodworking/Cottage Craft	Annual Appeal
Local Goods Guide	

March-

Starting seedlings	Start Greenhouse work
Prune trees	Town Meeting
Cottage Industry	Maple sugaring
Shovel snow	

Spring (April, May)

April- (hopefully this is spring)

Garden Season Begins

May-

Garden work intensifies	De-winterize
Hostel – peak season begins	

Summer (June, July, August)

June-

Garden Work	Summer Construction
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July-

Garden work	Bread & Puppet
Summer construction	

August-

“Farm Day” party	Garden work
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Harvest & Preservation
Summer construction

Bread & Puppet
Forestry

Fall (September, October)

September-

Garden work
Construction

Harvest & Preservation
MOFGA Fair

October-

Autumn Garden work

Construction