

PROJECTS AND GOALS 2012 (a.k.a. the P&G)

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Last updated February 2012

Project	Current state (prior to Jan 2012)	Short term goals (2012)	Long term goals (3-5 years)
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<p>Administration</p>	<p>Administration has been an ongoing challenge for the organization. We have relied heavily on outside volunteers to complete various administrative tasks. Remaining duties are divided amongst the on-site staff in a “triage” mentality. We are continually seeking additional administrative skills.</p>	<p>Create short and long-term plans to sustain viability of organization.</p>	<p>Follow through with these plans, monitor and evaluate.</p>
<p>Accounting</p>	<p>QuickBooks accounting system set up, bills paid regularly. Ronda is accountant; Betty responsible for payroll/taxes/bills. Danni responsible for deposits, members, & donors.</p>	<p>Pay bills and employees (Betty) on time, update and backup QuickBooks regularly. Accounting duties divided between Betty and Danni to meet auditing requirements. (BOD Treasurer will ensure this is done.) Donations are logged into Gift Works (Danni). Betty will lead finalization of Accounting Manual.</p>	<p>Accounting done by interested staff and volunteers. Expertise acquired in-house or outside accounting services donated.</p>

<p>Archiving / Organizational History/ Record Keeping/ Document Storage</p>	<p>Photo albums, yearly posters of major events and accomplishments, files in office contain manuals, animal history, building projects, organic certification, catalogs, past seed/ food orders, newspaper clippings, interesting articles, records of overnight guests. Past OG Cert. Filed in basement.</p>	<p>Ongoing maintenance of records regarding applicants, organizational history, and purchases. Maintain and back-up computer files. Establish categories and maintain organization of photographs (Matt P). Published articles re: D Acres filed in office cabinet (Josh) All office equipment manuals in office. All others to basement including shop. Timesheets checked and maintained Visitor Log updated at weekly community meeting; numbers tallied at EOY for reporting purposes. Improve our process for logging of donations both given & received (all responsible). Organize office filing cabinets yearly. (Tasks shared communally, Director has oversight).</p>	<p>Organize information for public use. Continue to compile. Reorganization of basement filing cabinets</p>
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<p>Budgeting</p>	<p>Annual budget prepared. Create in November for following year. Present to BoD for approval at end of year mtg. Present quarterly w/ actuals. (Betty) Create month-to-month and annual budgets annually.</p>	<p>Continue</p>	<p>Continue</p>
<p>Computer systems</p>	<p>Downstairs office computer (used for accounting, articles, timesheets, Outlook, administration, graphic design and other D Acres of NH business) Find local expertise for tech assist. IMac computer in library for video and graphic design use.</p>	<p>Maintain downstairs computer for organizational use only. Keep Antivirus software active and updated. Have laptop from NH Audubon/Sarah avail. for PowerPoint presentations – caps lock locked. Looking for additional one. Need a new or repaired LCD projector that can function with computer. Maintain back-up storage of computer information. (Josh). Computer files deleted as unnecessary to preserve memory (Josh, Katie). Interest in purchasing a new office computer.</p>	<p>Maintain computers, increase our capacity to produce high quality communications, information retrieval.</p>

Internet/ Communication	Maintain router and satellite dish, monitor bandwidth usage, and follow admin procedure for resetting wireless password.	Ongoing	
Employment/ participant records	Files kept on each employee (W4, I9, liability waiver), Established necessary organizational policies. (Betty)	Follow updated employment procedure document to properly keep records of employment including tax forms when appropriate (Betty). Liability waivers given to all participants (staff). Perform background checks for employees after hiring (Betty). Maintain participant records/applications for alumni file (Bev/ Regina). Complete compilation of alumni records in digital format (Regina)	Continue proper record-keeping.

Evaluation	Evaluation systems in place for workshops, hostel, internships.	Ensure that all evaluations are reviewed and filed. Evaluate all programs including hostel (in hostel binder), workshops, (in workshop binder), intern programs (in file cabinet office)- give paper eval interns to complete at departure. Have EOY meeting re: evaluations received through workshops, hostel, and interns/ apprentices.	Set up new evaluation systems for new programs as necessary, continue established systems.
Insurance	Established health insurance for full time staff (group plan dropped in 2007 due to premium increases), workers' compensation, vehicle, and board insurance (Josh/ Betty). Have general liability.	Maintain appropriate insurance policies. (Director, Betty)	Ongoing discussion with BOD regarding staff health care/long-term security
Office management	Office used by all, maintained by staff.	Keep office tidy, files in order, limit use: organizational business purposes have priority.	Maintain office as a high level work place.

<p>Planning</p>	<p>Created long- and short-term goals for each project area as compiled in the P & G, revisited annually. Weekly planning done by all at community meetings. Created admin calendar.</p>	<p>Make participants aware of our plans, and how they can fit in by participation in planning and review of P&G during application process. Evaluate plans at year-end. Record based in P&G document (all staff on hand) maintain admin calendar (Beth). Update Strategic Plan (staff, BOD).</p>	<p>Revise Strategic Plan as necessary.</p>
<p>Advertising, Outreach, Public Relations</p>	<p>Advertising is done on an organized basis with press releases, printed ads, rack cards, email, online calendars and listings, website, connections to university career centers, flyers, brochures, Rumney Climbing Guide, and articles.</p>	<p>Build continuity of image and name recognition to make D Acres of NH synonymous with sustainability, both to local constituents, and to a broader NE audience. Advertising kept as regular agenda item at weekly meetings; strategy is refined annually based on budget and opportunities that arise. (Director currently has oversight, staff share in design and implementation.)</p>	<p>Increase advertising avenues as necessary to fulfill mission.</p>

Articles / Publications	Numerous publications of various mediums have been written by staff, interns, and outside authors with regards to the D Acres project.	Bi-weekly articles written for NCNews and posted on website, D Acres Blog, Naturist Zine, NHHHN, Mother Earth News (Beth). Interested staff or interns continue to produce 5-10 articles for publication annually. Create press releases for specialty workshops/events (Beth). Articles are edited with the help of group.	Continue to produce 5-10 articles for publication annually, and encourage 5-10 articles to be written about D Acres from external sources annually.
Brochures	Historically we have produced theme brochures for D Acres of NH, Furniture, Hostel, Bakery, Local Food Guide, and Rack Card.	Produce 6 th Edition of Local Goods Guide (Regina). Print 1/3 pages as necessary for seasonal hostel mailings. Organizational theme brochure updates annually.	Update brochures annually, print large quantities, distribute.
Canvassing/ Distribution of fliers/brochures	Fliers posted in Plymouth, Upper Valley, climbing site, sent to faculty, available through Website and CC email. Canvassing incorporated into regular deliveries.	Send out fliers via email to select locations (Beth). Available onsite and at off site events. Design and print monthly fliers(Beth to do/oversee).	Promote widespread distribution of fliers through volunteers and electronic formats

Local Business Sponsorship	There is a long history with Plymouth area businesses sponsoring various events based on yearly programming.	Continue to seek sponsorship and the donation of services and equipment from local businesses. Increasingly looking to BOD to act as ambassadors to solicit product and financial donations.	Looking to build partnerships and increase relationship with locally owned businesses.
Mailings	Mailings include: environmental schools, hostels, outdoor stores, Annual Appeal, Thank You Notes, Membership renewals.	Send recruitment information for Internships & Apprenticeships via email/snail mail to career centers (staff oversight). Send Annual Report, Calendar, and Annual Appeal to mailing list; invitation for member dinners (staff oversight); hostel mailings twice a year (Regina); Thank you notes (Bev); member renewals (Danni).	Limiting the amount of snail mail correspondence
Mailing List (Electronic/Physical Address)	Lists include: Members/Donors, master list in Gift Works, Hostel, Outdoor Rec, Farmers, Local Businesses, Alumni, Career Centers (emails), Constant Contact.	Giftworks updates (Danni, Bev). Continue building lists with emphasis on e-version. Josh and Betty to go through master mailing list (gift Works) once yearly, and Josh makes updates to CC.	Edit mailing lists annually and/or as needed.

E-mail	Lists are created for specific purposes such as: local events, newsletter, permaculture, BoD, residents, prior residents, Career centers, Spanish teachers.	Continue with Constant Contact monthly e-mail newsletter (Regina point person), Josh updates email list. Obtain more e-mails from folks coming to the farm. Discuss with BOD the development of a sponsorship program to use in email newsletters.	Continue
Gift Certificates	Utilized with infrequency.	Available on computer as pdf file. Promote through CC and on-site.	Continue promotion.
Annual Report	Production dates back to inception of non-profit status.	Send Annual Report to select snail mail list and all email list through CC, by the end of January.	Continue Annual Report.
Newspaper/ Magazine Advertisements	Placed periodic ads in various publications.	North Country News ad twice monthly. Pursue other ads based on programming and budget.	
Photos	Photos taken with digital Rebel camera to capture and document the D Acres project.	Focus photography on people, descriptive landscape, events and workshops.	Continue to develop digital photography archives.
Press releases	Press releases sent out to regional publications as needed.	Focus press releases on special events and programming (Beth and project coordinators)	Continue as needed.

Printing	Heavy volume and specialty printings done through Venture Print. All else done in-house. Bought phaser 6260 (July 2011).	Utilize the Phaser for lower volume printings. Utilize recycled paper whenever possible. Seek sponsorship from copy centers to offset printing cost.	Continue.
Guide Books	2009: Rumney Climbing Guide	Seek inclusion in relevant guidebooks: travel, food, recreation (George).	Continue.
Radio	Radio interviews in 2006. Radio spots in 2010, 2011. 2012 program recorded and to be aired in April 2012.		Pursue PSU, local broadcasting stations for PSAs and calendar announcements of events (if interested personnel).

<p>Recruiting</p>	<p>Staff and interns recruited through a multitude of print and online venues.</p>	<p>Interns – attract skilled individuals, encourage retention and return for consistency. Apprentices--accept based on available staffing. Artisans – encourage artisans to teach workshops; recruit for artists in residence program. Specialty job positions posted on website—review annually. Contact career centers, see mailing category (interested personnel with staff oversight). Regina develop application procedures.</p>	<p>Grow the organization by fulfilling the needs described in the list of specialty programs.</p>
<p>Speaking Engagements</p>	<p>Regional speaking engagements are ongoing and increase in number each year.</p>	<p>Engage in 5-10 public speaking engagements (offsite) to increase visibility for D Acres of NH (Staff).</p>	<p>Continue to speak publicly about D Acres, 5-10 times per year.</p>

Social Media	Currently maintain Facebook Fan page and online listings and have engaged in smart phone applications.	Our goal is to have 2000 Facebook fans; update regularly (interested residents). Online calenders and formal listings updates monthly and annually (Beth oversees).	Continue.
Videos	The video program has been intermittent until 2010. In 2010-11 the relationship with Public Access combined with residents willing to produce videos for posting on the Website, Vimeo and You Tube. 2011 saw further development of this program through the purchase of the iMac and the acquisition of video editing software. Parrot Creek Productions (George Packard) on-site in 2011 for feature film production.	Video program development continues (Matt P). George Packard film production in process.	Produce videos that demonstrate process and philosophy at D Acres.

Website	Website designed in 2002/3. Updated regularly. Linked well with other organizations.	Make weekly updates (josh has oversight, implementation by staff). Seeking personnel knowledgeable in: search engine optimization etc, build capacities for web video viewing, photo viewing. Weekly updates on the blog (interested personnel). Website redux for 2012 (Matt P?/ George/Regina).	Update as needed. Overhaul to alternate software.
Signage	Farm feast, pizza night, specialty community events	2012: State road signs, open mic signage	
Animals	We have raised ducks, turkeys, chickens, pigs, oxen, sheep, goats, bees & worms. We have a cat.	Maintain animal health. Staff oversees animals.	Regular raising of pigs and chickens, plan for succession to new ox team.
Am/midday/pm chores	Rotated by staff and interns. (Josh responsible for ox chores)	Ox chores and pigs, chickens, ducks (completed by staff, interns and apprentices)	Maintain care of animals.
Birthing	2 lambs born in 2004. 115+ piglets raised since 2005.	Breeding set (3 sows, 1 boar) birthing piglets throughout year. Raising own ducks (staff). Continue to castrate male piglets at 3 weeks of age.	Avoid unplanned pregnancies (all responsible!).

Animal tractors	3 built, all have been used. Lg. chicken tractor built on wheels pulled by oxen.	Keep them in use applicable. Beth to coordinate tractor placement and follow-up sheet mulching in conjunction with Josh.	Continue using this method and build more as necessary to meet needs of flock. Mobility for chix houses as applicable.
End-of-life process	Chickens, lamb, ducks, pigs slaughtered.	Take necessary steps in the case of animal lameness or other injury. Slaughter the retired birds as needed.	Plan for chix turnover every 2-3 years.
Exercising	Oxen exercised (if not worked) 3-4 times per week. Goats put out on stakes	Orient farm activities toward work for the oxen, use oxen exercise for bonding new teamsters (Josh, Beth)	Continue.
Feeding	Chickens receive organic grain morning and weeds when available. Oxen get grain and hay throughout day, grazing in summer months. Offsite pasture secured for oxen, Hannaford, PSU, & town pickup for pig food	Try to reduce need for purchased feed by using available forage material onsite and rotating animals. Establish sources of local hay beyond Greggoire/Ed Morrill. Pursue avenue for community bulk grain purchase.	Establish more perennial shrubs/trees that provide fodder, e.g., Siberian pea shrub. Expand pasture.
Feet trimming	Oxen trimmed once a year by trained farrier.	Trimming will be done twice a year, appointments made for oxen. (Josh)	Maintain foot health in all animals.

Fencing	Electric fencing is used for pigs and oxen; wire fencing is used for chickens and ducks.	Maintenance and repair of all existing fences; pig fences lowered in spring, raised in winter (Josh & Beth). Establish corridors and fencing in newly logged area. Erect fencing behind pond pigs for potential dairy animal. Consider reopening G Animal paddock for chickens after pigs vacate. Remove chicken fencing at Edith's. Repair upper pasture fences with potential for subdivision. Further duck fencing?	Consider additional locations for pigs. Expand and repair fences as needed.
House building	5 pig houses, 4 duck houses, 2 chicken houses, 1 chicken tractor, 1 ox house, G-Animal Duplex (1 chicken/1 lower pig)	Monitor lower pig house stability. Continue construction of breeder house. Construct animal housing as needed.	Maintain shelters for animals as necessary. Provide shelter for any new animal.
House cleaning	Animal bedding and cleanliness requires daily attention with addition of wood chips or hay.	Maintain clean ox bedding, pig house cleaned as necessary, chicken and duck cleanup continues as needed (Staff).	Maintain clean houses.

Rotation	Animal rotation as suits garden formation and maintains pasture health.	Reduce Big Pig pasture. Improve pasture health with possible subdivision of upper pasture, increasing pasture space for future pig inhabitation.	Avoid overgrazing, animal disease.
Brush removal	Ongoing facet of animal-garden interaction.	Ongoing with pigs and chickens, with staff clearing by hand as needed.	Keep down brush in all newly cut areas. (Josh)
Grazing	Oxen moved every few days to fresh grass (around D Acres and offsite to neighbors)	Get oxen out grazing (walked for at least an hour or staked in various areas, 6 days (Josh & Beth)). Monitor pasture health and evaluate for future rehabilitation. Cut sucker growth.	Create adequate pasture for all animals living onsite.
Training	Oxen training maintained.	Maintain oxen training (Josh, Beth)	Maintain safe animals onsite, train a new team of oxen to take over when August and Henri can no longer work
Water	CLEAN Water must be available to animals at ALL times. Water catchments available in many locations	Animals checked through the day to be sure water is available (staff). Utilize existing water catchment and expand water catchment systems on animal houses.	Water catchment on all animal facilities.
Worming/vaccines		Continue as needed. Oxen treated yearly by veterinarian.	Maintain animal health

<p>Building/ construction (Josh responsible) address sub category organization. TO include renewables, human power, trades, plumbing/ electrical</p>	<p>Since the founding of D Acres, construction projects have been a key part of building the infrastructure.</p>	<p>Throughout the history of the organization the phases of materials has evolved from stickframe and conventional to earthen and alternative materials.</p>	<p>Develop curriculum for alternative building apprenticeship, perhaps incorporate reading list. (Josh)</p>
<p>Acquiring salvage materials</p>	<p>Glass and fencing, woodstoves</p>	<p>Bring home insulated windows (no panes), sliding glass doors, fencing, woodstoves, metal roofing, 1,000 gallon stock tank. Revise wish list on website and annual report. Establish areas for storage of bike parts, doors, windows, etc. Annual reorganization of depot.</p>	<p>Use glass, fencing, woodstoves, develop contacts in construction and demolition fields</p>
<p>Firepit</p>		<p>Clean-up and improve utilization of structure</p>	
<p>Ampitheater</p>	<p>Considered in 2008</p>		<p>Possibly construct in future. Host music, theater, speakers, etc. Possible site in upper field.</p>
<p>Animal/ greenhouse</p>	<p>Utilized since 2005 as animal/ greenhouse.</p>	<p>Add water catchment, complete plaster work.</p>	<p>Maintain the building.</p>

New Greenhouse/ Outdoor Kitchen	Construction began 2007, utilized as greenhouse/kitchen in 2009.	Build addition off back of kitchen with water supply built-in for vegetable washing system.	Maintain for outdoor kitchen/ greenhouse use
Red Barn restoration	Cleaned barns. Grant to evaluate barn restoration south and north sides renovated. Utilized as Farm Store, but overwhelmed by storage, damaged furniture. Insulated, with new southern wall in 2008, eves redone 2009	Maintain cleanliness/ orderliness. Available as multi-person living space. Deal with leaks in foyer area. Finish inside of southern wall. Spring cleaning in April.	Eastern wall to be done in future, maintain structures.
2 car garage	Reinforced. Now used as blacksmith shop, repairs done after flooding. Electrical completed 240 voltage	Keep as blacksmith shop & storage space. Foundation repair on north side. Needs continued work.	Add sunroom to south side. Maintain structure.
Edith's woodshed	Reinforced with roof addition, temporarily tarped.	Foundation and roof work ongoing. Store wood for use in red house and studio.	Maintain.
Solar Shower	Built outdoor solar shower in 2000.	In use.	Maximize use.
Silo	Foundation redone 2008, completed 2009. New structure built and relocated in 2011. Painted in 2011.	Inhabited.	Reinforce, utilize.

Biodiesel/Waste veggie oil conversion	Offered workshop at KTM and onsite on veggie oil conversion; veggie chipper, Bill & Morgans cars, Fuso on veggie. Filtration system in storage at Korin's.	Discontinued.	Maintain vehicles properly.
Built in furniture/finish carpentry	Cabinetry built by George Drowne, Mike Lonigro, Josh & Sam built bookshelves, dumbwaiter doors.	More bookshelves in Library. Assess shelving in kitchen and pantry as needed.	Porch swing
Carpentry	Built Homestead, shed, ox hovel, greenhouse	Introduce new learners to carpentry through shop and additional construction projects as they arise. (josh)	Build knowledge and capabilities. Greenhouse to south side of community building.
Chimney/woodstoves	Red barn, skinny shack, greenhouse, Sanctu, Eastside, Shanty	Maintain clean flues, look for more woodstoves. (all)	
Electrical	Rewired red barn and 2-car 2009. Well pump rewired 2011.		Red House: upgrade, isolate essential electrical equipment (water, heat); Main Building: switch to small diesel generator, energy audit (Josh)

Domestic Hot Water	Dump salvaged batch system for solar shower, two technologies on roof. Added to outdoor kitchen and augmented solar shower in 2011.		Test on 5-25 year horizon
Photovoltaics	1 treehouse, 1 pv water pump, 15 panels at Homestead. 8 panels added to roof in 2011.	Track numbers from solar/house meters (Beth).	Expand energy independence into the future!
Living Space	Community bldg, treehouses, Edith's house, tent platforms; red barn and silo, shanty in 2008.		More dwellings, year round space for residents.
Wind turbines	N/A	N/A	Round house power or water pump
Excavation/foundation	Homestead, ox barn, new storage structure, greenhouse, parking lot, ponds.	Edith's house foundation.	Foundation for roundhouse, 2-Car, more ponds.
Fire Safety	Fire alarms, escape, prevention and emergency plans established. No smoking policy in buildings. Pond dry fire hydrant.	Maintain safety of buildings and inhabitants. Get water pump in working order-train staff in how to use for fire suppression. Maintain and instruct about alarm system. Maintain fire extinguishers in all vehicles and near flammables (Regina).	Training

First Aid	First Aid Kits set up in Homestead, woods kit. Annual upkeep.	Inventory and keep stocked (Regina).	Maintain.
Masonry	1 st floor hearth built in Homestead. Foundation of greenhouse, some with cob oven; silo and red barn in 2008. Porch post replaced in 2011.	Finish front light project (Josh and interested interns)	
Drywall repairs	Ongoing	Painting to-do list available in woodshop.	Fix cracks as needed.
Earthwork	Trench for power to ox hovel, moved loam pile, trench work along Homestead eastside dripline and into animal area by pond, trench leading from parking lot to pond. New greenhouse embankment. New ponds/terrace gardens in big pig area. Drainage in place at G-Animal. Two bridges constructed in 2011.		As needed.
Erosion control	Erosion controlled when necessary. Trenches dug behind New Kitchen and by ponds in 2011.	Road to Upper, monitor red buildings for water damage. South side of driveway- maintain trench.	Focus on trail water bars. Maintain as needed.

Painting	Outside and inside of Homestead; mural in yoga room, 1 st floor repainted early 2008/2010.	Murals in garage, woodshop, in house (Josh and Regina). Ramona mural in kitchen. Outside of Community Bldg needs scraping and linseed. Painting of light switches and outlet covers, bathroom cabinet covers, roadside faces of blacksmith shop & barn. Yearly inventory and cleaning of paint cabinets.	As needed.
Cob/earthen construction	Cob oven and green house.	Repair cob oven and build sauna/dehydrator.	Repair as needed.
Methane	Demonstrational model constructed	In need of repairs	
Micro-Hydro			Potential project would require significant earthwork.
Music Zone	Large scale xylophone constructed	Looking to expand variety of instruments.	
Plumbing	We have equipment for minor plumbing needs onsite, but generally hire out for repairs.	Pay attention to all onsite needs.	

Greywater	Red barn (dismantled) and solar shower systems. Constructed grey water system for solar shower and New Kitchen in 2011.	Repair/modify solar shower grey water system.	Install living system for Homestead.
Roofing			
Metal	Existing buildings		
Sod	Cob oven		round house
Thatching			maybe round house
Dehydration	Currently use one dehydrator, boiler room, upstairs of barn, and kitchen.	Continue use of solar dehydrator, boiler room, barn, incorporate cob oven. Build solar dehydrator structure.	Sauna/dehydrator combo building
Sawmill	Parts acquired	Reconstruction, location to be determined	
Sun Room	Cost estimates	Design plans ongoing	Implement and construct.
Tent platforms	8 constructed onsite		Maintain
Water Catchment	Installed on red barn, big cold frame, pond pig house, lower pig house, chick shack, front & back of ox barn, open-sided building, back side of 2 car. Acquired 2 lg tanks (250+gallons) and 2 sm tanks (55+gallon), and Homestead.	Repair lower pig house gutter, maintain and augment other structures as necessary.	Water catchment on all structures.

Welding	Welders and cutting torch acquired 2008, part of blacksmith shop.	Look for donation of metal bandsaw.	
Crafts	60 year history of craftmaking (Edith Gray). Craft studio established. Policy established for craft production. Some individual efforts.	Crafts are defined as functional pieces of work that utilize recycled materials or resources that can be sourced on-site. Maintain cleanliness, accessibility and develop studio space. Pursue Artist in Residence position. Pursuing Woodworker and Metal Fabricator in Residence.	Current and future craft programming is based on the economic and ecological viability of sourcing materials and the necessity of the goods produced. Continue gathering supplies and equipment.
Arts Outreach	Traditional Arts Fair Sept. 2009	Ongoing effort to collaborate with Artist Roots, Cardigan Mtn Arts Association	Continue to support cultural artists efforts in the region.
Arts Retail			
Baskets	Jane Darling hosted workshop in 2009, 2010	Keep eyes open for another basketmaker (staff). Check in with Jane Darling about possible 2012 workshop	Pursue if personnel interested.
Candle Making	Made for personal use		Pursue if personnel interested.

Ceramics	Betty has dabbled in ceramics. Ceramics machinery and materials donated. Zach Behney participated as Artist in residence 2009, constructed outdoor wood-fired kiln; two ceramicists participated in Trad. Arts Fair 2009. Ethan Hamby Artist in Residence 2010.	Discontinued at this time. Large drain on resources—not economically/ ecologically viable at this time.	
Economic Viability	Attempted to cost-justify crafts through retail sales on and off-site.	Continue to utilize available venues for craft sales.	Economically sustainable micro-enterprises that contribute 25% of D Acres budget. Develop reasonable standards to evaluate labor and materials costs versus profit. Have ready for events and holidays
Decorative painting	Edith painted decoratively and taught courses for 60 years. Joy & Lila painted 2002/3 seasons—the community building basement. Lisa Olech painted mural in Yoga Room, 2008. Mural in garage started in 2009—halfway completed.	Murals in community building as appropriate, quotes and lettering above doorways and windows. Continue garage mural. Mural in progress in kitchen (Ramona Helf). Decorative painting of light switches, doors and cabinets.	Pursue if personnel interested.

Dyeing	Attended MOFGA workshops on this topic, dyes used in workshop as well as earthen plastering. Gary Hamel at Trad Arts Fair 2009.		Pursue if personnel interested. Interested mainly in natural plant/mineral dyes.
Felting	Attended MOFGA workshops on this topic. Kathleen Peters demonstrated at Trad Arts Fair 2009.		Pursue if personnel interested.
Fiber/clothing	Crocheted hats for farm stand, material used for doll/ clothing making.	Continue crocheted hats for sale on site (Regina). Regina will coordinate and oversee fiber-related activities and will do her best to maintain sewing machines equipment usage.	Maintain consistent supply of value added fiber products for sale through our venues.
Forest/Garden craft	Holiday wreaths and garlands made by Josh and Edith, holiday decorations by Micki. Made garlic braids, dried flowers, sold Poppy heads to Tamara, wreaths made by Micki.	If there are interested individuals, possibly make 20 wreaths/garlands in 1 st week of November	Continue annually if interested personnel.
Knitting	Individuals have learned to knit,	George to begin knitting circle in Jan 2012	Interested personnel learn to knit functional items.

Metal/blacksmithing	Blacksmithing workshop began in 2003 season- 2 forges; Joe in 2007- set up tipi work space, 2008 converted 2-car for space. Joe retired 2009. Steve Ash/ Rob Hudson workshop 2010 Steve Ash helped with renovation and hosted workshops 2011	Steve Ash to conduct workshops in 2012. George developing blacksmith skills to pursue cottage industry sales.	Program focuses on metal fabrication for its function elements (ie. Bicycle-powered machines); continue hosting Blacksmith workshops. Metal skills need to be increased to improve contribution to farm needs and to build viable cottage industry.
Soap making	Produced using kit.	If interested personnel, pursue utilizing farm products (pig fat). Soap making workshop in 2012.	Supply all needs at D Acres.
Spinning	Acquired spinning wheels, attended 2 spinners meetings and a workshop. Began learning to spin with a drop spindle. Lila spun 2001/2 winter (produced gloves, hats, sweater). Regina spun (2009-2011	Regina will continue spinning in Winter months with available resources.	Utilize fiber from D Acres animals & plants, clean and process and create value-added products for sale.

Weaving	Lila weaved 2001/2. Parts for 3 looms onsite. Regina winter weaving 2009-11	Regina 2010-11 with looms at Bill & Betty's. Set up studio to produce placemats and rag rugs. Develop studio for efficient/organized working space, build shelving. Regina selling product at Artistic Roots and on-site.	Set up loom and start weaving blankets.
Printmaking		Screenprinting by MP; block printing workshop by RR.	
Yard Art	Many have made wind chimes. Lisa made recycled materials mobiles. Regina made flags. Josh, Katie and Matt all contributed to new sculptures in 2011.	More flag-making during cold weather months. Develop "outdoor orchestra."	Maintain, create more as needed or as inspiration strikes.

Education	Avg 150 community events/ workshops per year – specifics available in the annual report	Offer educational opportunities to residents and visitors on a variety of topics related to our mission. Educational Programming is funded through grants, overnight accommodations, farm products, and program fees. An established calendar is created annually, but we welcome additions as the opportunities arise	Extend our educational outreach, in terms of increasing the population participating in programs. Sourcing local presenters and increasing diversity of topics covered.
Attendance/ Outreach		Target students (PSU, Dartmouth), through print ads, flyers and Facebook. Targeting audiences for seasonal recreation and food events through print ads.	Evaluation of effective advertising and workshop quality and content
Alumni Relations		2012 Alumni reunion.	
Kiosk	2 kiosk were built in 2008 and a self guided tour evolved. Kiosk was developed with printed info 2009.	Update kiosk with 2012 theme and new maps. General kiosk. Install directional signs on posts.	Continue to up date and improve info from year to year
Film Series	Once a month (first Friday) in 2005, better attendance. Signed up for Ironweed film club.	Films offered first Friday of each month- couple with Pizza Night in 2012.	Continue to build library of relevant films

Tours	<p>Many many tours. Occasionally residents designated as tour guides. Ongoing video tours on web</p>	<p>Keep trying to orient visitors to Open House Tours Be flexible with unplanned requests. Encourage donations, \$2-10 per person. Kiosk will offer self-guided tour for free. JT does Sunday tours. All residents able to give additional tours as needed.</p>	<p>Maintain public facility.</p>
Digital Media	<p>Information about our farm system and opportunities here, how to articles, videos. Matt developed web-video capacity.</p>	<p>Continue to post workshop handouts and other informative articles, calendar, etc.</p>	<p>Have available how to guides and videos on D Acres activities.</p>

<p>Workshops (Organizers are responsible for doing or delegating food prep, hospitality, photos, setup/cleanup, timeline, volunteer support)</p>	<p>Workshop series well defined in 2004 and 5 in all D Acres focus areas. Evaluation forms given out at all workshops. Reviewed internally at group meeting. Number of workshops per year available in annual reports.</p>	<p>Host 40+ workshops planned for 2012 (coordinated by relevant staff member and guest teachers) with flexibility to add more when opportunity arises. Provide evaluation forms to participants at the end of each workshop, take photographs, create workshop handout or article if not available or obsolete. (Primary coordinator, other residents as assigned beforehand). Continued focus on food events as tie-in for yearly calendar.</p>	<p>Annually review list of workshops ideas for the following year (January) Workshops pay for themselves; individual self-sustaining enterprises; funding for new ideas</p>
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<p>Alternative building / Earthen Building</p>	<p>2005: 2-3 earthen building workshops (mainly plastering and finishing g-animal) 2004: 4 workshops offered (one was weekend workshop). Built greenhouse/animal husbandry building and cob cooktop. 2 cob workshops held in 2003. Bryan Felice taught in 2007. Cob hot tub learning experiment, refinished cob oven 2010</p>	<p>Potential workshop on cob oven plaster finish repair. Sauna is priority for 2012.</p>	<p>Continue developing projects. Next priorities are: roundhouses/dwellings.</p>
<p>Alternative Energy</p>	<p>2005: solar energy day, installation on Homestead. 2004: Josh helped learners install pv panel on Irrigation pump. 6 participants. Chip led pv workshop in 2003, put panel up at Skinny Shack. Bicycle pump for veggie oil 2008, workshop w/KTM Veggie Oil Conversion, Fall 2008</p>		<p>Incorporate workshops into all installations. We are interested in continued education in the alternative energies that exist on-site, including the solar hot water system, bicycle-power, ice house, pv, renewable fuels (wood, sun), and potentially cultivating relationships with experts with these systems to help bring them to the public.</p>

Blacksmithing	Community events hosted 2004-6; Joe gave lessons in 2007-8. 2009: Joe offered lessons, workshops, demos. 2010 workshop with steve and rob	Steve Ash will offer workshops in 2012	
Helath and Wellness	Micki held first workshop in '03, did it again in 2004 and 2005. Micki & Lauren presented in 2007. Lauren presented in 2008 – PSU Community Ed class, plus others, Wellness Conference held 2008. Hosted yoga classes off and on over the years	If personnel interested (Sarah Hall (off-site) – herbal plant walk, workshops/ remedies, teas). Katie developing potential collaborations with NOFA NH Herbal Network. Continue to offer yoga and reiki classes as potential teachers appear.	Continue to have herbal home health, expand medicinal gardening workshop repertoire. (possibilities: winter health prep) As qualified instructors are available
Mushrooms	Mushroom cultivation offered 2004-2006; created handout Mushroom walk with Terry Anya 2004-2007. 2008: Bill did mushroom plugging, Dave Wichland workshop, Terry/ Dave at Conference. 2009: Wichland workshop well attended. Scott K in PDC 2010, 2011	Dave Wichland to do workshop, George searching for potential teachers.	Continue with mushroom related workshops. Add processing, drying, extracts, use in greywater, medicinal mushrooms

<p>Permaculture/ forest garden</p>	<p>2010 PDC through the seasons 2009 UVT class spring break 2004/5: Led by Josh & Micki; planted out NW side of orchard. 2003: Led by David Jacke. Mapped around Homestead, guild/ planting research and planning.</p>	<p>Certification Course being offered 7 weekends April-November (Steve Whitman, Josh). Plymouth presentation by Dave Jacke in May 2012</p>	<p>Continue related workshop annually.</p>
<p>Bird & Plant walks & Natural History</p>	<p>Micki offered 4 in 2004/5, 3 in 2003. Attendance around 3-10 people per walk. Produced field guide to native medicinal plants. Lauren led walks in 2007. 2008: Sarah did May ephemerals walk, Lauren did August walk, guest teacher walks at conference. 2009-2011: Sarah Hall cont. Plant Walks 2009-2011 Bird walk and forest walks with Len and Norrie</p>	<p>Maria Weick wild plant walk in May and July Bird walk and forest walks with Len and Norrie</p>	<p>Expand educational infrastructure related to orchard plants and medicine trail. Expand and improve handouts for walks, self tours , and workshops.</p>

<p>Puppets, masks, costumes</p>	<p>Paper mache and other kid crafts. Increase awareness about use of waste/ recycled materials. masks, Halloween costumes. 2008: we have a dragon. 2009: we have a moose, crocodile, and mountain sheep bird head, Katie hat.</p>	<p>Workshop to be held before Halloween (Josh)</p>	<p>explore potential for puppet theatre. Maintain relationship with Bread and Puppet</p>
<p>Gardening</p>	<p>2005: Renamed Home Scale Gardening: Coldframe design and No-till bed preparation. Prior: Josh/Micki ran workshop on gardening. Variety of workshops and events offered in 2008. Bill and Lauren led most of them, some guest teachers. Mark Fulford led pruning, grafting, composting in May. 2009-2011: offered Indoor Seeding; Sheet Mulching; Composting; Pruning</p>	<p>DAcres style of gardening workshop in May/ June by Josh; Indoor Seeding; Sheet Mulching; Composting; Pruning, Planting and Transplanting, Garlic Cultivation</p>	<p>Continue annually, develop more workshops oriented toward the home gardener.</p>
<p>Sustainable forestry</p>	<p>2004-5 Josh ran workshops with Sam & Abby. Chipper and oxen in 2005. 2007 year of the Northern Forest</p>	<p>Teach on-site learners</p>	<p>Continue annually, expand as possible.</p>

Kitchen/ preservation	Workshops held in: Tempeh, Canning & Pickling, Breadbaking, brewing & winemaking, sauerkraut, cider making, harvest/ preservation , root cellaring (RR	Continue to offer wide array of workshops including “Cooking with the Seasons” – third Thursday of the month.	Continue annually, expand as possible.
At-Risk/ Endangered Native Medicinal Plants	Micki did United Plant Savers slideshow 2005. 2008: Sarah plant walk, Jim Merkel walk at conference		Continue to expand if personnel interested
Animals	Oxen was part of Sustainable Forestry with oxen workshop in 2004, became separate in 2005.	Pig and chicken workshops (BW)	
Woodcrafting	Hand cut dovetail box (x2), rustic furniture, woodcarving (x2), woodblock printing, woodworking, jigs fixtures and other time saving devices, restoration and finishing, birch bark frame-making, women in woodshop with Dawn 2010	Seeking Woodworker in Residence. Spoon and heart workshops	Provide public workshops as possible
Treehouse Building	1 in 2005/6, 1 in 2008	Tree houses of D Acres Tour – one anually (Josh)	

Craft	Variety offered including printmaking and dollmaking	Printmaking with Regina	
Youth Ed	Work chores and or food. Tyler arrived (youth coordinator), visiting school groups, gardening for kids, herbs for kids, Lauren to SKUUF (worms), Mt. Prospect Academy apprentice (KWall) 2009: Karen, hosted after school program kids (Russell Elem., W. Leb. Rehab.) to volunteer and teach, Dublin School, PSU volunteer days, Kids Week. 2010 U of Wisc Spring Break	Welcome school groups for tours and volunteer projects.	
After School Program/ childcare	Childcare offered	If personnel qualified/interested.	
Summer Camp	2008: Tyler and Kids Week. 2009: Karen and Kids Week.	If personnel interested.	Implement if staffing allows.

Library	JT has bought most of the books, with the remainder contributed by the Trought family and other donors. Located in community building. Organization ongoing by Maria Weick.	Label shelves and install Dewey decimal charts. Add new shelving.	Continue to acquire books and add shelving as needed.
Internship/ Apprentice Program	Since 1997 there have been 200+ interns and apprentices. We have used buddy orientation system to integrate new people. Over the years we have refined the recruitment outreach and screening process. Currently we have used regular check ins and an exit evaluation for the program.	Revise orientation guide. Seek input from alumni on internship/ apprenticeship program. Move towards more frequent check-ins early in the residence period. Work on retention.	Committed to program for the long haul.
Self Guided Tours	Created brochure and marked with plant labels 2011	Make plant brochures available to self guided tourists. George will update in the spring.	Self Guided Tours

Hostel	Started in February 2004. 2004: 104 parties (average 2 people per party), 2005 – 300+ guests; 2007 719 guests; 2008: 847 guests; 2009: 380 guests >800 in 2010; 1750 in 2011	Operate hostel - George coordinate. Aim for 2,012 guests in 2012. Continue to generate revenue and clientele as well as develop the educational aspects of the hostel for visitors.	Diversify client base –year round capacity
Water (River, Lake, Pond) Activities	Participated in occasional boating trips (canoe/kayak). Bill/Betty Ann lend us boats. Baker River Appreciation Day 2010	Water recreation equipment available by request	
Biking	Made fliers, hosted biker oriented Farm Feast Breakfasts	Biker breakfast— free every farm feast. Scott will design flyer and promote in spring	Offer tours. Make trails more accessible (adequately marked trail system, easy for self-guided tours)
Snowshoeing/ X country Skiing/ Hiking	Rented snowshoes to hostel guests. Lead expedition with Conservation Commission	Capability to rent snowshoes (\$4/day) and lead snowshoeing expeditions. Host every Sunday Open trails. Search for more donated equipment. Inventory equipment.	Trail maps and marking improved. Need to get access to green woodlands trail system.
Swimming hole	Introduced interns to various swimming holes.	Introduce 2012 interns to swimming holes. Create adequate map if personnel interested.	.

Advertising	hostel.com, Rumney Climbing site, Rock Barn, letter to camps in 1 hour radius. Rumney Climbing Guide published 2009. 2011: Rack cards Greater Boston and NH welcome centers	Looking to recruit intern interested in hospitality management/ organization. Continue seasonal promotional letter (ski areas, climbing clubs/gyms), twice in year (George). Pursue Guidebooks/ travel guides.	Target ads to diversify clientele
Food: Prepared Meals	Dinner & Breakfast available	Dinner and breakfast available upon request (Beth, Regina). Develop skills & comfort internally for shared meal prep responsibilities.	Continue.
Food: Raw Ingredients		Evolve “farmstand” buying for guests—develop cost structure and grocery list.	Continue.
Check-in/Check-out	Staff has done it.	Increase consistency in filling-out of forms.	Continue.
Reservations	Past registration information filed downstairs	Keep up-to-date on paper bookings, calendar, hostelworld/online (George).	Continue.
Room Cleaning		Maintain cleanliness and upkeep of rooms. George coordinates.	

Transportation	Staff have picked up from White River Junction. Fee = \$15 pickup from Plymouth, \$20 pick up from White River.	We will continue a negotiable roundtrip service from White River Junction (\$30-60 one way) and Plymouth (\$20-40 one way). Drop offs available to/from local Climbing/hiking sites (\$10 each way). Listed on website.	Provide service to travelers, but no extension beyond Plymouth and White River.
Education	Tours for guests	Improve self tour printed materials in house. Provide printed educational materials in room for guests. Increase consistency in offering tours to guests.	

<p>Forestry:</p>	<p>Erosion control, reforestation, path maintenance, use of oxen, selective cutting, firewood, change of land use</p>	<p>Prepare areas for pasture/meadow expansion, recreational and farming access. Practice weeding and thinning of trees while being responsive to the needs of the forest. Continue work on reforestation, at-risk and medicinal plants. Utilize the oxen. Process enough firewood to supply the needs of the community. Acquire wood for use in construction and the wood-crafting program.</p>	<p>Maintain or improve the health and biodiversity of the forest. Multi-use capacity of forest for agriculture, cottage industry (provide all materials for) and recreation. Dissolve the lines between forest and garden.</p>
<p>At-risk/medicinal understory</p>	<p>At-risk/medicinals planted for educational purposes, but not for agri-forestry, field guide created. Sarah woodland plantings, Lauren garden plantings in 2007. Ginseng planted fall 2011. Previous investments have not been fruitful.</p>	<p>Plantings done as time and materials available. Transplant rattlesnake plaintain from logging area to sugar shack trail. Needs interested and qualified personnel.</p>	<p>Develop sale of seed and rootstock as revenue source of plants. Plant more medicinal plants including ginseng in sugarbush.</p>
<p>Chainsaw use/felling trees</p>	<p>Trained personnel use chain saws/fell trees</p>	<p>As needed. (JT, GM, MP, Beth can use chainsaw)</p>	<p>As needed.</p>

Erosion control	Installed bridges, water bars, and rebuilt trail system.	Improve drainage in front of and behind ox barn, road to upper pasture. Maintain water bars.	Maintain and improve conditions.
Firewood	15-20 cord of wood annually	15-20 cord (josh) minimum- get 40 cord to get ahead with dry wood for next year!	15-20 cord
Mapping and planning	1999 Forest Stewardship Plan and survey map. Created Trail Guide. Applied for ArcGis software. 2008: large maps copied, posted at Kiosk 2011: Redo trail map & create "house" area map	Post maps in kiosk, make available to guests. Involve PSU for GPS equipment if interested personnel.	Adequate visuals – lg scale map for homestead and side of storage building.
Medicine Trail	Started in 2002, contains ginseng, goldenseal, black & blue cohosh, bloodroot, wild ginger. Book/field guide developed. Plants surviving but not thriving (as of 2007) 2008: plants doing okay. 2011: only cohosh remains, goldenseal, bloodroot	Consider woodland plots in established areas- find a lower traffic zone with better soil. Fire escape for shaded plants.	Signage. 250 visitors per year. Have seed and root stock available for sale. Have workshops and curriculum for native plant preservation.

Mushrooms	Inoculated 200+ logs, maintained new and old, offered 2 educational workshops. Began fruiting in 2005. 2008: Inoculated more at Spring workshop. Created morel bed in Dave Wichland workshop, at conference. 2011: planting in roadside by PDC.	Wichland with PDC 2012	Continue to inoculate, harvest, preserve and utilize.
Reforestation	Maintaining a forest nursery of 300 trees. Some introduced cedar, cypress, walnut	Develop food forests with selected specimens.	
Small Engine Maintenance	Chainsaws brought to town for maintenance. Chainsaw maintenance included in mechanics log (stored in office).	Continue honing skills in small engine repair.	Become semi-independent
Trail Maintenance	Established trail system including property lines. 4 miles of bike, snowshoe, X-country ski trails. Well marked. Build 3 large bridges, kiosk. 2008: have total 5 bridges	Marking MooseWay, Bear Pass, Johnny Case, Loop, Property. Improve signage. Clear trails as necessary. (George Coordinate)	Increase accessibility for recreational and educational opportunities. Develop trail linking upper lot to trail system. Re-route property line trail around swamp.
Working oxen	Oxen responsible for hauling out all logs and brush.	Continue.	Develop plan for 2 nd team

Ponds	7 existing ponds.	Ongoing development of ecosystem potential, including ducks & fish.	More ponds in future for irrigation & ice sequestration,
Chipper	Purchased in 2005, converted to veggie oil same year. Used often. Blew up in 2009, fixed in 2010. Currently running on diesel. Maintenance included in mechanics log.	Chip brush for animal bedding, permanent garden paths, and Clivus toilet.	Maintain.
Fundraising			
Donations/ memberships	Major donations received from Trought family, increasing public support. Annual Report went out with Annual Fund Drive.	Reclaim lapsed members. Reach 100 members in 2012! Gift Works, new software to create member/ mailing list database. Member Celebration dinner (Oct) & Bring-A-Friend Event (Mar). Betty/Danni responsible for Manual; SC to develop membership program.	Increase donations by 15-20% annually
Time/Services/ products donated	Info Utilized in annual reports	Spread sheet documents compilation of info	
Annual Appeal	Initiated 2008 by BOD (Judi North). Now sent out once each year.	Send march 1 2012 email and snail	

Major Donors	Donors in excess of \$1000 uncommon.	Solicit when possible. Encourage Board-driven fundraising.	four large donors per year
Grant writing	Grantwriting ongoing since 2005.	2012 Goal \$12,000. Send out Scattershot in Jan., complete one grant per week until March (BW) Participants (volunteers, interns, apprentices) are welcome to help. Focus when ground frozen	Receive 10-20% of annual budget through grants.
Wish List	Received many great donations	On website, annual report, and online site "The Giving Effect." Consider Plymouth chapter of FreeCycle (GM).	
Fundraising events	2004 pig pickin was converted to fundraising event with raffle (staff/board) 2005 called Farm Day. Farm Feast Breakfasts started monthly in 2005. 2008: started Pizza and Soup Nights.	Farm Feast Breakfasts(1 st Sunday), Pizza & A Movie (1 st Fri).	2-3 fundraisers per year onsite, two fundraising events offsite

<p>Gardening:</p>	<p>4 acres currently in cultivation with fruit and nut trees, small fruits and berries, culinary and medicinal herbs, annual and perennial vegetables, ornamental flowers, and cover crops. The beds are no-till and all crops are organic (no longer certified).</p>	<p>Increase the quantity of food that we produce, increase biodiversity, continue to add bed space, establish all field edges with multi-story plantings, create value added products such as tea blends and food products. Utilize our own seeds as much as possible.</p>	<p>Move toward a perennial system of gardening, which requires less maintenance (planting, watering, weeding), increase garden space. Become more familiar with abundant wild edibles (milkweed, cattail, dandelion) in order to maximize usage</p>
<p>Annuals</p>	<p>We grow a variety of annual veggies, culinary herbs and cut flowers. They are started from seed onsite, transplanted out, watered and fed. Tried growing grains on human scale.</p>	<p>Increase focus of root veggies and storage crops. Sow, plant, water, feed, weed, and compost. Increasing dry bean production. Experiment with rice growing. Season-long salad availability. Expand ginger experiments. Organize at garden meetings.</p>	<p>Continue to plant a variety of annual vegetables, primarily for onsite consumption, with surplus sold locally.</p>
<p>Salad Cultivation</p>	<p>Using this method to extend salad harvests throughout season.</p>	<p>Continue and amplify with season-long salad availability in quantity</p>	<p>Do more.</p>

Chicken tractors	Used 3 mobile chicken units. They are put on new garden areas and areas that need to be reclaimed due to weed invasion.	Considering labor involved with tractors. Repair as necessary. Assessing how to utilize with continuity proximity and necessity. Use large ChickenMobile and smaller ones when functional and needed.	Keep tractors in use and maintained.
Composting	We currently multiple compost piles onsite. Hot piles are turned as needed. We have portable compost sifter. Harvesting local organic material. Humanure piles at the top of Upper Field—spread on Upper Upper pasture. Manure spreader operational	Add piles as needed, focus on fewer, bigger piles. Turn as necessary, use as on-site learning tool for participants. Assessing the value of a compost depot location (BW). Seek more biomass from off-site.	Augment compost collection efforts as gardens expand. Experiment more with static piles. Windrow Compost in future bed space.
Cover Crops	Cover crops such as buckwheat, oats, clover, rye, fava beans, peas, vetch, alfalfa, sorghum, and soybeans have been used. Upper Pig Pasture terraced paths seeded with clover.	Make sure beds are always mulched or planted with cover crop.	Continue using cover crops to build the biomass of the soil.

Crop Rotation	Ongoing attention to rotation of annual plants assisted with a mapping process	Zone rotation replacing bed rotations with attention to interplanting/ companion planting (minimize pest issues and avoid small-scale monocrops).	Continue for soil & plant health.
Cut flowers	We grow a mixture of annual flowers for arrangements. Focus on site.	Focusing on leech field as flower bed for on-site flower arrangements. Focus on flowers to assist beneficial insects and bee population.	
Drainage	We have created swales and raised beds to prevent runoff and erosion. The soil is mulched, planted, and aerated to facilitate drainage. Curtain drain from parking lot area down to planned pond within pig area.	Continue developing terraced systems and contoured beds. Fix drainage below pond east of Homestead. Improve drainage near cob greenhouse and ox hovel (all).	As the gardens expand and ponds are made we will continue to plan for proper drainage. Acquire an excavator.
Edging	Edged garden beds using hand sickle & oxen. Fed grass clippings to oxen, pigs, and chickens. Edging sign-ups weekly in growing season.	Increase use of oxen for edging purpose. Edge with hand tools as necessary for aesthetic and insect barrier. Hand edge as part of garden work area plan; feed grass clippings to chickens, oxen, and pigs (All).	Eventually remove all grass from within garden areas so we don't have to do this.

Fruit trees	There are several varieties of old, crab, dwarf, and standard apples along w/ cherries, plums, pears, a nectarine, peaches, Asian pears, hardy kiwi, persimmons, mulberry, medlar, paw paw, apricots.	Plant out new stock from new FEDCO order; possibly Oikos as well in April. Open these orders to the public for volume discount. Yearly pruning, mulching, rodent protection, and weed suppression.	Continue planting more and more varieties of fruit trees.
Garden products	Produced tinctures, salves, lip balm, tea, surplus vegetables, preserved items. Marketed and sold through vendors downtown & beyond, LFP, Local Harvest, onsite Farmstand, craft shows, website.	Amplify tea/herbal program. Amplify sale of surplus products: i.e. potatoes, garlic scapes, snap beans, kale, sauerkraut.	Continue.
Season Extension	Fall 2008: Kitchen greenhouse. 2009: Closed in New Greenhouse with Outdoor Kitchen. 2010: 30x72 high tunnel, giant coldframe	Expand use of box coldframes early in spring & late fall, as well as in combination with greenhouses. Develop soil fertility in upper hoop house. Develop diverse use of upper hoop house space. Look to expand on south side of homestead.	Expand as able.

Perennial Herbs and Flowers	There are several kinds of culinary and medicinal herbs growing wild and being cultivated. We harvest the herbs at a rate in which they can proliferate.	Increase species variety, with a focus on what can be dried for tea or utilized in baking and cooking, as well as pollinator habitat. Maintain health of plant populations and continue harvest and use onsite. Maintain non-edible perennial bulbs for division and transplanting on property.	Maintain perennial species for harvest and beneficial insect populations. Continue increasing harvest and processing of raw materials.
Irrigation	Currently using a drip irrigation system using PV water pump, gas pump, and well water. Put together in spring Fixing leaks and replacing broken hardware is ongoing. Expanded significantly 2011.	Implement gravity water system from neighbors to new potato field. Expand water storage capacity.	Continue to irrigate, aim to build continuity in system and ease of use.
Leaf collection	We have collected leaves in the fall, used as mulch and composted; acquired leaf mulch from PSU.	Roadside collection of leaves to mulch and compost.	Annual leaf collection on a larger scale.
Mulching	Used straw/leaf mix as weed suppression, temp and moisture control. Straw is expensive. Mulch hay used as well as necessary (potatoes).	Look for straw alternatives, or waste straw from events, to minimize use of straw. Use leaves, comfrey; seek alternatives as available. Maximize use of cover crops.	Maintain extensive mulching of gardens using a variety of organic materials gathered locally.

Nursery	Sold \$1000 worth of nursery plantings in 2008.	Maintain perennials for replanting on the property as well as potential resale. Minimal container nursery. Focus species include: rose rugosa, black locust, comfrey, various herbs. Continue on small scale unless greater interest.	Nursery expansion based on qualified and interested personnel.
Nuts	There are Black Walnuts, Butternut, Heartnuts, Filazels, Chestnuts, 25 Hazelnuts, Pecans, Almonds. First walnut and butternut in 2008.	Pruning, mulch and weed suppression on existing trees. Possible expansion with FEDCO order.	Maintain existing trees/bushes and keep planting more. Harvest, use, and store crops.
Path maintenance	Have been maintaining garden and orchard paths by layering cardboard followed by wood chips. Shift to living path mulch (clover). Shiitake logs added to medicine trail.	Remulch paths as needed. Transition to living mulch for paths (white clover).	Continue path maintenance and upkeep. Also build and maintain new paths.

Pest Control	Use of Remay, pepper and garlic sprays, and hand picking. Also intercropping and crop rotations (group participation).	Use interplanting/ companion/ beneficial insects/ rotation with heavy hand picking on potatoes (Colorado Potato Beetle), squashes (Squash bugs and Cucumber Beetles), asparagus, brassicas (slugs, cabbage worm). Increase soil fertility and health to discourage pests. Use kaolin clay & serenade.	Continue hand picking and try to use companion planting to deter pests.
Ponds	We have a pond in G-Animal, Edith's Pond (by barn). 2010: 5 new ponds	Develop pond landscape with new trees and pond-loving plants and animals.	Build pond above the Upper Upper Field.
Pruning	Prune perennial stock each spring and fall for sucker growth and shaping. Also prune other shrubs and trees for health and maintenance. (Josh)	Prune suckers and wild looking shrubs before leaf out. Prune apple suckers in fall. Also keep cutting suckers back in woodland planting areas. Primary pruning before spring melt (March). Maintenance pruning can happen year round.	Maintain the health and vitality of our fruit trees. Keep woodland plantings vigorous.

Record keeping	Notes are kept of seeding, transplanting, and crop success. Annual yields and daily weather have been notated.	Indoor seeding, outdoor transplant and seeding maps. Maintain seed inventory each year. Garden notes are being kept for referral. Inventory of perennial stock & location.	Keep up with records. Make available to public for educational use.
Seed saving	We have saved seeds various flower sp., cress, ornamental corn, carrots, lettuce, kale, greens, and many species of medicinal herbs. Saving less than 5% of our own seed.	Save more seeds this year. Most seed cleaning is done in late Fall and Winter. Observe seed-setting in garden and act accordingly. Utilize saved seed in the following year. Pursuing seed cleaner/bean thresher for in-house & community use.	Save 50% of all seeds. Looking for a specialist with a longer term commitment.
Indoor Seeding	Seeds are started indoors in Feb. We have shelves and lights in the basement. Clean with Hydrogen peroxide and sunshine as necessary.	Check and water flats as needed each day. Bottom water using trays by fridge. Minimize electric/light use—direct seed whatever we can. Maximize G-Animal and giant coldframe for seeding transition.	Continue seeding indoors and maximizing all available space. Evolve into using less fluorescent lights. Use of future solarium off main building. Possibly use soil blocks in future

Sheet mulching	We prepare our beds using gathered materials to suppress weed growth, retain moisture, and enhance fertility.	Continue mulching for new beds/garden expansion/maintenance of edges. Explore using materials scavenged onsite instead of straw. Gather newspaper and cardboard from the transfer station, Chase St. Directly follow chicken tractors with sheet mulch; re-mulch as needed. Seasonally use supplies in Fall, to be stockpiled in Winter.	Continue garden expansions and using sheet mulching.
Small fruit/berries	We have raspberries, blueberries, strawberries, lingonberries, currants, jostaberries, chokecherries, serviceberries, cranberries, nannyberries, mulberries, honeyberry, wild raisins, shzandra, and elderberries growing in several locations.	Divide raspberries and elderberries from existing nursery stock to other locations. Plant out new berry/fruit stock, prune as necessary.	Maintain health of plants, canes and bushes. Continue adding to selection and numbers of species. Increase harvests yearly.

Soil amendments	We have added dry amendments to compost piles weekly, potting mix and when sheet mulching new garden areas. Alfalfa meal used with blueberries. Before 2009, purchased amendments to mix our own fertilizer. 2009: Used pre-mixed Pro-Start on garden beds.	Utilize Pro-Start premixed fertilizer in soil mix, and on garden beds.	Continue purchasing bulk organic amendments as needed.
Soil health	A lifelong study that is essential to the health of the planet. We are ever studying and experimenting with things like compost tea, worm castings, dry amendments, and composted organic matter. Paul Sachs presented in 06; 2007: M. Fulford presented.	Continue studying and applying new ideas and techniques to improve tilth and fertility of the soil. (staff)	To have a dynamic, productive soil ecosystem with abundant crops.
Soil testing	Have been doing biannual tests through UNH extension service. Agri-Labs 06(GM organizes). Cornell Soil Test 2011 for upper hoop house.	Monitor plant health and weed pressure to determine soil health. Summer 2012 Intern involvement in testing. Maintain soil test records.	Keep records.

Trellis repair/ building	We have several garden trellises, some stationary some transportable, planted with climbing veggies and flowers. Metal one for codonopsis in orchard. Roadside wisteria trellis semi functional. Built trellis for grapes. Regular repair required.	Repair moveable trellises and build new ones. Fix trellis by Mandala garden. Improve trellises at Ediths. Expand as necessary.	Keep planting on trellises. Build new ones.
Weeding	Intensive hand weeding with use of hand tools.	Maintain existing beds. Define bed edges, sheet mulch as needed (coordinate weeding efforts at garden meetings). Feed weeds to animals.	Maintain bed space and keep grass from encroaching.
Kitchen:	Sold baked goods and other kitchen products at farmers markets/local retailers. Bread, granola, harvest preservation, hostel meals, food events.	Maintain cleanliness; prepare meals when necessary, food events, workshops, and hospitality. Sell via LFP year round. Kitchen manager oversees pantry and root cellar organization and upkeep.	Increase preservation efforts and involvement in events. Consider expanding hosting more events as opportunity arises.

<p>Baking bread & sweet breads</p>	<p>Organizational emphasis on bakery products has fluctuated based on interested personnel. 2 weekly deliveries of 200 pieces of sweetbread, 60-70 loaves of bread (2005ish). Bread CSA Fall 2011 (25 people).</p>	<p>Maintain consistent supply of bread and granola for on-site use – SC, KC. Teach interested interns to bake for house use. Currently we source a small percentage of flour from Great River Farms. Continue to pursue locally sourced flour and other baking ingredients. Continue to bake for CSA and/or local markets.</p>	<p>Commercial production as a cottage industry enterprise is dependant on qualified and interested personnel, and availability of local flour.</p>
<p>Cleanliness/ Cleaning Supplies</p>	<p>KM responsible for cleanliness and organization of kitchen/pantry/root cellar and for maintaining cleaning supplies.</p>	<p>Yearly cleaning and reorganization of root cellar, pantry, back hall storage area, and kitchen cabinets.</p>	<p>Keep up with it.</p>
<p>Outdoor Cooking</p>	<p>Currently regular use is made of cob oven/cooktop. Seasonal use of outdoor kitchen and solar cookers.</p>	<p>Increase use of outdoor cooking facilities.</p>	<p>Utilize for a lifetime. (Maintained by staff)</p>

Food Sales	Food sales have fluctuated based on available surpluses and interested personnel. We are currently selling food through LFP and directly to area establishments and at the farm stand. Currently blending and selling herbal tea and culinary herb blend at a variety of area venues.	Continue LFP, Peppercorn, Six-Burner and on-site sales. Develop sale of produce to Beidermann's, hostel guests. Pursue sale of pantry goods and meal ingredients to hostel guests.	Pursue off-site sales dependent on availability of surplus goods.
Developing Recipes	Binder of collected recipes in the kitchen.	Interested personnel contribute to recipe book.	Publication of recipe/photo/article book.
Food Order	Monthly order with UNFI, also Associated Buyers. Neighbors encouraged to join in on bulk order. Organized by KM.	Purchase the products that we need each month. Assist with other customers' orders.	Increase membership in buying club.

<p>Hosting & Catering Events</p>	<p>Catered workshops, annual Audubon chapter meeting, regular monthly food events, farm day, member celebration dinner, Joel's party, Flying Monkey events, Souper Bowl, Empty Bowls events, Mark's Mood Food events, Master Chorale dinner and VHI events, and various weddings, permaculture gatherings, school and college group visits.</p>	<p>Open to catering non-D Acres events; develop price per person, or menu for each event to determine cost (Regina). Mark's Mood Food events. Make food for other off-site events that D Acres is involved in.</p>	<p>Host four or more events per year for non-D Acres functions that relate to our mission.</p>
<p>Kitchen License</p>	<p>Class D- 24 person restaurant.</p>	<p>Maintain license. (KM)</p>	<p>Have license required for whatever we want to do. Potentially upgrade for prepared foods and catering. (KM)</p>
<p>Preserving</p>	<p>We freeze, dehydrate, can, pickle, ferment, process, and store goods harvested at the farm.</p>	<p>Keep record/ inventory of preserved items and rotate stock as needed. Develop list of recipes used for preservation for inclusion in recipe book. (Regina)</p>	<p>Increase food self sufficiency each year</p>

Protocol for food safety	Aware of regulations (Josh, ServeSafe graduate, organizes) brought in serve safe rep who presented to D Acres staff and interns in 2004	Develop protocol for kitchen safety in food production (Regina). Orient new people. (KM/ staff)	Maintain food safety. (Organized by KM)
Root Cellar Development	Utilized for long-term cold storage. We use root cellar during the winter months as refrigerator.	Clean and prepare in Summer for Winter storage (KM).	Build system capacity; fill it up with our own product.
Workshops	Cooking with the Seasons, tempeh, bread baking, food preservation, lactofermentation, beer brewing, winemaking, cider pressing, rootcellaring, herbal teas, etc.	Expand workshops as interested personnel available.	We welcome off-site nutritionists to conduct workshops.

<p>Wood-crafting</p>	<p>Brochure and catalog produced for 2004, secondary brochure produced to interior designers and architects, 4 retail outlets for wood-crafts, interns interested in wood-crafting were able to explore their interest. Sam Payton Artist in Residence 2004-2007 – following categories reflect this period of more intense production</p>	<p>Utilize apprentices to share the workload. Find vendors, find customers for custom orders, produce high quality products, incorporate apprentices into production goals while meeting their learning objectives, plan and implement workshops. Interns/apprentices needed to do production work. Open and interested in having a wood-crafter onsite to take on this work full-time – will do soft advertising online/ emails. Develop tool education protocol.</p>	<p>Include more apprentices. Become revenue source for other D Acres operations. Become model of successful cottage industry.</p>
<p>Production for Re-Sale</p>	<p>Spoons, hearts, bowls, chopsticks, live furniture, frames, coat racks, peace signs, frames.</p>	<p>Focus on function: spoons, bowls, chopsticks, De-emphasize hearts. Also produce live furniture, frames, coat racks, peace signs, frames.</p>	
<p>Production for onsite</p>	<p>display table, bookshelves, bed, picnic tables</p>		

Shop Tools	Maintain lathe. Buy new tools as necessary.	Train all shop participants in shop safety & usage. Upgrade planer. Pursue pneumatic sander.	
Inventory	Log of inventory kept for all woodcrafts, sales noted by store with notes on commission; wholesale account entered directly to Quickbooks. Crafts and furniture kept onsite until delivered to retail venue or sold here.	Maintain craft inventory (Josh) Create woodcrafts with a retail venue or other means of sale in mind. Keep up with demand at retail stores. 50 spoons, 10 hearts, 10 bowls, 3 peace signs onsite at all times.	Maintain inventory of small woodcrafts for distribution and onsite sales. Seek possible locations for furniture inventory.
Marketing	Distributed information to 15 retailers in person, 30 electronically, and many individuals. Created photo book in 2005 one @ D Acres, one at AR.	Update photos on Local Harvest (KC). Create woodshop portfolio. Active solicitation for woodcrafter as artist in residence.	Update photos annually, produce catalogue of all D Acres merchandise. Keep up to date brochure(s) available.
Retail Outlets	6 retail outlets for wood-crafts: NE Craftsmen Assoc., artistic roots, Earthly Treasures, NH Forest Society gift shop, Sheridon arts center, Longhaul farm.c-man store, CMAA	Keep up with consignment and wholesale venues we are already involved with: League, AR, Local Harvest, and on-site store	Have product in 15 stores, and keep the inventory up.

Milling	Plank wood milled by local sawyer Jay Legg. In-house done on 12" planer and 6" jointer		Reconstruct Lane Mill, develop own sawmill operation.
Product development	Product development done based on seasonality, market, and tools available. Currently, there are quite a few furniture designs, bowls, cutting boards, wooden utensils, lamps, birch bark frames, chop sticks, hair pins, Christmas ornaments, and boxes.	Focus on spoons, & bowls, chopsticks (Josh)	Continue to expand product offering as needed.
Governance	D Acres strives to be a non-heirarchical, consensus based organization. To the extent possible, decisions are made using consensus process.		
Role of the BOD	The Board of Directors has played a traditional role in the organization, dealing with issues of mission, purpose and operations. It has operated according to Robert's Rules.	The Board will focus more on issues of mission and purpose, combined with an emphasis on membership and fund-raising. Staff will work with board to introduce consensus based decision making.	Board decisions are regularly made using consensus process.

Development Committee	Created 2008, meet 4x/year	Board committee with some staff participation. Fundraising, membership	Financial self-sufficiency/ sustainability
Board Recruitment	Five members joined board in 2003/4 (Board of Directors), three more in 2005. As of 2008, 10 BOD members. 2010: 5 board members. 2011: up to 7, EOY5)	Need participatory board members, serving as community ambassadors.	10 board members active each year, regular rotation and recruitment of members
Executive Director's Role	Executive director has final say over personnel, budget and daily operations. Day to day operations are already regularly made by staff and residents.	Continue moving organization towards alternative strategies for decision making in these areas.	We will strive to be as non-hierarchical as possible in all decision making, taking into account appropriate differences in experience, commitment and investment in the project.
Decision Making	We attempt to make decisions in a consensus format. When a quick decision needs to be made, or in the absence of a clear consensus, the executive director has made the decision. Unresolvable conflicts have gone to the board for resolution.		

Land Usage Decision Making	JT is liaison to Trought family on land use and development issues.	Move in the direction of a committee consisting of members of the board, staff and land owners to make decisions concerning major infrastructure projects.	
Ownership	Trought family currently owns the property.	Researching alternative models of ownership.	Implementing one of these models.
Capital improvements	For significant changes in infrastructure (new buildings, ponds, etc.) JT is liaison to Trought family and Board.		
Personnel	Currently personnel decisions are made by committee comprised of staff with final approval of executive director. Currently staff responsible for reviews of staff, residents and intern/ apprentices.	Implement reviews of staffing, including staff review by non-staff. June/December (GM,KC)	
Residency	Residents are encouraged to participate in all decisions but do not have the right to block consensus.		

Committees	Committees have been informal, formed as needed. There has been an informal personnel committee.	Move towards formalizing role of committees for personnel, budget and land use.	
Organizational Manual	Revised annually.	Revise again.	
Budget	Developed by staff committee, reviewed with participation of residents, approved by BOD. Executive director responsible for keeping budget as approved by BOD at annual meeting.	Revise in keeping with new committee model.	
Conflict Resolution	In cases of conflict between residents/ interns and staff buddie facilitates resolution. In cases of intractable conflict outside facilitation is sought.		
Mission	Currently BOD is responsible for issues related to mission and vision of organization.		Conflicts resolved by future advisory board.
Advisory Board			Establish an advisory board whose role is to address issues related to mission and vision.
Land Usage			
Pasture	See animals		
Ponds & Wetlands	See landscape/ forestry		

Gardens & Orchards	See gardening		
Roads & Parking	Existing roads: access road to upper garden, not vehicle accessible beyond upper garden; and service roads to upper pigs and to depot Parking: there are three lots – visitor lot, upper resident lot and working lot at the garage as well as informal parking areas at Base Camp and by the Two car		Look into possibilities for expanding parking for events and recreation
Working Forest Lands	See landscape/forestry		
Wild Lands	See landscape/forestry		
Dwellings	community Building treehouses Edith's	Edith's renovations planned and started	Develop long term plans regarding expansion and maintenance
Infrastructure	utility buildings greenhouses Sugar shack outhouses animal housing	Sauna dehydrator, capital campaign for solarium	Develop long term plans regarding expansion and maintenance