Green Mountain Girls Farm Value Creation: relational farming producing a blend of values a.k.a. our "complex bottom line"			
Value created	**What does success look like?**	**How will we measure success?**	**2011 Indicators of success**
High Quality Products Delivered			
Pride in our products	Happy with practices and management of crops and animals, vegecation!	are we proud of our products and practices, heart & gut seal of approval	scale appropriate for land,following organic, pasture-based, healthy animals, coherent record keeping implemented
Satisfied customers	customers pleased with quality of food, lodging, experience(s)	customer feedback	complements from customers, survey responses positive
Safe food	no food related illnesses	investigate any concerns or reported illness	best practices adopted
Vegecation	customers appreciate quality, organically raised food may not appear "perfect" & gain appreciation for non mainstream cuts etc.	customer interest in organ meats! & unusual offers, creative interactives ie taste tests of spotted chard & kale, surveys	weekly newsletters distinguish taste & nutritional quality from aesthetics > 10 specific examples
Natural Systems are Functioning Well			
Nutrient Cycling	Healthy soils verdent & productive pastures & gardens	productivity of gardens & pasture monitoring	test & amended gardens & pature, compost deliberately, pasture plan & monitoring system established
soil building	excellent tilthe and structure in gardens & pasture	annual soil test show phosphorous levels, compost tests and analysis	vehicles limited to specific roads, animals rotated & in large enough spaces, keyline 4 compaction, use cover crops ↑ soil organic matter
Minimize waste	reducing environmental costs of food, produce for local consumption (short travel), buy tools and equipment designed and built to last or decompose, less non-renewable energy use (propane, fuel oil, electricity)	less trips to dump, Limit use of non-renewable resources, number of broken/used up equipment	analyze and explore options to reduce energy use & produce more renewable energy, fy12 or beyond carbon footprint of farm and members reduced
pollinators & beneficials	habitat for polinators & beneficials preserved & created in or near growing spaces, floral resources, nesting habitat, etc	presence of known polinators & beneficial insects detected	yellow sticky traps presence/absence
water quality	pond & streams healthy and wells test clean	annual test of water quality of wells and pond, continued presence of known amphibians	test results show clean water, monitor any change against good existing baseline, annual photos of amphibians & their eggs
Community is Enriched			
Neighbors engaged	friendly reciprocity with neighbors	Neighbors engaged, working, collaborating, sharing assets, volunteering, customers	presence of neighbors on farm during year
customers engaged	customers care about farm values and practices	returning members, referrals, survey, expressions of satisfaction	feel, surveys, unsolicited feedback

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	community integration	Valued by community, community events on our farm, sharing	positive stories in media, invitations to participate in community events & number of request for community events on farm	events we participate in off farm & host on farm, feedback
Farm & Enterprises are Profitable				
	profitable	farm (whole portfolio of enterprises) makes profit supporting quality of life goals, each enterprises within also profitable	minimum Mari and Laura annual draw beginning in 2012, all years after ideally >, records	break even (without owner pay) FY11, trends toward profit 2012 >, QB profit & loss
	wealth accumulation	sustainable business, long term value of property enhanced & maintained	P&L, balance sheet, etc. & produce owner investment capital repayment plan 2011	overages only in capital investments
	no owner subsidy	investments accommodated in farm balance sheet	2011 and beyond farm pays for related expenses or accounts for depreciation	owner labor is only remaining subsidy of enterprises
Farmers Thriving				
Laura & Mari	Health	Physically active and fit, time to attend to and monitor health & emotional vitality, working outside & with people	vital signs @ annual physical, follow up on any referals or therapy needs, mood meter	Days off taken regularly (timesheets), appointments @ dentist & docs with timely required follow up, weight loss for Mari
Laura & Mari	feel at home at home	Adequate privacy within sharing culture with staff, customers & overnight guests farm infrastructure doesn't overwhelm home	Can we go for guilt free (swim, walk, ski, conversation, etc.) while staff or customers are on property?	delightful time off and recreating on property while others are around deliberate site master plan
Laura & Mari	Balance	Time to recreate, rest, see friends, explore interests/questions, eating well	time with families & friends, time off, books read, on & off-farm recreation, time to prepare farm food	1 regular day/night off taken each week, more in slow seasons, multiple few day get-aways, at least 1 week or more vacation, sick days taken when sick (timesheet), house projects achieved
Laura & Mari	enjoy	loving what we do, espoused = actual, Living in challenge zone (not panic or comfort), remain curious & entreprenurial	passion & mood meter on timesheet, Stimulated but not overwhelmed.	majority time on ☺ tasks
Laura & Mari	talents tapped	roles align with what we are good/enjoy	passion & mood meter on timesheet	majority time on ☺ tasks
Whole Team (Laura, Mari, staff & volunteers)	Fair compensation	people feel fairly compensated for contributions (wages, workers comp, food, learning, other exchanges)	surveys of team & benchmarks with other farms and similar businesses	satisfied staff, volunteers & apprentices
Whole Team (Laura, Mari, staff & volunteers)	Team Culture	collaboration enhances individual contributions, shared passion for value we produce	member strengths known, task interdependencies, goals & timelines clear, reciprocity evident	strengthsfinder.com staff signature themes posted, lists checked off, requests and offers made frequently & innovations noted on board
Whole Team (Laura, Mari, staff & volunteers)	Safety	Injuries avoided, ergonomics & health attended to, emergency response planned & well executed if necessary	volume and severity of injuries recorded in notes on timesheets, emergency plan	emergency plan posted, anti-fatigue mats for food processing, other ergonomic improvements implemented & reported, injuries avoided and well cared for, safety belts & gear always worn