INTRODUCTION
Live and Let Live Farm, Inc was formed in 1996 and incorporated as a 501c3 charitable nonprofit foundation in 2002. Starting with just four horses, the farm has expanded to an average size of 50-70+ horses along with many other types of animals, including dogs and puppies rescued from southern kill shelters. Facilities have grown to three barns, an indoor rehabilitation center/arena, the Brittany Searing Memorial Quarantine and Rehabilitation Facility, various round pens, a series of paddocks and corrals with run-in shelters and an outdoor riding ring.
The farm provides a safe environment for animals and people to interact. Through a network of volunteers, along with co-ownership and sponsorship programs, people learn humane education and horsemanship while caring for and rehabilitating horses.

We not only have individual volunteers that help on the farm but we also work with school districts such as Chichester and Epsom, nonviolent county farm rehabilitation programs, AmeriCorps, youth groups and other programs (such as the “Eagala” program) to allow people the opportunity to work with horses, an opportunity they would not otherwise have. The benefits of building relationships between horses and people include physical, emotional and mental aspects that have been well documented and can lead both animals and people to have more productive lives.

**OUR MISSION**

Live and Let Live Farm, Inc. is an animal shelter that rescues abused and unwanted animals, mainly horses, and provides them either a temporary or permanent safe place to interact with people. We strive to rehabilitate and/or retrain animals, leading to increased confidence and self-esteem, and relationships that benefit both animals and people. When applicable, we will try to find appropriate homes for rehabilitated animals. Those animals that are considered un-adoptable will be given lifetime care at our farm.

**OUR OBJECTIVES AND GOALS**

- To rescue abused and unwanted animals, mainly horses, and to rehabilitate and/or retrain them
- To offer either a temporary or permanent haven for abused animals, mainly horses
- To find appropriate homes for rehabilitated animals, mainly horses
- To provide lifetime care for animals, mainly horses, that are considered un-adoptable
- To introduce people and horses to each other in a safe environment
- To foster healthy relationships between people and horses

“The horse is not after all a golf club, or a pair of skis, but a complex living creature, with its own deep instincts, needs, and personality, and no two horses are alike, any more than two human beings.”  
- Michael Korda
As a young girl growing up, I had two dreams. The first was to have a permanent place to call a home of my own. The second was to work for an animal rescue—one that would take care of, help and save horses.

So many years later, with endless hard work and struggles, I have gone beyond my wildest dreams and founded Live and Let Live Farm, Inc. The Farm is a nonprofit, 501c3, charitable foundation that rescues, rehabilitates, and offers sanctuary to animals—mainly horses. The Farm is a place of peacefulness where people can come to interact with the animals. They learn while helping the needy but loving animal friends of Live and Let Live Farm.

The Farm couldn’t have become a nonprofit and I couldn’t do the work that needs to be done without the wonderful, committed and caring people that come to the Farm to help and volunteer. This includes a very hard working volunteer, my husband Jerry, who I still think doesn’t realize how much he has helped build this dream for me. Jerry has cleared the land, and worked hard to build barns, and let us use his farm trucks and company tractors.

Many of our volunteers are families and students from school. New volunteers are always needed and appreciated. They walk and brush horses, pick rocks out of fields, clean stalls, feed animals, help with fund raisers, etc. We are still in great need of volunteers to help with building and maintenance of barns, run-ins, corrals, and fences.

I’ve seen animals that have been in very sad situations along the way. But I have also witnessed some very loving and caring people who have come to a hard time in their lives. Maybe they are having problems financially, or health problems and they just can’t keep their beloved animals any longer. They are looking for help, and a place to bring their animals where they know their animals will be cared for, trained some more, and placed with some other loving and caring adopters.

Many horses have come to the farm since we became a charitable foundation in the fall of 2002. Some stay for life; many are adopted out to loving homes. Many other animals have also found their way to us: cockatiels, geese, cats, ducks, rabbits, chickens, and dogs that have found loving homes.

Please take a moment to check the website at www.liveandletlivefarm.org. See the new animals that are available for adoption, and read our adoption success stories. Under “News”, click on the archives button for past news articles and newsletters of the farm. Go to our Shopping area, and shop at the merchants that give a percentage of your purchases back to the farm. www.IGive.com is an online shopping mall, with over 475 stores, and a portion of all purchases comes back to the Farm.

Thank you so much for caring,
Teresa Paradis
Executive Director
WORKING AT THE FARM
There are no typical days at the farm, only typical tasks that must be performed 7 days a week, 365 days a year. Generally morning feeders arrive around 8 a.m. and begin haying the horses. Next comes graining, and filling water troughs as necessary. Volunteers trickle in and out throughout the day grooming horses, walking them on lead ropes, riding, and working with horses in round pens and the riding ring. They also clean out paddocks, whether with wheelbarrow, shovel, and rake, or with bulldozers. There is always cleaning, organizing and maintenance to be done, whether in the rec room, the feed room, Ned’s barn, paddock fences, rabbit hutches, run-ins, etc. You will never lack for something to do at the farm!

Evening feeders arrive anywhere from 4 pm to 6 pm to begin the haying-graining sequence again (depending on how many people are doing this, it can take from 2-4 hours). Welcome to our world, and jump right in! Often there will not be someone to direct you as to what tasks need to be done. Take the initiative, and if you see that something needs to be done, do it.

Where is the best place to get answers to your farm questions? Join our volunteers’ Yahoo group at http://pets.groups.yahoo.com/group/LLLFvolunteers. We are a helpful, growing group with a great sense of humor, with many dedicated volunteer members.

There is never a dull day at the farm. Every day has the potential to be busy, unpredictable, interesting, challenging, happy, and occasionally sad.

REQUIREMENT
Prior to beginning volunteer work at the Farm, you must have a signed Volunteer Registration and Waiver of Responsibility form on file. These can be found on the website under the “volunteer” tab or in the rec room.

LET’S GET STARTED!
Every single time you come to the Farm to volunteer, you must sign in and out on the computer, or using the sign-in sheets until you get assigned a number (keep checking that list—you won’t get a notice) or if the computer is down. We receive funding based on our volunteer hours (with some grants, 40 hours equals 1 point), so we must have an accurate record of those hours. Also, sometimes there are important horse- and farm-related notices posted by the sign-in sheets so signing in when you first arrive at the farm is a must! We know, it is sometimes inconvenient, but it is well worth it for all involved. Thanks for your cooperation 😊

“A horse doesn’t care how much you know until he knows how much you care.”
Pat Parelli
FIRST THINGS FIRST:

SIGN IN IN THE REC ROOM BEFORE STARTING YOUR TIME AT THE FARM!

The farm gets credit with various grant agencies for volunteer hours, so we lose money if you don’t sign in! Who wants to live with that kind of guilt?! So, just stop in and sign in!!!!

Things to do, horse-related, other than Feeding and Watering:

- Clean feed buckets (should be done weekly)
- Clean out/organize fridge in rec room
- Organize grooming supplies in feed room and Ned’s barn
- Clean manure out of paddocks and run-ins, off the hill by Ned’s barn, round pens and riding ring, indoor arena if applicable
- Check on any small animals in rec room—fresh water, food (fresh hay for bunnies, guinea pigs, etc), clean cages; socialize them
- Pick up trash and grooming supplies found all around farm, and put them in appropriate places.
- Clean stalls in Ned’s barn (if necessary)
- Empty trash cans, especially in kitchen and by feed room, into dumpster.
- Sweep rec room floor, clean and organize rec room, including books and clothes for sale.
• Clean out/organize stalls in feed room.
• Fix fence boards, or check them for bad areas, and report to Teresa.
• Polish leather tack, like saddles and halters (in Ned’s Barn and feed room).
• Check for extra lead ropes and halters hanging on paddock gates and fencing—often there will be way more halters than needed. These can go either in Ned’s barn or in feed room, to protect them from the weather.

**Things to do, non-horse-related:**

• Help with grant writing
• Outreach and publicity (we do events at PetCo, parades, Old Home Day, etc)
• Help keep the rec room organized
• Fundraisers (organize one of your own, or help with ones we already do, like calendar sales)
• Channel 22 (headquartered at Concord High, Warren St, Concord) has training classes in camera use and show production, so you could produce a show for the farm! Or put together Power Point slide shows to be shown on there, as well. The opportunities are pretty much only limited by your imagination!

**BASIC RULES (DO’S AND DON’TS) OF THE FARM**

**Haying**

• Hay first! (at least a half hour before grain) It helps the horses’ digestion.

• Don’t hay near water (and be careful when it’s windy). Hay ruins the water quality and makes it harder to clean the troughs.

• Don’t throw hay in mud, if at all possible. If you don’t want to eat muddy food, it’s a sure bet the horses don’t! Think of all the crap (literally) that is in that mud. Let’s keep their food away from that! Some paddocks have hay boxes—these can get wet and mushy on the bottom, so sometimes they will need to be dumped and cleaned.

• Don’t throw hay in the *same* place *every* time, since it builds up and is not only a pain to clean out, but it’s also a bug breeding ground.
• Be observant—if there is a lot of old hay left in a paddock or haybox, don’t throw in as much (ex, for minis, seniors)—but check in hayboxes, b/c sometimes it’s not bad hay, just a really dirty, smelly haybox.

• Generally, TWO flakes (see Glossary) per horse (of course, this depends on the size and quality of the flakes) a.m. and p.m. and if doing a lunchtime haying, ONE flake per horse at lunchtime. Minis: ONE flake. For every 3 horses in a paddock, an extra 2 flakes.

• Put flakes in separate (and separated) piles—some horses don’t like to share.

• Loose horses do not get hay except when ground is covered with snow. If there is grass for them to graze on, that is better for them than the hay.

• Some horses get hay stretcher instead of hay so they should get that at haying time. This should be wet and mushy since they are getting it because they cannot chew the hay properly.

• Turn truck off rather than leaving it running for long stretches, to save gas.

• Always feed hay piles and grain at least 3 fence poles away from any water troughs, and at least 2 fence poles away from each other. This keeps hay from getting in the water, and keeps horses from fighting over hay (hopefully).

• If hay is hanging on electric wires, brush it off. We don’t want horses getting zapped when they try to eat it, which they probably will.

• HAY SHOULD NEVER BE DUMPED IN ONE SINGLE PILE IN A PADDOCK WITH MULTIPLE HORSES. One pile per horse, and one extra pile for good measure! (yes, this has been said before, but it bears repeating)

• Hay should be fed at least a half hour to an hour before grain (yes, this too has been said before but it too bears repeating). This is to prevent choking, food aggression, and colic episodes.

Graining

HOW TO: (please note that there are many ways to get the grain buckets together, and everyone does it slightly differently. These are general guidelines, and you may find altering them in various ways works best for you. That’s okay, as long as every horse gets their grain and meds)
• Check feed chart and white board for any updates and changes. Feed sticks may not have been updated so ALWAYS go by the feed chart, not necessarily the sticks.

• Lay out buckets (see attached map of feed room layout, and possible bucket layout) by keeping food groups separate (ex: all senior buckets together, all generals together, etc)

• Use tall buckets for seniors and half-seniors if possible, as they get so much grain. Use smallest buckets possible for minis.

• Put sticks in. For large groups like seniors and generals, you can do this alphabetically or by paddock, or completely randomly, whatever works for you.

• Measure out beet pulp into buckets (for actual scoop size, see photo on wall under feed chart). Do seniors and half-seniors first, then full generals, then the rest. If you run out of beet pulp, use hay stretcher.

• Measure out trotter into buckets—do NOT overfeed! For scoop sizes, see photos on wall under feed chart. It is easiest to dump a bunch of trotter in a big bucket (usually found hanging in that room), then measure it out by scoop sizes.

• Do the same as above with senior.

• DO NOT OVERGRAIN! Many horses are already overweight. Overweight horses can have many health issues, including foundering.

• PM feeding: add DE and min-a-vites and mix well.

• Add any meds or additives (ex, arnica, corn oil, seeds, etc)

• Add garlic, and any fruits and/or veggies when available (for acceptable fruits and veggies, see list on wall under feed chart)

• Pile buckets together according to paddock.

• Load onto truck in reverse order of delivery. So for example, whichever paddock you will be feeding last should go on the truck first. Many people hand deliver buckets to paddocks near the feed room.

• By now, the horses should have had their hay for at least a half hour to an hour, so start delivering.

• SPREAD BUCKETS OUT IN PADDOCK AS MUCH AS POSSIBLE TO AVOID FIGHTING AND FOOD AGGRESSION!
• If there is fresh snow on the ground, it is okay to dump each horse’s grain on that fresh snow (NEVER in mud!!!) and let them eat it up that way. Then you don’t have to go back around to pick up buckets, and it causes the horses to eat more slowly, which aids their digestion. Just make sure you dump the grain in separate piles spaced as far apart as possible!

• Push buckets as far into paddock as possible so that horses aren’t hitting their heads on fences or electric wires in trying to get to their precious grain, and so they won’t push them out while eating.

• Pick up buckets after horses are done eating. Clean/bang as much crud off bottom of pans as possible—remember the bottom of one is going into the top of another.

• Return all sticks to the bucket by the beet pulp, and return feed pans to their stall.

• Make new batch of beet pulp either before delivering grain or after, whichever works best for you and your feeding time. Make sure cover is on beet pulp! Close doors to trotter and senior room, and to stall where hay stretcher and buckets are.

• If bucket that hangs on wall with hose in it is getting full of water, please empty it!

• Sweep (do not mop or wet!) the feed room floor. It is very easy for that flooring to get moldy, so try to keep it as dry as possible.

OTHER DO’S AND DON’TS

ALWAYS SIGN IN IN THE REC ROOM BEFORE STARTING YOUR TIME AT THE FARM! 😊

• Feeding means feeding ALL animals at the farm, not just the horses. This could mean goats, pigs, cows, chickens, ducks, bunnies, kittens, dogs, parakeets, etc. These will be noted either on the second page of the feed chart and/or on the white board in the feed room. Please don’t neglect the non-equine animals!

• Leave Owned Horses ALONE! There are plenty of other horses who need attention.

• Yes, it is okay to work with and groom sponsored horses and farm horses. When a horse is sponsored, all that means is that a person has made a financial contribution to the farm in that horse’s name. If a person has “sponsored to
adopt” a horse, that means they get first refusal if someone else wants to adopt that horse, but still, it is okay to work with that horse.

- Live and Let Live Farm rescue is a horse RESCUE. It is NOT a riding facility filled with bombproof, placid, well-mannered school horses. This is not to say that we don’t ever get such horses, but for the most part, the horses at the farm need lots of care and attention and bonding with people BEFORE anyone ever tries to ride them. Ground work is extremely important. If you have come to the farm just to ride horses, this may not be the place for you.

- That said, you MUST get permission from Teresa to ride ANY horse, before riding. Even if you have permission to ride one horse, you must get permission to ride a different one. And even if you see someone riding a specific horse, that does NOT mean anyone can ride that horse. A lot of times certain people have developed a relationship with a horse that allows them to successfully ride, or sit on, that horse.

- Unless you have special permission, you MUST get permission from Teresa EVERY SINGLE TIME you are going to ride, even if you previously had permission to ride that horse. This is because sometimes different people are riding the same horse, and in the past, horses building muscle or in training could end up being over-worked for what their body is ready for, so always check and get prior permission from Teresa for each and every time you intend or wish to ride each horse. Also, it is possible that the horse you want to ride or have been riding could have been adopted, or maybe someone is coming to look at and work with that horse that day. Always check with Teresa first.

- ABSOLUTELY DO NOT, NEVER EVER, TRIM MANES, FORELOCKS, TAILS, OR WHISKERS!!!! Horses need their manes, forelocks, tails, and whiskers to keep away bugs and protect their eyes, etc. Getting caught with scissors near a horse means you risk banishment from the farm!

- Make sure gates are closed behind you—some of them are tricky, but horses are trickier and often can get them open if you don’t close them properly.

- Make sure electric fences are ON when you are done in a paddock. If the GFI switch has been tripped (and electricity is off), press the reset button to turn it back on.

- Clean up after yourself in the rec room. Don’t leave food out, make sure donuts are tightly covered, don’t leave trash on the table. If you spill something on the floor, clean it up. Let’s keep it a “rec” room, not a “wreck” room. 😊

- Save and recycle your cell phones and ink cartridges at the farm, so we can raise more money towards farm expenses. You can leave them in the rec room.
• If you cannot make it for your regularly scheduled feed shift, please let Teresa know, and/or post a notice in the feed room, or post on yahoo group. Best of all worlds, find a replacement! If you don’t feed, and no one else shows up to do it, there may not be anyone there to step in.

• When horses have simple scrapes and wounds, you can apply silver spray (in rec room) or Swat (in feed room by grooming supplies) during bug season. Please report any large scrapes or injuries to Teresa.

• DO be polite to everyone. You may be asked by other volunteers who you are or what your horse experience is. We are not trying to be rude or intrusive, but there are so many volunteers, it is often hard to remember everyone or know everyone. We are all just trying to be safe. 😊 Feel free to wear a nametag.

• DO bring a change of clothes and maybe even shoes to the farm. You can get very dirty, and wet, and slobbered on.

• There are porta-potties placed around the farm for your bathroom needs, including in the indoor arena, by Ned’s barn, and by Katie’s stalls.

• In the winter or if you’re going to be feeding or working at the farm when it’s dark, it’s best to have a flashlight. There are lights around the farm, many are motion-sensored, but you never know when you’ll need more light.

• Basically, if you see something needs doing, like picking up tack, cleaning a room or stall or cage, filling water, taking out trash, please just do it! If you don’t know how, please find someone who does, or let someone know, especially when horses need water.

CONDUCT AND SAFETY

“People think that instead of helping the horse understand, they have to make him do things. It’s the ‘making’ part that causes people to use a lot of unnecessary firmness, which is exactly what those horses can’t understand.” --Bill Dorrance

• You must wear a helmet when riding. Head injuries are no fun!

• Do NOT pat or groom horses when they are eating their grain—they can become food-possessive and aggressive. Some horses are this way with their hay as well, so be observant and careful. People have been seriously injured by not following this rule!
• Children (under 16) must be accompanied by an adult, for safety reasons. Please do not allow them to run rampant around the farm or in with the horses, and toddlers should not be feeding treats to horses—their little fingers are easily mistaken for baby carrots and can get chomped.

• Please remember that the farm is a horse rescue and sanctuary. This means that many, if not most, of the horses here are not calm, mellow “school” horses that are easily ride-able. They may have been abused, neglected, treated badly, and they may not trust humans much, if at all. They may expect pain. If you expected to come to the farm and jump on horses to ride, that will most likely not happen. But these horses would love to be groomed on a regular basis, and take walks around the farm to check things out, and get some attention and affection.

"There is no such thing as a bomb-proof horse." -- Teresa Paradis

• During months with decent weather, there are often clinics by Rick Weinberg, in which a volunteer can sign up for a half hour or hour “lesson” in Horsemanship through Feel, or Natural Horsemanship. He will announce these on the yahoo group. Abby Hayes does seasonal riding lessons as well—look for sign-up sheets in Rec room or her announcement on yahoo group about when she’ll be at the farm.

• Animal abuse of ANY kind is not tolerated. This includes tugging or hanging on a horse’s head, hitting the horse, riding them too hard, not cooling them down after riding, etc.

GLOSSARY

**Arnica** - Leopard’s Bane - is a popular and versatile equine anti-inflammatory remedy that can aid the healing of bruises, bruising, soft tissue injuries, wounds, bruised soles, muscular strains and soreness, joint stiffness, lameness pain in the horse. It can also be useful for the treatment of shock and trauma.

**Beet pulp** is a byproduct from the processing of sugar beet, which is used as fodder for horses and other livestock. It is supplied either as dried flakes or as compressed pellets, but when fed to horses it is usually soaked in water first. Despite being a byproduct of sugar beet processing, beet pulp itself is low in sugar and other non-structural carbohydrates, but high in energy and fiber.

**Clicker training** is an animal training method based on behavioral psychology that relies on marking desirable behavior and rewarding it. Desirable behavior is usually marked by using a "clicker," a mechanical device that makes a short, distinct “click”
sound which tells the animal exactly when they're doing the right thing. This clear form of communication, combined with positive reinforcement (like a treat of hay stretcher, etc), is an effective, safe, and humane way to teach any animal any behavior that the animal is physically and mentally capable of doing.

**Colic** is abdominal pain, but it is a clinical sign rather than a diagnosis. The term colic can encompass all forms of gastrointestinal conditions which cause pain as well as other causes of abdominal pain not involving the gastrointestinal tract. The most common forms of colic are gastrointestinal in nature and are most often related to colonic disturbance. There are a variety of different causes of colic, some of which can prove fatal without surgical intervention.

**Cribbing** is a compulsive behavior seen in some horses, and considered a stable vice. It involves the horse grabbing a solid object such as the stall door or fence rail with its incisors, then arching its neck, pulling against the object, and sucking in air.

**Diatomaceous earth (DE)** consists of fossilized remains of diatoms, a type of hard-shelled algae. It is used as a filtration aid, mild abrasive, mechanical insecticide, absorbent for liquids, cat litter, activator in blood clotting studies, and a stabilizing component of dynamite. Natural diatomaceous earth (food grade), aka "DE," is excellent for internal and external natural parasite control in horses and foals. In other words, it's a great de-wormer.

** Flake** of hay is essentially a "slice" of a bale of hay. When a bale is made in the field by the baler, it's layered with about 10 - 13 "clumps" of hay, compressed, tied with wire or twine, and spit out in the rectangular shape you're used to seeing. When the twine is cut, the hay tends to come apart in those layers, each of which is about 3"-4" thick, which we call "flakes". They vary in size and quality depending on where the hay comes from, but generally each horse gets 2 flakes of hay per a.m. and p.m. feeding, and 1 flake for lunchtime.

**Hay Stretcher** is a large pellet with a nutritional profile similar to grass hay, but slightly lower in fiber and higher in energy. It may be used to replace up to half the hay in an animal's diet on a pound-for-pound basis. It is suitable for horses, cattle, sheep and goats. Hay Stretcher is not fortified with vitamins or trace minerals and should not be used to replace grain in an animal's diet.

**Laminitis** and **Founder**: Laminitis, commonly called founder, is an acutely painful inflammation of the foot. It occurs most often in the front feet although it can affect the hind feet as well. Founder is the name given to the resultant tissue damage and complications following one or a series of acute attacks of laminitis.

**Natural Horsemanship** is the philosophy of working with horses by appealing to their individual instincts and herd instincts. It involves communication techniques derived from wild horse observation in order to build a partnership that closely resembles the relationships that exist between horses.
Navicular Disease is a soundness problem in horses, more accurately called "navicular syndrome" as opposed to "disease." It most commonly describes an inflammation or degeneration of the navicular bone and its surrounding tissues, usually on the front feet. It can lead to significant and even disabling lameness.

PMU stands for pregnant mare's urine, which was used to make hormone replacement drugs for women, such as Premarin, PremPro and PremPhase. PMU mares were kept pregnant and forced to stand in pee lines for most of their lives.

Trotter® is a complete, pelleted feed designed for horses with limited access to hay or pasture. Trotter® is an ideal feed for stabled horses and horses being transported to hunts or trail events where sufficient hay or pasture may be limited. Trotter® may also be used to supplement high-grain feeds with additional fiber to promote good digestive flow and function while maintaining proper mineral and vitamin nutrition.

Windsucking is a behavior related to cribbing whereby the horse arches its neck and sucks air into the windpipe without needing to grab a solid object.

"The more I learn, the smarter my horse gets!"  Christi Rains

RECOMMENDED READING

Soul of a Horse by Joe Camp*

Finding the Magic........ by Dan Sumerei*

True Horsemanship Through Feel by Leslie Desmond and Bill Dorrance

*copies available for purchase in the rec room at the farm
I have read the Live and Let Live Farm Volunteer Handbook, and agree to the policies and procedures as stated.

______________________________________________________________________________
Signature
______________________________________________________________________________
Date

______________________________________________________________________________
Printed Name
______________________________________________________________________________
Phone

______________________________________________________________________________
Address

______________________________________________________________________________
Email and/or Cell Phone

______________________________________________________________________________
Parent’s Signature if less than 18 Years of Age
______________________________________________________________________________
Date

Live and Let Live Farm is a publicly supported 501(c)(3) nonprofit organization. All donations are tax deductible. All information is kept private and confidential.

Live and Let Live Farm has a database to contact volunteers, sponsors and donors about Farm events, policies and happenings either by email or regular mail. Live and Let Live Farm respects the privacy of our volunteers, sponsors and donors and will not sell or share our database with anyone. We do not use our database for the promotion of any other organizations events, products or services. Emailings and mailings are only used to give volunteers, sponsors and donors information about the Farm or events that are happening that the Farm is directly involved.

If you would prefer that we not contact you, please check here [___].

20 Paradise Lane, Chichester, NH 03258, 603-798-5615, email: info@liveandletlivefarm.org, www.liveandletlivefarm.org

Revised 12/11