Rural Grower's Manual

Don Zasada

Lincoln and Roxbury, Massachusetts

The Food Project, Inc.
10 Lewis Street
Lincoln MA 01773
781-259-8621

(Boston Office)
The Food Project, Inc.
P.O. Box 265141
Dorchester MA 02125
617-442-1322

www.thefoodproject.org.
email: resources@thefoodproject.org

First Edition, July 2001

Designer: Jennifer James
Editor: Carlos Christensen
Photographs: Greig Cranna, John Walker, Ellen Bullock,Lucy Masters, Stanley Klein, Food Project Staff
Cover photo by Greig Cranna

Our Vision:

Creating personal and social change
through sustainable agriculture.

Our Mission:

The Food Project's mission is to create
a thoughtful and productive community
of youth and adults from diverse backgrounds
who work together to build a sustainable food system.
Our community produces healthy food
for residents of the city and suburbs,
provides youth leadership opportunities,
and inspires and supports others
to create change in their own communities.

Foreword

The Food Project started in 1991 in Lincoln, MA, on two and a half acres of farmland. It was a small, noisy, and energetic community of young people from very different races and backgrounds, working side by side with adults growing and distributing food to the hungry.

In the process of growing food together, we created a community which bridges the city and the suburbs, is respectful and productive, and models hope and purpose. We teach how one can love the land and its bounty and how to care for and respect the rich matrix of life to which we all belong. In doing this we as individuals and as a society grow and develop in healthy and sustainable ways.

We have grown since 1991 and now farm on twenty-one acres in Lincoln and on two acres of remediated land in Roxbury, a low-income neighborhood in Boston. We provide year-round stipendiary programs for one hundred youth, and with the additional help of 1,100 volunteers, grow 200,000 pounds of food for fifteen shelters, our two farmers' markets in low-income neighborhoods, and over one hundred fifty Community Supported Agriculture shareholders. Alumni interns are agricultural apprentices, support our technology, pilot food enterprise with our chef, and play pivotal roles in outreach and education. Alumni are also Food Project staff, Trustees, and Advisors.

The Food Project's inspiring model addresses critical national issues: the need for race reconciliation, the decline in local agriculture, a growing concern for the well being and productivity of youth, and the need to create sustainable and healthy inner-city neighborhoods and metropolitan areas. The Food Project addresses these issues with an integrative model that allows young people to develop communication, teamwork, and leadership skills, find meaningful employment, and make a connection to the land and to the natural environment that will stay with them for a lifetime.

Ahead of us are exciting challenges and opportunities. We are committed to expanding our local food production and distribution network and collaborations while creating materials and workshops for those who wish to create similar programs around the country. This manual is one of many publications we created to share our work with those committed to a similar vision. It is directed to the Rural Grower yet is written for a wide audience to understand how to integrate youth and volunteers into production agriculture.

Patricia Gray
Executive Director
The Food Project, Inc.

Acknowledgments

It is a privilege to share a common dream with others and work together daily to bring it life. Ten years ago, The Food Project began as a dream to use agriculture as a medium for personal and social change. Many growers have contributed to shaping this dream for hundreds of young people and adults. The writing of this manual marks a turning point, where successful practices are committed to paper. This manual, like most things at The Food Project, was a collaborative effort. I was asked to work on behalf of our community to share the philosophy, methods and practices of our rural agriculture.

I thank my partner, Bridget, for supporting me in this endeavor. She continues to find the perfect way to both champion and challenge my dreams.

As farms in the U.S. diminish, it is not easy to learn how to farm. I want to thank my agricultural mentors who have used the farm to not only give me the tools to manage the fields, but who have taught me untold lessons about life. John Muntz is a farmer who bleeds integrity and respect for the earth. Dan Kaplan showed me how a farmer can live a sustainable lifestyle. His influence can be seen throughout our farm and particularly in the farm planning section of this manual.

I want to acknowledge many others for their contribution to The Food Project agriculture. They include all of The Food Project growers and staff, past and present, who have created a new model of farming. In particular I wish to thank farmer and founder Ward Cheney, senior staff members Pat Gray, Greg Gale, and Lis Cahill, and past grower Martha Boyd. Thanks also to the Grower's Assistants that have helped push the farm to new levels of excellence including Nathan Lyczak, Meg Coward, Sara Coblyn, Gideon Porth, Courtney Hennessey, Daniel Staub, and Danielle Andrews. Special thanks to other staff who have supported the agricultural work of the organization: Kristin Brennan, Colleen O'Brien, Carline Dorcena, Jose Teixeira, Karen Springer, Donna Dawson, Lisa MacCullough, Amanda Cather, Maria Rader, Rachel Fouche, Josh Solomon, Jen James, Cammy Watts, and Tammy Thomas-Texeria. Finally, I also thank the thousands of youth and volunteers, who work each year, rain or shine, to take care of the fields and bring in the harvest.

The farm can exist because of the financial support of people who love to eat our local organically grown vegetables. We are grateful to our Community Supported Agriculture shareholders, to the urban neighborhood residents who buy our produce, and to the numerous shelter volunteers who help us bring food to those in need. We thank the W. K. Kellogg Foundation for supporting us to create this publication. The Foundation's resources allowed our staff the time to document the organization's knowledge and commit our vision and practices to paper through this and other publications.

Finally, we give tribute to the farmers, activists, educators, philosophers, writers, and social experimenters whose lives demonstrated a vision of community and stewardship. We carry forward their tradition.

Don Zasada
July 2001

Additional Resources from The Food Project

French Fries and the Food System
A Year-Round Curriculum Connecting Youth with Farming and Food—From Seed to Market to Table

This agricultural curriculum features powerful, original lessons written and developed by The Food Project's growers and educators. Organized by seasons, the material teaches youth how to develop a deep understanding of and appreciation for the land and local food systems. Personal, first-hand stories of learning in the field complement each lesson and encour age further exploration. Lessons can be done both indoors and outside and can be easily adapted by instructors working in school-based plots, urban food lots, community gardens, rural farms, and environmental education programs.

Growing Together: A Guide for Building Inspired, Diverse and Productive Youth Communities

This resource book is designed for communities of all ages and in almost any field. Designed as a comprehensive, practical and lively guide, it shares The Food Project's three-part model which encourages all members of a community to grow together through meaningful work, shared standards, and interactive learning. The book describes the role of meaningful work within communities, outlines a complete process of establishing and maintaining shared standards within a community, offers over 100 exercises that bring learning, reflection and energy to any program, provides tips for facilitating groups, processing activities and building inclusion, and includes rich photographs and inspiring stories to complement the text.

Program Manuals

These manuals describe the nuts and bolts of running all areas of The Food Project, including: the Summer Program, the Academic Year Program, the Volunteer Program, the Alumni Program, Farmers' Markets, Rural Agriculture, Urban Agriculture and Management. All together, these describe in detail the implementation and management of The Food Project. These manuals will assist those who want to develop similar work in their own communities.

D.I.R.T.: The Next Generation

This video is the story of a diverse group of teenagers who break through their stereotypes about one another to become a close-knit community learning leadership, public speaking and farming skills. The 22-minute video is a glimpse into the spirit of The Food Project from the eyes, words and voices of the young people who have experienced the program. An ideal way to learn more about The Food Project, this youth-produced video will also serve as a spring board for discussion about a model that is thoughtfully and creatively challenging youth to build a better future for themselves and their communities.

Training and Consulting Services

The Food Project offers dynamic trainings and consulting around youth leadership, community building, youth-adult partnerships, organizational development, and mission-focused management practices. Workshops, mentoring, and site visits can be arranged to meet the needs of your organization, school or business.

Other Products:

T-Shirts

Mugs

For information on ordering these or any other publications by The Food Project, please contact us:

The Food Project
Attn: Publications Department
10 Lewis Street
Lincoln, MA 01773

phone: 781-259-8621
fax: 781-259-9659

www.thefoodproject.org
resources@thefoodproject.org

Table of Contents

List of Attachments

Introduction

- *Welcome*
- *History of the Program*

Welcome

Welcome to the Rural Grower's Manual. This manual is written to assist you, the Rural Grower, in managing the farm effectively while engaging the youth and volunteers of The Food Project in productive farm work. It is divided into four sections that will guide you through the specific areas of your work.

The first section of this manual, "Food Project Agriculture," describes the practices that reflect our belief in the proper stewardship to the land. The Food Project was started by Ward Cheney, who had been a farmer for fifteen years and who strongly believed in the importance of sustainable agriculture, service, learning, and social change. This section will help you understand the principles of sustainability that the The Food Project practices and promotes.

The second section of this manual, "Working with People and The Land," describes the systems that integrate a diverse labor force into a productive agriculture operation. Our farm combines education, service, and production. The farm is not solely a garden-based educational experience where young people and adult volunteers learn about the care of the land; on the other hand, it is also not only an operation that squeezes every ounce of sweat out of the labor force. Youth, volunteers, and others who come to the land are awakened by their time with us because they are experiencing, for the first time, the magic of being part of the food system on which they depend: they learn about what we do and why we do it, they work hard, and they reflect on their work. Often, the people who are busy swatting at insects as they enter the farm are the same people who rapidly dig the deepest for the potatoes and decide to come back for another workday. This section of the manual will teach you how to organize and inspire all those who come into contact with the land.

The third section of this manual, "Food Project Farm Systems," describes all of the farm planning and agricultural systems related to the farm. Because of the large size of our land, it is important to view it as a farm and not a garden. The section provides tools

that will assist you in organizing the everyday operations for which you are responsible. This section will provide a foundation for your effectiveness as a grower and educator.

The final section of this manual, "Evaluation," describes the evaluation formats that provide you with a framework for excellence. The Food Project is committed to improvement in all areas of the organization. At various points throughout the year you will be looking for feedback from stakeholders in the farm. This section will guide you in how to use that information to continually enact our vision and mission.

The power of this manual is to understand that The Food Project rural farm is able to reach its goals because of the people that we work with not in spite of them. Once the structures are in place, it is natural for people to connect with their experience at the farm.

There will be thousands of people impacted by your work and actions each year on the land. Use this manual to open their minds and bodies to a new relationship with themselves, their communities, and the earth!

History of the Program

Ward Cheney, who founded The Food Project, was also its first grower. Ward had a passion for land and growing food well. He saw farming as a way to address critical social and environmental issues. Most importantly, he felt working side by side on a farm would build bridges and friendships between people, stimulate learning for all involved, and bring people into intimate contact with the land.

In 1992, The Food Project's first growing season, 20,000 pounds of produce was grown on two acres of Massachusetts Audubon Society land in Lincoln. During that year, food was distributed to one Farmers' Market and six shelters. The staff included Ward, one full-time and one part-time employee, a consultant on youth development, three interns, twenty young people, and five hundred volunteers.

After three years at the Audubon site, the organization had outgrown the Drumlin Farm facility and was ready for a larger, more secure, land base. The Food Project applied for conservation land from the Lincoln Conservation Commission and received a five-year lease on four acres of land at the corner of Codman Road and Route 126 in Lincoln. Although this site had more usable land, the reality was that it was full of rocks and had fertility problems. At the same time that the land was acquired a new grower, Martha Boyd, was hired.

The Food Project grew on this land for a year and then asked Codman Farm to lease the adjacent four acres to The Food Project. After three years and many long days of rock picking, The Food Project was able to grow successfully on five of these eight acres. The youth programs had grown considerably by this time and Martha was instrumental in developing systems to manage the education and management of the youth who worked with us. In 1997, two tractors were purchased to help alleviate some of the labor pressure, and also to move towards an agricultural sustainability by eliminating the need to hire local farmers for some tasks. For instance, the farm had been hiring a neighbor to plow the fields in the spring and some of our early crops suffered because he understandably plowed his own land when the weather was good and then helped us if there was time left over. Often there was no time left over and the plowing was pushed to the next good day, perhaps two weeks later. Initially, the tractors were used for tillage, mowing and a little cultivation. Over the next few years, the tractors carried a much heavier load of the overall farm work.

When people have a connection
to the land--
they have hope in their lives.
-John Steinbeck

The purchase of the tractors moved the organization from thinking about the land as a large garden to thinking about the land as a farm. Planning the farm now entailed not only important human considerations, such as length of beds and size of pathways, but also designing the farm to incorporate mechanical seeding and cultivation.

In 1998, The Food Project received a five-year lease from the Lincoln Conservation Commission on a 21-acre plot at the corner of Baker Bridge Road and Route 126 in Lincoln. The organization gave up the property on Codman Road and moved all of its operations to

the new land. Fortunately, this was one of the most precious pieces of farmland in the town; it has respectable fertility, no rocks, and very sandy soil. It is on this land that the current methods and systems have been developed, as documented in this manual.

The Baker Bridge field has been farmed for over 100 years. Originally used to graze cows for a dairy operation, the land has also been used to grow hay, hemp, corn, winter squash, and pumpkins. We are the first farmers who have attempted to focus on growing a wide diversity of vegetables on the land.

In 2000, the Rural Grower worked with two Grower's Assistants, two youth agricultural interns, 600 volunteers, 60 summer program youth, and 16 academic year program youth to grow over 135,000 pounds of produce on 12.25 acres. Although the volume of activities has changed for the grower over the past ten years, the philosophy that guides the position has remained constant.

As the Rural Grower, you will manage the farm to produce food for people who are in need, and mentor those on the land to enrich their connection to the natural world and the food system. The land is the medium for education, relationship, work, community, and survival. The outcomes of The Food Project depend on your determination to give your full energies to this position. The Food Project lives through you.

Food Project Agriculture

- *Environmental Sustainability*
- *Social Sustainability*
- *Financial Sustainability*

The Food Project strives for a sustainable farm operation. Sustainability means keeping a true balance between production and renewal. It means working with and responding to nature in order to replace what we take away.

You will supervise three kinds of sustainability: environmental sustainability, social sustainability, and financial sustainability. The following sections consider each of these areas individually. The overall health of the farm depends on your striving for sustainability in all of these areas.

Environmental Sustainability

The Food Project is dependent on the land as the basis of our work and mission. Without it, the youth programs lack a medium for their experience, people lack access to healthy food, and we cannot model sustainable practices. It is your role to be aware of the long-term effects of your use of the land. Be responsive to nature as you make your decisions. The idea is not to simply take what we need from the land, but rather to work in cooperation with the natural world in order to direct and support the growth of agricultural crops. Your management practices need to reflect cooperation with nature instead of dominion over nature.

Soil Management

The soil at the Baker Bridge South Fields is characterized as a Merrimac Fine Sandy Loam. This type of soil has its advantages and disadvantages. Water escapes easily between the grains of sand, so this soil does not hold moisture well. This can be an advantage because the sandy soil thaws earlier in the year than moist clay, and you can begin working on the fields before most of the farmers in the area. Also, during a wet year, the porous soil distributes water through the soil and water does not pool on the surface, drowning plants.

On the other hand, the soil is challenging to work in a dry year. You need to irrigate more than other farmers because the water that you provide to the plants is rapidly lost as it moves down through the soil. Also, the soil is very light and so, if you don't keep it covered at all times with a vegetable or a cover crop, it is susceptible to extreme erosion. Finally, light sandy soil does not contain much organic matter and so you need to be strategic about how often you turn the soil because it increases the rate of organic matter decomposition.

Fertility Management

Honor the hands that harvest your crop.
-Dolores Huerta

When a farm grows and harvests crops, it interferes with the natural recycling process by removing nutrients and organic matter from the soil. Your aim is to imitate the natural recycling systems, as follows:

- Continue the soil-building program, feeding the soil microorganisms with organic residues, recycling nutrients, and improving the water retention of the sandy loam soil.
- Build up the soil fertility through the use of crop rotations, cover crops, composting, and organic fertilizers.

The soil will be healthy if it is well cultivated, has a high level of microbial life, and maintains a good balance of plant minerals and nutrients.

When the soil is healthy, the plants will be stronger and less prone to disease and pest problems. Soil health is the main factor in the overall quality and yield of your produce. Proper management of soil fertility will allow you to grow a high volume of food and build up the health of the soil over time.

Tillage and Weed Management

Excessive tillage and cultivation causes extreme loss of organic matter, decreases soil tilth, and increases compaction and erosion. To reduce excessive tillage and cultivation,

- Minimize the number of times that any implement runs through the soil. Do not use any implement more than three times in any field.

- Avoid use of any deep tillage tool, such as a chisel plow, since it will open up even more channels for water to drain out of the soil.

- Time cover crops plantings to reduce the number of trips over the field that are necessary for their integration into the soil.

- Before you enter a field with a tractor, check the soil and avoid working a field that is too wet or too dry. Tillage and cultivation of these fields destroys the soil structure.

You have a large labor force on the farm. Weed control management should include both manual and machine labor. Develop a weed control program based on the moisture of the soil and the available labor.

During the spring, make use of the multiple cultivation tools to control the weed population. Ninety percent of the weeds should be controlled through stale bedding techniques when the weeds are less than an inch tall. The cultivation should happen in the morning of a sunny day so that the weeds that you turn up will succumb to the heat and not be able to reroot. Your diligence during this early time of the agricultural season will save you hundreds of hours of work later in the year. As the season progresses, the youth become the primary means of reducing the weeds that are present.

Insect and Plant Disease Management

At The Food Project, we view insect and pest management from a holistic point of view. The most important method of controlling pests and diseases on the farm is to build a healthy soil. After building healthy soil you need to work on creating a diverse farm ecosystem. Mono cropping is a sure way to eventually attract a problem that may wipe out your entire farm. We control insects in these ways:

1. We grow over forty-five types of vegetables on the farm and thus reduce the damage from any specific pest or disease.

2. We release beneficial insects that feed on insects that are harmful to the crops.

3. We plant buffer zones that attract certain beneficial insects.

Every day, walk around the land and monitor the growth of the vegetation, taking careful note of areas where there is damage. Put up physical barriers to prevent crop damage immediately after planting; for example, use row covers and electric fencing.
Try all other methods, including manual removal of individual insects before resorting to biological or botanical controls. When absolutely necessary, use Rotenone and forms of Bacillus thuringiensis; these are consistent with our practices. Don't spray any synthetically created pesticide, herbicide, or insecticide on the farm.

Seeds

In order to produce high quality vegetables, begin with top quality seeds. Order non-treated seeds whenever they are available. If you find a seed you want that is only offered as a treated seed, try to find similar variety whose seeds are offered as non-treated. Although the treated seeds will have more successful germination, the residue is toxic to the soil and humans. Never order any seeds that contain genetically modified organisms. These types of seeds are highly experimental and could significantly damage the global seed stock.

Social Sustainability

The farm needs to be a place of enrichment for the staff. It is common on farms for the stress of the work to create an unhealthy environment where the product becomes much more important that the process. Careful planning on your part will help alleviate pressure at the most demanding times of the season and structure important opportunities for renewal. Model a healthy workplace schedule to give yourself the social interactions, vacations, and community that will allow you to support the excellence of the farm.

The people on the farm need to work in a sustainable fashion in order to maintain the long-term health of the organization. If you work seventy-hour weeks from February through November you will not do your job well. As the rural agriculture manager, you have tremendous responsibilities; set up structures on the farm that allow you to fully carry out these responsibilities. No one on the farm can work at their full ability if they are physically, mentally, and emotionally drained.

Create a socially sustainable environment so that your job is not a fight against the land, the shareholders, the program staff, the agriculture staff, the organization, or yourself. The Food Project depends on your ability to inspire and motivate everyone about integrating agriculture with youth, service, and education. Be fully present every day that you come to work; organize the farm so that it gives you strength instead of taking it away.

Building Community as a Team

Arrange to have time alone with the agricultural staff at the beginning of the season. During the months of April and May you need to develop a rapport with the agricultural staff. Although volunteers will be on the farm every Tuesday, Thursday, and Saturday of these months, use the other days to build community as a team.

Develop a lunch rotation schedule in which each member of the agricultural team takes a turn preparing lunch. In sharing a meal every day, often incorporating produce from the farm, the team celebrates its collective hard work and unites around the creative cooking of each individual. Lunches build an appreciation for each other and focus attention to the produce that we grow.

Public Interaction

An important aspect of social sustainability is contact with people who give you energy. Our youth programs, volunteer program, Farmers' Market, CSA, and shelter drop-offs all allow the agriculture staff to interact with people affiliated with The Food Project. These people give you energy to do your job because they often speak with appreciation for your efforts and open up new perspectives on the farm operation. Organize your schedule so that you don't lose your link to the people who are affected by the farm.

Hours and Vacation

Farming is not a forty-hour-a-week job. Don't look at the Rural Grower's position as a normal job where you will punch in and punch out. You are a farmer and have seasonal demands that require you to work long hours at certain times of the year. For instance, you have to harvest early in the morning so that your crops will not wilt in the midday sun. However, with advanced thought and careful organizing you can reduce the amount of time that you need to be on the farm.

The season on the farm is long and demanding; take proactive steps to allow the Grower's Assistants to get the most out of their experience with The Food Project. Don't burn out your Grower's Assistants early in the year. Make sure that you keep the assistants to a light schedule in the first few months so their bodies and minds can slowly get accustomed to work on the farm. Require them to take a three-day weekend in the springtime. This will allow them to rejuvenate themselves and they will be excited to come back to the farm. As you move into harvest season you can increase their hours (see Attachment 1: Grower's Assistants Hours). In August, they are usually ready for some time off again as they begin to think about what they want to do in the next farming season. Require that they take a week off during the summer (from July through August). Although there are certain challenges in not having your assistants on the farm, the benefits of the vacations far outweigh any losses.

Attachment 1

You also need to take a weekend off in the spring and a week off in the summer. Do this to give yourself a break and also to allow the Grower's Assistants the opportunity to take care of the farm while you are gone. The farm is presently structured so that you only need to work six days a week during the months of April, May, June, and September.

It is hard to find the balance between working too many hours and burning yourself out on one hand, and trying to limit your hours and no longer being in touch with all of the aspects of the farm on the other. Work on finding the sustainability point that works for you.

Financial Sustainability

In order for the farm to exist long into the future, it needs to be able to turn a profit.

The Food Project generates revenue through several streams including the produce that we sell, receives public and private donations, and has public and private grants. It is difficult to raise money for the rural agriculture part of our organization; it is much easier to find sources to fund our urban agriculture lots. Rural agriculture

has been around a long time, and it is far less visible than urban agriculture. Because of this, the rural farm must generate enough revenue to cover its expenses. If the rural farm is a continual financial drain on The Food Project, it will eventually have serious organizational consequences and it will reduce the validity of the work that is done.

The pressure to cover our costs has positive effects; if we didn't need to cover our costs, it would not matter how well we grow vegetables. The push to be financially sustainable forces us to focus on efficiency and quality. One of the primary reasons that we began the current Community Supported Agriculture project in 1999 was to find a market in which we could earn a significant amount of money. This has been our answer to financial sustainability for the future. It is also the type of distribution that demands a consistent supply of high quality vegetables. The rigor that is involved in providing produce in this manner helps give structure and reason to the experience of the youth and volunteers who come to the farm. They realize that not only are they growing food for shelters, but they are also providing food to people who are financially supporting the mission and work of the organization.

To harvest in sun
is to become
part of the land.
To live on the
tough sweet quiet land
is to share the wind.
-Peter Tully, Summer Youth Program Crew Worker, 2000

Working with People and the Land

- *Grower's Assistants*
- *Staff Members*
- *Summer Youth Program Participants*
- *Academic Year Program Participants*
- *Agriculture Interns*
- *Volunteers*

The farm includes the land, the environment, and the people. The most challenging and invigorating aspect of the grower's role is how to successfully address the agricultural demands of the farm while integrating a diverse labor force into the work. Think of the two demands as priorities of the same importance. It is as important to provide shelters with food, as it is to educate a Summer Youth Program participant on the food system. The power of our organization is the dance between program and production.

The processing of the experience after work only makes sense if we have given ourselves to the experience of working hard together in the fields. If we don't set up the conditions for people to work hard on the farm, or if we don't provide them with the tools to process their experience we have not provided them with the magical experience that is The Food Project. The relationship between agricultural staff, who may not fully understand the program hopes and demands, and program staff, who may not understand all the agricultural needs, is the major conflict with many agricultural education organizations. Lack of staffing or inability to effectively communicate needs often leads to angry, overworked growers and irritated, under-appreciated volunteer coordinators.

You, as the grower, need to be excited about creating work systems that are geared for many people. You should be in full control of this work system. Anyone who brings people to the farm needs to check with you in advance about the current agricultural requirements. The farm is not a recreational area where people are brought simply because it seems like a good idea. Individuals and groups come to the farm because there is real work that needs to be done and the production goals cannot be reached without their help.

During the season, be in constant communication with the program staff to insure that everyone is holding the two priorities – program and production – equally. It is only natural for the balance to shift in the midst of a hectic summer day when the harvests are rolling in and the programming workshops always seem to take more time.

For example, towards the scheduled end of a summer program workshop, the program coordinator once told the grower that the groups of young people were having some profound insights into their summer experience and needed more time to allow all of the participants to share these insights. The two then agreed that the workshop could continue for another half hour, thus delaying the work block that followed, but that the following day the work block would start a half hour earlier, thus increasing the work block for the next day. Approaches like this have often worked because both individuals followed through on their commitments and promises.

Grower's Assistants

The Food Project is committed to training future farmers. The Grower's Assistant position was created in 1996 to assist with the agricultural and programming responsibilities of the grower and also to train individuals in farming. There was only one Grower's Assistant per season until the 1999 season when the number of Grower's Assistants was increased to two.

The responsibilities of the Grower's Assistant include general farm duties and also some tasks in which they take leadership (see Attachment 2: Grower's Assistant Job Description). Specifically, one of the Grower's Assistants is the key implementer of the summer agricultural curriculum, while the other is in charge of the shelter contact and deliveries (see *French Fries and the Food System*).

Attachment 2

Hiring

Every year, you will manage a new agricultural team of Grower's Assistants that need to go through an orientation to The Food Project. Your time is always limited as a grower because of the many demands of the position. Your most important decision will be who makes up this team. You must be continually recruiting qualified applicants for the next season. These team members assist you in pushing the farm to excellence.

Attachment 3

The Grower's Assistant is a seasonal full time position. Most people who apply for the job are in their early twenties and have not had many other work experiences. It is crucial to take the time to extensively interview all candidates. There is a process that has been used to interview Grower's Assistants (see Attachment 3: Grower's Assistant Hiring Process).

As with many other positions within the organization it is important that you "hire for fit and train for skill". Don't hire individuals who have all sorts of agricultural experience yet will burden the farm with attitude problems. Although you will have a smooth first couple of weeks and get a lot of work done, you will spend half of the season managing their experience. Instead, look for energetic people who are excited with the mission of the organization and have some experience working hard (for example, waiter or outdoor educator). These people will manage their own experience, push the organization with passion, and allow you to give your time and energy to the other demands of the farm.

We come and go
but the land is always here
and the people
who love and understand it
are the people to whom
it belongs for a little while.
-Willa Cather

In the 2000 season, Courtney and Danielle were hired as Grower's Assistants. Both had some agriculture experience prior to The Food Project, but neither had worked for a full season on a farm at our scale. Of the twenty people who had applied for the positions these two stood out because they were both passionate for the mission and were able to express that during their interviews, both had worked in jobs requiring intense manual labor, both worked hard on the farm during their interview, and both expressed positive attitudes when faced with challenging situations. They fit with the organization and the position. Furthermore, one of them derived energy from being with people and encouraged them to open up, while the other was more thoughtful and introverted. Since both were extremely mature and dependable, they molded into an ideal Grower's Assistants' team.

Straight Talk

During the season you will give Straight Talk to the Grower's Assistants. Straight Talk is a structured communication process used throughout the organization and detailed in *Growing Together*. This is a wonderful opportunity to share regularly with your key staff how they are working towards excellence. You will give daily

feedback on how they are performing their various agricultural duties. However, Straight Talk also allows the three of you as a team to assess your status and suggest ideas for supporting each other. Straight Talk is an important management tool; it can break down barriers of communication and allow you to appreciate each other in new ways. Use it!

Although direct communication is tough for everyone it seems especially challenging for farmers because they are often drawn to agriculture for its romantic independence and time alone with nature. Straight Talk gives you a solution. It is important to keep the focus of Straight Talk on the work relationship and what are the positives and deltas in trying to bring excellence to your mutual work. In 1998 the new grower had a Straight Talk session with the Grower's Assistant who had been with the organization for a few years. There was a lot of unspoken mutual admiration; yet neither was good at communicating the positives of the work and both focused on what could be improved around the farm. During a Straight Talk session, a specific space is created to share the positives. In doing so, they found a connection to each other and the work that moved their collective labor to a new level of mutual respect and quality.

Training

You have a responsibility to provide the Grower's Assistants with agricultural training. There is time to work with and train them in the spring, but in the summer the Grower's Assistants will not have a lot of time to be working on the land as their farm, distribution, and people management responsibilities take over. Throughout the season, you should try to take every opportunity to advance the skills of the Grower's Assistants, since they will in turn be sharing that information with everyone who comes to the farm.

In 1998 the Rural Grower helped create the Eastern Massachusetts CRAFT (Collaborative Regional Apprentice Farm Training) program. It is a group of farms that meet once every two weeks to receive a farm tour and hear a talk related to a specialty of that specific farm. The Grower's Assistants are not required to attend all of the sessions; however, they are strongly advised to go since this program was created for their benefit.

At the conclusion of the season, evaluate the year with the Grower's Assistants to solicit specific suggestions on how the various systems on the farm can be improved. You will also distribute an individual Grower's Assistant self-evaluation form to each of them so that they can report what they learned from the farm. (See Attachment 4: Grower's Assistant Self-Evaluation.)

Attachment 4

Here are guidelines for working with the Grower's Assistants:

- You can only teach about what you do on your farm. In order to provide a well-rounded agricul-tural education, maintain participation in the CRAFT program. This training will provide insight into other options in the agriculture field and also give the Grower's Assistants a community of like-minded individu als who are at the same level of learning.

- Be open with information about the farm. The Grower's Assistants need to be able to see all of the farm planning and budgets if they are going to get a realistic idea of how to man age an agricultural operation.

- Take a week of vacation at some point during the summer. The best way for the Grower's Assistants to understand what it is like to run a farm is to be in charge for a week. Make sure that you have prepared both them and the farm for your vacation because your intention is to support them in their success not set them up for failure. Choose your week of vacation strategi cally so that any problem that may arise while you are away will not jeopardize the farm or the organization.

- The first day that the Grower's Assistants start in the spring time, put them on a tractor. Driving a tractor is a dream for most people who desire to learn how to farm. Often, tractor driving is only done by the agriculture manager and sets up a strong hierarchical division on the farm. In the past, when a new Grower's Assistant learns to drive a tractor on the first day of work they feel a strong sense of empowerment. Don't teach them any advanced cultivation techniques on the first day, just teach them how to drive the tractors and let them drive around the farm on the various roadways.

Staff Members

Most of the staff members are attracted to The Food Project because of its relationship to the land. Since the majority of the employees work in the office, away from the land, it is up to you to provide them with opportunities to connect with agriculture. You experi-ence the seasonal changes on the farm that can link the office staff to the work that they are doing. Talk about watching nature and how

it changes throughout the year. Their performance will be enhanced if you share your experience of agriculture with them.

Land Rituals

The Food Project is land-based and is strongly influenced by the agriculture cycle. Twice a year, when the farm opens in the spring and when it closes in the fall, it is important to celebrate land rituals. These rituals ground staff in their work and connect them to the changes on the land.

SPRING LAND RITUAL

The spring ritual looks forward to the coming season. Its program is:

1. Read a quote on change, possibilities, or hope.
2. Give a short talk on the present status of the farm and the changes that will be taking place over the next few months.
3. Ask the staff to walk around the farm separately, contemplating the areas of change, possibility, and hope that they see in their present work.
4. Come back together after fifteen minutes to share some of the thoughts.
5. Repeat the quote from Step 1.

FALL LAND RITUAL

The fall ritual focuses on the bounty of the past season. Its program is:

1. Read a quote on change, gratitude, or thanksgiving.
2. Give a short talk on the present status of the farm; the changes that have taken place over the last few months, and what will happen in the next few months.
3. Ask the staff to walk around the farm separately, contemplating the areas of change gratitude, and thanksgiving.
4. Come back together after fifteen minutes to share some of the thoughts.
5. Repeat the quote from Step 1.

Other staff may enjoy creating a farm ritual, and it may further connect them to the land and mission. If this is of interest, support that person in linking the ritual to the current status of the land.

Work Days

Every year when staff members are asked to recall their favorite experiences of work, they mention staff workdays. In the spring and the fall, half-days are planned when staff come out to the farm to assist with agricultural tasks. It is important that these experiences are highly structured so that people who don't normally con-

nect with each other will have the opportunity to work together on a manual project. Ideally, the work should be planned so that the entire staff is on the same job. The task of the day could be highly symbolic of the goals of the organization. It is up to you, as always, to manage both the pace of the work and the constructive interactions that make the staff workdays so important.

In the fall of 1999, two office staff had a wonderful day working out on the farm during a staff workday. They asked the grower if there would be an opportunity to help out in the following spring on a weekly basis. At the time there happened to be a highly public area near the entrance to the farm that was overgrown with weeds and grass. The agricultural staff had hoped to someday convert the area to a flower garden but other priorities always seemed to get in the way. When this idea was proposed to the two office staff they became excited at the opportunity and were each able to set aside four hours a week for the project. The grower then gave them a small budget and the highly motivated office staff ordered the necessary bulbs and seeds. Through lots of sweat and hard work they turned the area into a beautiful perennial flower area. This relationship assisted the farm by providing a pleasing entrance, and benefited the office staff by connecting them to agriculture. The time that was spent on the farm was more than compensated through increased efficiency and energy in the office due to connection with the land.

Learning Lunches

In the winter, The Food Project organizes "learning lunches" where various staff share their experience on a subject related to their work. This is an opportunity to communicate with your co-workers about specific issues pertaining to agriculture. In the past, learning lunches have included discussions on the philosophy of the Community Supported Agriculture (CSA) program, the current status of organic certification, hearing about the grower's visit to see Cuban agriculture, and animals on the farm. All Food Project staff love to talk and learn about agriculture. Your work in the summer will be aided by sharing with the staff in the winter. Don't miss the opportunity to connect staff with your work.

Food Rituals

You are the connection between the staff and their food. People are conditioned to think that produce is grown at the supermarket and

don't realize that everything that is eaten has a story. During the retreats at The Food Project you are in charge of the rituals that surround the food. Make sure you take the time to tell the story of one of the dishes from seed to the table. Try to pick one that was grown on the farm and describe how it was seeded, germinated, weeded, watered, harvested, washed, and prepared for the table. (See Attachment 5: Ritual for Formal Dinner.)

Attachment 5

Summer Youth Program Participants

The Food Project Summer Youth Program is the largest in the organization. From the beginning, this program has strongly influenced the structure of the farm in its size, impact, and demands. The Food Project hires sixty young people for its seven-week Summer Youth Program, which includes, among other things, leadership training, work on the land, community service, environmental education, and personal development. The participants grow organic produce on our farm in Lincoln and in our urban gardens in Roxbury and Dorchester. They are divided into crews of ten—eight young people, an assistant crew leader and a crew leader.

Managing Young People

Having young people serve, learn about self and others, and connect with the land are the defining goals for the programs at The Food Project. Every year you will manage the work of hundreds of young people. The organization believes in the potential of everyone. If structures are in place, young people will continually exceed all expectations.

It is important to provide real, meaningful work. The Food Project does not make up work for the purpose of keeping people on the farm. The art of farming is to think creatively into the future about agricultural needs. When faced with a situation where you believe that there are just too many people on the farm, think about how a routine task such as transplanting broccoli could be done differently to arrive at a result that better exemplifies excellence. For instance, instead of simply putting the plants into the ground, challenge them to focus on the depth of planting, the exact distance between the plants, and have some of the group walk behind the others to double check for quality.

You are also managing a production farm and everyone who works on the farm needs to push the pace of work so that all the goals will be achieved. There is an ebb and flow of labor during the season, yet the rigor of the work must remain constant while the depth of the task can change depending on the situation. For instance, you can have different-sized groups weed the winter squash field. One day there may be five volunteers working on taking out the largest weeds from the field. Two days later, with a volunteer group of twenty people, you can go back to the same field and ask them to pull out every single weed. The rigor for both groups will be the same, but the depth of the task is changed because of the amount of labor available.

You need to motivate people with the understanding that without their full efforts, The Food Project would not be able to fulfill its promises to provide food to people who don't currently have access to it under our present food system. If young people view the farm as a summer camp where the work is secondary, the validity of the mission of organization has been compromised. It is your responsibility to share with people the importance of their work.

Ward Cheney often spoke of "end of the row" agricultural education. This refers to a method of teaching that is participatory, interactive, and is part of naturally working together. By "end of the row", Ward literally meant teaching agriculture at the end of the vegetable row in the field instead of teaching about agriculture under the program tent. Instead of formal lessons next to a flip chart, the grower is in constant communication with young people as they work. In the moment, the grower shares the wonder of agriculture. In this way, young people understand the work that they are doing and how it intersects with the overall functions of the farm. You need to look for opportunities as you visit the groups that are working on the land and help them understand the context for their work both agriculturally and how it fits into the food system.

The grower inspires young people to test their limits in a new environment. Most of the young people who come to the land have never seen a farm before. Farm work is basically physical and it has no prejudice with regards to race or gender. As an African-American visitor once commented, "the beauty of farming is that the

plants don't care what color your skin is." This type of work will challenge and connect young people in ways that they have never before experienced. As the grower, organize the farm so that the young people can approach each task understanding the equality of each individual member of the crew.

Scheduling

The schedule of the young people during the Summer Youth Program is divided between fieldwork and various youth development workshops (see Attachment 6: Lincoln Summer Youth Program Schedule).

Attachment 6

Every morning, before the arrival of the other programming staff, meet with the Program Coordinator to review the schedule of the day. Use this time to express special needs of the day. For instance, you might mention that the young people have been particularly inefficient and slow in their recent work. You could ask the coordinator to allow you extra time at the beginning of the day to address the situation. Or, you could ask that after lunch the young people play a specific game that highlights the importance of efficiency.

The Summer Youth Program staff includes a year-round coordinator, seasonal site supervisors, crew leaders, assistant crew leaders and crew workers. Crews are divided into groups of ten, each having eight crew members, one assistant crew leader, who is a past participant, and one crew leader, who is usually a college student. The site supervisor leads the workshops and manages the logistics of the young people. The Summer Youth Program Coordinator supervises the entire program.

Leader Training Week

The week before the start of the Summer Youth Program there is a crew leader-training week. Crew leaders are your connection to the youth participants. They are with the young people every moment during the summer and supervise their fieldwork as well as help facilitate the youth development workshops. Use the work blocks of leader training week to instruct the leaders on how to manage their crews. This instruction should be intensive. Educate them on the basics of crew efficiency and test them later in the week by asking them to lead a specific work task. (See Attachment 7: Leader

Attachment 7

Attachment 8 Training Week Schedule, Attachment 8: Crew Leader Agricultural Responsibilities.) Make sure that you process the experience with all of the crew leaders so that they can all hear suggestions on how to improve their leadership style.

Every week during the summer, meet with the crew leaders to give them input on both their crews and their management of the crews. Specifically, use the first few weeks to share your standards for the work on the farm. If the crew leaders are not aware of your speed expectations they may continue to harvest slowly because they have never known anything different. The best way to teach about pace is to demonstrate the expected speed working side by side during leader training. Communicate your agricultural needs early in the program. Once the crew leaders clearly understand what you expect of their work, they will often lead their crews to exceed your hopes. A game that is used with the young people specifically for this purpose is called "Jump Higher" (see *Growing Together*).

During the Summer Youth Program, you will walk around the land with the crew leaders and speak with them about the work that needs to be done for the day. The farm is divided into different fields that pertain to each group per week. At the end of the week, the crews rotate so that by the end of the seven weeks they will have worked on all of the fields of the farm.

Daily Task Lists

During your morning walks with the crew leaders, either present them with a prepared list of jobs that need to be done on their specific fields and instruct them on how to complete the tasks, or ask to see their lists and help them prioritize the work that they believe needs to be done. One of the major challenges is finding opportunities for the youth participants to actually take ownership of their fields. Depending on the week of the program and the day of the week, it is important to ask the crews to write up lists of what they believe are the top agricultural jobs that need to be done on the fields in which they are working. This gives them a sense of purpose in their work instead of just completing a task that someone else gives them. The challenge for the grower is to provide the young people with enough support so that they can make informed decisions based on the overall needs of the farm. Since the agricul-

tural season is over seven months long and the Summer Program young people are only on the farm for seven weeks, it is important that a well-intentioned, uninformed decision by a young person doesn't cause an entire shift in your farm plan.

The summer of 1999 was tough for growing carrots. A long drought made germination practically impossible without the help of irrigation. Because of this, the grower decided to plant a few safety beds of carrots in the brassica field in case there were problems with the irrigation system. The carrots, which were located between broccoli beds, were seeded and quickly irrigated. After two weeks of special care the carrots had just started to emerge and it looked as though the germination was finally perfect. It was at this time that a crew leader came to the grower one morning and shared her crew's desire to hoe the entire brassica field. After a careful discussion about the carrots, the crew leader went out to the field later that morning to clean the field. During the work session a few of crewmembers decided that it was too late in the season and that the carrots would never grow to maturity by the frost. So, they proceeded to hoe the entire two beds of carrots into the soil. Twelve hundred pounds of carrots that were going to be donated to shelters were gone. The next day the grower had a long talk with the crew about informed and uninformed decision making on the farm and the various implications.

These procedures will enhance the success of young people in taking an active role in their work:

- Make sure that the young people are familiar with the vegetables that are in the field. Have a discussion on Monday about the specific needs of the crops and together develop an overall game plan for the week.

- Half an hour before the end of the workday, the assistant crew leader should walk the field with a few crewmembers to discuss the priorities for the following day. They should then give the list to the crew leader.

- During the morning walk with the crew leader on the next day, discuss the list with the crew leader and give feedback on the work priorities. The crew leader should then adjust the list and share the reasoning with the crew when they arrive.

- In the first weeks of the Summer Youth Program the young people are just getting accustomed to the farm. So wait until

the third or fourth week before encouraging them to write up task lists. The task lists are an opportunity to stretch the knowledge and agricultural judgment of the young people. Initially, walk the fields early in the morning and write detailed lists that give the young people an example of how to clearly communicate the tasks that need to be done for the day.

Having the young people write task lists takes a lot of management time. It is much quicker to write a list and present it to the crew leaders in the morning than to maintain a dialogue of the priority for each field. You need to weigh many factors in deciding when and how to begin to have the young people decide what work they will accomplish. Don't put yourself in a situation where you don't know what is happening agriculturally on the farm. However, a key learning opportunity of the summer program occurs when the young people begin to "own" the farm. Have all of your agricultural systems in place so you can give this the time that it needs.

Morning Meetings

When the summer program participants arrive in the morning, there is a short morning meeting with everyone to talk over the day's schedule and logistics. It is a valuable time for you to motivate the young people or comment on a particular agricultural situation on the farm. On the morning of a big harvest day, you need to connect everyone with those who will be served by all of their hard work. Or, if you see that people have not been using the stirrup hoes properly, you can take a few minutes to teach the correct techniques. Often the young people arrive to the farm tired from a late night or from a long commuter train ride. It is your responsibility to motivate them and share with them how their efforts benefit thousands in the Boston area.

The major topics of your motivational sharings with the summer program participants can be divided into three areas: Support, Challenge, and Vision. These build on one another and each one makes sense only in the context of the other two.

- **Support.** Most young people have never worked on a farm. Help them feel comfortable in their new environment. Teach them methods that will allow them to successfully accomplish all agricultural tasks that are asked of them during the summer. During the first week of the summer program, set up stations that will demonstrate the proper techniques for each of the

basic tasks on the farm (see Attachment 9: Weeding Techniques, Attachment 10: Weeding Station Training). Throughout the summer program, recognize days when you need to reiterate the trainings and present advanced tips on how to achieve the desired results.

Attachment 9
Attachment 10

- **Challenge.** Farming is not easy work. During the 1999 season, the first three days of the summer program the temperature reached 103 degrees. In that week, the young people were working in the fields every day for at least five hours. This is the first job for most of the young people in the summer program and although the tasks are clear, it takes a great deal of effort to accomplish them. Many young people comment at the conclusion of the summer that they had no idea at the beginning of how hard they could work. Understand each person's limits, but also demand that everyone works as hard as they can. Take advantage of the morning as a time to inspire the young people to exceed their expectations.

- **Vision.** The Food Project farms with a purpose. The majority of the produce is distributed in shelters, food pantries, and to low-income farmer's markets. People in these communities would not have convenient or affordable access to local organic vegetables if we did not grow it for them. Every Wednesday during the summer program, the participants volunteer at one of the shelters that receive our produce. If the young people think that all they are doing on the farm is working for you, there is a disconnect in their experience. Ask them to share with you stories about working in the shelters. Remind them that they were preparing the food that they had harvested the previous day. Let them know how all of their hard work is making a difference in the lives of thousands of families in the Boston area. Use the time in the morning to link the work with the reason for the work.

After the morning meeting, the young people break into their crews and begin fieldwork. This is a valuable time to visit the groups and assist in their tasks. Take advantage of these opportunities to share and educate as you work along side the young people. Make sure to model speed, accuracy, efficiency, and hard work since everyone on the farm follows your lead. If all you do is walk around the farm and talk on your cellular phone, you can't expect a stellar work force! Since you are moving from group to group you can relax a bit as you change fields. But once you arrive to the new crew, focus your energy to motivate the young people.

What I hear, I forget.
What I see I remember.
What I do, I know.
Chinese proverb

On Mondays, each group is taken out of fieldwork for an hour to participate in an agricultural lesson. The curriculum is interactive and most lessons take place in the fields. It is important that the

crew leaders and the assistant crew leaders are active participants in the lessons to assist the agricultural staff.

Harvest Days

Attachment 11
Attachment 12

Harvests on the farm take place on Tuesdays and Thursdays. On these days, one crew works with one of the Grower's Assistants at the wash station (see Attachment 11: Wash Station Checklist, Attachment 12: Wash Station Configuration). It is essential that the entire harvest be completed by 12:30 PM so that it can be distributed to various locations in the afternoon. If the harvest is not completed by 12:30 PM, all young people will have to skip lunch until it is finished. You need to encourage the harvesting and washing crews to assist them in meeting the time limit. When the young people are working at an average speed the harvest is in by 11:30 AM.

After lunch on the harvest days, speak to the young people about their performance and give them a rating for the day. The scale is from one to ten, with one representing horrible work, five average work, and ten that a family farmer running an excellent operation on a tight budget would hire them. Also, the Grower's Assistant should give a rating to the crew that worked at the wash station. Inevitably, the first couple of weeks the crews are around average and steadily improving. Usually, there will be one or two weeks in the middle of the summer when the crews lose focus and their work suffers. This is when you need to be clear and honest in giving the harvest ratings. If you don't comment on poor work performance, it will continue. Historically, after the difficult middle weeks, the work sharply improves and the last few weeks are outstanding. Use the ratings to teach and motivate the young people on how the quality of their work compares to that on other farms.

Now I know the secret of making
the best persons;
It is to grow in the open air and to eat
and sleep with the earth.
-Walt Whitman

Lunch And Recreation Days

There are opportunities for you to share with young people in the Summer Youth Program outside of the agriculture work. Lunch is a great time to talk to young people about some of the issues in their lives. Recreation days allow you to be playful with each other away from the farm.

Farm Task Management

Managing the young people in the summer program is an art. You are a conductor who gracefully and at times forcefully directs the work in each area of the farm. The crew leaders act as the heads of their instrument sections. They assist you in coaching and supporting each member of the summer program to give their best performance possible. Just as musicians work within the structures of scales, melodies, and harmonies; you present the young people with guidelines that direct them to most effectively find the power that is within them to contribute to the farm. At its best, the land sings as the crews work. The following sections will provide the tools that teach you how to start an agricultural symphony.

LONG TERM FARM PLANNING

During the Summer Youth Program, plan your farm labor needs at least two weeks into the future. Assign priorities to tasks:

1. Tasks that must be done.
2. Tasks that increase the quality of the produce that we grow.
3. Tasks that improve the overall status of the agricultural operation.

Coach the young people on these priorities; focus them on what must be done, but inspire them to go on to tasks of lower priority when time permits.

Be aware of the abilities and preferences of each crew. Each crew has its own personality and excels at different types of work. Some would rather hand weed a greens field while others would rather hoe a field of winter squash.

Teach the young people the importance of each task on the farm. It is crucial that each young person be open to doing whatever job brings excellence to the farm. Share with them stories that illustrate this point. Here is an example:

Once two masons were working together on a project. A man walked by and wondered what they were doing. When asked, the first mason replied, "I'm just laying bricks." When the second mason was asked the same question, she replied, "I'm building the most beautiful building in the world."

I've come to think of the land as a common starting place, where everyone is equal. The land and fieldwork are where my crew and the entire program come together. No matter where you are from, or who you are, all of the workers are expected to give their all and work hard in the field.

-Lydia Hawkins, Summer Youth Program Assistant Crew Leader, 2000

Instill in each young person the fact that even the smallest jobs on the farm are essential. Each miniscule task forms a piece of The Food Project. For instance, the weeding of carrots is a small repetitive task that needs to be done two to four times each seeding. However, if this small task is done faithfully the carrots will have a high yield and the farm will be able to give the shelters thousands of pounds of carrots. If the produce is handled and washed well, it will sell at the market. This will generate more revenue for The Food Project and allow the organization to continue to expand its work.

OVER THE TOP TASK

Every summer, organize a project that requires a large amount of time and effort. This is your "over the top" job. It should be an enormous undertaking that, on another farm, they would hire a machine or an excavation crew to accomplish. For The Food Project, it can be an opportunity to build crew unity, to save the organization money, to show the young people some of the other issues involved in agriculture, to act as an important labor source, and to move the overall farm toward excellence.

In 1999 the farm needed to extend an irrigation line to an additional field. The grower decided to use this agricultural situation as the "over the top" job for the year. During the seven weeks of the summer program, all of the youth crews and the youth agricultural interns rotated through the job. By the end of the summer, they had dug a 250-foot long, four-foot deep trench, laid the irrigation line, and covered it with soil. They had to work together, with one young person at a time taking a leadership position. The farm could have rented a trench-digging machine for $700.00 and completed the job in one day. However, the goal was not simply to put an irrigation line in the ground but to provide a medium for youth development while also advancing the quality of our agricultural operation. "Digging the irrigation trench was a hard project, but I'm glad we got it done because it will be there long after I'm gone," said John DaVeiga, a 1999 Agricultural Intern.

CREW ROTATIONS

Divide the fields into blocks and then assign each crew to a different block (see Attachment 13: SYP Crew Blocks). The following week,

Attachment 13

the crews rotate into a new block. When you divide the fields for the weekly crew rotations, make sure that each block encompasses fields that offer different tasks. In the past, each block included three or four fields. If all the fields within a given block include only one type of vegetable, then the work for the crew in that block will be monotonous. For example, organize the blocks so that they include a winter squash field, a brassica field, and a greens field. In this way, the various crop needs will provide the young people that are working in this block with a variety of jobs.

Morale is when your hands and feet keep on working when your head says it can't be done.
-Admiral Ben Morrell

Alter the specific tasks that you give each group. No one likes to do the same thing day after day in the heat of the summer. However, crews are more efficient when they have learned to do a job well. Use this efficiency to avoid the inevitable loss of enthusiasm that comes from working on a task for a long period of time. Before the crew loses energy, be proactive and have another task ready that will challenge them.

EQUIPMENT USAGE

Allow the young people to feel ownership over the hand tools that they use for the summer. Use the crew tool list to find out how many tools are designated to each crew (see Attachment 14: SYP Crew Tool List, Attachment 15: Crew Tool Inventory). Separate the tools that belong to a specific crew and wrap tape around the handles. Use a different color tape for each crew. Place the tools in separate areas of the tool shed that are designated for that crew. On the first day of the Summer Youth Program, the crews sign a sheet listing the tools that they have been given for the summer. During the final week of the program, do an inventory of the tools to determine if any have been lost or damaged through neglect. If so, the crew that was given that tool will have to pay for its replacement. This process encourages the crews to take better care of their tools.

Attachment 14
Attachment 15

EFFICIENCY TECHNIQUES

Here are ways the Crew Leader and Assistant Crew Leader can lead their crew to greater efficiency:

- Manage and work. The Crew Leader and Assistant Crew Leader should wander and heavily manage for the first 15-30 minutes of a new task. Then they should fold into the work and lead by example.

•Stay with the Crew. There should never be an occasion when both the Crew Leader and Assistant Crew Leader are not with their crew. If one is away, the other leader needs to do more managing and less work to ensure efficiency.

• Spread out. The Crew Leader and Assistant Crew Leader must spread out amongst the crew. They should never be working next to one another.

• Work and talk. Emphasize the importance of continuing work while having a conversation. This is one of the most difficult skills for the young people and it is the leading inefficiency on the farm. As you work with the crews, model the ability to work and talk at the same time. Of course you don't want young people that only work, never talk, and don't have a good time. The ideal is to have crews that are able to give full effort to the agricultural tasks while engaging in fun and interesting conversations that are fueled by the intensity of their work environment.

• Pair the young people. When the job is weeding, have the young people work in pairs across from one another on a single bed. This arrangement stimulates natural competition, and also allows the young people to share with each other during the task. The crew leaders and assistant crew leaders should be very strategic about how to organize the pairs. This is an opportunity to mix the personalities of the crews and allow the crew members to get to know each other.

• Organize leapfrogging. Weeding is slow, backbreaking work. It is difficult to sustain a young person's motivation for weeding over a long period of time. Try a "leapfrog" method. Send three of the pairs down the same bed approximately thirty feet apart and start working. When one of the pairs arrives at the spot where the previous pair started, then have them walk down in front of the farthest pair and continue working. The groups proceed "leapfrogging" like this until they arrive at the end of the bed. At this point, they move to a new bed. This helps the young people by limiting the weeding distance to reasonable intervals. They are also able to get up and periodically stretch their bodies as they walk down the field. As they move past the other pairs, they feel as though they are progressing with the job and are inspired to continue.

•Restrict tools. Advise the crews to take the minimum number of hand tools out to the fields. People are conditioned to rely on implements to make their work easier. Often the young people are more concerned with the tools than the job, and they bring extra tools out to the fields simply because it is more exciting to use tools than work with their bare hands. This is especially true of hoes and harvest knives. These tools have specific purposes on the farm and are effective for those tasks, but when used inappropriately they are inefficient and unnecessary. In the first few days of the program, all youth should weed by

hand without tools. Without this you may never be able to overcome some young people's fear of touching the soil.

•Hoe backwards. Teach the young people to hoe backwards so they are not walking over the weeds that they just hoed. Sometimes when you walk over previously hoed weeds, they will re-root and you will have defeated the purpose of hoeing them in the first place.

•Discourage sitting on the job. No one should sit in a field. It is hard to be efficient if you are not moving. If a young person claims that they can indeed sit and weed in a productive manner, challenge them to a weeding race. If they beat you, allow them to continue sitting and weeding. If you beat them, then they have stop sitting and change their method of weeding. You should not lose.

MOTIVATIONAL TECHNIQUES

One of your primary responsibilities in the Summer Youth Program is to motivate the young people. During the morning meetings, throughout the workday, and even during lunch and recreation time, the organization looks to you to get the young people enthusiastic about agriculture. Here are some ways you can do that:

- Organize Them!

  • Plan how to most effectively use the work time of the young people. Walk the fields every morning before they arrive so that you have a good understanding of the current condition of the farm. This will allow you to most appropriately decide on the tasks that need to be done. If you don't supply a clear work plan for the young people, they begin to feel as though their presence is unimportant to the overall success of the farm. A specific task list gives a purpose and a structure to their fieldwork.

- Support Them!

  • Make sure that all of the crews know how to complete the tasks that they are given. When you train people in any task first communicate what you need done. Then physically demonstrate the task. Then, ask someone to repeat what you have just said. Finally, give them a written copy of all of the jobs. Ask them if they have any questions about the work. Walk around the fields during the work time and visit each young person to answer any questions that they have about the farm. An uninformed worker is usually inefficient.

- Inspire Them!

  • Tell them the specific goals you have for them (in pounds, transplants, beds to weed).

• Explain the context for the days work. Describe the work that happened earlier in the season and how their work is a continuation of those efforts.

• Link them to a chain of activities and end goals that will be achieved if all who contribute are successful (total poundage harvested).

• Link them to our service goals by describing graphically how much food we grow (total poundage, how many thousands of hungry people in Boston will eat this produce, how many trucks our annual harvest will fill).

• Tap into their commitment to service and ask them to contribute from that place today.

• Share with them a personal story about how our produce has affected someone's life.

• Read them the Martin Luther King quote about service, in which he said, "You don't need a college degree to serve…" (See Attachment 16: Martin Luther King Jr. Quote).

Attachment 16

• Tell them how many hours of combined labor exist in their group (60 people working efficiently for one hour is equivalent to the grower working alone for six days!).

- Challenge Them!
  Most young people are new to farm work. They have no idea what is fast work or what is slow work. Put a time limit on when you want the harvest done. As you walk around visiting the crews, challenge the young people to weeding or hoeing races in which you compete against three of them at once. This is to show them that you can weed three times as fast as them. They will follow your lead and begin to use your subtle techniques to help their crews weed faster. Make sure that they don't sacrifice the quality of weeding for speed.

- Thank Them!
  At the end of a difficult task, make sure you take the time to celebrate all of the hard work. Put aside a couple of minutes to allow the group to look over the area that they have just worked on in order to see the difference that their efforts have made to the farm. Share with them how the job that they just completed connects to the overall work that was done earlier in the season. Thank them for challenging themselves and accomplishing something special for The Food Project.

- Enforce Standards!
  The Food Project has set up a system for youth accountability called Standards and Straight Talk (see *Growing Together*). The Standards are expectations for conduct while working with us. There are also consequences for their actions that are in viola-

tion to the Standards. This allows you to have a clear understanding with the young people about how you will view their work on the farm. Some of the consequences include losing money from their paycheck. This is a strong motivation for many of the young people.

- Use Straight Talk!
  Once young people understand and agree to the Standards, we introduce them to a new method of communication called Straight Talk. This communication method is a partner to the Standards and provides young people with critical information about what they are doing well, where they can improve, and whether they have committed any violations to the Standards. Once a week speak with the crew leaders and share with them input on the young people for their weekly Straight Talk sessions.

It is important that you include all of these techniques in motivating the people who come to the farm to work because they build on each other. If you leave one of them out, it will be clear that the experience is lacking something. For instance, if the young people are not inspired, they will lose enthusiasm soon after they begin the work. Or, when the people on the farm don't feel challenged, then the result is slow work that accomplishes very little. Finally, if you don't take the time to thank people for all of their hard work, then they don't sense that they are appreciated and they may leave the farm feeling overlooked.

The Food Project relies on you to present challenging, meaningful work to everyone who comes onto the farm. All program activities are based on this premise. Your ability to create this environment significantly impacts the overall experience that the young people have in the summer program. Take this very seriously. You are showing the young people, perhaps for the first time in their lives, that they are useful and needed. The purpose of their work is real. Convey this message with passion and set up conditions that will allow them to continuously understand their importance.

Academic Year Program Participants

As the Rural Grower you have the privilege to work with The Food Project Academic Year Program young people. These are young people who already have extensive experience on the land. By training and coaching them to lead volunteers in farm work you

will heavily rely on this group in order to reach the production goals. One of the greatest joys of your work will be to assist this highly motivated group in pushing themselves and others to excellence.

History

The Academic Year Program began in January of 1996. For the previous four years, the organization had been dedicated to creating the Summer Youth Program and the Volunteer Program. These two programs were demanding, fulfilling, and well matched to the demands of the farm. However, after three years of watching the young people leave after the summer, perhaps never to be heard from again, the organization realized there was a gap in the programs. It was clear that young people could contribute to and gain from The Food Project throughout the entire year. So it was decided to provide the young people with continuing involvement during the academic year.

During the next few seasons, the program developed a structure for working from the fall through the spring. Each year, the program extended the length of youth involvement. When the adult volunteers finished because of cold weather around Halloween, the young people continued working outdoors. In the winter, they went on to work at family homeless shelters preparing and serving food.

As the program grew, it was obvious that the participating young people desired deeper training and education in agriculture. An agricultural curriculum was developed that dramatically increased the young people's understanding of the farm. Since that time the members of the Academic Year Program have been highly valued for both their ability to work hard and their ability to share with others their agricultural knowledge.

The result is a dynamic, challenging, deep, enjoyable, and rich program that is crucial to the success of the farm.

Structure of Program

The Academic Year Program is intended for graduates of the Summer Youth Program and builds directly upon the skills and activi-

ties introduced during the summer. It was designed to provide young people with specific training in leadership, public speaking, and service. Young people, who have just completed the Summer Program, unless there are too few applicants or not enough qualified youth applying, fill the positions in the Academic Year Program. Young people who have participated in a previous summer or who come back for a second Academic Year Program experience fill the remainder. The number of young people in this program ranges between sixteen to eighteen participants.

The schedule of the Academic Year Program is broken into three trimesters of nearly equal length. In the spring and fall trimesters, the young people lead volunteer groups in farm work every Saturday morning. In the afternoon, they are involved in various agricultural and program workshops. During the winter trimester, the young people work in shelters on Saturday mornings and participate in workshops in the afternoon. Throughout the entire length of the Academic Year Program, from September to June, the young people have opportunities to work with various Food Project staff members on weekdays after school.

The Standards and Straight Talk process remains in place for the Academic Year Program and it is a critical aspect of the program's success. Young people who apply to the program come here to be challenged and to serve. They recognize the importance, attraction, and demands of a high expectations environment and need to know there is a fair and consistent way that the coordinator and staff will handle youth accountability. You will have the chance to give the Academic Year Program Coordinator input on the young people's performance at the weekly Program/Production meetings.

Saturday Work Days

The following is the Saturday work schedule for the Academic Year Program young people during the spring and the fall.

9:00	Academic Year young people arrive at farm. They have a check-in to talk about how they are doing and discuss the schedule of the day.
9:15-9:45	Take the young people out to the fields to train them in the work that they will be managing for the day.

9:45-10:15	Young people welcome the volunteers who will be working with them. Then they make a presentation to the volunteers about the vision and mission of The Food Project, discuss the organization's yearly calen dar, play a game, process the game in relation to the work that needs to be done, and then they ask you to speak about how the specifictasks that they will be doing tie into the overall work on the farm.
10:15-10:30	Split the volunteers up into groups. The young people lead the volunteers out to the fields to work.
10:30-12:30	Young people lead volunteers in field work.
12:30	Everyone comes back together and the young people facilitate a discussion about the work that was performed.

In the afternoon, you will have about thirty minutes to speak to the young people about the morning work. This is your chance to listen to the young people discuss their challenges in managing others, and your opportunity to share with them constructive techniques that will allow them to become successful leaders.

Management Training

When the young people move on from the Summer Program to the Academic Year Program, there is a dramatic shift in how they relate to the farm. Instead of being unskilled young people who are just getting oriented to the land, they are now viewed as seasoned individuals who are expected to share their skills with others. It is your role to support them as they assume more responsibility and lead others. You do this by training them to effectively communicate and manage the work that needs to be done.

There are three aspects to leading volunteers for the Academic Program Youth: Training, Managing, and Thanking. Present these to them before their first day with the volunteers. Come back to these every time that you evaluate how the young people are managing. They will give you a structure for every conversation that you will have with the Academic Year Program young people about leadership.

TRAINING

When the young people walk out to the fields to lead the volunteers, watch that they are clear and direct about what needs to be

done for the day. Training is challenging for young people who are not accustomed to speaking to a diverse audience of volunteers. Here are some guidelines you can share with the volunteer leaders:

- After speaking to the volunteers, ask one of them to repeat what you have just said. If there is any difference, repeat the directions. Sometimes the volunteers aren't interested in listening and want to just go straight to work, but you should repeat the directions until everyone understands the work.

- Start the training with a general overview of the field. Explain the width of the beds and the location of the pathways. It is important that you explain why we don't walk on the beds. A few minutes of sharing about this at the beginning will avoid your having to continually remind people.

- Be enthusiastic when speaking about the work. No one wants to follow a boring, uninspired leader.

- Present the work clearly. If you are unsure of what needs to be done, the volunteers will lose interest. It is difficult to work with a leader who doesn't know what he or she is doing.

- Use body language and project your voice so that the entire volunteer group can hear you. Too often, mistakes on the field are a result of the fact that a volunteer didn't hear the directions because the leader wasn't loud enough. Don't turn your back to the volunteers while giving directions.

Young people who have not led volunteers before are extremely nervous and vague about the training process. Once a young person from our Academic Year Program brought a group out to a field to transplant broccoli. He said, "Today we are going to plant tomatoes. These are the seedlings, so we are just going to go down the field and put them in." The young person then picked up a flat of broccoli and then walked down the row. The volunteers were left wondering what in the world they were supposed to do. Fortunately, one of the volunteers went and got the grower. The grower called the young people back and together they presented the job again. By the end of that volunteer day, the group had successfully planted 3000 feet of broccoli!

MANAGING

For the first fifteen to thirty minutes after the young people and volunteers have started working, they should be focused almost exclusively on walking around and helping the volunteers. This is the time to answer specific questions that the volunteers have about

the job and to assist them in performing the job more effectively. It is the best opportunity to correct improper techniques. This is a formative period of the work when the young people need to be bold in communicating with individual volunteers. If the young people are not diligent about this step in the work, it will be hard for them to maintain control of the task. Very few young people are excited about walking around and correcting volunteers on their work. They don't want to be irritating supervisors. However, no one wants to be inefficient in a work task. Volunteers come to the farm to assist in completing all of the challenging jobs on the farm. Share with the young people the difference between an overbearing manager and a thoughtful coach. The first fifteen to thirty minutes of a task should be viewed as an opportunity for the young people to teach and coach volunteers who are hoping to receive instruction.

After the group is moving accurately and efficiently through a job, the young people should spread themselves out amongst the volunteers to model hard work. They need to remain aware of the volunteers and not work off on their own. Periodically, they should walk around and see how everyone is doing. The frequency of checking out how the group is progressing depends on the ability and age of the volunteers, as well as the complexity of the task.

Be sure that the young people monitor their group's energy level and take a water break halfway through the work block.

THANKING

After the work has been completed for the day, the youth should take some time to review what has been accomplished and thank the volunteers for all of their hard work.

When you meet with the young people in the afternoon, ask them to reflect personally on these three aspects of leading volunteers. In the past, the training and the thanking steps are relatively easy for the young people to understand. After a few weeks, they recognize what they need to do in these areas even if they are having a difficult time implementing them.

The most challenging concept for the young people in relation to managing volunteers has to do with actually managing the work. There is always a fine line between when they should be specifically

walking around coaching the group, and when they should simply model working skills. Usually, the young people fall into two categories as they deal with the challenge of this question:

1. The young people who are naturally hard workers are inclined to be more reluctant to coach volunteers and err on the side of just working. The volunteers in their groups are less informed on the task. Although the work at the end of the day is done, it is the product of the young people's efficient work, not the volunteer's efficient work. Also, there is a risk that one of the volunteers, due to being uninformed, will inadvertently cause damage to the plants.

2. Young people who are challenged themselves by the rigors of farm labor are more disposed to over-supervise a group and not model hard work at all. Their groups tend to not complete the goals because they are talking more than they are working. Also, since these young people don't model speed, the pace of the work is inevitably slow. By the end of the work block, the volunteers are sometimes annoyed with these young people because they have been giving directions the whole time with out doing any work themselves.

These are the extremes of the categories. One of the challenges in speaking to young people about these finer points of group management is that every Saturday they are dealing with different volunteers who present new situations. The blend of coaching and modeling work one week may be totally inappropriate the following week. At first, this is frustrating for the young people since they genuinely desire to learn how to manage and then replicate it in the future. However, the young people eventually look forward to the challenge that each group brings. They are able to reflect on their management tendencies and address them in response to the specific needs of the day.

Weekday Work Days

The young people in the Academic Year Program work on weekday afternoons or weekdays when school is not in session; this is both an opportunity and the obligation. They can choose from various types of work with The Food Project.

If you are interested in working with young people from the Academic Year Program during the week, make a request to the Academic Year Program Coordinator at least a week in advance. The coordinator will speak to the young people and you will know by Monday whether or not you will have help for the upcoming week.

The weekday work is an excellent opportunity for you to provide advanced agricultural training to the young people. You will usually work with only one to three young people at a time so it is easier to teach them specific skills. Also, the young people who sign up to work with you will be the ones most interested in agriculture.

In the fall, one of the most important activities on the farm is spreading cover crops. This activity is difficult to do with a large group, but ideal for three or four individuals. In the fall of 1998, two of the Academic Year Program young people were volunteering once a week. The first afternoon began with an introduction to cover crops then the young people spread one type of grain by hand over a field. The young people were excited to learn more about our cover cropping system. Throughout the fall season, the grower shared with the young people further information about the various cover crops and the young people spread cover crops over the remainder of the farm.

Agricultural Curriculum

You will be responsible for implementing the fall, winter, and spring agriculture curricula to the Academic Year Program young people. You will use the lessons from *French Fries and the Food System* and hopefully contribute to the development of new curriculum.

During the fall retreat, ask the young people what they would like to learn about the farm that wasn't covered during the summer. They will give you a list of ideas. Then look through *French Fries and the Food System*, for specific lessons that address their interests. You have opportunities to present workshops in both spring and fall. Try to coordinate the lessons with the season in which they are most appropriate.

You will present a five-lesson farm planning curricula in the winter. These lessons are workshops that help the young people understand how The Food Project makes its farm plans and teaches them how they could plan their own garden. During the first four lessons, you will teach the young people how to plan a garden next to one of the homeless shelters that receives produce from the farm in the summer. In the fifth lesson, you will help the young people

apply the knowledge that they have gained to the issues involved in planning a large farm.

You need to be in close communication with the Academic Year Program Coordinator about the curricula. Find out when the lessons are scheduled at the start of each season and get the exact time and location of each workshop. A week before the lesson, speak to the coordinator about any supplies and help that you will need. Share with them the content of the workshop and let them know that their helpful participation is crucial to its success.

Agriculture Interns

Each year you will have the amazing opportunity to mentor two agriculture interns. These are young people who want to learn more about how to grow vegetables. They feel a deep connection to hard work and throughout the season you will push their learning edges on leadership, public speaking, and role modeling their love of hard work.

History

The Food Project has always looked for ways in which young people could work alongside staff members to help further the vision and mission of the organization. In 1999, an Alumni Internship Program was started and the Rural Grower worked with one intern during the summer. All past Summer Youth Program participants are encouraged to apply for the internships. The number of interns that assist various staff members continues to grow each year. This program provides a special opportunity to mentor a young person in an area in which they have a special interest.

Hiring

The rural agriculture internships vary from the other organizational internships because of the types of young people that it attracts. During the Summer Youth Program, the farm represents for many a new and safe environment. Today's youth face real challenges; the advantages in society are based on gender, race, age, and class. A farm is different; tasks are basic and everyone starts out on equal ground. A farm field has no favorites; the work is straightforward

and it has a purpose. Because of this, some young people fall in love with fieldwork every summer. These young people would rather be weeding a row of carrots than sitting in a program workshop. They connect with sustained physical work. These are the young people who want to learn more about how to farm and who apply for the rural agriculture internships.

Every year in late January, speak with the Alumni Internship Coordinator about the upcoming agriculture season. Look at these items from the previous year:

Attachment 17

- Job Description and Responsibilities (Attachment 17: Rural Agriculture Internship Job Description)

Attachment 18

- Application Schedule (Attachment 18: Rural Agriculture Internship)

Attachment 19

- Work schedule (Attachment 19: Rural Agriculture Work Schedule)

In February, call specific young people from previous summer that you believe would make great rural agriculture interns. Encourage them to apply for this year's internships but remind them it is a competitive process with no guarantee of employment. You will participate in the interviews for the participants in early March and decide within the following two weeks. In late March, you will attend an internship training session with the interns that you accepted for the position and The Food Project staff member who coordinates all of the internships.

Responsibilities

Internships begin the first week of April and end in October. During the spring, the interns work on the farm every Saturday. This is a time to more intensively train them in general farm work. When the Summer Youth Program begins, the intern's role is expanded to include helping with individual projects such as tomato trellising or irrigation and modeling work behavior.

The agriculture interns are usually excellent workers. A large part of their job during the summer is assisting the summer crews that are having a hard time completing their tasks. The intern works with the crew to show them how to complete the job more accurately and efficiently. By the middle of the summer, give the interns

opportunities to manage a small group of two to four young people on a specific project. This allows them to share their agricultural knowledge and also it challenges them to learn how to effectively manage a work crew. You need to support the interns in this by sharing with them the same management techniques that you teach the Academic Year Program young people.

Straight Talk

The Standards and Straight Talk process is critical to the Rural Agriculture internships (see Attachment 20: Alumni Internship Contract). Meet with the young people every other week of their internship to discuss their performance and develop strategies to work successfully together as the agriculture team. Use the first sessions to present clear expectations for the quality of work that needs to be done by the interns. Share with them their importance to the overall excellence of the agricultural operation. Twice during the growing season, include the Grower's Assistants in the Straight Talk session. Allow everyone to share in pairs about how to support each other.

Attachment 20

Volunteers

Throughout the spring and fall, hundreds of volunteers come to the farm to help with the planting and harvesting. The majority of them have never worked on the land before. Over the years, The Food Project has developed methods to provide an extraordinary experience to the volunteers, so that they leave the farm understanding that they have made a significant contribution. You will train, educate, motivate, and inspire the volunteers through many challenging tasks during the season. With your leadership they come to understand how their work affects the thousands of people who will receive the produce from the fields.

History

Volunteers are central to The Food Project story and success. The organization has always relied on the labor and service of volunteers to achieve the ambitious agriculture goals of the farm.

The Food Project's founder, Ward Cheney, was clear from the beginning that volunteers would be essential to the labor and learning

aims. He had run numerous farm programs with young people and adult volunteers and knew how to allow people to contribute significantly to a farm season.

Ward's vision was a farm that would be both accessible to the novice and efficient as a vegetable producing operation. The staff would run a viable farm and introduce volunteers to the challenges, satisfactions, beauties, and trials of farming.

Over the past decade, the goals for the Volunteer Program have remained the same, but the volume of people and the variety of methods to work effectively with them have grown dramatically. In 1992, three hundred volunteers worked over a six-month period on two acres in Lincoln to assist in growing 25,000 pounds of vegetables. In 2000, one thousand volunteers worked over an eight-month period on twenty-one acres in Lincoln to help grow 135,000 pounds of vegetables.

Relationship with Volunteer Coordinator

The success of The Food Project Volunteer Program depends on your relationship with the Volunteer Coordinator and your positive energy for the Volunteer Program.

The Volunteer Coordinator is one of your most important relationships within the organization. You need to establish clear expectations for each of your roles in relation to volunteers. Also, it is important that you both have a similar understanding of The Food Project philosophy on volunteers. If you are simply looking at the volunteers as a work force, then you will often be frustrated with them and angry with the Volunteer Coordinator. When the Volunteer Coordinator views the volunteers as a group that is just going to play games and talk about agricultural issues, then they are not helping the farm meet its goals.

Volunteers come to The Food Project because there is meaningful work to be done. Structure the work and organize it so that it is easily accessible for all those who volunteer. In order for the volunteers to understand how their work on the farm has a purpose, they need orientation to the organization and a conversation to put their presence on the land into context. The power of their experi-

ence depends on how you and the Volunteer Coordinator are able to deliver both meaningful work toward the agriculture goals, and an understanding of the importance of their work.

Recruitment

One of the Volunteer Coordinator's roles is to recruit individuals and groups who are excited about working with us (see *Volunteer Manual*). You will speak to the coordinator six months in advance about special situations in the season that relate to volunteers. For instance, the grower always requests a large group of up to 40 volunteers for the last week in April to facilitate the potato planting. It is challenging for you to predict far into the future because of all of the variables involved in agriculture. However, there are usually a few dates that are important to highlight to the Volunteer Coordinator. If you don't mention anything to them, three groups a week will be scheduled ranging from ten to thirty people in size. This may be inappropriate to the farm needs and lead to undue stress in the middle of a your busy season.

As the groups are scheduled, the Volunteer Coordinator gives you an updated list every month. This allows you to have a complete understanding of all of the dates that the volunteers will be on the farm during the spring and the fall.

Meet with the Volunteer Coordinator once a week during the Program/Production meeting to discuss the schedule of the volunteers for the next two weeks. During the meeting make sure that everything is in place to provide an extraordinary experience to the volunteers that will be coming to the farm. Verify all of the logistics of the volunteer day and ask about any special information that they have pertaining to the group. Share with the Volunteer Coordinator the agricultural tasks that will be done.

I want to be with people who submerge
in the task, who go into the fields to harvest
and work in a row and pass the bags along,
who are not parlor generals and field deserters,
but move in a common rhythm
when the food must come in or the fire put out.
Marge Piercy

Who Volunteers at The Food Project

Volunteers at The Food Project differ in age, geography, cultural background, organizational affiliation (church, business, school), physical ability and knowledge or experience with service and agriculture. The groups achieve a year-end percentage of about sixty percent young people and forty percent adults. The volunteers can be categorized as:

- Youth Groups
- Adult Groups
- Individual Youth Volunteers
- Individual Adult Volunteers
- College Groups

Each of these categories is discussed in the following sections.

YOUTH GROUPS

Our primary target group is young people in grades 8-12 (ages 13-18). This is the age group that the organization serves best. Over the years, we have built up expertise in working with them both programmatically and agriculturally. Since our Summer Youth Program involves young people between 14 and 17, many of our farm systems were designed specifically for this age group. We don't work with young people in grades K-5 (ages 4 to 10). We will work with middle school students (ages 11 to 12) when the appropriate infrastructure (committed teachers, time to prep them well, informed students, and low student-teacher ratio) is available. Youth groups come to us from public and private schools, faith based organizations, school clubs, sports teams, youth agencies, and service learning programs. Also, groups of Food Project alumni periodically come together to volunteer for a day.

ADULT GROUPS

We work with adult volunteers (ages 21 to senior citizens). Many of our adult groups come from the business sector.

- Teams of employees from local companies often join us for a day to build community among their staff and to do service.
- Adults from faith based communities come and bring their young people.
- Many adults come with their students or children from school groups.
- Graduate school groups participate each year.

One of the favorite adult groups that regularly come to the volunteer on the farm is from Whole Foods. Since they work in the organic food business, they are familiar with the issues related to agriculture and excited to be on a farm. They normally bring a

diverse group of about twenty individuals who will participate in a company service day. You should try to save a precise challenging task for them because they are very fast, accurate, and efficient. Being involved in retail, they are accustomed to a quality presentation and the agriculture staff has always learned from them while working in the wash station or displaying produce in the CSA distribution area. Also, they bring great tasting, healthy food for snacks!

INDIVIDUAL YOUTH VOLUNTEERS

High school students come to us occasionally from school internships or to fulfill individual service requirements. Often we ask them to join a weekend volunteer group.

The greatest number of individual youth volunteers comes from our alumni. These young people may be called to come out to the farm on short notice if needed. Speak to the Volunteer Coordinator in these situations.

INDIVIDUAL ADULT VOLUNTEERS

Two groups of adults volunteer on the farm.

- Adults from the Community Supported Agriculture program and neighbors come to the farm on a regular basis to help out with harvesting.
- Individual professionals have volunteered their expertise in various farm projects.

An example of an individual professional is Mark Hopkins, a retired Lincoln resident, who contacted The Food Project after reading a request in the newsletter for help with communications. As he assisted with communication strategies and reviewed text for a brochure, it came to light that he enjoyed woodworking. The grower then contacted him about some projects that needed to be completed out on the farm. After building some picnic tables, it became apparent that Mark not only enjoyed working with wood, but that the finished product was extraordinary. This led to many other projects that Mark has done on the land including building a pump house, a generator house, a bulletin board, and assisting in the construction of our greenhouse. At this point, whenever there is work that has to do with wood, the grower consults Mark. He has been an invaluable volunteer who gives a great deal and derives a tremendous amount of satisfaction from helping out on the farm.

COLLEGE VOLUNTEERS

College and graduate students volunteer either as individuals or in groups. We run a special program for college students during their orientation week in late August and early September. Students from Harvard University and Boston University, among others, participate in this program. The College Week Program brings us needed labor at an important time of the year and offers the students a microcosm experience of the Summer Youth Program.

These college students arrive the week after the program ends in late August. This happens to be the time when there are the largest harvests of the season. The sixty young people who had been helping harvest are suddenly gone and vegetables are ready to be picked. The college students arrive to farm in a situation similar to the young people. They are from all around the world and are just getting accustomed to a new environment. Most have never been on a farm before. Some of the students participate in the service week as a way to meet people, not necessarily in order to do service. Others are enthusiastic to work with the land and learn about our organization.

Adopt the pace of nature; her secret is patience.
R.W. Emerson

You need to be clear with them about your expectations of their work on the farm. Again, it is a vital time in the agricultural season and your ability to motivate them will significantly affect how well they contribute to the farm. Meet with them after their first day of work and give them feedback on their performance. Thank them for their effort and encourage them to improve in specific areas.

Group Volunteer Day Schedule

At The Food Project, we view our volunteer days as performances. We practice our parts beforehand and as each group comes to the farm we play out our roles to provide them with an extraordinary experience. Although each group presents different challenges, the schedule provides consistent guidelines on how to lead all volunteers through a powerful day on the farm.

The group volunteer schedule can be divided into these parts:

- Site Preparation
- When the Volunteers Arrive
- Introduction to The Food Project
- Introduction to the Work
- While the Volunteers Work
- Wrap Up

Each of these activities are described in the following sections.

SITE PREPARATION

Before the volunteers arrive, prepare the tasks that will be done. Estimate the number of volunteers needed to complete each task and the amount of time required. Based on the Volunteer Coordinator's projections, determine the number of volunteers in each group that are appropriate to the tasks. Set out the tools that will be used for the jobs. Any tools or equipment related to the task itself is your responsibility, not that of the Volunteer Coordinator. When tools are not in place, volunteer time is wasted and we leave people with the impression that we are not well organized. Volunteers feel respected when you have everything in place.

The Volunteer Coordinator is responsible for collecting all of the general supplies for the volunteers: water, water bottles, nametags, sunscreen, sign-in list, flip chart, permanent markers, Food Project communications materials (flyers, brochures, and so on), camera with film, and first aid kit.

Meet with the Volunteer Coordinator at least a half hour before the arrival of the group to make certain everything is ready. This meeting is crucial because last-minute changes (weather, a staff member is sick, and so on) may require shifting responsibilities. Tell the Volunteer Coordinator the tasks that will be done for the day and how the groups will be split up. Finally, decide on how the speaking parts will be divided for the presentation to the volunteers.

WHEN THE VOLUNTEERS ARRIVE

The Volunteer Coordinator will greet the volunteers, show them where to park, take their sign-in sheet, ask them to fill out name tags, and find the adult leaders of the group. They will have a five-

minute conversation with them away from the rest of the group. In this conversation, the goal is to establish clear partnership with the adults and enroll them in making this a great volunteer day. If the leaders give us their partnership, the outcomes are inevitably stronger.

The ways in which they can be most helpful include:

- Personally modeling hard work
- Personally following all requests, directions, and instructions
- Placing themselves in a small group of young people and not working only with other adults
- Assisting the staff in dividing the young people into small groups that they know will work well together.
- Keeping the young people focused on their tasks
- Staying in communication with our staff if they have a concern or suggestion
- Handling individuals who are having a hard time
- Assisting in discipline when and if we have to ask someone not to participate

This short talk is critical for the overall success of the work for that day. Make sure that the Volunteer Coordinator carries this out every time there is a volunteer group. This structured conversation also assists the leaders in giving them guidance on how to effectively manage their group in an unfamiliar environment. If you successfully enlist their help, the leaders become allies in making the day an extraordinary experience for the volunteers, the staff, and the farm.

INTRODUCTION TO THE FOOD PROJECT

The Volunteer Coordinator will bring the group together in a circle to start the introduction. Staff members share parts of the welcome:

- Introduction to The Food Project
- The game
- The processing of the game
- Safety rules
- A site orientation

The staff meets ahead of time as mentioned above to work out the exact speaking responsibilities. A game should be chosen depending on the work that needs to be done for the day (see *Growing Together*). For instance, don't select to play a physically rough game and then hope to move into extremely delicate weeding. It is important to process the game in such a way that the volunteers are in the proper mental and physical framework to begin to work.

INTRODUCTION TO THE WORK

You are given one chance to set the tone for the day with regards to the work. After a staff member processes the game you need to deliver a clear, inspiring message about what you hope to accomplish that day. Your motivation is the cornerstone for their ability to do work. Begin by giving the volunteers a reference point to their presence on the farm. Share with them the history of the land and what has been done on the land up to that point in the season. Tell them what is possible for The Food Project if they successfully complete their tasks for the day. Let them know why the specific work needs to be done and who will eventually be served by their efforts. Connect them to the meaning of their work.

Tell the group the tasks in simple, direct language. If you use too much agricultural jargon you will lose the interest of the group fast. After citing the jobs that will be done, ask the group some questions about those jobs. For example, if you are harvesting sweet potatoes, question the group about whether the crop grows above ground or below. How was it seeded? Why is it planted in that area of the farm? What other vegetables are in its family? Don't respond to their answers but tell them to think about it as they work.

Finally, give them a goal for the day. Whether it is an accuracy goal (how well they wash harvested vegetables), a speed goal (how fast can they transplant tomatoes), or a poundage goal (how many pounds of winter squash can they harvest) volunteers respond to challenges.

WHILE THE VOLUNTEERS WORK

You will use many of the same techniques for the volunteers that you use for the young people (see Summer Program efficiency and motivational techniques). Here are some additional tips on success-

ful management of volunteers at The Food Project:

- Be mindful that for most of the volunteers this will be their only visit to the farm. Because of this, you need to focus more on supervising their work than modeling work efficiency. That is not to suggest that efficiency is unimportant when working with volunteers, but rather that volunteers need more basic guidance in how to successfully complete their work.

- Don't leave the group alone at any time. Make sure either the Grower's Assistants, the Volunteer Coordinator, or you are always with them.

- Understand that the volunteers may not be in excellent physical condition. You work outside everyday and are accustomed to the strenuous tasks on the farm. Even so, the first week of fieldwork in the spring is probably physically challenging for you since you haven't been doing it all winter. It is the same for the volunteers who arrive on the farm.

- When setting the agricultural goals for the volunteers at the start of the day, don't be overly ambitious. Everyone likes to attain their goals. It is a wonderful feeling of accomplishment when volunteers, who have never been on a farm before, are able to successfully complete the goals. On the other hand, the goals need to be challenging enough so that the volunteers feel that they have worked hard. Present a "stretch goal" that you feel is attainable for the group based on your experience with volunteers.

WRAP UP

After the work session is over, it is important to close with a wrap up.

- The Volunteer Coordinator brings everyone back together after they have completely finished cleaning up.

- Everyone forms a circle where everyone can see and hear one another.

- The Volunteer Coordinator facilitates a discussion based on sharing the work that was done, and lessons learned during the work time.

- You thank the group for all of their work and speak to them about how their efforts have contributed to the overall mission of The Food Project. Tell them exactly who will benefit from their hard work. For example, you could tell them where the harvest will go ("tomorrow homeless men and women at Pine Street Inn will eat this food for dinner" or "next winter we will be able to grow all of our seedlings in the greenhouse thanks to the water line that you buried"). This is the critical moment at which the volunteers understand the relevance and impact of their labor.

The Volunteer Coordinator tells people about upcoming opportunities and invites them to come back again.

Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it's the only thing that ever has.

-Margaret Mead

Food Project Farm Systems

- *History*
- *Distribution of Produce*
- *Farm Planning*
- *Equipment Purchase and Maintenance*
- *Soil and Fertility Management*
- *Pest and Disease Management*
- *Greenhouse Management*
- *Wash Station Management*
- *Irrigation Needs*
- *Record Keeping*
- *Relationships and Services*

The Food Project not only serves as a model for youth development through agriculture, but it is also exemplifies an efficient agricultural operation. Youth and volunteers come and go, yet the farm systems remain constant. These systems were developed to most effectively serve the constituents of the farm. The land and the people who receive the produce affect these systems as much as the labor that works on the farm. The systems give structure to the work that you do as well as provide you with the tools to manage a well-organized farm.

A natural tension exists in any organization that holds process and product as equal priorities. The Food Project attracts staff that is energized by working with young people and volunteers. The program staff sometimes will place the priority on the process. Realize that because of your role, you are the voice that needs to continually prioritize the product in organizational decisions. It is your contribution to these conversations that help all staff realize for instance, that donations to shelters are as important as any of our youth development workshops. Yet, you also need to realize that the workshops are as important as any of our donations to shelters.

As The Food Project Rural Grower, you are responsible for providing vegetables to a variety of people. This challenge involves successfully managing the labor force (see "Working With People and the Land," above). At the same time, you need to supervise the basic agricultural aspects of the farm which include:

Distribution of Produce
Farm Planning
Equipment Purchase and Maintenance
Soil and Fertility Management
Pest and Disease Management
Greenhouse Management
Wash Station Management
Irrigation Needs
Record Keeping
Relationships and Services

After a brief history of the farm, this section goes on to discuss each of these topics in detail.

We need to learn to listen to the land, hear it
what it says,
understand what it can
and can't do over the long haul...
-Wallace Stegner

History

The Food Project farm is currently on twenty-three acres of Lincoln town conservation land. Twenty acres of land available are for vegetable production and the remaining three acres include a composting area, a greenhouse, the tree island, a tractor storage area, the CSA distribution area, and so on (see Attachment 21: Baker Bridge South Map).

Attachment 21

The amount of land that has been under cultivation since 1992 has changed dramatically:

1992	2.0 acres (At Drumlin Farm)
1993	3.0 acres (At Drumlin Farm)
1994	2.5 acres (At Drumlin Farm)
1995	4.0 acres (At Codman Road)
1996	4.0 acres (At Codman Road)
1997	8.0 acres (At Codman Road)
1998	20 acres (At Baker Bridge Road)
1999	20 acres (At Baker Bridge Road)
2000	20 acres (At Baker Bridge Road)
2001	20 acres (At Baker Bridge Road)

Lincoln Conservation Commission

In 1998, we were given a five-year lease on the Baker Bridge Road property. Historically, if farmers take good care of the land, the Lincoln Conservation Commission will renew the lease at the end of the five years. You need to submit information to them about your

farming practices for the following year each November. They send you a sheet in which you describe your pest management practices, fertility management practices, and the location where you will plant the various crops. Every winter you meet with the Lincoln Conservation Commission to update them on the last growing season and share with them your plans for the upcoming season.

The Town of Lincoln is a model for conservation land management. They have been able to secure a great deal of agricultural land and protect it from development. Since this isn't the case with the majority of towns in the Greater Boston area, there are many farmers who bid for the leases on Lincoln conservation land. About one half of the farmers who desire a specific piece of land in Lincoln are accepted through the bidding process. This involves writing a proposal for using the land and presenting it to the group. Unfortunately, the process positions farmers against each other as they compete for the same land.

In human culture is the preservation of wildness.
-Wendell Berry

Keep the conservation commission in mind when you make agricultural decisions. Although people who live in Lincoln love to view open farm fields, they don't necessarily like to see any equipment associated with the farm lying around. Two roads border the land, Baker Bridge Road and Route 126. Hide all farm equipment and infrastructure from the sight lines of those two roads. If the organization wants to have a large event on the land, speak to the Lincoln Conservation Commission about obtaining permission. Our relationship with them is vital to the long-term sustainability of the organization.

Distribution of Produce

The Food Project delivers vegetables to four distribution streams: shelters, two Farmers' Markets, a CSA, and internal distribution. During the winter, the percentages of the distribution streams are determined by the annual plan (see Attachment 22: Annual Plan). Throughout the season the people who manage each of the streams will want more produce than you are able to supply. For instance, the shelters always want more produce than we can give them. However, you need to follow through with the quantities that are designated in the annual plan because they are based on maintaining a sustainable agricultural operation.

Attachment 22

Every winter the staff has a discussion entitled, "Who gets the first tomato, and who gets the last daikon?" It is really a conversation about which distribution stream should get priority for the vegetables that are harvested. There is a time in the season when the strawberries are just starting to turn ripe. Who should receive these first strawberries? For The Food Project, the issue centers on the commitments that have been made to specific groups.

Because of the nature of the CSA program, the farm has an obligation to provide a consistent supply of quality produce. So, this is usually the group that receives the first harvests of a specific crop. However, since all shareholders need to have the same choice of vegetables, a critical mass of the crop must be present in order to offer it in the distribution area. Smaller amounts can be distributed to the other streams depending on the current needs of each group.

There is fluctuation during the season which helps you decide where you will direct the produce. In the spring a higher percentage of the vegetables go to the CSA than in the fall. This is due to the fact that many of the winter storage crops that we grow for the shelters are harvested in the fall (see Attachment 23: Seasonal Crop Distribution).

Attachment 23

If the number of CSA shares is raised without increasing the amount of land used, you must either decrease the amount of produce that you give per share, or increase the overall percentage of produce grown for the CSA. Also, if you increase the number of shelters that you serve, and do not increase the overall percentage given to the shelters, then the amount of produce that is distributed to each shelter will decrease. Be careful when you make any changes to the distribution system because there are many corollary effects.

The distribution of vegetables is also one of the most gratifying aspects of your work. If the distribution system is organized and managed well, you will observe thousands of appreciative people who feel fortunate to be able to receive produce from the farm.

Shelters

Our distribution of produce to the shelters grounds The Food Project in a tradition of service. Growing food for those in need is a powerful method of entering into dialogue about service to others. You are responsible for making the shelters a priority for the rest of the staff. The more organized your distribution system is for shelters, the deeper the impact that service to shelters can have on the organization.

HISTORY OF DONATIONS TO SHELTERS

Ward Cheney strongly believed in the idea that youth not only need to grow produce in the fields, but also need to serve people in the shelters who receive the food. During the first season, he set up relationships with local shelters. The farm would deliver produce and then the young people would work at the shelters to help prepare the meals and serve the residents. This work allowed the youth to see the meaning of their fieldwork. It gave their farm tasks purpose.

Originally, shelters were the primary recipients of the vegetables that were grown on the farm. As the Farmers' Markets and CSA have grown, the shelters have received a smaller percentage of the produce. However, because the size of the harvests has steadily increased, the actual quantity that is distributed to the shelters has risen almost every year.

One challenge that farmers face when distributing to shelters is that shelters often don't use the produce that is donated to them. In 1994, the grower went to one of the shelters and worked with a Food Project crew to help clean out the cooler. As he dragged bags out of the cooler, he found that they were the greens that he had delivered to the shelter two weeks before. There wasn't a composting unit on site, so he and the young people had to throw out the bags in the nearest dumpster. It was a difficult ride home that day as he and the young people wondered how to avoid this wasteful, disheartening situation and provide shelters with produce that they really wanted.

This experience led to an overhaul of the way that we think of the produce that is given to the shelters. We began a new system

in 1998 in which we grew food that was specifically suited to the shelter's needs. Before the season started, we contacted the seven main shelters that we served and asked them what they would like to receive instead of just delivering what we wanted them to take. The Farm Plan was altered to take their requests into consideration. Also, throughout the season, we were in weekly communication with the shelters to custom deliver the produce they desired (see Attachment 24: Shelter Produce Request Form).

Attachment 24

At the end of the season we determined that the level of communication was excessively time intensive. All of the phone calls and faxes took up too much time from the agricultural staff. Nevertheless, the experience helped us to better understand what the various shelters needed throughout the agricultural year. Since that time, a more efficient method has been used in which yearly evaluations were done with the shelters along with weekly conversation when the produce was delivered. This allowed us to maintain contact, solicit feedback, and effectively use our time.

Now, as part of the Farm Plan, you designate areas on the land and specific crops that will be grown for shelters. Think of the shelters as paying customers when working with their produce. It is important that you value the quality of their produce even though it is being donated. Too often, when farms donate to shelters they give them damaged produce that they would not be able to sell. We respect all of the people who receive the produce equally, from the CSA shareholders, to the Farmers' Market customers, to the shelter residents. They all deserve high quality, locally grown, organic produce.

There are many stories from the shelters about how our produce impacts their ability to provide food to thousands in need. The Volunteer Coordinator at Pine Street Inn once told the grower that after nearly every meal where our produce is served a homeless guest will mention how good the fresh food tasted. Each year the shelters tell us that they appreciate receiving delicious, fresh and local produce that increases the nutritional quality of their menus.

COMMUNICATION WITH SHELTERS

In the early spring, contact all of the shelters to evaluate the past season and establish your relationship for the upcoming year (see **Attachment 25** Attachment 25: Participating Shelters). Ask about the specific crop that they received, how the deliveries or pickups could be improved, and coordinate the schedule of distributions for next season. Let them know that you will call them again at least a week before the first distributions of the season.

In the spring, organize the shelter distribution box, which is located in the refrigerated box truck. It contains invoices, maps, and contact information for all of the shelters.

INVOICES FOR SHELTERS

Track all of the food that is distributed through the use of invoices **Attachment 26** (see Attachment 26: Bulk Produce Invoice). It is crucial to keep excellent records so that you are able to track the percentages in relation to the annual plan. The invoices are kept in file folders in the shelter distribution box.

DELIVERY BOXES FOR SHELTERS

The type of box that is used for delivery to shelters affects the efficiency of the distribution system. In the past, The Food Project has had difficulty in finding a large quantity of useful boxes. Inevitably, the boxes were too large and awkward or too small and limiting. The shelters did not enjoy receiving large boxes of heavy produce, which were difficult to carry. The produce was damaged when it was jammed into small boxes. Furthermore, we needed to put tape around the boxes so they could carry the heavy produce, and taping the boxes took extra time on busy harvest days.

The best solution to this problem has been to ask the shelters to provide their own boxes. Since they already work with lots of produce, most had boxes that were suitable to our needs. We then requested that they return the boxes on their following trip to the farm. In this way, the farm has a constant supply of recycled boxes.

When you talk with the shelters before the start of the season, make sure that you have a plan for delivery boxes. This will save many hours of work at the busiest period of the season and help insure

the quality of the transported produce. As a back-up strategy, we have called box distributors in the past and received donations of boxes that were surplus. Although too big and awkward for one person to carry, they do allow you to transport your produce.

DELIVERIES TO SHELTERS

On each Tuesday during the summer, one of the Grower's Assistants delivers produce to the shelters where the young people work on Wednesday. Thus the young people see the consumption of the vegetables they have grown.

On Tuesday morning, have a conversation with the Grower's Assistant about what will be delivered to each shelter. Ask a few of the young people who are working at the wash station to assist the Grower's Assistant in assembling the boxes of produce to be delivered. The Grower's Assistant will then deliver this produce to the shelters before dropping off the Farmers' Market produce. If you can, send one of the youth agricultural interns along with the Grower's Assistant on the delivery to assist with the heavy lifting. The interns will be motivated by periodically meeting the people at the shelters who receive the produce from the farm.

After the Farmers' Markets on Tuesdays and Thursdays, the Urban Grower will deliver any of the leftover vegetables to a nearby shelter. Remember to pick up old boxes from the shelters whenever you drop off produce.

PICKUPS FOR SHELTERS

Once the harvests begin, there are shelters that visit the farm to pick up produce. After every CSA distribution, a shelter comes to the distribution area to take whatever is left over. Also, on Tuesdays and Fridays after the Summer Youth Program ends in mid-August, people from some shelters pick up vegetables at the farm for the remainder of the season. Have all of the produce weighed and boxed for the volunteers from the shelters. Make sure that they sign the invoice that you have prepared. Ask them for input on how the shelters have enjoyed the produce and any changes that can be made to better suit their needs.

Farmers' Market

Farmers' Markets were started by The Food Project to allow the young people to learn marketing skills and to provide high quality locally grown organic produce to low-income communities. The Farmers' Market runs for six months, and it allows us not only to distribute vegetables, but also to enter into dialogue about issues related to food and youth.

HISTORY OF FARMERS' MARKETS

Since 1992, we have sold vegetables at Farmers' Markets in various neighborhoods around Boston including the South End, Cambridge, Dudley Square in Roxbury, and on Dudley Street opposite Nuestra Communidad. In 1996, The Food Project conducted a survey of eleven sites in the Roxbury area in order to locate the best home for the Farmers' Market. The Dudley Town Common was chosen because it is a busy intersection with a high degree of visibility and foot traffic.

The market began on Thursdays and that tradition has remained. Bob Schartner, a fruit grower and various neighborhood gardeners soon joined us. In 1998, a conventional grower, Freitas Farm, joined us but decided not to return the following season. In 1999 we opened a second market at Codman Square in Dorchester. For the pilot year of a market, Codman was relatively successful. But we decided during the 2000 season not to return to Codman. We felt that the amount of resources and staff time involved in traveling to Codman outweighed the benefits of the site. Additionally, it was a small market with few customers that made it challenging for our young people to operate.

In 2000, we piloted the addition of a Tuesday market at the Dudley Town Common. Customers enjoyed the fact that we were in the same location twice in a week. The revenue generated made the addition of the Tuesday market quite successful. At Dudley Town Common, we have the benefit of a community of people who know and anticipate the first markets in the spring and therefore offer a solid base from which to build the economic, social, and environmental benefits of the markets.

COMMUNICATION WITH THE FARMERS' MARKET COORDINATOR

Keep in touch with the Farmers' Market Coordinator. The Coordinator needs to know the types and quantities of produce that you will be delivering each market day. Before the season begins, provide a general list of what will be available throughout the year. During the season, call the Coordinator via Nextel several times a week. For example,

- Monday – Share the weekly harvest forecast.
- Early Tuesday – Find out the market needs for Tuesday.
- Early Thursday – Find out the market needs for Thursday.

Often, you will not be able to meet all of the produce needs of the Farmers' Market Manager. For instance, the Manager will always want you to deliver more sweet corn to the market than you can spare. Make it clear from the initial meeting that you have to think about the entire distribution system. Even if all you grew was sweet corn on the entire farm, you still would not have enough to meet the sweet corn demands of all of the distribution streams. So the shelters, the CSA, and the Farmers' Market all receive a share of the sweet corn harvest. Many times you are the only person who is carrying the information about where the harvest is distributed. The Farmers' Market Manager would not readily know why their hope for sweet corn is not being met unless you educate them. Good communication between you and the Farmers' Market Manager is vital to the success of the Farmers' Markets.

DELIVERIES TO THE FARMERS' MARKETS

The Farmers' Markets sell produce between 4:00-7:00 PM on Tuesdays and Thursdays. Make sure that the Grower's Assistants leave the farm in time to deliver the produce to the Farmers' Market by 3:30 PM. This gives them enough time to help setup the tables and display the produce.

Community Supported Agriculture (CSA)

A Community Supported Agriculture (CSA) program is a partnership between a farm and a community of supporters; it provides a direct link between the production and the consumption of food. Before the agricultural season begins, the supporters of the farm, called "shareholders," make a financial commitment to support the

farm throughout the year. Thus shareholders share with the grower both the risks and the bounty of growing food. In return, the farm provides, to the best of its ability, high quality, and fresh produce. A CSA creates a bond between consumers, the produce, the land, and the growers.

The Food Project brings together youth from urban and suburban Boston to grow food and learn about themselves and others. We use the farm and the food as a medium for personal transformation. The CSA began at The Food Project to connect people in the suburbs with their land, to demonstrate a viable agricultural marketing system to educate youth, and to bring in revenue that will help support the overall organization.

It is important for the organization to maintain connections to different communities. The CSA provides key opportunities for local residents to become acquainted with The Food Project, their produce, the land, and the people who grow their food. Growing produce in the suburbs of Boston and bringing it all into the city would negate the need that suburban residents have for connection to their food system. Distributing produce to various communities is fundamental to the power that The Food Project has in bringing people from different backgrounds together for a common purpose.

HISTORY OF COMMUNITY SUPPORTED AGRICULTURE

Community Supported Agriculture is a unique model of local agriculture whose roots date back to 1965. In Japan, an arrangement called "teikei" meaning "putting the farmers' face on food" was created by a group of women concerned about the breakdown of the relationship between farmers and the people who consumed their produce. The concept spread to Europe in the following years and then came to the United States in 1985 at Indian Line Farm in Massachusetts, where it was called "Community Supported Agriculture". By the summer of 1996, there were nearly 600 CSA programs in the U.S. and Canada.

The Food Project started its first CSA in the summer of 1993. Shares were distributed to residents of urban and suburban Boston with a drop off site on Dudley Street in Roxbury and in Lincoln. An important aspect of the CSA that year was "gift shares". Some suburban residents paid an extra amount for their shares to subsidize the

share price of urban residents. This allowed people who could not afford the produce to have access to a weekly supply of high quality organic vegetables.

The CSA was small in the first year, with just thirty shareholders. They made weekly payments during the season and most were highly satisfied. A challenge was how to involve young people in the CSA during the Summer Youth Program and yet continue to operate the CSA in the spring and fall when the young people were not on the farm. The summer youth harvested, washed, and filled the share boxes with produce that were delivered to the urban and suburban shareholders. They also rotated through the afternoon distribution so they could meet the shareholders and see the full cycle of the business. After the Summer Youth Program concluded, there was not enough labor available to fill the boxes so shareholders packed their own bags from the harvest table.

Watch closely.
Know when it's time to harvest what you have sown so that you can enjoy the benefits of your hard work
and know when and what to give back to keep the life cycle flowing.
-Anonymous

The next year The Food Project increased the number of shareholders to forty. A new system was implemented in which bulk bins of produce were brought to the CSA distribution points. Shareholders were told what they were allowed to take for a given week and they bagged their own produce. This reduced the work required of the agriculture staff. By this time, the importance of the CSA in connecting suburban residents to the organization was apparent. Some shareholders offered to help out at The Food Project. These generous offers provided a core of support that led, among other benefits, to shareholders serving on the Board of Trustees.

For example, Wendy Powell found out about the CSA program through a newspaper article in the spring of 1993. She is a resident of the town of Carlisle, which is a suburb of Boston, ten miles from the farm in Lincoln. As she came to pick up her weekly supply of vegetables, she began to ask about volunteer opportunities. Wendy then helped out with various administrative tasks including sending out newsletters and annual appeal letters, cooking pancakes for the youth sleepover, and so on. Her commitment to the organization became quickly apparent and she was asked to serve on the Board of Trustees. Wendy is still very active as a board member, CSA member, and professional pancake flipper.

The CSA was called the "Farm-to-Family" program during its first two years. We believed that this name was simple and more directly conveyed the interaction that was taking place on the farm. "CSA" was an acronym that was not widely understood. More recently, The Food Project has decided that it is important to use the name "CSA" because the public now identifies the letters with a specific relationship between consumers and farms.

When The Food Project moved to the land on Codman Road in 1995 we decided to discontinue the CSA. This new land had been used as a hay field for many years and had significant fertility problems. Since a consistent supply of high quality produce is essential to the success of a CSA, we suspended the program until we could be sure of consistently growing high quality produce.

In 1999, the organization was in the second year of a five-year lease on the Baker Bridge South field. We decided that the high soil fertility allowed us to open up another CSA program. Because the land base was now larger and the organization was at a different stage in development, we designed a larger, improved CSA.

Our intention was to set up a system that could welcome greater numbers of people and bring them closer to the land, the produce, and the organization. Instead of transporting the produce shares off site, we used an old house foundation on the land as our CSA distribution area. This reduced the staff time that in the past was required to move the produce from the farm to a distribution point. Also, since the shareholders came to the farm to pick up their produce, the new system allowed them to walk on the actual land that grew their vegetables. Another major change from the earlier CSA was having a CSA "U-Pick" area in which the shareholders harvested some of their own vegetables.

The first year that the CSA was reinstated, there were 50 shareholders comprising about 75 families. In the 2000 season, the number of shareholders and families served doubled. For the 2001 season, we expect to have 150 shareholders in which over 200 families will receive produce.

RECRUITMENT FOR CSA

Recruiting CSA shareholders is your biggest marketing challenge. Follow the structures that have been put into place that list publications, organizations, stores, and so on where you will post CSA material every year. By December, have your publications updated and ready for distribution (See Attachment 27: CSA Brochure, Attachment 28: CSA Frequently Asked Questions). Be strategic about when to focus your efforts. During the winter, few people are thinking about fresh produce that they will receive in the summertime. By April and May, green growth is sprouting everywhere. People naturally become interested in agriculture at this point and will be more responsive to your advertising.

Attachment 27
Attachment 28

The most important people to recruit for membership for the upcoming year are your current shareholders. If shareholders believe that they are receiving a quality product for their money or they are connected to the mission of the organization, then they will renew their membership for the following season. You will notice that some of the shareholders aren't that interested in the other programs of the organization. They love our produce and enjoy being connected to the land. These people are shareholders simply because they believe that we offer the highest quality produce that they can find. Although we would love to integrate them into some of the other things that we do, it is important to have shareholders who possess this mindset. If the only shareholders in the farm are the ones who are enamored with our youth programs and the fact that we give away over half of our produce to those in need, then they would probably buy shares in the farm regardless of the quality of the produce.

In September, distribute CSA renewal forms to all of the current shareholders (see Attachment 29: CSA Renewal Form). Do not wait until the end of the season, since the quantities that are distributed decrease during the last weeks of distribution. You want to invite them to renew their membership when they are still receiving the maximum produce that the farm offers.

Attachment 29

Send a CSA newsletter out in February to the shareholders of the previous summer who have not yet renewed. Share with them what is happening on the farm and any changes or improvements that are being made for the upcoming season. Include a renewal form in the envelope. This will attract some of the shareholders who haven't yet renewed their membership. It will also inform the shareholders about life on a farm during the winter. They are always appreciative when you teach them about the reality of managing a farm.

If you haven't filled the CSA memberships by the time that the first distributions begin, do not panic. Every year, ten to twenty shareholders come to us after we have already begun distributing produce. Often a shareholder will bring a friend to the weekly pick up and this friend is so intrigued with the program that they want to purchase their own share.

Make sure that the CSA Program is always mentioned whenever someone from the The Food Project is speaking to the public. Have brochures available to those who are interested in becoming members. The CSA is a very personal way to integrate people into The Food Project. Often they hear about our organization and want to find a way in which they can help out. The CSA Program allows them to be of service to The Food Project by their financial support, connect to the land where their food is grown, and provide for the donation of produce to those in need.

ORIENTATION FOR CSA

A month before the first distribution of the season, send a letter to all of the shareholders inviting them to the CSA orientation. Plan the orientation to take place the Saturday before the first distribution week.

The purpose of the orientation is to connect them with the overall Food Project work, teach them about the logistics of the weekly distributions, and introduce them to the land that will grow their food. Prepare the orientation with the Grower's Assistants and the agricultural interns. Distribute the speaking roles and help them prepare what they will say.

A brief outline of the orientation looks like this:

10:00-10:15	Youth interns help with parking and direct the shareholders to the CSA distribution area.
10:15-10:30	Production staff introduces themselves and shares why they are working with The Food Project. Shareholders introduce themselves and say why they decided to join the CSA.
10:30-11:00	The grower shares the history of The Food Project CSA and the land. The grower talks about the weekly distributions and takes the shareholders through a skit of a normal distribution day with the help of the rest of the production staff. The grower answers any questions from shareholders about the distribution area.
11:00-11:15	Everyone moves from the distribution area to the arena. As they pass by the wash station, one of the Grower's Assistants explains how we harvest and wash the produce.
11:15-11:25	Agricultural interns and Grower's Assistants present The Food Project's vision, mission, and program calendar.
11:25-11:40	Agricultural interns and Grower's Assistants present and process a game.
11:40-11:50	Production staff answers any other questions from shareholders.
11:50-12:30	The production staff leads a tour of the farm. Break up into small groups so that everyone can be lead ing a group.

VOLUNTEER DAYS FOR CSA

CSA members are invited and encouraged to volunteer in the fields. Every Tuesday, Thursday, and Saturday in the spring and the fall they can come out to the farm and join a volunteer group. This allows them to connect to the land that grows their produce. It also helps them become familiar with the various youth programs of the organization. They will need to contact the Volunteer Coordinator to set up exact days and times.

Each year some members become truly integrated into the overall agricultural operation. Sue heard about The Food Project through a newspaper article. She called the Volunteer Coordinator to see

if there were any opportunities to come out to the farm to work. After helping in the field for a couple of hours that first Saturday, she asked the grower if there was any way that she could purchase some of the beautiful vegetables that she had been planting. Immediately, she signed up for our CSA program. Sue also asked if it would be possible to come early on Tuesdays to help us with harvesting. Every Tuesday at 6:30 AM, for the duration of the season, Sue arrived and assisted the agriculture staff with the early harvesting and washing. Dedicated to the mission of the organization, and personally connected to working with nature, Sue is a wonderful example of the integration of our CSA members into the overall farm.

DISTRIBUTION DAYS FOR CSA

The CSA distributes produce Tuesdays and Thursdays, from 2:00 to 6:00 PM. These days and times were chosen because they most adequately fit into the other program schedules of the organization. Although it would be more convenient for the shareholders if we offered additional days of distribution or extended hours, the contact between youth and the CSA would be reduced. One of the reasons for starting the CSA was to expose our youth to a different type of agricultural marketing relationship, so it is important that the hours of operation are favorable to their participation.

The CSA distribution area is located in the old house foundation near the bike path. Tell the youth that as they walk into the distribution area they should feel as though they are entering a high quality store. Keep the space clean and make it clear to the shareholders how to pick-up their produce.

Our CSA offers a "Mix and Match" system. This means that we give shareholders a volume that they can take, a plastic bag for instance, and then they choose which vegetables they want which will fill that volume. This allows the shareholders to have the freedom to choose what they want each week. At many CSAs, the members are given a list of vegetables they have to take and are often left with a feeling of wanting more of certain items and less of others. The "Mix and Match" system alleviates this problem and helps our CSA give the shareholders exactly what they want. We have two "Mix and Match" areas: one for various lettuces and greens,

and another for root crops and other assorted vegetables. Certain vegetables don't easily fit into bags and we offer them by the piece: winter squash, watermelons, corn, and so on.

Setting up the produce in the CSA area is an art. Wooden tables are lined against three walls that hold the containers of produce. Two of the walls are designated for the "Mix and Match" areas, and the other wall is for the other vegetables. Challenge those who set up the CSA area each distribution day to be creative in how they organize the produce on the tables.

One of the most direct methods of making your shareholders comfortable in the CSA area is to have clear, informative signage. A chalkboard is hung near the entrance to the CSA. Use this board to list the "U-Pick" crops available, "Mix and Match" quantities offered, and any upcoming Food Project events. Update this board every week. In front of each crop that is offered, place a sign that gives the name and suggested uses. Since shareholders will always ask for more ways to prepare the produce that is offered, organize a binder that has copies of recipes arranged by vegetable that they can take.

Shareholders have paid significant money for their produce and it is crucial that it is displayed in a manner reflective of its value. People on the farm work hard for many months to grow vegetables for shareholders and it is inappropriate to present them in an untidy or unorganized way. Keep the space clean.

DISTRIBUTION MANAGEMENT FOR CSA

Many shareholders join CSAs because of the connection to the farmers who are growing their food. When they come to pick up their produce they like to talk about agricultural issues. Also, because of the scope of our organization, our shareholders want to know about more than just our farm. They often ask about how the youth programs are going or when they can volunteer. When any youth or staff are working in the CSA area they need to be reminded that it is an interactive environment. They are publicly representing the organization to people who want to become more closely connected.

Those who work in the CSA area have two main jobs. The first task is maintaining the cleanliness of the area and restocking. If done well, the old foundation is transformed to a beautiful rustic New England store. Shareholders are impressed by the neat appearance and excited by the abundance of vegetables that pour out of the produce bins. When maintenance and restocking is neglected, the area looks messy and the shareholders are frustrated because the produce bins are not full.

The second job for those working in the distribution area is speaking with the shareholders. They need to allow those who arrive to feel that they are part of something that is more than just picking up produce. Advise them to not annoy the shareholders or be overbearing, but rather to be informative and hospitable.

NEWSLETTERS FOR CSA

Another way to connect the shareholders with the CSA and the organization is to distribute a newsletter. Write one each week that there is a distribution of produce to explain what new vegetables are offered, recipes, news of the farm, news of the organization, vegetable storage tips, and so on (see Attachment 30: CSA Newsletter). During the Summer Youth Program, ask the Coordinator to write a few paragraphs about the youth each week that you can include in the newsletter.

Attachment 30

END-OF-SEASON CELEBRATION FOR CSA

At the end of September, have a celebration on a Saturday for the CSA shareholders. On this day invite them to volunteer in the morning with the Academic Year Program youth. This allows them to get to know some of the youth who work with us while also getting their hands in the soil that has been growing all of their produce. After lunch, ask a few of the youth to share with the CSA members what they are learning about themselves and others through The Food Project. Facilitate a question and answer session for the CSA members to ask youth any questions. Answer any questions that the CSA members have for you, as the farmer. Finally, take the CSA members on a tour of the farm.

A brief outline of the celebration day looks like this:

9:45-10:15	Academic Year Program youth present The Food Project's vision, mission, program calendar, and game.
10:30-12:30	Academic Year Program youth lead the CSA members in fieldwork.
12:30-1:00	Potluck lunch
1:00-1:30	Academic Year Program youth share experiences with the CSA members.
1:30-1:45	Grower answers any questions about the CSA for members.
1:45-2:15	Tour of farm by agricultural staff.

EVALUATION OF CSA

During the last few distribution weeks, hand out an evaluation form to all CSA members (see Attachment 31: CSA Evaluation Form). When the forms are filled in, they will assist you in making changes for the following season in relation to produce and other services offered by the CSA. The evaluation process also allows the members to feel that they can contribute. Ask the members to fill out the form while they are in the distribution area so they don't bring it home and lose it. Set up a table with a clean writing surface and pens. Collect the forms and later analyze them for specific suggestions that are possible for the next season.

Attachment 31

Internal Distribution

The internal distribution of vegetables includes produce that is used for various staff functions, the community lunch program, individual staff use, and for compost.

Throughout the season, there are retreats and other gatherings for staff. The person who is leading the activity will often ask you about the availability of certain crops that they would like. Since the quantities desired are usually small, you do not need to worry about adjusting your farm planning for this.

Our Community Lunch Series happens throughout the summer. Once a week, a chef from Boston works with one of our summer crews and uses vegetables from the farm to create a feast for approximately one hundred people. Speak to the staff member who

is coordinating the Community Lunches in the winter to share with them the vegetables that you will have available to them in the summer. Include the community lunch needs in your winter farm planning since the program requires a significant amount of produce.

All staff members are invited to harvest their own produce from the farm during the season. If they want to store a large quantity of vegetables for the winter, ask them to check with you in advance. Pre-harvested produce is available to staff only if they arrive at 6:00 PM at the farm on CSA pick-up days. They can take vegetables from the CSA distribution area just before the shelters arrive for their pick up.

A small amount of the harvest eventually becomes farm compost. This is a result of improper handling, poor harvest management, and inadequate storage facilities. Although it is a reality for all farms, try to minimize the amount of produce that goes into the compost pile.

Farm Planning

The distribution system, labor, and machinery are the primary components that drive the planning on the farm. They impose limits and offer opportunities.

Since you are distributing vegetables for specific populations, you need to grow vegetables that they will enjoy eating. Although it might be financially lucrative, you would never grow twenty-one acres of basil. People only like a little basil at a time and moreover you need to distribute more to your clientele than just basil. Also, since shelters like to store vegetables and use them over a period of time you have to grow vegetables for shelters that will store for a long time. Basil stores for about a week.

Labor affects planning by influencing the length of the beds, timing of plantings, and the timing of harvests:

- If the beds are too long, the young people and the volunteers are discouraged. They feel they cannot stand and stretch until they reach the end of the bed, and it seems that end will never come. On the other hand, if the beds are short, each bed

finished is a unit of progress and they can stretch often to avoid aches and pains.

- Plantings are sometimes timed to take advantage of plentiful labor. For instance, we plant an acre of potatoes at the end of April when we schedule a large volunteer group. We can plant at any time within a ten-day period but the exact date is determined by when the volunteers are scheduled to come.
- A similar situation occurs in the timing of our harvests since we have large volunteer groups that come at specific times in the harvest season. We try to steer large harvests towards these dates.

The machinery determines the size of the beds, the size of the pathways, the number of rows that are possible per bed, and the number of fields that can be farmed. Without tractors, we could have beds and pathways of any widths. However, at The Food Project our choices are dictated by the wheelbase of our tractors and the size of their tires. Of course, the machinery allows you to grow on many more acres than farming by hand. Be sure your farm plans are adapted to the limitations of the machinery.

The following sections describe how to plan the farm. Each section introduces a spreadsheet that you will create. Use the spreadsheet from the previous year as a template from which you will create a new one that pertains to the conditions for the upcoming year. Take time in developing these spreadsheets so that you understand them completely. Do not let them become so complicated that they are difficult to use. In the process of filling in the spreadsheets, you will discover and understand the factors that affect what we grow on the farm. Use these tools to create plans in the calm of winter that avoid irrational decisions made in the heat of the summer. The structure provided by farm planning allows you to make the quick decisions that are needed throughout the season.

Crop Plan

Developing a crop plan is the first step towards planning what will be grown on the land. The Crop Plan Spreadsheet lists the number of beds, rows, and row-feet for the various vegetables that are grown on the farm (see Attachment 32: Crop Plan).

Attachment 32

To start, look at the evaluation forms from all of the distribution points from previous years. Specifically, try to find out if we grew

too much or too little of a given crop the previous season. The evaluation forms may also reveal new kinds of vegetables that people would like. Make sure that you also look through evaluations from many years ago to detect trends or even to notice if changes that were made due to previous evaluations were successful. Be careful during this stage, because this analysis only happens once a season and the ramifications last the entire year.

Meet with the Urban Grower to discuss the evaluations and decide how the growing of the vegetables will be divided. This assignment of crops should reflect the following distribution system:

- The Urban Lots provide the Farmers' Market with most of the produce it needs and supplements the distribution to the shelters.

- The Lincoln farm provides all of the produce for the CSA, provides most of the distribution to the shelters, and supplements the needs of the Farmers' Market.

The assignment of crops to the Urban Lots or the Lincoln farm is also based on limitations imposed by space, theft, suitability, safety, and experimentation as follows:

- Space
  Because our space on the Urban Lots is limited, crops that require lots of space are grown in Lincoln (for example, winter squash).

- Vandalism
  It is impossible for us to grow high value crops such as water melons or sweet corn in our Urban Lots since they are stolen before we harvest them.

- Suitability
  The Urban Lots are in a warmer microclimate than the land in Lincoln, with these results:

  - In Boston, frost ends earlier in spring and comes back later in fall, so we benefit from a longer growing season on the Urban Lots.

  - During the summer, it is four to eight degrees hotter in the city. This is great for crops such as tomatoes, peppers, eggplant, and okra that love the heat. However, vegetables that enjoy cooler weather like lettuce do not grow as well in the city.

- Safety
  Although we have covered the city lots with tons and tons of compost, they still have deep buried layers of soil that are contaminated with varying amounts of lead. We try to grow crops in the city that do not have deep taproots that may bring up contaminants. We consistently perform tests on soil samples and plant tissue samples to monitor the safety of our product.

- Experimentation
  Both the Lincoln farm and the Urban Lots experiment with new vegetables to see if they are useful to our customers. For instance, the Urban Lots have been growing different types of ethnic crops such as okra, specialty peppers and summer squash to serve the population that comes to the Farmers' Market.

Once you have decided which vegetables to grow for the following season, begin to determine the quantities.

The first step is establishing the expected yield of each crop. Find this number by looking at yield data from the previous three to five years (see Attachment 33: Crop Yields). Decide on each projected crop yield by averaging the numbers from the previous years. Multiply this number by two hundred and you will have the expected yield per two hundred feet (the rows on the farm are two hundred feet long). Add the resulting number to your new crop plan.

Attachment 33

Next, divide the crop plan into three areas: CSA distribution, shelter distribution, and Farmers' Market distribution. A step-by-step procedure for filling out the crop plan for one vegetable follows; the sequence of steps is the same for all vegetables.

1. Calculate the CSA distribution

   a. Determine the number of weeks that you hope to offer the vegetable at the CSA. Add this to the spreadsheet.

   b. Determine the quantity of the vegetable that you woud like to offer each week at the CSA. Add this to the spread sheet.

   c. Multiply the two numbers by the total number of share holders expected to find the total yield needed. Add this to the spreadsheet.

   d. Divide the total yield by the expected yield per two hundred feet. Multiply this by two hundred to find the number of feet that need to be planted in order to harvest the total yield. Add ten percent to this number to cover any problems you may have during the season due to weather or pests. Add this number to the spreadsheet.

Farming makes you love the land.

-excerpted from an NPR interview with Warren Flint Sr., an 8th generation farmer in Lincoln, Massachusetts.

2. Calculate the Shelter distribution

a. Determine the number of weeks that you hope to offer the vegetable to the shelters. Add this to the spreadsheet.

b. Determine the quantity of the vegetable that you would like to offer each shelter. Add this to the spreadsheet.

c. Multiply the two numbers by the total number of shelters to find the total yield needed. Divide the total yield by the expected yield per two hundred feet. Multiply this by two hundred to find the number of feet that need to be planted in order to harvest the total yield. Add ten percent to this number to cover any problems you may have during the season due to weather or pests. Add this number to the spreadsheet.

3. Calculate the Farmers' Market Distribution

a. Determine the number of weeks that you hope to offer the vegetable to the markets. Add this to the spreadsheet.

b. Determine the quantity of the vegetable that you would like to offer each distribution. Add this to the spreadsheet.

c. Multiply the two numbers by the total number of markets to find the total yield needed. Divide the total yield by the expected yield per two hundred feet. Multiply this by two hundred to find the number of feet that need to be planted in order to harvest the total yield. Add ten percent to this number to cover any problems you may have during the season due to weather or pests. Add this number to the spreadsheet.

4. Calculate the Total Distribution

Finally, add up the row feet from the CSA distribution, shelter distribution, and Farmers' Market distribution. This is the total number of row feet you need to plant for that vegetable. Although all of the data in this spreadsheet is interesting for you, the total number of row feet per crop is essential for being able to develop the farm plan.

Field Plan

The field plan includes detailed maps of each field on the Lincoln farm. It gives information on when to perform tillage, planting dates, names of the vegetables, and variety names (see Attachment 34: Field Map).

Attachment 34

Create the field plan by looking at the total number of row feet for a vegetable that you find in the crop plan. Divide the total number of row feet for a specific vegetable by the length of the rows to find the total number of rows for each vegetable that you need to plant.

Divide this by the number of rows per bed to arrive at the number of beds that will be planted per vegetable.

Next, generate another spreadsheet. Each row represents a bed on a specific field. You will have a different sheet within the spreadsheet for each field on the farm in cultivation. The width of a field will determine the number of beds in that field. The width of each bed is forty inches and the approximate width of each field is two hundred feet. The different sheets on the spreadsheet will therefore contain approximately sixty rows. Think of each sheet as a map of a field. (See Attachment 35: Field Plan.)

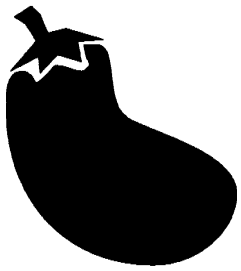
Attachment 35

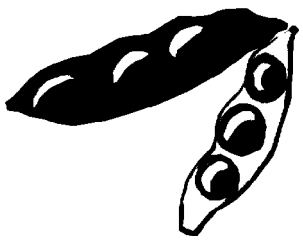
You will now have the total number of beds that need to be assigned to each vegetable and you have a map of each field. At this time you can start placing the vegetables onto the fields, as follows:

1. Enter the number of feet in a row.

2. Write the name of a vegetable in the appropriate column. If you need to plant thirty beds of broccoli, enter them all in consecutive rows on the spreadsheet. Vegetables of the same family will be placed in the same field. Sometimes there is enough space to place two or three families into one field. In the past the farm has divided the vegetables into the following:

    Early Brassicas
    Late Brassicas
    Early Season Roots and Greens
    Mid Season Roots and Greens
    Late Season Roots and Greens
    Sweet Corn and Popcorn
    Potatoes and Sweet Potatoes
    U-Pick
    Early Cucurbits
    Late Cucurbits
    Melons
    Legumes
    Winter Squash and Pumpkins
    Nightshades
    Alliums
    Garlic
    Berries
    Annual Flowers





3. Determine which varieties of the vegetables to plant. This is dependent on a number of factors including the variety's physical and taste characteristics, expected days to maturity, and style of plant growth. Use seed catalogs to find the varieties offered. Look at past field notebooks to find information on the past performance of specific varieties on our farm. Enter the variety next to the vegetable name on the spreadsheet.

4. The next task is deciding when each bed will be planted. Think about how to plan for a continuous supply of that vegetable throughout its appropriate growing season. Look specifically at the expected days of maturity for each variety to make sure that there will not be gaps in your harvest. There are certain times of the year when you need to have either smaller or larger harvests due to organizational reasons. Enter the planting dates in the appropriate column of the spreadsheet.

   For instance, in 1998 beans were planned so that the farm would have a continual harvest from mid June through September. This worked out well during the Summer Youth Program because there were always at least ten young people per harvest working in that field. Once the program ended however, it was impossible for the agriculture staff to keep up with the harvest. There were so many other priorities on the farm that some of the beans were not picked at the right time so the quality suffered. After that season, the farm plan was changed so that beans were only grown for the Farmers' Market when the young people were able to help with the harvest. All of the beans that are grown afterwards are located in the U-Pick area and the CSA members harvest them.

5. Add the bed preparation date. Most beds need to be tilled a month before the planting date. This allows enough time for the organic matter on the surface of the bed to break down before seeding or transplanting.

Add additional columns if you need to include more information such as the cover crop that will follow the vegetable. However, keep the number of columns to a minimum since the objective is to maintain a simple spreadsheet that is easy to read.

Seed Order

The seed order is the form that you will send to the seed company. It contains the vegetable name, variety name, quantity information, and prices (see Attachment 36: Seed Order). We order the majority of our seeds from Johnny's Selected Seeds located in Albion, Maine. Johnny's Selected Seeds is an important sponsor of The Food Project

Attachment 36

who donates almost all of the seed that we use on the farm.

Look in the production cabinet for the seed that are left over from last year. Make an inventory list stating the vegetable, variety, and intended year of planting. Find the chart in Knott's Handbook that indicates the time period for viable seed germination. Throw out the nonviable seeds and add the information on the viable seeds to the seed order spreadsheet. Subtract thirty percent off of this amount to take into consideration the reduced germination rate of older seeds.

Create a spreadsheet for the seed order.

1. Enter the vegetables and the variety names.
2. Look in the seed catalog for the catalog number and add this to the chart.
3. From the field plan, determine the number of row feet that pertain to each variety.
4. In the seed catalog, find information about the number of seeds that are needed to plant a specific number of row feet. From this, calculate the number of seeds that are needed for each variety. Enter this into the spreadsheet.
5. Subtract the quantity of old seeds by the total number of seeds needed to find the amount of seeds to be ordered. Enter this into the spreadsheet.
6. Find the package size that corresponds to the amount of seeds that are needed and enter this into the chart.
7. Find the price listed per package in the seed catalog. Add this to the spreadsheet and total the prices for all of the varieties. This will be the total cost of your seed order.

Cut and paste information from this master seed order into seed orders for each of the companies that will be providing you with seeds.

Greenhouse Schedule

The greenhouse schedule gives you information on when and how to seed in the greenhouse (see Attachment 37: Greenhouse Schedule). This spreadsheet is created from information in the crop plan and the field plan. It only includes crops that need to be grown in the greenhouse.

Attachment 37

Create a spreadsheet titled Greenhouse Schedule.

1. Enter the vegetable and variety names to the chart for each planting.

2. Enter the date that the crop needs to be transplanted out into the field. You will find this on the field plan.

3. Each kind of seed takes a certain number of days to grow to a size appropriate for transplanting. This number depends on the time of year that it is seeded. Look on past greenhouse schedules to determine this information. Add these numbers to the spreadsheet.

4. Subtract the number of days from seed to transplant from the expected transplant date to find out the date to seed in the greenhouse. Enter this into the spreadsheet.

5. Enter the number of row feet to be planted and the number of transplants per foot.

6. Multiply the number of row feet by the number of transplants per foot. Add ten percent to this amount and this is the total number of transplants needed. Ten percent is added to insure against any problems that occur in the greenhouse.

Attachment 38

7. Different types of greenhouse growing trays are used for different crops (see Attachment 38: Greenhouse Cell Numbers). Determine the type of tray that is appropriate for that vegetable and add it to the spreadsheet.

8. Divide the number of transplants needed by the number of cells per tray to calculate the number of trays needed.

Post this spreadsheet in the greenhouse. After you complete a seeding, cross off the date on the sheet so that you will know if your greenhouse work is up to date.

Planting Schedule

Attachment 39

The planting schedule is a chronological list of the planting dates for the various crops (see Attachment 39: Planting Schedule). You create this on a spreadsheet by cutting and pasting information from your field plan. As you complete the seeding or planting, place a check by the date. Although simple, this form allows you to know if the entire farm plan is on schedule.

Equipment Purchase and Maintenance

The Food Project operates a production farm and as such relies on the help of tractors to supplement the manual labor. Priorities of when to use tractors on our farm are different than for most other production farms. For instance, we use manual labor whenever it is possible because it stimulates human interaction and decreases fossil fuel use, soil compaction, and noise. Our hope, through working together on the land, is to connect people to each other, the earth, and themselves. Design the work on the farm to take advantage of human interactions while also responding to the actual agricultural needs. It is inefficient to ask a group of people to perform the same work that a tractor can finish in one tenth of the time. Use the labor to manage a farm that can pay attention to the details that are not addressed if only using tractors. Use tractors, for example, to remove the weeds from between the rows of the plants and your labor can weed in between the plants within a row. The tractor will take care of ninety percent of the weeds, while the labor can focus on those weeds that are not possible for the tractor to remove. Blend the use of machinery and manual labor to push the farm to new levels of excellence.

There is a natural tendency for young people and volunteers to use tools instead of their own hands in fieldwork. If given the choice, ninety percent of them would rather use a hoe to weed in the winter squash field instead of hand weeding. Hand tools make much of the work on the farm more efficient. But, there are also many tasks that are inefficient simply because the people who are using them are more interested in the tools than the work. For instance, if a group tries to take care of weeds in a melon field using only hoes, they will not only miss many weeds, but they will inevitably kill some plants. Most of the weeds in this field are located under the vines so if you try to use a hoe you will cut through the melon vines, or decide not to risk killing the vines and leave all of the weeds in the field. If the crew was strictly using their hands to weed this field, they would be able to clean it up without destroying the plants. Encourage the use of hand tools for certain jobs and break their reliance on hand tools for inappropriate tasks.

The following sections describe our present equipment and how it is used to assist in the growing of vegetables on our Lincoln farm.

I came to The Food Project trained mostly in hand-dug, bio-intensive gardens. I loved the art of digging gardens: of working a bed by hand, measuring the exact width, calculating the number of plants that could be sustained, and finally placing them into carefully dibbled holes. It did not matter that planting a bed of basil could be a day-long process, leaning back on my spade, admiring the bed in front of me, I thought that I would never feel the same sense of satisfaction through the use of mechanized equipment. While I welcomed the opportunity to learn more about tractor cultivation at The Food Project, my interest was somewhat superficial when I arrived. I only wanted to understand it better, to be able to say I had experience in this area. How suprised I was when I fell for the cub. The sense of satisfaction I get out of preparing a bio-intensive bed is equaled by the feeling I have driving away from one of our fields, knowing that the weeds, for this week at least, have once again been removed.

-Danielle Andrews,
Grower's Assistant 2000

Tractors

We operate three tractors: an Allis Chalmers G, an International Cub, and a John Deere 5200. This section describes the use and care of our tractors and our hand tools.

ALLIS CHALMERS G

The Allis Chalmers G tractor is a 1947 model that was purchased in 1999. It is a specialty tractor that has the engine located behind the seat. This allows clear sight lines underneath the seat and the steering wheel. Use it for seeding and multiple row cultivation. The tractor is an antique. Be extremely careful when driving and do not let anyone else operate the tractor. Since it is old, repairs on the tractor are common and expected. You will perform all minor repairs to the tractor while serious repairs are handled by Village Power Equipment in Berlin, MA.

Three implements are used with this tractor:

1. Three Planet Junior Seeders are mounted on a tool bar. Use these for all of the direct seeding on the farm. Drive the empty seeders over beds to mark rows for transplanting.

2. A Buddingh Basket weeder is mounted on a tool bar. This is used for stale seedbed preparation, and primary single or multiple row cultivation.

3. A two-row tine cultivator is mounted on a toolbar. It is used for secondary two-row cultivation.

INTERNATIONAL CUB

The International Cub tractor was built in 1969, which is the final year that the International Cub was produced. The Food Project purchased the tractor in 1998 to help with field cultivation. Its engine is located in the front of the tractor but is offset to the left side. This allows semi-clear sight lines underneath the tractor. It is used on the farm for stale seed preparation, hilling, and single row cultivation.

Two implements are used on this tractor:

1. A Buddingh Basket Weeder is used for stale seedbed preparation, and primary cultivation.

2. Two cultivation gangs hold shanks that are used for sec-

ondary and tertiary cultivation. Discs that hill vegetables can also be added to the gangs.

JOHN DEERE 5200

The John Deere 5200 is a forty horsepower bucket-loading tractor that was purchased new in 1997. It is used for tillage, cultivation, mowing, and compost making. Ideally, a larger tillage tractor is appropriate for the acreage that we are farming. A sixty or eighty horsepower tractor would suit the needs of the farm better; however, this tractor was bought when we were farming on only eight acres. Since it is a relatively new tractor, it is reliable. Routine maintenance is important to preserve its dependability.

Several implements are used with the John Deere 5200. They all mount on the three-point hitch:

1. A "Bush Hog" is used for mowing.

2. A Three-Point Hitch cultivator is used for general cultivation of cucurbits.

3. A Two-Bottom Plow is used for primary tillage.

4. A Disc Harrow is used for secondary tillage.

5. There is a metal drag bar that is attached to the disc harrow to flatten the field after tillage.

6. A Cone Spinner is used to spread cover crop.

Hand Tools

Various hand tools are used on the farm for specific purposes. It is important to clean and sharpen the tools after each use. This prevents rust and allows them to be used more efficiently on the land. Young people in the Summer Youth Program are taught how to sharpen tools.

Infrastructure

The farm has infrastructure on the land that is essential to the agriculture work. As much as possible this is hidden from the view of people on the roads surrounding the farm. We hold a high standard for tidiness around the farm where there is a place for everything and everything has a place. This standard is required by the town and provides a basis for expecting consistent excellence throughout everything that we do on the site.

TOOL SHED

The tool shed is located next to the wash station and the program tent. It needs to be placed in a central location because it holds many of the materials that are needed to work on the land. Since many people will enter the shed to find equipment, it is essential that it be organized well. The tool shed holds hundreds of tools, program materials, a first aid kit, and other assorted farm items. Maintain a clean shed so that people will be able to find the appropriate equipment in a timely manner. Before the Summer Youth Program begins, separate out the tools that will be designated for each crew and store them in different sections of the shed. The sections are labeled with tape of a certain color that pertains to the tape on the tools. For the rest of the year it is more efficient to separate the tools out in the sections according to their utility. Place tools that are used often near the front of the shed and those that are rarely used in the back.

STORAGE SHED

Another shed that is the same size as the tool shed located near the greenhouse. This shed is used to store supplies for irrigation, tractor maintenance, electric fencing, greenhouse repair, and pest management.

TRACTOR STORAGE AREA

Near the storage shed, there is a twenty foot by twenty foot tractor storage area. This area is use to store organic fertilizer, cover crops, row cover, and tractors. Covered by a lexan roof, this space is essential for protecting equipment from the rain. In July, we hang our garlic under this structure for a month during the curing process.

PUMP HOUSE

A wooden pump house in the eastern corner of the land protects the water drum and electrical panel.

GENERATOR HOUSE

A generator provides power to the greenhouse. A wooden house protects the generator and power storage batteries from the weather.

TENT

Put up a tent every spring to serve as the program meeting space. This is a thirty foot by thirty foot canvas tent. Throughout the season, the program staff will use the tent to hold workshops and people usually eat here. You can store some produce under the tent in the fall; however, it needs to be organized in a corner so as not to interfere with the program space. When you take the tent down in the fall, store all ropes, wooden poles, and metal stakes in the tool shed. Store the tent in a location away from mice. We have had trouble in the past with mice making the tent a home for the winter.

Soil and Fertility Management

The soil on the Lincoln farm is extremely sandy and needs to be managed to protect the thin layer of topsoil. Excessive turning of the soil will damage soil structure, decrease microbial activity, and lower the amount of organic matter that provides nutrients to the plants. Be cautious when using any form of equipment that disturbs the soil because the challenge on a farm with sandy soil is to maintain the soil structure.

Crop Rotation

Land, like humans, needs rest to rejuvenate itself in order to be productive. A fallow season allows the field to store up nutrients, reduce the weed population, and improve the soil structure. Allocate at least one fourth to one third of the land to remain fallow each season by strategically rotating the crops around the farm (see Attachment 40: Crop Rotation). Since different vegetables place different levels of pressure on the nutrient uptake from the soil, think about how to make this work to your advantage. For instance, the year after you grow a crop that is a heavy soil nutrient feeder, place that field in a fallow year. If you have a crop that is a giver of nutrients to the soil, you can plant a heavy soil nutrient feeder the following season. By coordinating the vegetable nutrient needs in this manner you can alleviate the necessity of supplementing the soil with added inputs.

Attachment 40

Cover Cropping

The primary weed control, fertility management, and soil health management on the farm is done through the use of cover crops.

A cover crop can add significant amounts of nitrogen and organic matter to the soil reducing or eliminating the need for other inputs to the soil to build fertility. The choice of cover crop is determined by the crop that was previously in the field, the next crop that will be planted, the weed pressure of the field, and the date that the cover crop is planted. Here are seven primary cover crops that are used at The Food Project:

- Field Peas are planted between mid-August and mid-Septem ber. They are legumes, so the plant will fix nitrogen to be used by the following crop. Peas are killed by a hard frost and will not live through the New England winter. Use these in a field when you plan to plant an early spring crop that is a heavy nitrogen feeder.

- Oats are grains that are planted often as an accompaniment to field peas. They are sown in mid August through mid September and will die with the first hard frost. Plant them to add organic matter to your soil in a field where you will be planting an early spring crop.

- Hairy Vetch is a legume that will survive the winter. Plant it between mid August and mid-September in order to achieve some green growth in the fall. Once spring arrives, the vetch will grow rapidly and by the middle of May it will be produc- ing beautiful purple flowers. Mow and integrate it into the soil at this time to take maximum advantage of the nitrogen that the plant has fixed. Use Hairy Vetch in a field before a late planting of a heavy nitrogen-feeding crop. Be strategic in your use of Hairy Vetch since the seed is expensive.

- Winter Rye is a grain that will overwinter in most of New England. Plant it between mid August and mid September. By May of the following year the rye will have grown to waist high. Mow and integrate it into the soil before the plants display their seedpods. If you wait too long the rye will reseed itself and the winter rye will become a weed that will cause trouble for the rest of the season. Grow this along with Hairy Vetch to add organic matter for crops that will be planted late in the season. Also, Winter Rye is a good choice of a crop to grow during a fallow year.

- Sorghum-Sudan Grass is a quick growing grain that supplies a tremendous amount of organic matter. The plant is killed by a frost so you can only plant it in the middle of the season. One advantage of the Sorghum-Sudan Grass is that it will not reseed and become a weed on the farm. Use this to add organic matter to fields in which you already grew an early spring crop.

- Buckwheat is similar to sorghum-sudan grass in that it is killed by a frost. It grows very quickly and attracts many beneficial

insects to the farm. Use it after an early crop or before a late crop to add some organic matter and to reduce the weed population in the field. Make sure that you mow and integrate the buckwheat before it goes to seed or you will be weeding buckwheat for the next few years.

- Red Clover is a perennial legume that acts as a biennial. It grows very slowly in the year that it is planted yet produces incredible growth the following season. Plant it after an early crop and before a fallow year when you want to increase the organic matter and nitrogen available to the following crop.

Compost

Spreading compost on the farm is an important supplement to the cover cropping system to increase soil health. Using the same cover crops every year can put a strain on the land because the covers will only be supplying the same specific nutrients to the soil. Compost provides a rich blend of micronutrients that are important for soil health. A compost area is located in the south part of the land near the greenhouse. There are windrows that contain manure and compost at various stages. We have a good relationship with a local horse farm that delivers horse manure for free. In the past we have received chicken manure to mix with the horse manure but the chicken farm went out of business in the year 2000. We are now in the process of locating another source of nitrogen rich material to mix with the continuous supply of horse manure.

The best compost for the land is the wise master's feet and hands.
-Robert Herrick

Spread the compost with a manure spreader that you can borrow from a local farm. If the area that you need to spread is small you can simply use the bucket on the John Deere tractor. Determine the amount of compost to be spread by looking at the cover crop that was grown, the previous crop planted, and the next crop that will be going into the field.

Organic Fertilizer

Cover crops and compost should provide for the majority of the fertility needs of the crops on the farm. Sometimes in the beginning of the season or for crops with special nutrient needs you will need to supplement the crops with the use of organic fertilizer.

We use two different types of fertilizer that are named in relation to their nitrogen, phosphorus, and potassium concentrations. The numbers in the names refer to the quantity, in pounds of that

component, in a one hundred pound bag of the fertilizer. For instance one fertilizer is called "5-4-8" and another called "7-2-4". A fifty pound bag of "5-4-8", has 2.5 pounds of available nitrogen, 2 pounds of available phosphorus, and 4 pounds of available potassium. Use "5-4-8" when you want to aid a vegetable's root growth. The "7-2-4" is used to assist the growth that occurs above the soil in the stem and the leaves.

The amount of fertilizer that you apply will vary depending on the cover crops used, compost applied, previous crop, and the following crop. Also, you can use the organic fertilizer to side-dress vegetables during the season that look as though they are suffering from fertility problems.

Tillage

Tillage on the farm is the primary way to destroy the soil structure that is so important to soil health. Since cover crops are crucial to the overall fertility to the land, you have to be aware of their growth as it relates to the timing of the tillage. For instance, if you wait too long in the spring before turning under a winter rye crop, then you will have to run over the field many more times with tillage equipment. However, if you turn the winter rye in too early, you eliminate the beneficial qualities that the cover crop provides. Manage a compromise between allowing the cover crops to put on growth and the number of times that you will have to turn in the cover crop to prepare the field for planting.

The primary tillage tool on the farm is an Athens 50 Disc Harrow. This is used to integrate the cover crops into the soil and to prepare a level surface for making the field beds. Do not try to disc when the soil is too wet because you will destroy the soil structure for the season. Also, if you disc when it is too dry the soil will turn to powder. A simple way to test for the appropriate soil moisture is to pick up a handful of soil and squeeze it. Drop it on the ground. If the soil stays completely together it is too wet to disc. If the soil falls apart easily it is too dry. However, if the soil crumbles apart into large pieces then it is suitable for tillage.

A dead cover crop like field peas can be disced once or twice and be ready for seeding. Live cover crops such as winter rye may need

three or four passes with the disc. Separate the tillage by five days to a week in order to allow the crops to decay.

Cultivation

We use a variety of cultivation tools to help reduce the weed pressure on the farm. Since these tools dig into the soil, it is important when using them to think about their impact on the soil structure and microbial life.

- Buddingh Basket Weeder

  This tool is used to level the soil, form the seedbed, create a stale bed, and provide primary cultivation. Since the imple ment consists of baskets that turn up the top two inches of the soil, consistent use of this tool on the same area over a season can pulverize the rich topsoil and turn it into powder. When forming the bed, make sure that there is adequate soil moisture. Before using it to create a stale bed, think about the compromise between competing with weeds and the effect that the tool has on soil structure. For certain crops like carrots, the basket weeder is essential to getting ahead of the weeds so that they won't out-compete the crop. However, it may not be that important to use the basket weeder for the cultivation of transplanted crops since they are already large enough to not worry about small weeds. Decisions about when to use this implement often have to do with the overall farm priorities at any given time, the current weather, and the labor force that is available.

- Shank and Tine Cultivators

  These are used as secondary and tertiary cultivation tools that dig into the soil between the rows and throw soil into the rows of growing plants. Although they do not disturb soil in the entire bed like the basket weeder, they do disturb the soil to a greater depth. Again, care should be taken to use these only when necessary to maintain the soil structure. Since the soil is already prone to lose moisture quickly due to its sandy consistency, cultivation that opens up additional channels for water to move through the soil and away from the plant is to be kept to a minimum.

Pest and Disease Management

As a grower using organic and sustainable methods, you have to be creative when dealing with pests and diseases on the farm. Become familiar with the most common problems that you will face with the vegetables that you are growing for the season. Also, speak

to the Lincoln Conservation Commission and local farmers about animals that are commonly found on the land.

Deer

Deer will cause the greatest damage to the land. There is a growing population in Lincoln and the deer will enter the land from all four sides, depending on the situation. Every night during the season you can expect that will walk across the land and try to eat some of your produce. Deer seem to be most interested in the lettuce, pumpkins, winter squash, carrots, and beets. They feed especially during a dry year when vegetation in the wetlands is low.

The most useful aid in preventing deer damage to the crops has been a two-strand electric fence. A wide strand is placed about three feet high and the low strand is eighteen inches above the soil. The top strand is baited with peanut butter. This bait attracts the attention of the deer and once they touch the wire they stay away from the fence. Make sure that you put up this fence before the deer damage has started in the springtime because it is difficult to stop the deer feeding once they have sampled the tasty vegetables. Isolate the fields that you need to protect with wire by locating them at the back of the farm. Many people work on the farm during the season and it is better if the fence is in an area that has less traffic.

In the past, we have tried to protect the crops from deer by using row covers. Although this was successful, excessive time was required to cover and uncover the crops each day.

Groundhogs

Ten to twenty groundhogs live in the woods surrounding the farm. They can also be found around the tree island in various locations. Their favorite vegetables are broccoli, collards, kale, cabbage, cauliflower, winter squash, and pumpkins. If you plant any of these crops near the field edges you can expect significant damage. The groundhogs will not venture far into the fields because then they are preyed upon by coyote and hawks. Plan the farm accordingly and place the brassicas in a rotation in the middle fields of the farm. We have also used sulfur smoke bombs in accordance with organic standards to deter the animals from coming onto the land. If you

need to use them, be sure to check the most recent organic standards to see if they are in compliance.

Rabbits

There has not been significant damage from rabbits because coyotes and hawks control their population. There has been some slight foraging by rabbits on the edges of the land but they will not go far out into the fields because of predators.

Insects

Most insects that are on the land are beneficial to agriculture. However, there may be a few occasions each year when the presence of harmful insects needs to be addressed so that the production will not be dramatically affected. It is essential that you are familiar with the insect population on the farm and can distinguish between the beneficial and harmful insects.

- Flea Beetles

  These small black beetles are heavy feeders on members of the brassica family. Flea beetles are most active in the springtime and early summer. They do not like shade. The best defense against their voracious appetite is placing a physical barrier between them and the plants. After seeding or transplanting, spread a row cover over the top of the plants and secure the edges of the row cover. This prevents the beetles from reaching the plants and even if they do find the plants they are in the shade.

- Colorado Potato Beetle

  Every year your nightshade plants will sustain damage from the Colorado Potato Beetle. They will begin feeding on the eggplants, move to the tomatoes, and finally end up on the potato plants. Due to the large labor force on the farm, the key management strategy is manually picking off the beetles. If your timing is ideal, you will be able to easily stunt the beetle population while they are feeding in the eggplants and tomatoes. Since there are usually much less of these vegetables planted than potatoes, the beetles will be in a concentrated space that is easy to observe.
  Distribute paper cups to a work crew and teach them how to find the beetles and to place them in the cups. After examining all of the plants, consolidate the beetles from the various cups into a bucket. Fill the bucket with water to dispose of the beetles. Pick the beetles off the plants once a week until their population is insignificant.

The last thing that many of the people who work on our farm want to do is to pick insects off plants. Most of them have never set foot on a farm and the idea of actually touching beetles is usually a disgusting thought. When leading this task, explain the importance of protecting the plants so that they can grow to maturity. Also describe why you are removing the insects in this manner as opposed to spraying a chemical. By the end of the work block, most have enjoyed the opportunity to be an integral part in protecting the growth of the plants.

As a last resort for solving Colorado Potato Beetle problems, you can spray a strain of Bacillus thuringiensis. Read the label carefully for proper timing of the spraying.

- Striped Cucumber Beetle

The Striped Cucumber Beetle eats the foliage on all members of the cucurbit family. As a first course of action, try covering the plants with a row cover. Make certain that you place the row cover on the plants before there are any beetles present. If you cover the plants with the beetles on them, they will eat all of your plants and it will defeat the purpose of the row cover.

If the row cover does not help the situation, dust the plants with Rotenone. This is an organic pesticide that is short lived in the environment. However, take safety precautions when applying this pesticide by using gloves and a mask. Allow only the Grower's Assistants and the agricultural interns to help you spread the Rotenone.

- Cabbageworm

These worms are present on the fruit and leaves of the brassica family. In addition to eating the foliage, they also leave significant amounts of excrement on the plant. After recognizing significant damage apply "Bacillus Thuringiensis" to the plants. This is an organic biological pesticide that has much success in controlling the cabbageworm. Apply the pesticide once a week for two to three weeks.

Diseases

On the farm, certain general practices are used that limit the amount of disease that is present. For example,

- We move each family of vegetables to a different field on the farm every year. Ideally, there will be at least a three-year rotation so that a vegetable family will not return to a previous field for three years. This alleviates many of the disease problems.

- We work with the healthiest plants first and then move to the plants that may have some form of disease. This prevents us

from becoming a human vector of disease and spreading it into the healthy plants.

- We space plants as widely as possible. The distance between plants and between rows of plants is an important consideration in relation to disease. The closer the plants are spaced, the more likely that disease will be easily transferred throughout the farm.

Greenhouse Management

The Food Project greenhouse allows the farm to increase the quantity and quality of the produce that it distributes. The greenhouse demands intensive maintenance and management since it must provide an ideal early growth environment for seedlings. Take advantage of the greenhouse to assist you in growing outstanding produce.

History

The greenhouse was constructed in the winter and spring of the year 2000. It is a thirty by ninety-six foot gothic design greenhouse with two layers of plastic. There are two 200,000 BTU propane heaters, two cooling fans, a squirrel fan, two circulating fans, three shutters for fresh air intake, and four thermostats for temperature control. The greenhouse is powered by a 4.5 kilowatt generator that stores energy in eight batteries. A Trace inverter controls the electrical system and turns the generator on when needed.

In 1998, about six hundred flats of transplants were bought from a local greenhouse for a cost of over $6,000. In 1999, over seven hundred and fifty flats were purchased at a cost of about $7,500. During the 1999 season we decided that we would construct a greenhouse the following year to reduce the financial burden of purchasing transplants, and to give the young people in our programs the opportunity to assist with greenhouse activities.

At the time, it was calculated that we would need a thirty by forty-eight foot greenhouse to grow the transplants for the upcoming season. We decided to build a larger greenhouse so that we could offer space to local growers, experiment with some greenhouse enterprise ventures, and allow for the inevitable expansion of the farm needs.

During the spring of the 2000 season, we grew over one thousand flats. Throughout the fall, winter squash, popcorn, sweet potatoes, and onions were cured in the greenhouse. Since the construction of the greenhouse was not completed until June, the space was not maximized for efficiency. We constructed tables with the materials that were present and did not take the time during that busy part of the year to organize the greenhouse for optimal use.

In January of 2001, a greenhouse enterprise project was started to grow arugula for an organic retail outlet. Another project involving dwarf sunflowers was started in April of the same year. One thousand two hundred transplant flats will be grown for the urban and rural farms grown in the greenhouse for the 2001 season.

Maintenance

Regular tasks associated with the maintenance of the greenhouse and the generator are:

- Every three years, replace the greenhouse plastic.
- After every snowstorm, remove the snow from the sides of the greenhouse with a snow shovel and broom. Be careful not to puncture the greenhouse plastic as you take the snow off.
- Keep the squirrel fan on at all times throughout the year.
- The greenhouse has been the victim of vandalism twice. Do not leave any tools lying around that could be used to vandalize the structure. Check the greenhouse at least once a day during the growing season to make sure that no one has done any damage to the greenhouse.
- Study the owner's manuals for both the generator and the inverter. This will help you keep up with maintenance and determine how to addressproblems that occur.
- Check the generator's oil at least once a week. Change the oil and oil filter at least once a year.
- Read the generator hour meter once a week, and write the number into a log book. This will let you know how often the generator is operating. The number will reflect how often the fans and heaters in the greenhouse are in use.

Managing the Greenhouse

The greenhouse can be considered another small farm to manage. It has its own issues with seeding, watering, temperature, fertility, pest control, and timing. The plants within the greenhouse need to

be monitored many times each day. Train the Urban Grower and the Grower's Assistants to share in the watering duties. Create a rotation schedule for each weekend throughout the season so that you will not be the only person with the job of taking care of the greenhouse.

Inventory all of the supplies in the winter. Calculate the number of bags of potting soil needed and include this with the annual Northeast Organic Farming Association bulk order. Call Griffin Greenhouse Supply to order all of the seedling trays that are needed.

Wash Station Management

All of the vegetables that are harvested pass through the wash station. It is an area on the farm that can be chaotic because of its complexity and temptation (there are many hoses to spray at one another). The crews rotate each week into working at the wash station, with each half of the crew working there on either Tuesday or Thursday. Every harvest day, thousands of pounds of vegetables pass through it and the expectation is that after going through the wash station every vegetable is ready to be distributed. Structure and efficiency are crucial in the wash station area.

Nathan Lyczak was a Grower's Assistant in the 1998 season. He is highly skilled in systems development. By looking at the wash station from a systems perspective he was able to move the area to a new level of efficiency.

- First, he looked at the flow of vegetables through the wash station and positioned the washbasins so that they can take advantage of this flow (see Attachment 41: Wash Station).

Attachment 41

- Next, he created "The Line". This is a ten-foot rope that is placed on the field side of the scale. As the harvesters bring up produce to the wash station they place the crates on their side of the rope, pick up empty crates that are on their side of the rope, and go back to their fields to continue harvesting. This alleviated the major obstacle to efficiency at the wash station which was people bringing in the harvested crops and mixing with the people working at the wash station.

- Finally, he developed a short training session that he would give every harvest day for the group at the wash station. In this he would explain how the wash station worked and challenge them to perform at a high level.

During the Summer Youth Program, about five young people and a Grower's Assistant work at the wash station. When the produce is dropped behind "The Line", one of the young people takes the crate of produce and places it on a scale. Another young person records the weight into a harvest log sheet (see Attachment 42: Harvest Log). The young person who weighed the crate then takes it and gives it to another who takes the produce out of the tray and places it into a wash basin. The dirty crate is given to someone who is the designated crate washer. This person takes the dirty crates and washes them with a high powered nozzle. After washing the crate, they stack them on top of pallets that are next to the wash basins. Other young people who are strictly produce washers, take a clean crate, wash the produce that is already in a wash basin, place it in the clean crate, and put the crate in an area that is designated for distribution to the CSA, the Farmer's Market, or the shelters.

Attachment 42

The morning of every harvest day, speak to the Grower's Assistant who will be working at the wash station about where the produce will be distributed. During the morning harvest, visit the wash station to monitor how the produce is being organized for distribution.

Irrigation Needs

The land on the Lincoln farm is classified as Merrimac Fine Sandy Loam. The subsoil on most of the farm is almost entirely sand. This means that the soil does not hold much water. Of course, this is advantageous in the springtime when you want to start tilling. It is also helpful in a wet year because the plants in the field are not sitting in water since the soil quickly distributes the moisture downwards. However, in a dry year this type of soil is difficult to farm without irrigation.

History

During the 1992 to 1997 growing seasons, The Food Project had no irrigation. Yields decreased significantly during the numerous droughts in those years. In 1998, we drilled two shallow wells in the eastern corner of the farm close to Baker Bridge road. This location was chosen because it is out of the way and the water table in the spring is about twelve inches below the surface of the soil. These two wells were fourteen feet deep and provided forty gallons

of water a minute to the irrigation system which included lines to all of the fields and a line to the wash station (see Attachment 43: Irrigation Map). The summer of 1998 was extremely wet so we only needed to irrigate once. We did pump water from the wells twice a week on our harvest days to wash the vegetables. By the end of the summer the wells were running dry.

Attachment 43

Because of the dry shallow wells of the previous season, in 1999 we drilled a deep three hundred foot well. A submersible pump was placed one hundred and eighty feet down the well to provide forty gallons of water a minute. There was a drought for most of the season and the well provided all of the water that was needed.

Management of Water Needs

Managing the water needs of the crops is essential to growing crops well. As a general rule, try to provide all of the crops with about an inch of water every week of the season. However, vegetables need to have varying amounts of water at different stages in their development. Familiarize yourself with the timing involved for the range of crops. During the season, keep track of the rainfall and the amount of water that each of the crops has received.

There is an irrigation upright at the corner of every field. "Lay Flat" tape attaches to the brass valve on the upright and is rolled out along the edge of the field. At the end of the beds that you want to irrigate, install a plastic drip tape valve. Then roll out the drip tape and cut a piece the size of the field. Attach the drip tape to the valve and you are ready to irrigate.

Drip irrigation is used on the farm primarily because it conserves the use of water. This type of irrigation uses tape that has small holes poked into it at given intervals. The common drip tape used on the farm is called "eight millimeter, twelve inch, .453 tape." This means that the thickness of the drip tape is eight millimeters, the holes are twelve inches apart, and .453 gallons of water per minute flow through the holes for every one hundred foot of tape. One method of determining if you are done irrigating a crop is to see if the water marks on the soil from the drip tape holes have broadened to touch each other. This tells you that all of the soil on the drip tapeline has been saturated. Depending on how many drip tapelines are on, saturation will take about three or four hours.

It is impossible to irrigate the entire farm at once due to water flow limitations. By changing the fields that you are irrigating you can provide water to all of the land in two days. Ideally, you will have enough irrigation supplies so that you will not need to transport them from field to field in order to irrigate; this is a much more efficient use of your time. However, the irrigation system is set up to allow for moving the equipment to different fields if needed.

Order all of your supplies during the winter so that you are not stuck in a crisis situation in the middle of the summer. Have extra drip tape, lay flat, and valves around for emergencies. If there is a drought year, it will be difficult to obtain materials quickly because the supplies in the stores will be low. Plan ahead to avoid a disaster.

Take a water sample every spring and send it to a lab to certify that we can continue to use it as drinking water. When the results come back that the water is safe to drink, attach a turbidity filter to one of the valves near the wash station. Replace the filter element as needed during the summer. Take the filter off in the fall and store it in the front shed for the following spring. If the results state that the water should not be used for drinking, you will have to fill up water coolers every day in the office and bring them out the field.

In the fall, blow out the field and wash station irrigation lines to prevent them from freezing. Turn off the pump and open the valve near the pump station. This will release some of the water in the system. Next, attach an air compressor to the line near the wash station to force more of the water out of the valve. Close all of the valves on the main line that runs along the tree line. Open the valves at all of the field corners and the wash station.

The irrigation system also provides water to the greenhouse. You will be watering throughout the late winter and early spring so it is important to maintain a frost proof line. This water pipe is frost proof except for a small portion near the pump house. Heat tape keeps the pipe from freezing and needs to be plugged in before any threat of a deep frost.

Record Keeping

In order to manage an extraordinary farm, you need to keep impeccable records. Although it is challenging at times to constantly record and organize information during the busiest times of the year, the process forces you to be clear about the current status and needs of the farm. Also, meticulous notes will greatly assist you in planning the farm for the next season.

Task List

The first day of each week write a task list for the jobs that you need to accomplish that week (see Attachment 44: Task List). Separate the tasks into categories and prioritize each of the jobs listed. This will help you keep track of all of your obligations and hopes as a grower. Saving these on the computer will allow you to look at the status of the farm. Comparing the task lists to those of previous years will give you a benchmark of when repeating tasks are performed.

Attachment 44

Field Log

Bring a field notebook with you to the farm and write in it every day of the growing season. Document the temperature ranges of the day, precipitation, current status of crops, pest damage, first harvest days of each vegetable, and the tasks that are completed. This log is invaluable to you because it will provide a detailed summary of the season.

Every week, take a field tour with your notebook, carefully noting how specific varieties are growing and writing suggestions for the following year. This is an important tool in the winter when you are creating the farm plan.

Harvest Database

Every week during the season, take the harvest log sheets to the office and enter the data into the harvest database (see Attachment 45: Harvest Database Sample Page). If you wait too long, you may misplace the harvest log sheets and the data will be lost. The main harvest database layout was created to allow you to quickly enter harvest information. Other layouts allow you to obtain different types of information ranging from comparing the harvests of different seasons to keeping running total of the season's harvest.

Attachment 45

Relationships and Services

There is a strong, vibrant agricultural community in the greater Boston area. Do not think that you are alone on the farm in Lincoln without any help. Your role is enhanced by the relationships that the farm has crafted with other farms, individuals, and organizations that provide valuable assistance as teachers, companions, mentors, friends, and community. As you become part of this network you will find answers to almost any question you may have as the Rural Grower and you will have partners to share farm equipment in case of emergencies. Be sure to initiate and reciprocate the support that you receive from others in the agricultural community.

NOFA

The Northeast Organic Farmers Association (NOFA) is an important resource for you as a grower. They sponsor many conferences throughout the year. The summer conference occurs during the first or second weekend in August and is a wonderful opportunity to attend constructive workshops and exchange ideas with other growers. The winter Massachusetts NOFA conference allows you to share with growers around the state. Publications that are distributed by NOFA contain lots of practical information that is useful on the farm.

CRAFT

The Eastern Massachusetts CRAFT (Collaborative Regional Apprentice Farm Training) program was created in 1998 to bring local farms together to share support and information. Over twelve farms are part of the program. These farms meet once every two weeks to receive a farm tour and hear a talk related to a specialty of that specific farm.

Conferences

During the winter, you will have the opportunity to be a presenter at various conferences relating to both agriculture and youth work. As you share your work with others you will find that it will force you to more critically define your work and hone it to new levels of excellence. Contacts that are made at these conferences are invaluable to you throughout the year.

Local Services

Many people, farms, and organizations can provide you with technical support throughout the year. Your relationships with them will give you a base of knowledge to successfully grow high quality organically grown vegetables.

Evaluation

- *Evaluation Formats*
- *Implementation*

In all areas of The Food Project, evaluation serves to improve our work and give us feedback about the outcome of our efforts. The farm has changed dramatically over the years in order to better serve its constituents and so its continued vibrancy and health depends on continual evaluation.

Evaluation Formats

From its earliest days, The Food Project staff has pursued a simple and important line of inquiry after any significant activity. We gather in front of a flip chart, put up a positive and a delta on a page, and fill in the sheet from our recent experience. We then come to agreement on the most important changes that have to be made to improve the work. Whoever is in charge of the area takes the suggestions and experiments with the next stage of activity to try to create improvement. This simple method produces good results and continues to live in the organization today.

Implementation

Staff in all areas of the organization now keep track of statistics through the quarterly reports and is implementing evaluation measures that were created through the comprehensive evaluation that was funded by the Kellogg Foundation. Key questions about the outcome of the agricultural work are addressed by implementing the tools and measures set up in the evaluation framework. The evaluator and the senior agricultural staff developed these tools. They need to be implemented consistently to give us insight and data we want on the farm's effectiveness for the Farmers' Markets, shelters, the CSA, young people, volunteers and other stakeholders. The future excellence of the rural agriculture of The Food Project depends on responding to input from constituents and creating new ways to integrate production agriculture with youth and volunteers.

Grower's Assistants Hours

April	Tuesday-Saturday	7:30-4:30
May	Monday-Friday	7:30-4:30
	Saturday	7:30-2:00
June	Monday, Wednesday, Friday	7:30-4:30
	Tuesday, Thursday	6:30-7:00
	Saturday	7:30-2:00
July	Monday, Wednesday, Friday	7:30-4:30
	Tuesday, Thursday	6:30-7:30
August	Monday, Wednesday, Friday	7:30-4:30
	Tuesday, Thursday	6:30-7:30
September	Wednesday, Friday, Saturday	7:30-4:30
	Tuesday, Thursday	6:30-7:30
October	Wednesday, Friday, Saturday	7:30-4:30
	Tuesday, Thursday	6:30-7:30

The Food Project
Grower's Assistant
Job Description

The Organization:

The Food Project is a nationally recognized youth and community development organization in Lincoln and Roxbury, Massachusetts. The Project works with urban and suburban communities from the Greater Boston area to provide over 150,000 pounds of fresh produce each year to shelters, soup kitchens, CSA, and farmers' markets in low-income areas. Throughout the year, young people take on a substantial amount of responsibility for the growing and distributing of fresh, organic produce while learning about farming, local food issues, hunger, community building, and themselves in the process.

The Grower's Assistant:

The Food Project is seeking two Grower's Assistants to work at our rural farm site. Each Grower's Assistant should have high energy for and interest in sustainable agriculture and youth, as well as a commitment to teamwork. The Grower's Assistant should also have creative energy for making a difference in the world and a passion for the vision of The Food Project.

The Grower's Assistants will be working with the Rural Agriculture Production Manager on a 21 acre piece of land in Lincoln, Massachusetts. The Grower's Assistant will be an integral part of the growing, marketing, and distributing of produce to shelters, soup kitchens, CSA, and farmers' market.

This is a full-time position from April - November. Worker's compensation. $375/week.

Preferred Skills:

- Experience in organic crop production/agriculture experience.
- Experience organizing groups safely and productively.
- Experience teaching young people in outdoor setting.
- Experience with/interest in farm equipment.
- Experience and interest in teaching about sustainable agriculture.
- Experience with CSA/greenhouse.
- Dependable, responsible, independent, and open to learning.
- Willing to work a flexible schedule.
- Team-oriented individuals with a good sense of humor.

Responsibilities

April - June
- Prepare field equipment for the season.
- Assist with field preparation and planting.
- Supervise and teach volunteer groups.
- Assist with additional aspects of CSA and greenhouse.

June - September
- Assist with daily field operations during summer youth program.
- Implement agriculture curriculum during summer youth program.
- Implement distribution of vegetables to shelters, farmers' market, and CSA shareholders.
- Assist with additional aspects of CSA and greenhouse.

September - November
- Continue farmers' market and shelter produce distribution.
- Supervise and teach volunteer groups.
- Prepare sites for winter season.
- Assist with additional aspects of CSA and greenhouse.

Ongoing Responsibilities:
- Maintain orderly site for all visitors.
- Attend staff meetings and other staff functions.

**Please send resume and cover letter to
The Food Project, P.O. Box 705, Lincoln, MA 01773.
Position will be filled when desired candidate is found.
If you need information about the organization,
please call (781) 259-8621 or
visit our website - www.thefoodproject.org.
If you have specific questions about the status of your application, please call
Donna Dawson at (781) 259-8621, ext. 29.

Grower's Assistants
Hiring Process

Mail out information publications, post on website	Starting 8/1
Receive resumes and review	Starting 8/1
First round interviews by phone	Starting 9/1
Site visits	Starting 9/1
Second Round Interviews by phone	Starting 10/1
Decisions made for positions	11/15

Grower's Assistant Self-Evaluation

Attachment 4

Topics				**Rating(1-10)** 10 means that you have learned all there is to learn at this farm	**Comments** (would you like to learn more? How?)
Machinery					
	Tillage with disc				
	Bed Prep with disc				
	Bed forming with Cub				
	Stale bedding with Cub				
	1 row cult. with tines				
	2 row cult. with tines				
	1 row cult with discs				
	Mowing with Bush Hog				
	Replacing implements on tractors				
	Moving compost/manure with bucket				
	Tractor Maintenance				
Cover crops					
	Background on why we use certain covers				
	Storage, Sowing and incorporation of covers				
Greenhouse					
	Scheduling of seeding				
	Soil prep for seeding				
	Watering needs, thinning needs				
	Use of cold frames				
	Thermostat, generator, propane maintenance				
Irrigation					
	Installation of lay flat and drip tape				
	Management of irrigation needs of crops				
CSA					
	Marketing CSA material				
	Display/Care for distribution area				
	CSA budgeting				
Supervisory roles					
	Leading volunteer groups				
	Sharing the vision/mission of TFP				
	Public speaking opportunities				
	Leading youth workshops on ag				
General					
	Use of row covers for season ext. and pest management				
	Use of electric fence for pest management				
	Use of organic biologicals for pest management				
	Use of mulches(B. Plastic, Straw, Wood Chips)				
	Transplanting and harvesting techniques				
	Harvest management				
Farm Planning					
	Crop Plan, Field Plan, Seed Orders, Planting Schedule				
	Overall farm budgeting				
	Crop rotations dependant on field characteristics, etc.				

Ritual for a Formal Dinner

I. Welcome

II. Remembering those who are not present with us:
Staff not attending
Staff hired but not yet working with us
Consultants
Volunteers
Trustees

III. We remember some of those who have gone before us in this work:

Ward
Ara
Martha
Manny
Liza
Kirsten
Nathan
Anna
Gideon
Carlos
Danielle
Cammy
Malcolm
Tony
Karen
Lucy
Carline
Colleen
Meg
Sara
Chris

IV. Youth
Staff members share in reading names of all the summer 2000 participants

V. Bringing ourselves to the table
Take look around the table at the faces that are the present Food Project.

VI. Sharing the history of the meal

VII. Toast to our future

Lincoln Summer Youth Program Schedule

Attachment 6

	Monday	Tuesday	Thursday	Friday
8:10 AM	Leader Meeting	Leader Meeting	Leader Meeting	Leader Meeting
9:05 AM	Crew worker pick-up (by bus)	Crew worker pick-up (by bus)	Crew worker pick-up (by bus)	Crew worker pick-up (by bus)
9:15 AM	Workers arrive Logistics of the Day	Workers arrive Logistics of the Day File Out into Fields	Workers arrive Logistics of the Day File Out into Fields	Workers arrive Logistics of the Day
9:30 AM	Theme Skit/Quote of the Week!	Harvest Time!	Harvest Time!	Quote of the Day
	File Out into Fields			File Out into Fields
10:00 AM	Field Work			Field Work 1/2 crew cooks
12:00 PM	Lunch	Lunch	Lunch	Crew going to Rox next wk mts w/SS
12:30 PM	Game	Game	Game	Community Lunch
12:45 PM	Workshop (ag curriculum- can be moved around)	Workshop	Workshop	
1:00 PM				
1:45 PM	Field Work			
2:00 PM				Clean Up the Farm
2:15 PM		Field Work	Field Work	
2:30 PM				Journal Reflections
3:00 PM		Crew CSA Pick-up		Rec Day
3:30 PM				Chores
3:45 PM	Chores Announcements	Chores Announcements	Chores Announcements	Wrap-Up Announcements
3:55 PM	Walk to Train	Walk to Train CLs and ACLs stay for standards meeting and dinner	Walk to Train	Walk to Train

Leader Training Week Schedule

Monday

10:30-11:00	Introduction to Food Project Agriculture. How we farm and why
11:00-11:45	Field Exploration (Wander in a pair around land) Q & A Session
11:45-12:00	Present packet of field information, Ag. role of crew leader
2:30-3:45	Weeding, crew management techniques
3:45-4:15	Field Tour

Tuesday

10:30-11:00	Intro to wash station, washing
11:00-11:30	Intro to CSA area
11:30-12:00	Tool Inventory, discussion of care of tools
1:30-3:30	Field work, Management techniques
3:30-4:00	Field Rotations of crews, Chores

Thursday

10:00-11:15	CSA set-up, washing, harvesting
11:15-12:00	Intro to Ag. Curriculum

Friday

10:30-11:45	Field Work

Crew Leader Agricultural Responsibilities

Knows schedule of day and jobs/destinations of crew

Mobilizes crew's enthusiasm and energy

Strategizes crew's work for efficiency: speed, thoroughness, accuracy, number and placement of people

Observes and corrects the way each crew worker accomplishes basic skills: using tools, using his/her body, and caring for plants

Checks quality of final results and follows up/corrects as needed

Connects with Growers for assistance, info, teaching, and input about crew's progress (Don't make up answers, you don't need to be the agricultural authority, encourage questions from crew.)

Addresses everyone equally (suburban/urban, male/female) for each job on the farm.

Weeding Techniques

Strategize Your Crew's Work:
Supervise by Design/ Lead by Example
Insist on Thoroughness & Efficiency

WEEDING

Objective: to remove unwanted plants from fields and ruffle complete surface of soil in beds to hold back next weed generation

- Bring an assortment of tools for large/small parts of job
- Divide crew members to spread people out effectively and efficiently
  - Work across from each other
  - Weed about a 10-15 foot section then walk to the front of the weeding line
  - Finish a full bed at a time
- Each crew worker claims responsibility for weeding within the row and the large weeds between the rows. The tractor should take care of the small weeds between the rows.
- Finally: Leader or Assistant checks quality of work and corrects with the help of the crew.
- Weeding is an important time to build team unity. Hours of weeding can be hours of drudgery or hours of sharing stories/sharing lives. The enthusiasm needs to be instigated by you.

Weeding Station Training
Day 1 of Summer Program (20-30 minutes)

1. Welcome the group to the weeding station.
2. Ask to see hands of all, palms down, and joke about the death of big nails.
3. Tell them hands are required in sustainable agriculture. The ten best tools that you have are your fingers.
4. Take the youth to the tilled fields and have them sink their hands in up to the wrist. Ask them what they feel.
5. Bring them to the end of a row and have them form a semi-circle around you.
6. Share with them some terms that are used on the farm. For instance in basketballs we use terms like jump shot, drive, and lay-up. On the farm we use bed, path, and row. Tell them where they can walk and how to keep themselves in the path when weeding.
7. Teach them how to identify vegetables versus weeds.
8. Talk about the quality expectations on the farm: 100 % coverage means getting all weeds. Discuss the difference between having to come back to the section in two weeks versus two days.
9. Show them how to pull a weed. (From the roots and sideways supporting the plant. Shake off soil if large.
10. Tell them to place weeds in pathways.
11. Share with them the appropriate positions for weeding. Unacceptable weeding positions are sitting on your behind or lying down. Four acceptable weeding positions are bending at the waist, squatting, down on one knee, and crawling on two knees.
12. Begin weeding with one hand and then weed with two hands once you are comfortable. Focus on quality first, then add speed.
13. Place the youth in pairs and send them down the beds, fifteen feet apart. Work in the same direction. Roam the field coaching the youth in the techniques.
14. At the end of the time allotted, review weeding positions and weeding terms.

WASH STATION CHECKLIST

__ Scale out and ready for weigh in

__ Log sheet ready to record weights

__ Pen ready to write on log sheet

__ Magic Marker ready to write weights on boxes if necessary

__Laminated container weight sheets posted

__ Rope down for weighed/ not weighed demarcation line

__ Basins & tubs filled with water

__ Compost buckets ready for composting.

__ Pallets or boards ready to stack finish produce

__ Cardboard Boxes ready for packing produce for sale

__ Plastic Bags ready for packing salad mix greens

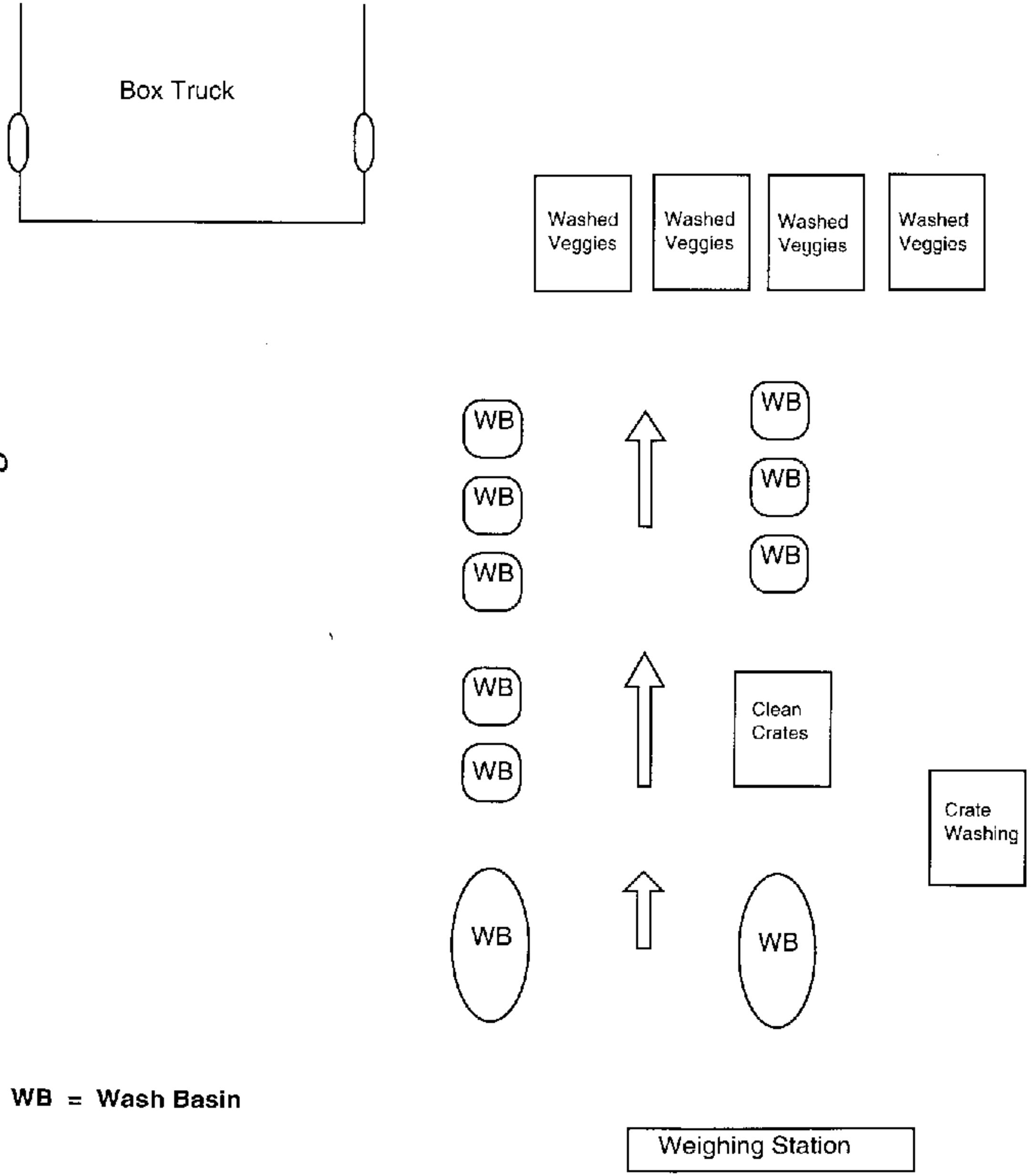
__Clean orange crates ready for packing produce for market

__ Delivery Truck cleaned out and ready to load with produce

__ Filler tasks ready to occupy slow periods

Attachment 12

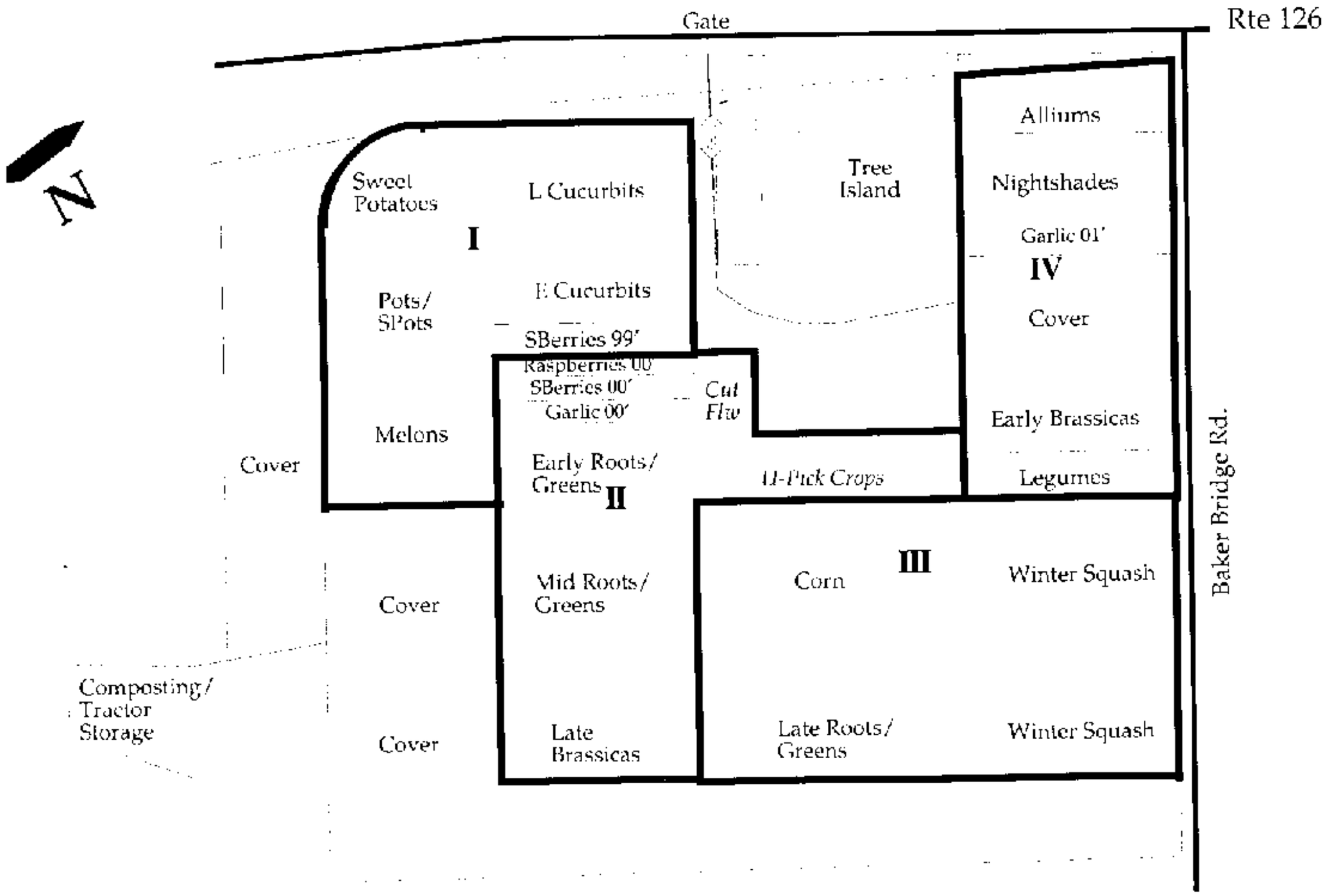
Wash Station Configuration



WB = Wash Basin

Attachment 13

Summer Youth Program Crew Blocks



Block I = Fields 1A, 2 ,3 ,6, 7

Block II = Fields 8, 9, 10, 11

Block III = Fields 12, 13, 17, 18

Block IV – Fields 14, 15, 16

Rotation:

Block I to Block II
Block II to Block III
Block III to Block IV
Block IV goes to Roxbury for 2 weeks
Roxbury goes to Zone I

Summer Youth Program Crew Tool List

Name	Care	Uses/Jobs
HOES	Keep sharpened; clean & oil blades regularly	Various weeding
Hilling	Sometimes handles need reattaching	Hilling leeks, other veggies
Stirrup/Hula	Remember to sharpen both blades	Cut off weeds just below soil surface in large areas
Colinear	Blades loosen and need tightening (carefully)	Selectively weed close to plants
RAKES	Brush off soil and weeds	Gather up weeds, smooth bed surfaces
SHOVELS	Brush off soil; blade can be sharpened by machine	Dig holes, shift soil and compost
GARDEN FORKS	Brush off soil	Loosen soil in beds, dig potatoes, roots, and scallions
TROWELS	Brush off soil	Transplant seedlings, dig small holes
HARVEST KNIVES	Keep sharp; brush off dirt	Harvest cukes, zukes, yellow squash, lettuce
GARDEN CART	Keep bed cleaned; put air in tires if necessary; tighten bolts. Carts cost $200 to replace!	Haul equipment & vegetables, NOT PEOPLE!
WATER COOLER:	Handle gently	Your crew's water supply while in field
HARVEST CRATES	Rinse/wash & stack	Carry vegetables

Tool Maintenance Tools

BRUSHES: For removing soil from tools, especially metal surfaces
FILES: To keep cutting blades sharp
STEEL WOOL: Removes rust from surfaces
WD-40/Oil: Protects clean metal from rusting

Crew Tool Inventory

We agree to be responsible for maintaining our tools and will return the complete set or pay for the replacement of any that are missing.

Item	**Number**
Garden Cart	1
Water Cooler	1
Short Handled Shovels (Spade)	3
Rakes	4
Garden Forks	3
Hilling Hoes	2
Stirrup Hoes	7
Colinear Hoes	4
Trowels	5
Harvest Knives	5
Brushes	3
Files	1
Scissors	2

Crew Leader:
Assistant Crew Leader:
Crew Workers:

Martin Luther King Jr. Quote

Everybody can be great. Because everybody can serve. You don't have to have a college Degree to serve. You don't have to make your subject and verb agree to serve. You don't have to know about Plato and Aristotle to serve. You don't have to know Einstein's theory of relativity to serve. You don't have to know the second law of thermodynamics in physics to serve. You only need a heart full of grace. A soul generated by love.

Dr. Martin Luther King, Jr.

Rural Agriculture Internship Job Description

Internship Title: Rural Agriculture Internship

Intern: _____ **Mentor:** _____

Job Description: Work with the Grower and Grower's Assistants on our land in Lincoln. Lead groups of youth and volunteers throughout the growing season to cultivate, harvest, and distribute over 150,000 lbs. of organically grown produce. You will assist in all areas of the farmwork, including but not limited to farm preparation, planting, weeding, harvesting, special agriculture projects and other farm related tasks. Model hard work and enthusiasm for the volunteers, DIRT Crew, and Summer Youth Program participants.

Specific Duties: Report primarily to Don Zasada, and secondarily to the Grower's Assistants. Participate in regular feedback sessions with Don. Meet the same expectations as full-time employees regarding office norms and task completion (promptness, accountability for assigned work, personal use of equipment or telephones, lunch and break times, etc.).

Membership in The Food Project Community:
As an Alumni Intern, you have already been a member of The Food Project working community. This is a community based on mutual respect, responsibility, and interdependence. For us to work successfully together, we observe some basic guidelines for positive behavior, productive work, and safety.

Rural Agriculture Internship
Application Schedule

Mail out information to all alumni about internships	1/1
Application deadline for internship	3/1
Interviews for internships	3/5-3/12
Decisions for internships	3/15-3/22
First day of internship	4/1
Last day of internship	11/1

Rural Agriculture Internship

Work Schedule

April, May, and June

Saturday:	9:00-4:30

July and August

Monday:	9:15-4:30
Tuesday:	8:15-4:30
Wednesday:	9:15-4:30
Thursday:	8:15-4:30
Friday:	9:15-4:30

September and October

Saturday:	9:00-4:30

THE FOOD PROJECT

ALUMNI INTERNSHIP CONTRACT

Internship Title: Rural Agriculture Internship

Intern: _____ **Mentor:** Don Zasada

Job Description: Work with the Grower and Grower's Assistants on our land in Lincoln. Lead groups of youth and volunteers throughout the growing season to cultivate, harvest, and distribute over 140,000 lbs. of organically grown produce. You will assist in all areas of the farm work, including but not limited to farm preparation, planting, weeding, harvesting, special agriculture projects and other farm related tasks. Model hard work and enthusiasm for the volunteers, DIRT Crew, and Summer Youth Program participants.

Specific Duties: Report primarily to Don Zasada, and secondarily to the Grower's Assistants. Participate in regular feedback sessions with Don. Meet the same expectations as full-time employees regarding office norms and task completion (promptness, accountability for assigned work, personal use of equipment or telephones, lunch and break times, etc.).

Membership in The Food Project Community:
As an Alumni Intern, you have already been a member of The Food Project working community. This is a community based on mutual respect, responsibility, and interdependence. For us to work successfully together, we observe some basic guidelines for positive behavior, productive work, and safety. These guidelines are listed on the following page entitled "Terms of Contract."

Terms of Contract:

To create The Food Project community, we expect the following from each other:

- to be role models
- to work hard and be motivated
- to have a positive attitude
- to be honest
- to arrive for work on time
- to handle all food and equipment properly
- to respect the land and not litter on it at all
- to act responsibly and appropriately on all public transportation
- to always bring your notebook and any other necessary materials (including dress) to work*
- to not use a Walkman, pagers, cell phones or sunglasses at work, unless granted permission by Mentor
- to not leave without notice
- to not steal, vandalize, fight, or commit verbal abuse
- to not have, deal, or be under the influence of drugs
- to not have a knife or a gun

* Materials/Dress/Equipment:
Intern and Mentor will decide what materials the Intern is responsible for bringing to work. In the office setting, dress is casual, but must be neat and clean. For all work done in public you must wear your Food Project t-shirt, and appropriate clothing for the activity. The equipment (tools, computers, etc.) must be used in a responsible manner. Interns and Mentors will note whether the requirements of materials and dress will change depending on the needs of the seasons. (See next page for specifications.)

Enforcement of the contract:

- Interns will meet every two weeks with their Mentor to review job performance.
- Failure to meet the specifications of this contract as laid out above will result in a warning being issued the first time. Along with the warning the Mentor will initiate a discussion with the Intern on how the problem can be avoided in the future. This discussion should result in setting goals and steps to be taken towards resolving the issue.
- A second offense for the same issue within two weeks time will result in the loss of a half day's pay, and a full day's pay for a third offense.
- Should the problem continue and the Mentor feels that sufficient efforts have been made by The Food Project staff to resolve the problem, the Mentor, Alumni Coordinator, and Program Director will use their discretion to decide whether to continue deducting pay or to terminate employment.
- The last three points of the above terms of contract (verbal abuse, fighting, being high or intoxicated at work, stealing, lying, vandalizing, or having drugs, a knife or a gun at the job) are all unacceptable and may be grounds for immediate dismissal or loss of pay at the discretion of the Mentor.

Specifics:
Materials/Dress Responsibilities: _____

Dates of the Internship: _____ Location(s) of work: _____

Weekly Schedule: _____
(If changes according to season, please indicate.)

Schedule Changes: Intern must come to work when planned and must be on time. Your Alumni Internship Manual outlines the steps you must take if you cannot work as scheduled. If you are late for work, you must call your Mentor. If you are unable to reach your Mentor, call one of The Food Project offices. If you know in advance that you will miss work, you must notify your Mentor at least a week before that day.

Pay Schedule: The hourly wage for this internship is: $6.50/hour if you are under 18 years old and $9.00/hour if you are 18 years and older.
Intern and Mentor will complete a time sheet for hours worked over two week time periods. You will be paid every two weeks in the form of a check. Your check can be mailed to you or given to you in person at your request. Please indicate your preference:

Circle one: In Person By Mail

Mentor/Intern Relationship: Internships are special because it is an opportunity for both the intern and the mentor to grow and learn from an intensely close working relationship and producing work outcomes together. Hopefully, you will be able to resolve problems that may come up between you by talking honestly with the guidance of the feedback sessions. If issues arise that cannot be resolved with your mentor, please ask the Alumni Program Coordinator, Karen M. Springer, for assistance. Her number is (781) 259-8621 ext. 28.

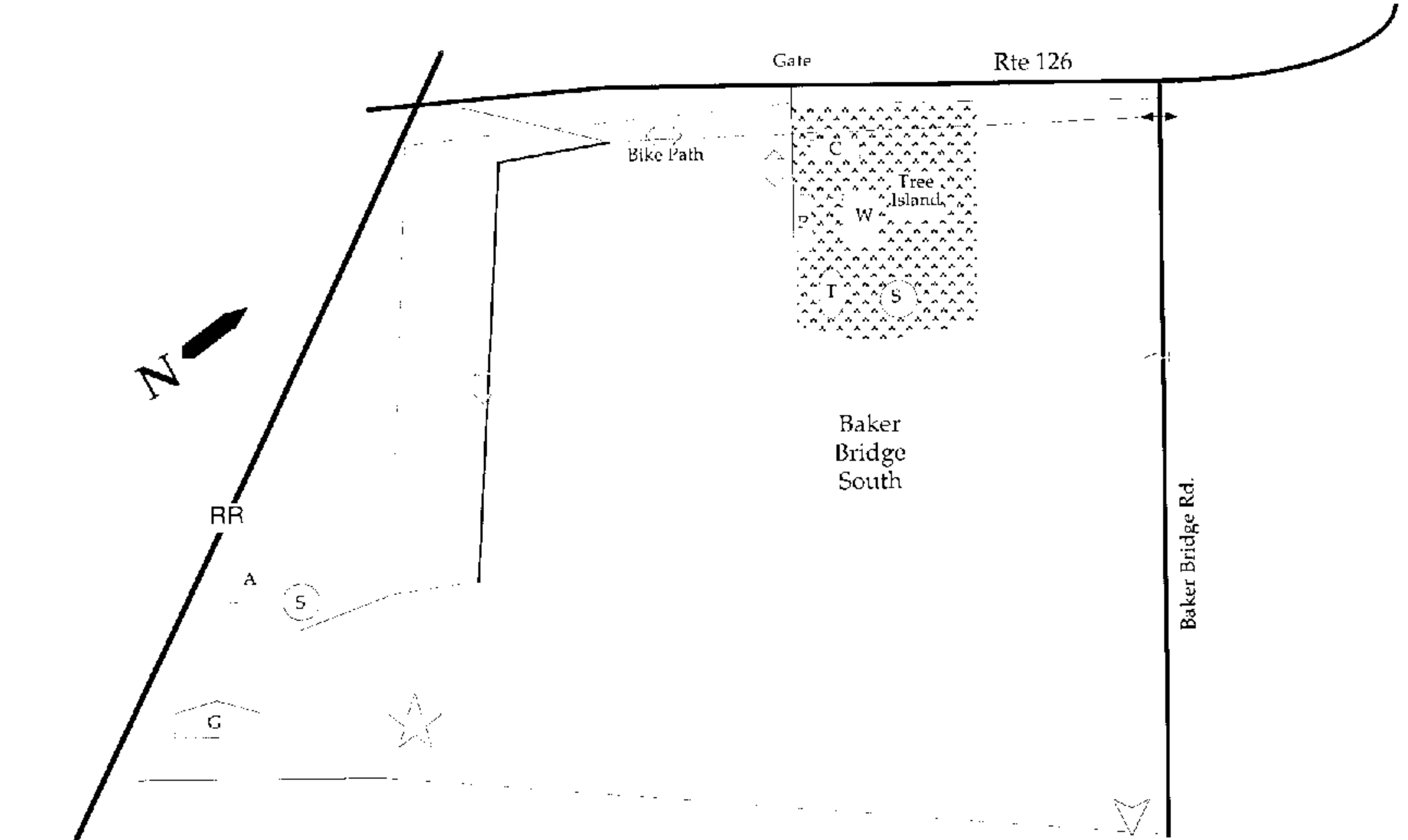
We, the undersigned, agree to this contract and its conditions. We understand that this contract was written to apply to all internships and therefore any other specifics are up to the discretion of the Internship Mentor and Coordinator.

_____ _____
Intern Date

_____ _____
Mentor Alumni Program Coordinator

Attachment 21

Baker Bridge South Map



Key to Symbols Used

- Composting Area
- Deep Well and Power Supply
- Storage Shed (S)
- Greenhouse (G)
- CSA Distribution Area (C)
- Day Parking in Stone Foundation (P)
- Tractor Storage Area (A)
- Truck Road
- Program Tent (T)

The Food Project, Inc.
Annual Plan

Sustaining Objectives explain specifically what each of our programs will achieve.
(Not necessarily the details of how we will achieve it.)
New Initiatives are activities which will require extra resources (time, energy or money) above and beyond the normal costs of meeting our sustaining objectives from previous years or can happen without extra resources because of steps taken to streamline our base work or because we have switched an implementation method.

Note: Sustaining Objectives and New Initiatives should be quantified with numbers whenever possible. Substantially increasing the volume or impact of our work (10% or more increase) in any quantifiable area (staff size, land area, number of youth, poundage of produce, number of CSA shares, # of volunteers etc.) should be considered a New Initiative.

PRODUCTION, DISTRIBUTION AND SALES (DZ)
Rural Agriculture (21 acres at Baker Bridge, Lincoln MA)
- Grow at least 140,000 pounds of a variety of organic vegetables.
- Grow 70,000 pounds of produce (at least 50%) for our Farmers' Market and Hunger Relief programs.
- Sell 63,000 pounds of produce (45%) via Community Supported Agriculture (CSA) memberships
- Improve the overall fertility of our land through sustainable farming practices
- Provide agricultural training to growers' assistants, youth apprentices and program participants
- Produce with a greenhouse in Lincoln increasing quality and efficiency of transplants
- Assist in developing Eastern Mass C.R.A.F.T. apprenticeship network (10 farms, 25 participants)

- *Redesign greenhouse area to include equipment storage, cold frame, compost activities, etc.*
- *Pilot enterprise with youth in Lincoln greenhouse*
- *Increase production acreage by two acres (from 12-14 out of the 21 acres we manage)*
- *Increase number of CSA memberships (to at least 150 shares)*
- *Start organic certification process*

Hunger Relief (DZ)
- Distribute 80,000 pounds of produce (at least 50%) to hungry and underserved residents via our Farmers' Markets and donations to shelters.

Lincoln Greenhouse (DZ)
- Grow transplants for Lincoln and Roxbury sites

- *Investigate enterprise options, select, implement and evaluate*
- *Create educational curriculum for enterprise option for youth interns*
- *Create marketing plan, materials, and distribution*

Seasonal Crop Distribution

JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
Collards	Beans	Beans	Beans	Beets	Beets
Lettuce	Beets	Beets	Beets	Broccoli	Brussels' Sprouts
Mixed Greens	Broccoli	Broccoli	Broccoli	Brussels' Sprouts	Carrots
Radish	Cabbage	Canteloupe	Calabaza	Cabbage(green, red)	Collards
Peas (snap,snow)	Carrots	Carrots	Carrots	Carrots	Cabbage
Radish	Collards	Celery	Celery	Collards	Garlic
Scallions	Corn	Collards	Collards	Garlic	Kale
Spinach	Cucumber	Corn	Corn	Kale	Leeks
Strawberries	Eggplant	Cucumber	Cucumber	Lettuce	Pumpkins
Herbs	Herbs	Eggplant	Egglant	Leeks	Rutabega
	Kale	Herbs	Herbs	Mixed Greens	Turnip
	Lettuce	Kale	Lettuce	Onions(yellow)	Winter Squash
	Mixed Greens	Lettuce	Mixed Greens	Potatoes(red,white)	
	Peppers(sweet)	Mixed Greens	Onions(green,red)	Pumpkins	
	Scallions	Okra	Peppers (hot,sweet)	Rutabagas	
	Summer Squash-Yellow	Peppers(hot,sweet)	Potatoes(red,white)	Sweet Potatoes	
	Swiss Chard	Raspberries	Summer Squash-Yellow	Winter Squash	
	Tomatoes	Swiss Chard	Swiss Chard		
	Zucchini	Summer Squash-Yellow	Sweet Potatoes		
	Flowers	Tomatoes	Tomatoes		
		Watermelon	Zucchini		
		Zucchini	Flowers		
		Flowers			

Shelter Produce Request Form

Attachment 24

PRODUCE AVAILABLE FOR DELIVERY / PICK UP ON:

Item	Total Available	Unit	Unit Price	Quantity Ordered
Beans, Green String (Bush)				
Beans, Bush Snap				
Beans, Shell				
Beets				
Broccoli				
Cabbage, Green				
Cabbage, Red				
Carrot				
Collards				
Corn, Sweet				
Cucumber,Pickling				
Cucumber,Slicing				
Daikon				
Eggplant				
Greens-Bok Choy				
Herbs (Basil)				
Herbs (Cilantro)				
Kale				
Leeks				
Lettuce (heads)				
Lettuce (baby / loose leaf)				
Melon, Cantaloupe				
Melon, Water				
Onions, Bulb				
Onions, Bunching				
Peas, Shell				
Peas, Snap				
Peas, Snow				
Pepper, Bell				
Pepper, Sweet				
Potato				
Potato, Sweet				
Radish				
Rutabaga				
Salad Mix				
Squash, S (Patty Pan)				
Squash, S (Yellow)				
Squash, S (Zuc)				
Squash, Winter				
Tomato-Cherry				
Tomato-Plum				
Tomato-Slicing				
Turnip, Greens				

PLEASE phone your order to: **(781) 259-8621 x11** or Fax to: **(781) 259-9659** by Midnight day prior to delivery.

Shelters That Have Received Produce From The Food Project

Acton Community Table

Cape Cod Shelter

Community Servings

Concord Open Table

Greater Boston Food Bank

Haley House

Lazarus House

Merrimac Valley Food Bank

New England Shelter for Homeless Veterans

Pine Street Inn

Red Cross

Rosie's Place

Salvation Army

St. Francis House

Women's Lunch Place

Bulk Produce Invoice

Produce from:

MKT1 MKT2

BB LANG W.COTT

OTHER:_____

_____

Delivery Person Signature or Initials

Received by:

MKT1 MKT2

CSA HR

OTHER: _____

_____

Recipient Signature or Initials

	Qty	Unit	#	Item	Unit Value	Price / Value
1						
2						
3						
4						
5						
6						
7						
8						
9						
				<-- SUBTOTAL -->		
				<-- DISCOUNT or DONATION -->		
				SALE TOTAL PRICE -->		

What is CSA?

CSA stands for *Community Supported Agriculture*, an inspiring relationship between land, farmers and consumers. Members pledge their financial support before the start of the growing season so that the farm can cover the costs of growing. In return, members receive fresh, locally-grown vegetables, fruit, herbs and flowers all season. Farmers and members participate equally in the risks and abundance of the earth and weather.

Why choose The Food Project's CSA?

Enjoy fresh-picked, naturally-grown vegetables each week, harvested daily by our farm staff and youth.

Connect with the beauty and bounty of a local farm.

Delight in fresh-cut flowers, a Tea Garden, and pick your own culinary herbs, berries & more.

Enrich the lives of urban and suburban youth by helping us provide transformative summer jobs.

Feed the hungry. Your partnership helps The Food Project donate nearly half its harvest to Greater Boston food pantries.

Support local agriculture through your partnership **with the farm** and its community.

What is The Food Project?

We are a launching pad for new ideas about youth and adults partnering to create social change through sustainable agriculture. We grow and distribute 250,000 pounds of produce yearly, donating half to Boston shelters. Our even larger contribution is to convene national thinking in our living laboratory on youth leadership and community food security issues. Find out more at www.thefoodproject.org.

Sign up today for your Farm Share

Fresh, locally-grown vegetables, fruit, flowers and herbs grown by youth in an innovative non-profit organization.

THE FOOD PROJECT
Youth • Growing • Together

781.259.8621 x21
csa@thefoodproject.org
P.O. Box 705 Lincoln, MA 01773

This
summer,
get your VEGETABLES
straight from
THE FARM.

FARM SHARE
THE FOOD PROJECT CSA

THE FOOD PROJECT
Youth • Growing • Together
www.thefoodproject.org

Farm Share Application

☐ **YES! I want to join The Food Project CSA.**

Name _____

Street _____

Town _____ Zip _____

Phone _____

E-mail _____

Number of adults included in share. _____

Number of children included in share: _____

Payment Schedule: *(please check a box)*

☐ **One Payment**
$650
Paying up front greatly helps offset the cost before the season begins.

☐ **Monthly**
$50 Deposit **due now** plus
$150 due by April 30
$150 due by May 30
$150 due by June 30
$150 due by July 30

Payment Type: *(please check a box)*

☐ Check enclosed *($50 deposit or full amount, made out to The Food Project CSA)*

☐ Please charge my credit card: ☐ Visa ☐ Mastercard

Card Number _____

Expiration Date _____

Signature _____

Payment Amount: ☐ $50 *(deposit)* ☐ $650 *(full)*

Would you like to make a tax-deductible donation to support The Food Project's ongoing youth programs? If yes, please fill in amount. Thank you. $ _____

Total Amount: *(enclosed or to charge)* $ _____

Please send this application to:
The Food Project CSA · P.O. Box 705 · Lincoln, MA · 01773

What are the Details?

Quantity: Bountiful! 8–12 pounds of produce weekly, enough for two vegetarian adults or a family with mixed diets.

When: Mid-June through late October. Pick up on Tuesday or Thursday afternoons 2–6pm.

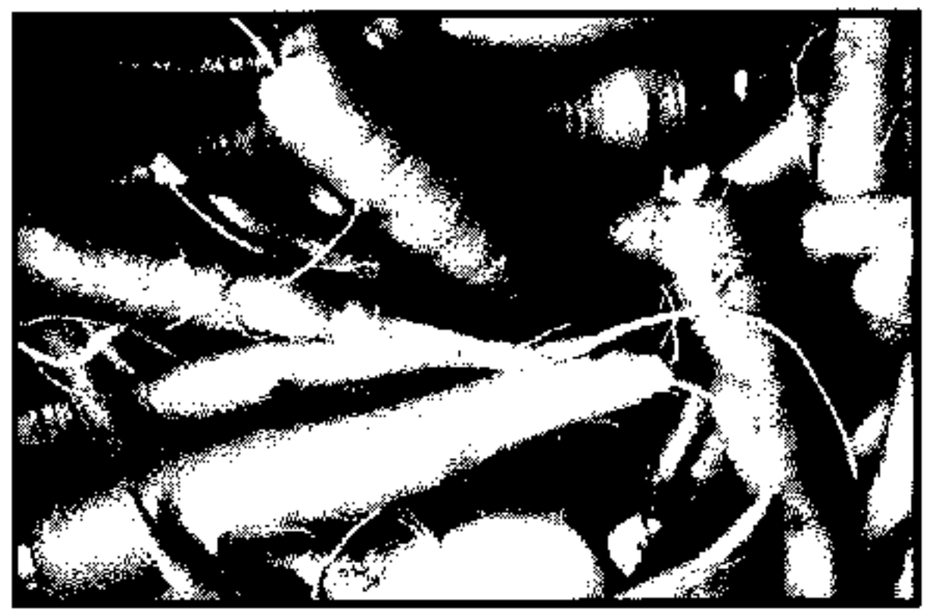
Where: At our farm on Lincoln Conservation Land about five minutes from Route 2.

How: Select your produce from the morning's harvest in our open-air farmstand. Each week, our U-Pick area features a variety of flowers, herbs, and vegetables that you and your family can pick.

Cost: $650 per share. A $50 deposit reserves your spot. Choose from two payment plans (see application).

Farm Participation: CSA members are encouraged to work on the farm during our volunteer season. Email us at participate@thefoodproject.org.

Box Share Option: Is Arlington, Cambridge or Jamaica Plain more convenient? Pick up a box share in your neighborhood and still connect with The Food Project farm. See our Box Share brochure or website (www.thefoodproject.org) for more information.



Farm Harvest Schedule

June	July	August	September	October
Garlic Scapes	Basil	Basil	Basil	Beets
Herbs, Perennial	Beans	Beans	Beans	Brussels Sprouts
Kohlrabi	Beets	Beets	Beets	Cabbage
Lettuce	Cabbage	Broccoli	Broccoli	Carrots
Peas, Snap	Carrots	Cabbage	Cabbage	Celeriac
Peas, Snow	Cilantro	Cantaloupe	Cantaloupe	Garlic
Radishes	Corn, Sweet	Carrots	Carrots	Herbs, Perennial
Salad Mix	Cucumbers	Cilantro	Cilantro	Kale
Spinach	Eggplant	Corn, Sweet	Corn, Sweet	Leeks
Strawberries	Flowers	Cucumbers	Cucumbers	Lettuce
Turnips	Herbs, Perennial	Daikon	Daikon	Onions
	Lettuce	Eggplant	Eggplant	Potatoes
	Parsley	Fennel	Flowers	Potatoes, Sweet
	Peppers, Bell	Flowers	Garlic	Pumpkins
	Radishes	Herbs, Perennial	Herbs, Perennial	Rutabagas
	Salad Mix	Lettuce	Lettuce	Salad Mix
	Scallions	Parsley	Onions	Spinach
	Squash, Summer	Peppers, Bell	Parsley	Squash, Winter
	Tomatillos	Peppers, Hot	Peppers, Bell	Turnips
	Tomatoes, Cherry	Salad Mix	Peppers, Hot	
	Tomatoes, Slicing	Squash, Summer	Potatoes	
		Swiss Chard	Raspberries	
		Tomatoes, Cherry	Salad Mix	
		Tomatoes, Heirloom	Squash, Summer	
		Tomatoes, Plum	Swiss Chard	
		Tomatoes, Slicing	Tomatoes	
		Watermelon	Turnips	
			Watermelon	

The Food Project CSA

Frequently Asked Questions

What is Community Supported Agriculture (CSA)?

CSA is a unique model of local agriculture that presents an innovative and resourceful strategy to connect local farmers with local consumers. It is a partnership of mutual commitment between a farm and a community of supporters which provides a direct link between the production and consumption of food. CSA members make a commitment to support the farm throughout the season, and assume the costs, risks and bounty of growing food along with the grower. The farm provides, to the best of its ability, a weekly supply of fresh produce throughout the growing season.

What is The Food Project?

The Food Project develops youth and bridges the inner-city and suburbs through growing and distributing high quality produce. Teens and volunteers from diverse backgrounds help farm on twenty one acres in Lincoln and on two acres in inner-city Roxbury. Over 50% of our total produce is donated to shelters in the greater Boston area or distributed to a farmers market in Roxbury. We are advocates for local food systems and equitable food distribution based on sustainable agriculture.

What kinds of vegetables will I receive?

This season we will grow over 152 varieties of 45 different types of vegetables. You will get a hearty supply of the "classics of New England Agriculture"(Tomatoes, Carrots, Lettuce, Sweet Corn, Squash), while also being introduced to other less known vegetables. There will also be a wide selection of herbs and flowers.

When do I pick up my share of the produce?

You can pick up produce once a week during our distribution on Tuesday and Thursday afternoons from 2:00-6:00 at our farm in Lincoln. You do not have to come on the same day every week.

How do I know what to do when I arrive at the Farm?

We will have a distribution area full of healthy vegetables awaiting you. There will always be a member of the production staff to help you understand our pickup systems and parking. We will have an orientation the week before the first scheduled distribution week.

How does the U-Pick work?

We have a U-Pick area dedicated to CSA shareholders to provide them with the opportunity to become an integral part of their harvest. Strawberries, herbs, flowers, and a few vegetables will be set aside for U-Pick and you will see appropriate signage when you arrive at the farm to help you along.

What if I go away during the season?

Make a friend happy! Tell them to come to the farm while you are away and enjoy the beauty of fresh local produce. If you do not pick up your produce it will be donated to a shelter.

Is the Food Project CSA an "Organic Farm"?

We are not certified organic. We do use organic practices. We are a non-profit organization and it is important for us to direct our costs to growing food for shelters, low- income farmers markets and the CSA. We do not use any chemically synthesized herbicides, insecticides, or fertilizers! Our aim is develop healthy soil that provides a home for healthy plants that results in healthy produce. We believe that part of developing a sustainable local food system is being confident that the food we eat is sustainable.

Why should I become a member of The Food Project CSA?

By becoming a shareholder in the Food Project CSA you will receive a bountiful supply of fresh local organic produce, you will be helping support an organization that is creating leaders for the future and providing food to the hungry of Boston, you will be connecting to your food by knowing your farmer and the land. It is an opportunity to become part of the solution.

THE FOOD PROJECT CSA

Renew your membership in The Food Project CSA

It has been a wonderful year on the farm and we hope that you have been enjoying your share. The cool rainy weather did not seem to slow down the bountiful harvests throughout the season. Our volunteer program is expanding and our youth programs continue to change the lives of suburban and urban youth. We have been providing two inner-city farmers markets with fresh local, organically grown produce. Also, every week we distribute to several shelters in the Boston area. You have been a part of something special and we want to thank you for your support.

We now want to take this opportunity to allow you to renew your membership for next year before we open up spaces to others in the Boston area. We will be expanding the CSA slightly next season as we grow on two additional acres. There will be an increase in the price of our shares next year of $25.00 to help value our CSA produce at an appropriate amount. We do want you to realize that The Food Project offers fresh locally grown organic produce at a price lower than one could find at any store (both conventional and organic).

Please fill out the form below and send it in with a deposit of $50.00 to hold your share for next year. If you are able to pay more of your share at this time, your place will be saved and you will help our cash flow during the winter as we order our supplies.
If you have any friends who would like to join the farm as a shareholder next year, please have them contact me as soon as possible.

If you have any additional questions feel free to contact me. My number is (781) 259-8621 ext. 21. I'll probably be in the field, but I will return your call as soon as possible.

See you soon,

Don Zasada
Grower

The Food Project CSA - Membership

Name: _____

Address: _____

Phone: _____

Signature: _____

Full Share Price = $ 500.00
I am enclosing _____ to save my share for next season.($50.00 minimum)

Please make checks payable to The Food Project CSA, P.O. Box 705, Lincoln, MA, 01773

THE FOOD PROJECT CSA

THE FARM NEWS

PO Box 705 Lincoln, MA 01773 (781) 259-8621 www.thefoodproject.org Week # 9 8/1

What's New This Week

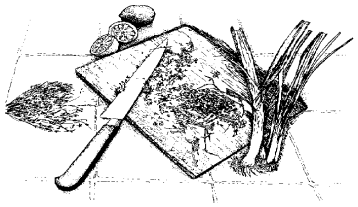
Fennel: This specialty Mediterranean vegetable has a flavor similar to licorice. The bulbs can be eaten raw or cooked. Fennel leaves taste great in stews, soups, and salads.

Onions: The first onion for distribution is a huge white English favorite called Ailsa Craig. In the coming weeks, you will receive red onions and yellow storage onions.

Plum Tomatoes: There are two varieties in the U-Pick field. One is a small sweet plum called Juliet which is ideal for salsa and fresh pasta sauce. The other tomato, which will be ready in a week or two is named La Rossa and is great for sauces.

Wax Beans: This beautiful variety is called Dragon Langerie. They are creamy yellow beans in a pod with purple tiger stripes. An heirloom from the Netherlands, these beans taste as good as they look. Use fresh or cooked.

Recipe of the Week



The fennel recipe this week comes from Roots: A Vegetarian Bounty.

Fennel Tomato Soup

2 medium fennel bulbs
2 cups diced tomatoes
1 medium onion
2 tbs olive oil
1 tsp pepper
2 medium carrots
6 cups vegetable stock or water
1/2 cup chopped celery or celeriac
2 tsp salt
optional croutons for garnish

Heat olive oil in a soup pot, add onion and celery, and saute until tender. Add carrots and fennel; saute until vegetables are tender, about 5 minutes. Add stock, tomatoes, salt and pepper. Cook over low heat about 30 minutes. Serve with croutons.

What's Coming Soon...

Canteloupe Eggplant

News From The Fields

Wet, Wet, Wet...

Although we did have a couple dry weeks in early June, we have recently been experiencing a challenging moist weather pattern. Our lucious tomato plants are huge and have giant green fruit just ready to turn red; however, we need some heat to push them over the edge to ripeness.

The wet weather allows us to focus on weeding and harvesting without worrying about irrigation. One of the challenges of a wet season is that the moisture provides an ideal condition for the spreading of crop diseases around the farm. We need to be strategic about how we work in the fields so that we do not enter areas of the land that are suceptible to these problems.

It is a wonderful time to walk around the farm and see everything in full growth. Be good to yourself, and take some extra time to wander around the land that grows your produce. It's theraputic, refreshing, and will help you to be in close connection with the food that you share with your family.

Food Project Happenings

This past weekend, The Food Project youth traveled to San Francisco to attend a conference called Rooted in Community. The conference brought together young people from around the country to discuss a youth movement on food and the environment. ***Our youth presented the keynote, the closing, and various workshops about our work.***

The Food Project Summer Program

Last week, each of the crews in the Summer Program participated in Intensive Straight Talk. This workshop allows each member of a crew, including the leaders, to give and receive both criticism and praise about their work so far. It is a critical time for each crew to assess their progress as individuals and as a community, and to think about how to maximize the rest of their time together.

At the end of the week, we celebrated the mid-point of the program with our annual Overnight! After work on Friday, we went swimming at Walden Pond, had dinner together on the farm, went for a hayride under the stars, hosted an amazing talent show, made s'mores at a campfire, and tented out on the fields. The overnight is always a wonderful chance to experience the farm together at all hours of the day and night! Thank goodness the rain let up for us!

Massachusetts grown...and fresher!

The Food Project CSA
Evaluation

Please fill out the following evaluation on your experience with our CSA. Your feedback is very important and will help us shape our CSA for the future.

I. **General**
Name (Optional):_____

How did you find out about our CSA? _____

What factors are most important to you about The Food Project CSA? Please rank, 1-7, 1 being most important.

____Organic vegetables ___Great-tasting, fresh produce

____Variety of produce ___Our youth development programs

____Our distribution of 60% of our produce to shelters and low -income farmer's markets

____To know exactly where your food has been grown

____To harvest some of your own produce and flowers

____Other (please specify)_____

II. **Produce**
What were some of your favorite crops? _____

What new crops would like to see? _____

What were your least favorite crops? _____

Did you try vegetables that you had never eaten before? Which? _____
_____

III. **U-Pick**

How often did you take advantage of our U-Pick crops? _____

Did you enjoy harvesting your own vegetables and flowers? Why? _____

How could we make the U-Pick easier for you? _____

IV. **Quantity of Produce**

Did you receive too much, not enough, or just the right amount of produce?
_____

How many people did your share regularly feed? _____

Do you feel that you paid too much for your share? Too little? Just the right amount?
_____

V. **Distribution Area**

Was the signage clear and easy to understand in the distribution area?_____

Was the weekly newsletter helpful? Why or Why not? _____
_____

Were the staff members courteous and helpful?_____

How convenient were the hours and days of distribution? Comments?_____
_____

What changes would you like to see for next year in our distribution area?
_____

If there were a distribution drop-off in a designated location closer to Boston would you be interested in a prepackaged share? Please comment. _____
_____

Would you be interested in creating a pick-up co-op for your tow n?_____

Would you be interested in purchasing other products in the distribution area? Please check those that you would like to see.

____Honey ____Canvas Bags ____Bread ____Eggs

____Prepared Meals From Our Chef ____Other (Please add)

VI **The Food Project Organization**
Did you personally meet any Food Project youth participants?_____

Do you feel you learned about the organization as a whole? Do you understand our mission and programs? _____
_____

Would you like to know more about our overall work? _____

VII. **Future**

Do you plan to renew your membership in our CSA for next season? Please comment:
_____
_____

Any additional comments? _____
_____
_____
_____

Thank you for your time.

			CSA Distribution					Shelters			Markets		
Vegetable	Yield /200'	Dist. Per Week	# of Weeks	CSA yield ND	CSA Row Ft.	CSA Rows	CSA Beds	Dist Per Week	Shel Wks	Shel Row Ft	Mkt Wks	Mkt Row Ft	Total Row Ft
Beans, Bush Snap	100.00	0.80	8	960	2112	7.04	7.00				7	1155	3267
Beans, Shell	50.00										6	1320	1320
Beans, Soy	75.00	0.50	2	150	440	1.47	1.00						440
Beans, Wax	135.00	0.75	4	450	733	2.44	2.00						733
Beets	150.00	1.00	18	2700	3960	19.80	10.00	25	16	3520			7480
Bok Choy	100.00	0.67	6	603	1327	6.63	3.00						1327
Brussels' Sprouts	100.00	1.50	2	450	990	4.95	5.00				2	220	1210
Broccoli	50.00	0.75	14	1575	6930	34.65	34.00				8	1056	7986
Cabbage, Green	150.00	1.00	11	1650	2420	12.10	12.00	20	8	1408	11	2017	5845
Cabbage, Red	150.00	1.00	6	900	1320	6.60	7.00						1320
Carrot	150.00	1.00	22	3300	4840	24.20	12.00	30	12	5515	19	1951	12305
Cauliflower	125.00	1.00	4	600	1056	5.28	6.00						1056
Celeriac	100.00	1.00	4	600	1320	4.40	2.00				2	220	1540
Chard, Swiss	100.00	0.50	12	900	1980	9.90	4.00						1980
Collards	150.00	0.50	6	450	660	3.30	3.00				18	1000	1660
Corn, Popcorn	75.00	1.00	2	300	880	2.93	3.00				1	220	1100
Corn, Sweet	100.00	4.75	8	5700	12540	41.80	41.00				8	5280	17820
Cucumber,Pickling	300.00	1.00	8	1200	880	4.40	8.00						880
Cucumber,Slicing	250.00	0.75	11	1238	1089	5.45	10.00	25	8	1056	10	1320	3465
Daikon	300.00	0.50	6	450	330	1.10	1.00				6	88	418
Eggplant	300.00	1.00	9	1350	990	4.95	5.00	15	8	528			1518
Fennel	75.00	1.15	2	345	1012	5.06	2.00						1012
Garlic	25.00	0.50	10	750	6600	33.00	16.00				9	1584	8184
Herbs (Basil)	50.00	0.20	12	360	1584	5.28	2.50						1584
Herbs (Cilantro)	50.00	0.20	12	360	1584	5.28	2.50						1584
Herbs (Dill)	50.00	0.15	6	135	594	1.98	1.00						594
Herbs (Parsley)	50.00	0.15	6	135	594	1.98	1.00						594
Herbs (Perennial)	100	0.1	20	300	660								660
Kale	100.00	0.75	7	788	1733	8.66	8.00						1733
Leeks	150.00	1.00	9	1350	1980	9.90	5.00				6	440	2420
Lettuce	125.00	1.00	23	3450	6072	20.24	11.00	15	8	1267	19	1170	8510
Melon, Cantaloupe	150.00	2.00	4	1200	1760	8.80	18.00				5	587	2347
Melon, Water	450.00	9.00	5	6750	3300	16.50	32.00				5	611	3911
Onions, Bulb	125.00	1.50	12	2700	4752	23.76	12.00				12	3168	7920
Onions, Bunching	50.00	0.50	7	525	2310	11.55	6.00						2310
Parsnip	100.00	1.75	3	788	1733	5.78	3.00				2	352	2085
Peas, Shell	50.00	0.75	3	338	1485	4.95	2.50						1485
Peas, Snap	50.00	0.75	3	338	1485	4.95	2.50						1485
Peas, Snow	50.00	0.75	3	338	1485	4.95	2.50						1485
Pepper, Bell	300.00	1.00	11	1650	1210	6.05	6.00	25	8	880			2090
Pepper, Hot	300.00	0.20	11	330	242	1.21	1.00						242
Pepper,Multi Col	150.00	1.00	6	900	1320	6.60	6.00						1320
Potato, Red	175.00	2.00	6	1800	2263	11.31	11.00	25	5	943	6	603	3809
Potato, White	175.00	2.00	11	3300	4149	20.74	21.00	25	5	1571	8	1207	6927
Potato, Yellow	175.00	2.00	3	900	1131	5.66	6.00						1131
Potato, Sweet	150.00	2.00	5	1500	2200	11.00	11.00				5	807	3007
Radish	50.00	0.50	8	600	2640	13.20	4.00	5	4	440			3080
Raspberry	100.00	0.75	6	675	1485	7.43	6.00						1485
Rutabaga	200.00	2.00	4	1200	1320	4.40	2.00	200	2	880	4	440	2640
Salad Mix	125.00	1.25	21	3938	6930	34.65	17.00	20	7	1478			8408
Spinach	50.00	1.00	6	900	3960	19.80	10.00						3960
Squash, S (Patty Pan)	500.00	1.00	12	1800	792	3.96	4.00	25	5	440			1232
Squash, S (Yellow)	500.00	1.00	12	1800	792	3.96	4.00	25	5	440			1232
Squash, S (Zuc)	500.00	1.00	12	1800	792	3.96	4.00	25	5	440			1232
Squash, W(Acorn)	300.00	3.00	4	1800	1320	6.60	7.00	300	4	1760	4	411	3491
Squash, W(B.Hubbard)	400.00	12.00	1	1800	990	4.95	5.00						990
Squash, W(Buttercup)	300.00	4.00	2	1200	880	4.40	4.50				4	411	1291
Squash, W(Butternut)	400.00	6.00	4	3600	1980	9.90	10.00	800	5	4400	4	220	6600
Squash, W(Calabaza)	600.00	5.00	1	750	275	1.38	1.00				4	147	422
Squash, W(Delicata)	250.00	2.25	4	1350	1188	5.94	6.00	250	2	880	4	422	2490
Squash, W(Jack-o)	250.00	12.00	1	1800	1584	7.92	8.00				2	352	1936
Squash, W(Pie Pump)	250.00	3.50	2	1050	924	4.62	4.00						924
Squash, W(Red Kuri)	250.00	4.00	2	1200	1056	5.28	5.00						1056
Squash, W(Spaghetti)	300.00	5.00	2	1500	1100	5.50	5.00				4	235	1335
Strawberry	100.00	1.75	4	1050	2310	11.55	11.00				3	198	2508
Tomatillo	150.00	0.15	8	180	264	0.88	1.00						264
Tomato-Cherry	300.00	1.00	6	900	660	2.20	2.00						660
Tomato-Plum	400.00	1.50	9	2025	1114	3.71	3.00						1114
Tomato-Slicing	500.00	2.00	12	3600	1584	7.92	8.00	50	4	792			2376
Turnip	200.00	1.25	14	2625	2888	14.44	7.00	20	6	792	8	440	4120

Vegetable	2000 Yield per 200' (lbs.)	1999 Yield per 200' (lbs.)	1998 Yield per 200' (lbs.)
Beans, Bush Snap	63	81	68
Beans, Shell	11	56	42
Beans, Wax	50	191	
Beets	133	108	150
Brussels' Sprouts	132	87	
Broccoli	36	29	23
Cabbage, Green	271	119	120
Cabbage, Red	232	63	51
Carrot	161	58	82
Cauliflower	25	90	
Celeriac	100	90	
Chard, Swiss	66	85	
Collards	192	121	142
Corn, Sweet	82	95	111
Corn, Popcorn	120	88	
Cucumber,Pickling	190	374	332
Cucumber,Slicing	163	329	215
Daikon	276	1908	168
Eggplant	459	363	341
Fennel	69	50	
Garlic	23	36	
Greens-Bok Choy	50	95	94.5
Herbs (Basil)	52	27	12
Herbs (Cilantro)	25	16	6.5
Herbs (Dill)	85	26	
Herbs (Parsley)	22		
Herbs (Perennial)	210	200	
Kale	100	77	110
Leeks	121	144	65
Lettuce	172	63	90
Melon, Cantaloupe	152	137	126
Melon, Water	441	1139	366
Onions, Bulb	158	143	75
Onions, Bunching	15	21	23
Parsnip	53		
Peas, Shell	16	16	7
Peas, Snap	17	7	17
Peas, Snow	22	9	7
Pepper, Bell	476	330	172
Pepper, Hot	323	241	
Pepper,Multi Col	207	92	43
Potato (Red)	136	186	175
Potato (White)	146		
Potato (Yellow)	52		
Potato, Sweet	89	175	157
Radish	47	30	41
Raspberry	8		
Rutabaga	230	125	
Salad Mix	78	117	29
Spinach	37	20	29
Squash, S (Patty Pan)	809	1096	44
Squash, S (Yellow)	492	675	519
Squash, S (Zuc)	539	557	504
Squash, W(Acorn)	753	321	216
Squash, W(B.Hubbard)	583	342	
Squash, W(Buttercup)	333	402	
Squash, W(Butternut)	481	669	322
Squash, W(Delicata)	927	265	200
Squash, W(Jack-o)	67	417	19
Squash, W(Pie Pump)	17	292	243
Squash, W(Red Kuri)	47	251	
Squash, W(Spaghetti)	169	652	
Strawberry	75	74	
Tomato-Cherry	579	339	179
Tomato-Plum	641	411	228
Tomato-Slicing	853	675	570
Turnip	206	205	226

Baker Bridge Field North

Gate

Rte 126

N

1 Cover	1A Sweet Potatoes 2 Pots/ SPots 3 Melons	6 L Cucurbits 7 E Cucurbits SBerries 99' Raspberries 00' SBerries 00' Garlic 00' 8 Early Roots/ Greens	Tree Island *Cut Flw*	14 Alliums Nightshades Garlic 01' 15 Cover 16 Early Brassicas 11 *U-Pick Crops* Legumes
Composting/ Tractor Storage	4 Cover 5 Cover	9 Mid Roots/ Greens 10 Late Brassicas	12 Corn 13 Late Roots/ Greens	17 Winter Squash 18 Winter Squash

Baker Bridge Rd.

Field Map

Attachment 34

Field 8 Plan
Berries, Garlic, Early R/G

Attachment 35-1

	A	B	C	D	E	F	G
1	200' Rows			Raspberries	Heritage		
2		Frost Seed Clover		Cover	Clover	Clover	
3		Frost Seed Clover		Cover	Clover	Clover	
4		Frost Seed Clover		Cover	Clover	Clover	
5				Raspberries	Heritage		
6		Frost Seed Clover		Cover	Clover	Clover	
7		Frost Seed Clover		Cover	Clover	Clover	
8		Frost Seed Clover		Cover	Clover	Clover	
9				Raspberries	Autumn Britten		
10		Frost Seed Clover		Cover	Clover	Clover	
11		Frost Seed Clover		Cover	Clover	Clover	
12		Frost Seed Clover		Cover	Clover	Clover	
13				Raspberries	Autumn Britten		
14		Frost Seed Clover		Cover	Clover	Clover	
15		Frost Seed Clover		Cover	Clover	Clover	
16				Strawberries	Honeoye	Straw	
17				Strawberries	Honeoye	Straw	
18				Strawberries	Mira	Straw	
19				Strawberries	Mira	Straw	
20				Strawberries	Jewel	Straw	
21				Strawberries	Jewel	Straw	
22				Garlic	G Extra Hardy	Oats/Peas	
23				Garlic	G Extra Hardy	Oats/Peas	
24				Garlic	G Extra Hardy	Oats/Peas	
25				Garlic	G Extra Hardy	Oats/Peas	
26				Garlic	G Extra Hardy	Oats/Peas	
27				Garlic	G Extra Hardy	Oats/Peas	
28				Garlic	G Extra Hardy	Oats/Peas	
29				Garlic	G Extra Hardy	Oats/Peas	
30				Garlic	G Extra Hardy	Oats/Peas	
31				Garlic	G Extra Hardy	Oats/Peas	
32				Garlic	G Extra Hardy	Oats/Peas	
33				Garlic	G Extra Hardy	Oats/Peas	
34				Garlic	G Extra Hardy	Oats/Peas	
35				Garlic	G Extra Hardy	Oats/Peas	
36				Garlic	G Extra Hardy	Oats/Peas	
37				Garlic	G Extra Hardy	Oats/Peas	
38				Garlic	G Extra Hardy	Oats/Peas	
39				Garlic	G Extra Hardy	Oats/Peas	
40				Garlic	G Extra Hardy	Oats/Peas	
41				Garlic	G Extra Hardy	Oats/Peas	
42		Disc 3/20	TPlant 4/20	Strawberries	Honeoye	Straw	
43		Disc 3/20	TPlant 4/20	Strawberries	Honeoye	Straw	
44		Disc 3/20	TPlant 4/20	Strawberries	Honeoye	Straw	
45		Disc 3/20	TPlant 4/20	Strawberries	Mira	Straw	
46		Disc 3/20	TPlant 4/20	Strawberries	Mira	Straw	
47		Disc 3/20	TPlant 4/20	Strawberries	Mira	Straw	
48		Disc 3/20	TPlant 4/20	Strawberries	Jewel	Straw	
49		Disc 3/20	TPlant 4/20	Strawberries	Jewel	Straw	
50		Disc 3/20	TPlant 4/20	Strawberries	Jewel	Straw	
51		Disc 3/20	15-Apr	Spinach x 2	Denali	Oats/Peas	
52		Disc 3/20	15-Apr	Spinach x 2	Space	Oats/Peas	
53		Disc 3/20	20-Apr	Spinach x 2	Denali	Oats/Peas	
54		Disc 3/20	20-Apr	Spinach x 2	Space	Oats/Peas	
55		Disc 3/20	25-Apr	Spinach x 2	Space	Oats/Peas	
56		Disc 3/20	27-Apr	Swiss Chard	Bright Lights	Oats/Peas	
57		Disc 3/20	27-Apr	Swiss Chard	Bright Lights	Oats/Peas	
58		Disc 3/20	27-Apr	Swiss Chard	Bright Lights	Oats/Peas	
59		Disc 3/20	27-Apr	Swiss Chard	Bright Lights	Oats/Peas	

Attachment 35-2

Field 17
Winter Squash

	A	B	C	D	E	F	G
1	200' Beds	Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Burpee's Early	Rye/Vetch
2		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Burpee's Early	Rye/Vetch
3		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Burpee's Early	Rye/Vetch
4		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Burpee's Early	Rye/Vetch
5		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Burpee's Early	Rye/Vetch
6		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Burpee's Early	Rye/Vetch
7		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Burpee's Early	Rye/Vetch
8		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Burpee's Early	Rye/Vetch
9		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Burpee's Early	Rye/Vetch
10		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Table Ace	Rye/Vetch
11		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Table Ace	Rye/Vetch
12		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Table Ace	Rye/Vetch
13		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Table Ace	Rye/Vetch
14		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Table Ace	Rye/Vetch
15		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Table Ace	Rye/Vetch
16		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Table Ace	Rye/Vetch
17		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Table Ace	Rye/Vetch
18		Disc 4/25	1-Jun	Winter Squash	Acorn Squash	Table Ace	Rye/Vetch
19		Disc 4/25	1-Jun	Winter Squash	Red Kuri	Red Kuri	Rye/Vetch
20		Disc 4/25	1-Jun	Winter Squash	Red Kuri	Red Kuri	Rye/Vetch
21		Disc 4/25	1-Jun	Winter Squash	Red Kuri	Red Kuri	Rye/Vetch
22		Disc 4/25	1-Jun	Winter Squash	Red Kuri	Red Kuri	Rye/Vetch
23		Disc 4/25	1-Jun	Winter Squash	Red Kuri	Red Kuri	Rye/Vetch
24		Disc 4/25	1-Jun	Winter Squash	Spaghetti	Spaghetti	Rye/Vetch
25		Disc 4/25	1-Jun	Winter Squash	Spaghetti	Spaghetti	Rye/Vetch
26		Disc 4/25	1-Jun	Winter Squash	Spaghetti	Spaghetti	Rye/Vetch
27		Disc 4/25	1-Jun	Winter Squash	Spaghetti	Spaghetti	Rye/Vetch
28		Disc 4/25	1-Jun	Winter Squash	Spaghetti	Spaghetti	Rye/Vetch
29		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
30		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
31		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
32		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
33		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
34		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
35		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
36		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
37		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
38		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
39		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
40		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
41		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
42		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye/Vetch
43		Disc 4/25	1-Jun	Winter Squash	Buttercup	Burgess Strain	Rye/Vetch
44		Disc 4/25	1-Jun	Winter Squash	Buttercup	Burgess Strain	Rye/Vetch
45		Disc 4/25	1-Jun	Winter Squash	Buttercup	Burgess Strain	Rye/Vetch
46		Disc 4/25	1-Jun	Winter Squash	Buttercup	Burgess Strain	Rye/Vetch
47		Disc 4/25	1-Jun	Winter Squash	Buttercup	Burgess Strain	Rye/Vetch
48		Disc 4/25	1-Jun	Winter Squash	Buttercup	Burgess Strain	Rye/Vetch
49		Disc 4/25	1-Jun	Winter Squash	Buttercup	Burgess Strain	Rye/Vetch
50		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
51		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
52		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
53		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
54		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
55		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
56		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
57		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
58		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
59		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
60		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch
61		Disc 4/25	1-Jun	Winter Squash	Delicata	Delicata JS	Rye/Vetch

Field 18
Winter Squash and Pumpkins

Attachment 35-3

	A	B	C	D	E	F	G
1	200' Beds	Disc 4/25	1-Jun	Pumpkins	Pie Pumpkin	New England Pie	Rye
2		Disc 4/25	1-Jun	Pumpkins	Pie Pumpkin	New England Pie	Rye
3		Disc 4/25	1-Jun	Pumpkins	Pie Pumpkin	New England Pie	Rye
4		Disc 4/25	1-Jun	Pumpkins	Pie Pumpkin	New England Pie	Rye
5		Disc 4/25	1-Jun	Pumpkins	Jack-o-Lanterns	Rocket	Rye
6		Disc 4/25	1-Jun	Pumpkins	Jack-o-Lanterns	Rocket	Rye
7		Disc 4/25	1-Jun	Pumpkins	Jack-o-Lanterns	Rocket	Rye
8		Disc 4/25	1-Jun	Pumpkins	Jack-o-Lanterns	Rocket	Rye
9		Disc 4/25	1-Jun	Pumpkins	Jack-o-Lanterns	Rocket	Rye
10		Disc 4/25	1-Jun	Pumpkins	Jack-o-Lanterns	Rocket	Rye
11		Disc 4/25	1-Jun	Pumpkins	Jack-o-Lanterns	Rocket	Rye
12		Disc 4/25	1-Jun	Pumpkins	Jack-o-Lanterns	Rocket	Rye
13		Disc 4/25	1-Jun	Winter Squash	Blue Hubbard	Blue Hubbard	Rye
14		Disc 4/25	1-Jun	Winter Squash	Blue Hubbard	Blue Hubbard	Rye
15		Disc 4/25	1-Jun	Winter Squash	Blue Hubbard	Blue Hubbard	Rye
16		Disc 4/25	1-Jun	Winter Squash	Blue Hubbard	Blue Hubbard	Rye
17		Disc 4/25	1-Jun	Winter Squash	Blue Hubbard	Blue Hubbard	Rye
18		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
19		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
20		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
21		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
22		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
23		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
24		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
25		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
26		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
27		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
28		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
29		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
30		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
31		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
32		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
33		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
34		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
35		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
36		Disc 4/25	1-Jun	Winter Squash	Butternut	Waltham	Rye
37		Disc 4/25	1-Jun	Winter Squash	Calabaza	Calabaza	Rye
38		Disc 4/25	1-Jun	Winter Squash	Calabaza	Calabaza	Rye
39		Disc 4/25	1-Jun	Winter Squash	Calabaza	Calabaza	Rye
40							
41							
42							
43							
44							
45							
46							
47							
48							
49							
50							
51							
52							
53							
54							
55							
56							

Attachment 35-4

Field 2
Potatoes

	A	B	C	D	E	F
1	200' Beds	Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
2		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
3		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
4		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
5		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
6		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
7		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
8		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
9		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
10		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
11		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
12		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
13		Disc 3/25	28-Apr	Potato, White	Elba	Rye/Vetch
14		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
15		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
16		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
17		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
18		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
19		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
20		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
21		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
22		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
23		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
24		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
25		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
26		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
27		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
28		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
29		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
30		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
31		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
32		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
33		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
34		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
35		Disc 3/25	28-Apr	Potato, White	Elba	Oats/Peas
36		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
37		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
38		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
39		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
40		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
41		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
42		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
43		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
44		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
45		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
46		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
47		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
48		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
49		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
50		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
51		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
52		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
53		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
54		Disc 3/25	28-Apr	Potato, Red	Chieftan	Oats/Peas
55		Disc 3/25	28-Apr	Potato, Yellow	Carola	Oats/Peas
56		Disc 3/25	28-Apr	Potato, Yellow	Carola	Oats/Peas
57		Disc 3/25	28-Apr	Potato, Yellow	Carola	Oats/Peas
58		Disc 3/25	28-Apr	Potato, Yellow	Carola	Oats/Peas
59		Disc 3/25	28-Apr	Potato, Yellow	Carola	Oats/Peas
60		Disc 3/25	28-Apr	Potato, Yellow	Carola	Oats/Peas

Field 12
Corn

Attachment 35-5

	A	B	C	D	E	F	G
1	300' Beds	Disc 4/1	TPlant 5/1	Sweet Corn	Trinity(Bi) 68	Oats/Peas	
2		Disc 4/1	TPlant 5/1	Sweet Corn	Trinity(Bi) 68	Oats/Peas	
3		Disc 4/1	TPlant 5/1	Sweet Corn	Trinity(Bi) 68	Oats/Peas	
4		Disc 4/1	TPlant 5/1	Sweet Corn	Mystique(Bi) 74	Oats/Peas	
5		Disc 4/1	TPlant 5/1	Sweet Corn	Mystique(Bi) 74	Oats/Peas	
6		Disc 4/1	TPlant 5/1	Sweet Corn	Mystique(Bi) 74	Oats/Peas	
7		Disc 4/1	TPlant 5/1	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
8		Disc 4/1	TPlant 5/1	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
9		Disc 4/1	TPlant 5/1	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
10		Disc 4/1	TPlant 5/1	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
11		Disc 4/1	TPlant 5/15	Sweet Corn	Mystique(Bi) 74	Oats/Peas	
12		Disc 4/1	TPlant 5/15	Sweet Corn	Mystique(Bi) 74	Oats/Peas	
13		Disc 4/1	TPlant 5/15	Sweet Corn	Mystique(Bi) 74	Oats/Peas	
14		Disc 4/1	TPlant 5/15	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
15		Disc 4/1	TPlant 5/15	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
16		Disc 4/1	TPlant 5/15	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
17		Disc 4/1	TPlant 5/15	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
18		Disc 4/1	TPlant 5/15	Sweet Corn	Argent(W) 85	Oats/Peas	
19		Disc 4/1	TPlant 5/15	Sweet Corn	Argent(W) 85	Oats/Peas	
20		Disc 4/1	TPlant 5/15	Sweet Corn	Argent(W) 85	Oats/Peas	
21		Disc 5/1	TPlant 5/15	Sweet Corn	Argent(W) 85	Oats/Peas	
22		Disc 5/1	TPlant 5/27	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
23		Disc 5/1	TPlant 5/27	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
24		Disc 5/1	TPlant 5/27	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
25		Disc 5/1	TPlant 5/27	Sweet Corn	Argent(W) 85	Oats/Peas	
26		Disc 5/1	TPlant 5/27	Sweet Corn	Argent(W) 85	Oats/Peas	
27		Disc 5/1	TPlant 5/27	Sweet Corn	Argent(W) 85	Oats/Peas	
28		Disc 5/1	TPlant 5/27	Sweet Corn	Argent(W) 85	Oats/Peas	
29		Disc 5/1	TPlant 5/27	Sweet Corn	Sen Dancer(Bi) 92	Oats/Peas	
30		Disc 5/1	TPlant 5/27	Sweet Corn	Sen Dancer(Bi) 92	Oats/Peas	
31		Disc 5/1	TPlant 5/27	Sweet Corn	Sen Dancer(Bi) 92	Oats/Peas	
32		Disc 5/1	TPlant 6/9	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
33		Disc 5/1	TPlant 6/9	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
34		Disc 5/1	TPlant 6/9	Sweet Corn	Delectable(Bi) 80	Oats/Peas	
35		Disc 5/1	TPlant 6/9	Sweet Corn	Argent(W) 85	Oats/Peas	
36		Disc 5/1	TPlant 6/9	Sweet Corn	Argent(W) 85	Oats/Peas	
37		Disc 5/1	TPlant 6/9	Sweet Corn	Argent(W) 85	Oats/Peas	
38		Disc 5/1	TPlant 6/9	Sweet Corn	Argent(W) 85	Oats/Peas	
39		Disc 5/1	TPlant 6/9	Sweet Corn	Sen Dancer(Bi) 92	Oats/Peas	
40		Disc 5/1	TPlant 6/9	Sweet Corn	Sen Dancer(Bi) 92	Oats/Peas	
41		Disc 5/1	TPlant 6/9	Sweet Corn	Sen Dancer(Bi) 92	Oats/Peas	
42		Disc 5/1	TPlant 6/20	Sweet Corn	Delectable(Bi) 80	Rye	
43		Disc 5/1	TPlant 6/20	Sweet Corn	Delectable(Bi) 80	Rye	
44		Disc 5/1	TPlant 6/20	Sweet Corn	Delectable(Bi) 80	Rye	
45		Disc 5/1	TPlant 6/20	Sweet Corn	Argent(W) 85	Rye	
46		Disc 5/1	TPlant 6/20	Sweet Corn	Argent(W) 85	Rye	
47		Disc 5/1	TPlant 6/20	Sweet Corn	Argent(W) 85	Rye	
48		Disc 5/1	TPlant 6/20	Sweet Corn	Argent(W) 85	Rye	
49		Disc 5/1	TPlant 6/20	Sweet Corn	Sen Dancer(Bi) 92	Rye	
50		Disc 5/1	TPlant 6/20	Sweet Corn	Sen Dancer(Bi) 92	Rye	
51		Disc 5/1	TPlant 6/30	Sweet Corn	Delectable(Bi) 80	Rye	
52		Disc 5/1	TPlant 6/30	Sweet Corn	Delectable(Bi) 80	Rye	
53		Disc 5/1	TPlant 6/30	Sweet Corn	Delectable(Bi) 80	Rye	
54		Disc 5/1	TPlant 6/30	Sweet Corn	Argent(W) 85	Rye	
55		Disc 5/1	TPlant 6/30	Sweet Corn	Argent(W) 85	Rye	
56		Disc 5/1	TPlant 6/30	Sweet Corn	Argent(W) 85	Rye	
57		Disc 5/1	TPlant 6/30	Sweet Corn	Sen Dancer(Bi) 92	Rye	
58		Disc 5/1	TPlant 6/30	Sweet Corn	Sen Dancer(Bi) 92	Rye	
59		Disc 5/1	TPlant 6/27	Popcorn	Robust 90135	Rye	
60		Disc 5/1	TPlant 6/27	Popcorn	Robust 90135	Rye	
61		Disc 5/1	TPlant 6/27	Popcorn	Ruby Red	Rye	
62		Disc 5/1	TPlant 6/27	Popcorn	Shaman's Blue	Rye	

Attachment 35-6

Field 3
Melons

	A	B	C	D	E	F	G
1	200' Beds	Disc 5/1	TPlant 6/2	Canteloupe	Earliqueen	Rye/Vetch	
2		Disc 5/1				Rye/Vetch	
3		Disc 5/1	TPlant 6/2	Canteloupe	Earliqueen	Rye/Vetch	
4		Disc 5/1				Rye/Vetch	
5		Disc 5/1	TPlant 6/2	Canteloupe	Earliqueen	Rye/Vetch	
6		Disc 5/1				Rye/Vetch	
7		Disc 5/1	TPlant 6/2	Canteloupe	Earliqueen	Rye/Vetch	
8		Disc 5/1				Rye/Vetch	
9		Disc 5/1	TPlant 6/2	Canteloupe	Earliqueen	Rye/Vetch	
10		Disc 5/1				Rye/Vetch	
11		Disc 5/1	TPlant 6/2	Canteloupe	Earliqueen	Rye/Vetch	
12		Disc 5/1				Rye/Vetch	
13		Disc 5/1	TPlant 6/2	Canteloupe	Earliqueen	Rye/Vetch	
14		Disc 5/1				Rye/Vetch	
15		Disc 5/1	TPlant 6/2	Canteloupe	Athena	Rye/Vetch	
16		Disc 5/1				Rye/Vetch	
17		Disc 5/1	TPlant 6/2	Canteloupe	Athena	Rye/Vetch	
18		Disc 5/1				Rye/Vetch	
19		Disc 5/1	TPlant 6/2	Canteloupe	Athena	Rye/Vetch	
20		Disc 5/1				Rye/Vetch	
21		Disc 5/1	TPlant 6/2	Canteloupe	Athena	Rye/Vetch	
22		Disc 5/1				Rye/Vetch	
23		Disc 5/1	TPlant 6/2	Canteloupe	Athena	Rye/Vetch	
24		Disc 5/1				Rye/Vetch	
25		Disc 5/1	TPlant 6/2	Watermelon	Yellow Doll	Rye/Vetch	
26		Disc 5/1				Rye/Vetch	
27		Disc 5/1	TPlant 6/2	Watermelon	Yellow Doll	Rye/Vetch	
28		Disc 5/1				Rye/Vetch	
29		Disc 5/1	TPlant 6/2	Watermelon	Yellow Doll	Rye/Vetch	
30		Disc 5/1				Rye/Vetch	
31		Disc 5/1	TPlant 6/2	Watermelon	Yellow Doll	Rye/Vetch	
32		Disc 5/1				Rye/Vetch	
33		Disc 5/1	TPlant 6/2	Watermelon	Yellow Doll	Rye/Vetch	
34		Disc 5/1				Rye/Vetch	
35		Disc 5/1	TPlant 6/2	Watermelon	Yellow Doll	Rye/Vetch	
36		Disc 5/1				Rye/Vetch	
37		Disc 5/1	TPlant 6/2	Watermelon	Yellow Doll	Rye/Vetch	
38		Disc 5/1				Rye/Vetch	
39		Disc 5/1	TPlant 6/2	Watermelon	Yellow Doll	Rye/Vetch	
40		Disc 5/1				Rye/Vetch	
41		Disc 5/1	TPlant 6/2	Watermelon	Yellow Doll	Rye/Vetch	
42		Disc 5/1				Rye/Vetch	
43		Disc 5/1	TPlant 6/2	Watermelon	Crimson Sweet	Rye/Vetch	
44		Disc 5/1				Rye/Vetch	
45		Disc 5/1	TPlant 6/2	Watermelon	Crimson Sweet	Rye/Vetch	
46		Disc 5/1				Rye/Vetch	
47		Disc 5/1	TPlant 6/2	Watermelon	Crimson Sweet	Rye/Vetch	
48		Disc 5/1				Rye/Vetch	
49		Disc 5/1	TPlant 6/2	Watermelon	Crimson Sweet	Rye/Vetch	
50		Disc 5/1				Rye/Vetch	
51		Disc 5/1	TPlant 6/2	Watermelon	Crimson Sweet	Rye/Vetch	
52		Disc 5/1				Rye/Vetch	
53		Disc 5/1	TPlant 6/2	Watermelon	Crimson Sweet	Rye/Vetch	
54		Disc 5/1				Rye/Vetch	
55		Disc 5/1	TPlant 6/2	Watermelon	Crimson Sweet	Rye/Vetch	
56		Disc 5/1				Rye/Vetch	
57		Disc 5/1	TPlant 6/2	Watermelon	Crimson Sweet	Rye/Vetch	
58		Disc 5/1				Rye/Vetch	
59		Disc 5/1	TPlant 6/2	Watermelon	Crimson Sweet	Rye/Vetch	
60		Disc 5/1				Rye/Vetch	
61		Disc 5/1	TPlant 6/2	Watermelon	Crimson Sweet	Rye/Vetch	

Field 14
Nightshades and Alliums

Attachment 35-7

	A	B	C	D	E	F	G
1	200' Beds	Disc 4/1	TPlant 5/10	Leeks	Pancho	Rye/Vetch	
2		Disc 4/1	TPlant 5/10	Leeks	Pancho	Rye/Vetch	
3		Disc 4/1	TPlant 5/10	Leeks	Pancho	Rye/Vetch	
4		Disc 4/1	TPlant 5/10	Leeks	King Richard	Rye/Vetch	
5		Disc 4/1	TPlant 5/10	Leeks	King Richard	Rye/Vetch	
6		Disc 4/1	TPlant 5/10	Leeks	King Richard	Rye/Vetch	
7		Disc 4/1	TPlant 5/10	Onions x 2	Redwing	Rye/Vetch	
8		Disc 4/1	TPlant 5/10	Onions x 2	Redwing	Rye/Vetch	
9		Disc 4/1	TPlant 5/10	Onions x 2	Redwing	Rye/Vetch	
10		Disc 4/1	TPlant 5/10	Onions x 2	Redwing	Rye/Vetch	
11		Disc 4/1	TPlant 5/10	Onions x 2	Prince	Rye/Vetch	
12		Disc 4/1	TPlant 5/10	Onions x 2	Prince	Rye/Vetch	
13		Disc 4/1	TPlant 5/10	Onions x 2	Prince	Rye/Vetch	
14		Disc 4/1	TPlant 5/10	Onions x 2	Prince	Rye/Vetch	
15		Disc 4/1	TPlant 5/10	Onions x 2	Prince	Rye/Vetch	
16		Disc 4/1	TPlant 5/10	Onions x 2	Prince	Rye/Vetch	
17		Disc 4/1	TPlant 5/10	Onions x 2	Prince	Rye/Vetch	
18		Disc 4/1	TPlant 5/10	Onions x 2	Prince	Rye/Vetch	
19		Disc 4/1	TPlant 5/10	Onions x 2	Ailsa Craig	Rye/Vetch	
20		Disc 4/1	TPlant 5/10	Onions x 2	Ailsa Craig	Rye/Vetch	
21		Disc 4/1	TPlant 5/10	Onions x 2	Ailsa Craig	Rye/Vetch	
22		Disc 4/1	TPlant 5/10	Onions x 2	Ailsa Craig	Rye/Vetch	
23		Disc 4/1	TPlant 5/10	Onions x 2	Ailsa Craig	Rye/Vetch	
24		Disc 4/1	TPlant 5/10	Onions x 2	Ailsa Craig	Rye/Vetch	
25		Disc 4/1	TPlant 5/10	Onions x 2	Ailsa Craig	Rye/Vetch	
26		Disc 4/1	TPlant 5/10	Onions x 2	Ailsa Craig	Rye/Vetch	
27		Disc 4/20	TPlant 5/25	Pepper, Hot	Anaheim/Jal/Hab	Rye/Vetch	
28		Disc 4/20	TPlant 5/25	Pepper, Multi	Biscayne	Rye/Vetch	
29		Disc 4/20	TPlant 5/25	Pepper, Multi	Islander	Rye/Vetch	
30		Disc 4/20	TPlant 5/25	Pepper, Multi	Italia	Rye/Vetch	
31		Disc 4/20	TPlant 5/25	Pepper, Multi	Italia	Rye/Vetch	
32		Disc 4/20	TPlant 5/25	Pepper, Multi	Ace	Rye/Vetch	
33		Disc 4/20	TPlant 5/25	Pepper, Multi	Ace	Rye/Vetch	
34		Disc 4/20	TPlant 5/25	Eggplant	Machiaw	Rye/Vetch	
35		Disc 4/20	TPlant 5/25	Eggplant	Neon	Rye/Vetch	
36		Disc 4/20	TPlant 5/25	Eggplant	Neon	Rye/Vetch	
37		Disc 4/20	TPlant 5/25	Eggplant	Nadia	Rye/Vetch	
38		Disc 4/20	TPlant 5/25	Eggplant	Nadia	Rye/Vetch	
39		Disc 4/20	TPlant 5/25	Eggplant	Black Bell	Rye/Vetch	
40		Disc 4/20	TPlant 5/25	Eggplant	Black Bell	Rye/Vetch	
41		Disc 4/20	TPlant 5/25	Eggplant	Black Bell	Rye/Vetch	
42		Disc 4/20	TPlant 5/25	Pepper, Bell	Camelot	Rye/Vetch	
43		Disc 4/20	TPlant 5/25	Pepper, Bell	Camelot	Rye/Vetch	
44		Disc 4/20	TPlant 5/25	Pepper, Bell	Acapulco	Rye/Vetch	
45		Disc 4/20	TPlant 5/25	Pepper, Bell	Acapulco	Rye/Vetch	
46		Disc 4/20	TPlant 5/25	Pepper, Bell	Yankee Bell	Rye/Vetch	
47		Disc 4/20	TPlant 5/25	Pepper, Bell	Yankee Bell	Rye/Vetch	
48		Disc 4/20	TPlant 5/25	Pepper, Bell	Yankee Bell	Rye/Vetch	
49		Disc 4/20	TPlant 5/25	Pepper, Bell	Ace	Rye/Vetch	
50		Disc 4/20	TPlant 5/25	Pepper, Bell	Ace	Rye/Vetch	
51		Disc 4/20	TPlant 5/25	Pepper, Bell	Ace	Rye/Vetch	
52		Disc 4/20	TPlant 6/30	Late Tomato	Paragon	Rye/Vetch	
53		Disc 4/20	TPlant 6/30	Late Tomato	Paragon	Rye/Vetch	
54		Disc 4/20	TPlant 6/30	Late Tomato	JTO-99197	Rye/Vetch	
55		Disc 4/20	TPlant 6/7	Late/Mid Tomato	Red Sun	Rye/Vetch	
56		Disc 4/20				Rye/Vetch	
57		Disc 4/20	TPlant 6/7	Late/Mid Tomato	Big Beef	Rye/Vetch	
58		Disc 4/20				Rye/Vetch	
59		Disc 4/20	TPlant 6/7	Late/Mid Tomato	Big Beef	Rye/Vetch	
60		Disc 4/20				Rye/Vetch	
61		Disc 4/20	TPlant 5/23	Early/Mid Tomato	Red Sun	Rye/Vetch	
62		Disc 4/20				Rye/Vetch	
63		Disc 4/20	TPlant 5/23	Early/Mid Tomato	Big Beef	Rye/Vetch	
64		Disc 4/20				Rye/Vetch	
65		Disc 4/20	TPlant 5/23	Early/Mid Tomato	Big Beef	Rye/Vetch	
66		Disc 4/20				Rye/Vetch	
67		Disc 4/20	TPlant 5/23	Early/Mid Tomato	Daybreak	Rye/Vetch	
68		Disc 4/20				Rye/Vetch	
69		Disc 4/20	TPlant 5/8	Early Tomato	Daybreak	Rye/Vetch	
70		Disc 4/20				Rye/Vetch	
71		Disc 4/20	TPlant 5/8	Early Tomato	Daybreak	Rye/Vetch	

Attachment 35-8

Field 11
U-Pick

	A	B	C	D	E	F	G
1	300' Beds	Disc 4/15	23-May	Tomatoes, Cherry	Sungold	Oats/Peas	
2		Disc 4/15	23-May	Tomatoes, Cherry	Juliet	Oats/Peas	
3		Disc 4/15	23-May	Tomatoes, Plum	La Rossa	Oats/Peas	
4		Disc 4/15	23-May	Tomatoes, Plum	Red Agate	Oats/Peas	
5		Disc 4/15	23-May	Tomatillo/Tomatoes, Plum	Toma Verde/La Rossa	Oats/Peas	
6		Disc 4/15	10-May	Beans, Snap	Provider	Oats/Peas	
7		Disc 4/15	10-May	Beans, Snap	Provider	Oats/Peas	
8		Disc 4/15	25-May	Beans, Snap	Provider	Oats/Peas	
9		Disc 4/15	25-May	Beans, Wax	Dragon Langerie	Oats/Peas	
10		Disc 5/15	10-Jun	Beans, Snap	Jade	Oats/Peas	
11		Disc 5/15	10-Jun	Beans, Soy	Butterbeans	Oats/Peas	
12		Disc 5/15	23-Jun	Beans, Snap	Jade	Oats/Peas	
13		Disc 5/15	23-Jun	Beans, Wax	Dragon Langerie	Oats/Peas	
14		Disc 5/15	5-Jul	Beans, Snap	Jade	Oats/Peas	
15		Disc 5/15	17-Jul	Beans, Snap	Jade	Oats/Peas	
16		Disc 3/20	5-Apr	Peas, Snap	Sugar Sprint	Oats/Peas	
17		Disc 3/20	5-Apr	Peas, Snap	Sugar Sprint	Oats/Peas	
18		Disc 3/20	5-Apr	Peas, Snow	Snow Green	Oats/Peas	
19		Disc 3/20	5-Apr	Peas, Snow	Snow Green	Oats/Peas	
20		Disc 3/20	5-Apr	Peas, Shell	Knight	Oats/Peas	
21		Disc 3/20	5-Apr	Peas, Shell	Knight	Oats/Peas	
22		Disc 3/20	10-May	Basil/Cilantro	Genovese/Santo	Oats/Peas	
23		Disc 3/20	10-May	Dill/Parsley	Bouquet/Forest Green	Oats/Peas	
24		Disc 3/20	25-May	Basil/Cilantro	Genovese/Santo	Oats/Peas	
25		Disc 5/15	10-Jun	Basil/Cilantro	Genovese/Santo	Oats/Peas	
26		Disc 5/15	10-Jun	Dill/Parsley	Bouquet/It Dark Green	Oats/Peas	
27		Disc 5/15	20-Jun	Basil/Cilantro	Genovese/Santo	Oats/Peas	
28		Disc 5/15	5-Jul	Basil/Cilantro	Genovese/Santo	Oats/Peas	
29							
30							
31							
32							
33							
34							
35							
36							

Field 7
Early Cucurbits

Attachment 35-9

	A	B	C	D	E	F	G
1	200' Beds	Disc 4/15	TPlant 5/11	S Squash	Ppan-Sunburst	Rye	
2		Disc 4/15				Rye	
3		Disc 4/15	TPlant 5/11	S Squash	Yellow-Sen Supreme	Rye	
4		Disc 4/15				Rye	
5		Disc 4/15	TPlant 5/11	S Squash	Zuc-Raven	Rye	
6		Disc 4/15				Rye	
7		Disc 4/15	15-May	Cukes, Slicing	Supersett	Rye	
8		Disc 4/15				Rye	
9		Disc 4/15	15-May	Cukes, Slicing	Marketmore 76	Rye	
10		Disc 4/15				Rye	
11		Disc 4/15	TPlant 5/20	S Squash	Ppan-Sunburst	Rye	
12		Disc 4/15				Rye	
13		Disc 4/15	TPlant 5/20	S Squash	Yellow-Sen Supreme	Rye	
14		Disc 4/15				Rye	
15		Disc 4/15	TPlant 5/20	S Squash	Zuc-Raven	Rye	
16		Disc 4/15				Rye	
17		Disc 4/15	20-May	Cukes, Pickling	Conquest	Rye	
18		Disc 4/15				Rye	
19		Disc 4/15	20-May	Cukes, Slicing	Supersett	Rye	
20		Disc 4/15				Rye	
21		Disc 4/15	20-May	Cukes, Slicing	Marketmore 76	Rye	
22		Disc 4/15				Rye	
23		Disc 4/15	TPlant 5/27	S Squash	Ppan-Sunburst	Rye	
24		Disc 4/15				Rye	
25		Disc 4/15	TPlant 5/27	S Squash	Yellow-Sen Supreme	Rye	
26		Disc 4/15				Rye	
27		Disc 4/15	TPlant 5/27	S Squash	Zuc-Raven	Rye	
28		Disc 4/15				Rye	
29		Disc 4/15	27-May	Cukes, Pickling	Little Leaf	Rye	
30		Disc 4/15				Rye	
31		Disc 4/15	27-May	Cukes, Slicing	Supersett	Rye	
32		Disc 4/15				Rye	
33		Disc 4/15	27-May	Cukes, Slicing	Marketmore 76	Rye	
34		Disc 4/15				Rye	
35		Disc 4/15	27-May	Cukes, Slicing	Marketmore 76	Rye	
36		Disc 5/15				Rye	
37		Disc 5/15	11-Jun	S Squash	Ppan-Sunburst	Rye	
38		Disc 5/15				Rye	
39		Disc 5/15	11-Jun	S Squash	Yellow-Sen Supreme	Rye	
40		Disc 5/15				Rye	
41		Disc 5/15	11-Jun	S Squash	Zuc-Raven	Rye	
42		Disc 5/15				Rye	
43		Disc 5/15	11-Jun	Cukes, Pickling	Little Leaf	Rye	
44		Disc 5/15				Rye	
45		Disc 5/15	11-Jun	Cukes, Slicing	Supersett	Rye	
46		Disc 5/15				Rye	
47		Disc 5/15	11-Jun	Cukes, Slicing	Marketmore 76	Rye	
48		Disc 5/15				Rye	
49		Disc 5/15	11-Jun	Cukes, Slicing	Marketmore 76	Rye	
50		Disc 3/20				Rye	
51		Disc 3/20		Strawberries	Jewel	Rye	
52		Disc 3/20		Strawberries	Jewel	Rye	
53		Disc 3/20		Strawberries	Allstar	Rye	
54		Disc 3/20		Strawberries	Allstar	Rye	
55		Disc 3/20		Strawberries	Honeoye	Rye	
56		Disc 3/20		Strawberries	Honeoye	Rye	

Attachment 35-10

Field 1A
Sweet Potatoes

	A	B	C	D	E	F	G
1	150-100' Beds	Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
2		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
3		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
4		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
5		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
6		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
7		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
8		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
9		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
10		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
11		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
12		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
13		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
14		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
15		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
16		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
17		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
18		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
19		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
20		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
21		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
22		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	
23		Disc 4/7	1-Jun	Sweet Potatoes	Beauregard	Rye	

Field 16
Early Brassicas

Attachment 35-11

	A	B	C	D	E	F	G
1	200' Beds	Disc 4/1	10-May	Cabbage, Green (Early)	Early Jersey Wakefield	Rye	
2		Disc 4/1	10-May	Cabbage, Green (Early)	Early Jersey Wakefield	Rye	
3		Disc 4/1	10-May	Cabbage, Green (Early)	Early Jersey Wakefield	Rye	
4		Disc 4/1	10-May	Cabbage, Green (Early)	Early Jersey Wakefield	Rye	
5		Disc 4/1	10-May	Cabbage, Green (Early)	Columbia	Rye	
6		Disc 4/1	10-May	Cabbage, Green (Early)	Columbia	Rye	
7		Disc 4/1				Rye	
8		Disc 4/1	15-May	Broccoli, Early	Packman	Rye	
9		Disc 4/1	15-May	Broccoli, Early	Packman	Rye	
10		Disc 4/1	15-May	Broccoli, Early	Packman	Rye	
11		Disc 4/1	15-May	Broccoli, Early	Packman	Rye	
12		Disc 4/1	15-May	Broccoli, Early	Windsor	Rye	
13		Disc 4/1	15-May	Broccoli, Early	Windsor	Rye	
14		Disc 4/1				Rye	
15		Disc 4/1	20-May	Cabbage, Green (EMid)	Columbia	Rye	
16		Disc 4/1	20-May	Cabbage, Green (EMid)	Columbia	Rye	
17		Disc 4/1	20-May	Cabbage, Green (EMid)	Columbia	Rye	
18		Disc 4/1	20-May	Cabbage, Green (EMid)	Columbia	Rye	
19		Disc 4/1	20-May	Cabbage, Green (EMid)	Columbia	Rye	
20		Disc 4/1				Rye	
21		Disc 4/1	1-Jun	Broccoli, EMid	Packman	Rye	
22		Disc 4/1	1-Jun	Broccoli, EMid	Packman	Rye	
23		Disc 4/1	1-Jun	Broccoli, EMid	Packman	Rye	
24		Disc 4/1	1-Jun	Broccoli, EMid	Windsor	Rye	
25		Disc 4/1	1-Jun	Broccoli, EMid	Windsor	Rye	
26		Disc 4/1	1-Jun	Broccoli, EMid	Windsor	Rye	
27		Disc 5/1				Rye	
28		Disc 5/1	1-Jun	Cabbage, Green (Mid)	Columbia	Rye	
29		Disc 5/1	1-Jun	Cabbage, Green (Mid)	Columbia	Rye	
30		Disc 5/1	1-Jun	Cabbage, Green (Mid)	Columbia	Rye	
31		Disc 5/1	1-Jun	Cabbage, Green (Mid)	Columbia	Rye	
32		Disc 5/1	1-Jun	Cabbage, Green (Mid)	Columbia	Rye	
33		Disc 5/1	1-Jun	Cabbage, Green (Mid)	Columbia	Rye	
34		Disc 5/1	1-Jun	Cabbage, Red (Mid)	Regal Red	Rye	
35		Disc 5/1	1-Jun	Cabbage, Red (Mid)	Regal Red	Rye	
36		Disc 5/1	1-Jun	Cabbage, Red (Mid)	Regal Red	Rye	
37		Disc 5/1	1-Jun	Cabbage, Red (Mid)	Regal Red	Rye	
38		Disc 5/1	1-Jun	Cauliflower, Mid	Snow Crown	Rye	
39		Disc 5/1	1-Jun	Cauliflower, Mid	Snow Crown	Rye	
40		Disc 5/1	1-Jun	Cauliflower, Mid	Snow Crown	Rye	
41		Disc 5/1	15-Jun	Broccoli, Mid	Windsor	Rye	
42		Disc 5/1	15-Jun	Broccoli, Mid	Windsor	Rye	
43		Disc 5/1	15-Jun	Broccoli, Mid	Windsor	Rye	
44		Disc 5/1	15-Jun	Broccoli, Mid	Arcadia	Rye	
45		Disc 5/1	15-Jun	Broccoli, Mid	Arcadia	Rye	
46		Disc 5/1	15-Jun	Broccoli, Mid	Arcadia	Rye	
47		Disc 5/1	15-Jun	Broccoli, Mid	Arcadia	Rye	
48		Disc 4/1	5-May	Beans, Shell	Tongue of Fire	Rye	
49		Disc 4/1	5-May	Beans, Shell	Tongue of Fire	Rye	
50		Disc 4/1	11-May	Beans, Snap	Provider	Rye	
51		Disc 4/1	11-May	Beans, Snap	Provider	Rye	
52		Disc 4/1	17-May	Beans, Shell	Tongue of Fire	Rye	
53		Disc 4/1	17-May	Beans, Shell	Tongue of Fire	Rye	
54		Disc 4/1	25-May	Beans, Snap	Provider	Rye	
55		Disc 4/1	25-May	Beans, Snap	Provider	Rye	
56		Disc 4/1	1-Jun	Beans, Shell	Tongue of Fire	Rye	
57		Disc 4/1	1-Jun	Beans, Shell	Tongue of Fire	Rye	
58		Disc 4/1	7-Jun	Beans, Snap	Jade	Rye	
59		Disc 4/1	13-Jun	Beans, Shell	Tongue of Fire	Rye	
60		Disc 4/1	20-Jun	Beans, Snap	Jade	Rye	

Attachment 35-12

Field 10
Late Brassicas

	A	B	C	D	E	F	G
1	200' Beds	Disc 4/1	15-May	Collards	Flash	Rye/Vetch	
2		Disc 4/1	15-May	Collards	Flash	Rye/Vetch	
3		Disc 4/1	15-May	Collards	Flash	Rye/Vetch	
4		Disc 4/1	15-May	Collards	Flash	Rye/Vetch	
5		Disc 4/1	25-May	Collards	Flash	Rye/Vetch	
6		Disc 4/1	25-May	Collards	Flash	Rye/Vetch	
7		Disc 4/1	25-May	Collards	Flash	Rye/Vetch	
8		Disc 4/1	25-May	Collards	Flash	Rye/Vetch	
9		Disc 5/25	25-Jun	Brussels' Sprouts	Oliver	Rye/Vetch	
10		Disc 5/25	25-Jun	Brussels' Sprouts	Oliver	Rye/Vetch	
11		Disc 5/25	25-Jun	Brussels' Sprouts	Oliver	Rye/Vetch	
12		Disc 5/25	25-Jun	Brussels' Sprouts	Oliver	Rye/Vetch	
13		Disc 5/25	25-Jun	Brussels' Sprouts	Oliver	Rye/Vetch	
14		Disc 5/25	25-Jun	Brussels' Sprouts	Oliver	Rye/Vetch	
15		Disc 5/25	1-Jul	Kale	Judie's	Rye/Vetch	
16		Disc 5/25	1-Jul	Kale	Judie's	Rye/Vetch	
17		Disc 5/25	1-Jul	Kale	Judie's	Rye/Vetch	
18		Disc 5/25	1-Jul	Kale	Winterbor	Rye/Vetch	
19		Disc 5/25	1-Jul	Kale	Winterbor	Rye/Vetch	
20		Disc 5/25	1-Jul	Kale	Winterbor	Rye/Vetch	
21		Disc 5/25	1-Jul	Kale	Winterbor	Rye/Vetch	
22		Disc 5/25	1-Jul	Kale	Winterbor	Rye/Vetch	
23		Disc 5/25	1-Jul	Broccoli, LMid	San Miguel	Rye/Vetch	
24		Disc 5/25	1-Jul	Broccoli, LMid	San Miguel	Rye/Vetch	
25		Disc 5/25	1-Jul	Broccoli, LMid	San Miguel	Rye/Vetch	
26		Disc 5/25	1-Jul	Broccoli, LMid	San Miguel	Rye/Vetch	
27		Disc 5/25	1-Jul	Broccoli, LMid	Marathon	Rye/Vetch	
28		Disc 5/25	1-Jul	Broccoli, LMid	Marathon	Rye/Vetch	
29		Disc 5/25	1-Jul	Broccoli, LMid	Marathon	Rye/Vetch	
30		Disc 5/25	1-Jul	Cauliflower	Snow Crown	Rye/Vetch	
31		Disc 5/25	1-Jul	Cauliflower	Snow Crown	Rye/Vetch	
32		Disc 5/25	1-Jul	Cauliflower	Snow Crown	Rye/Vetch	
33		Disc 5/25	15-Jun	Cauliflower, LMid	Snow Crown	Rye/Vetch	
34		Disc 5/25	15-Jun	Cauliflower, LMid	Snow Crown	Rye/Vetch	
35		Disc 5/25	15-Jun	Cauliflower, LMid	Snow Crown	Rye/Vetch	
36		Disc 5/25	15-Jun	Cabbage, Green(LM)	Columbia	Rye/Vetch	
37		Disc 5/25	15-Jun	Cabbage, Green(LM)	Columbia	Rye/Vetch	
38		Disc 5/25	15-Jun	Cabbage, Green(LM)	Columbia	Rye/Vetch	
39		Disc 5/25	15-Jun	Cabbage, Green(LM)	Storage No. 4	Rye/Vetch	
40		Disc 5/25	15-Jun	Cabbage, Green(LM)	Storage No. 4	Rye/Vetch	
41		Disc 5/25	10-Jul	Broccoli, ELate	San Miguel	Rye/Vetch	
42		Disc 5/25	10-Jul	Broccoli, ELate	San Miguel	Rye/Vetch	
43		Disc 5/25	10-Jul	Broccoli, ELate	San Miguel	Rye/Vetch	
44		Disc 5/25	10-Jul	Broccoli, ELate	Marathon	Rye/Vetch	
45		Disc 5/25	10-Jul	Broccoli, ELate	Marathon	Rye/Vetch	
46		Disc 5/25	10-Jul	Broccoli, ELate	Marathon	Rye/Vetch	
47		Disc 5/25	1-Jul	Cabbage, Red (Late)	Ruby Perfection	Rye/Vetch	
48		Disc 5/25	1-Jul	Cabbage, Red (Late)	Ruby Perfection	Rye/Vetch	
49		Disc 5/25	1-Jul	Cabbage, Red (Late)	Ruby Perfection	Rye/Vetch	
50		Disc 5/25	1-Jul	Cabbage, Green(Late)	Storage No. 4	Rye/Vetch	
51		Disc 5/25	1-Jul	Cabbage, Green(Late)	Storage No. 4	Rye/Vetch	
52		Disc 5/25	1-Jul	Cabbage, Green(Late)	Storage No. 4	Rye/Vetch	
53		Disc 5/25	1-Jul	Cabbage, Green(Late)	Storage No. 4	Rye/Vetch	
54		Disc 5/25	1-Jul	Cabbage, Green(Late)	Storage No. 4	Rye/Vetch	
55		Disc 5/25	1-Jul	Cabbage, Green(Late)	Storage No. 4	Rye/Vetch	
56		Disc 5/25	1-Jul	Cabbage, Green(Late)	Storage No. 4	Rye/Vetch	
57		Disc 5/25	21-Jul	Broccoli, Late	Arcadia	Rye/Vetch	
58		Disc 5/25	21-Jul	Broccoli, Late	Arcadia	Rye/Vetch	
59		Disc 5/25	21-Jul	Broccoli, Late	Marathon	Rye/Vetch	
60		Disc 5/25	21-Jul	Broccoli, Late	Marathon	Rye/Vetch	
61		Disc 5/25	21-Jul	Broccoli, Late	Marathon	Rye/Vetch	
62		Disc 5/25	21-Jul	Broccoli, Late	Marathon	Rye/Vetch	
63		Disc 5/25	21-Jul	Broccoli, Late	Marathon	Rye/Vetch	
64							

Field 13
Late Roots/Greens

Attachment 35-13

	A	B	C	D	E	F	G
1	300' Rows	Disc 4/1	25-Apr	Lettuce X 2	Ermosa-2 Star/Red Fox	Oats/Peas	
2		Disc 4/1	10-May	Lettuce X 2	Green Forest/Ermosa	Oats/Peas	
3		Disc 4/1	10-May	Lettuce X 2	2 Star/Red Fox	Oats/Peas	
4		Disc 4/1	25-May	Lettuce X 2	Sierra	Oats/Peas	
5		Disc 4/1	25-May	Lettuce X 2	Nevada	Oats/Peas	
6		Disc 5/1	5-Jun	Lettuce X 2	Sierra	Oats/Peas	
7		Disc 5/1	5-Jun	Lettuce X 2	Nevada	Oats/Peas	
8		Disc 5/1	19-Jun	Lettuce X 2	Sierra	Oats/Peas	
9		Disc 5/1	19-Jun	Lettuce X 2	Nevada	Oats/Peas	
10		Disc 6/1	3-Jul	Lettuce X 2	Sierra	Oats/Peas	
11		Disc 6/1	3-Jul	Lettuce X 2	Nevada	Oats/Peas	
12		Disc 6/1	20-Jul	Lettuce X 2	Sierra/Nevada	Rye/Vetch	
13		Disc 7/1	5-Aug	Lettuce X 2	Sierra/Nevada	Rye/Vetch	
14		Disc 7/1	13-Aug	Lettuce X 2	Ermosa-2 Star/Red Fox	Rye/Vetch	
15		Disc 7/1	19-Aug	Lettuce X 2	Ermosa-2 Star/Red Fox	Rye/Vetch	
16		Disc 4/15	15-May	Parsnip x 2	Javelin	Rye/Vetch	
17		Disc 4/15	15-May	Parsnip x 2	Javelin	Rye/Vetch	
18		Disc 4/15	15-May	Parsnip x 2	Javelin	Rye/Vetch	
19		Disc 4/15	15-May	Parsnip x 2	Javelin	Rye/Vetch	
20		Disc 4/15	25-May	Celeriac X 2	Brilliant	Rye/Vetch	
21		Disc 4/15	25-May	Celeriac X 2	Brilliant	Rye/Vetch	
22		Disc 4/15	25-May	Celeriac X 2	Brilliant	Rye/Vetch	
23		Disc 5/15	20-Jun	Fennel X 2	Zefa Fino	Rye/Vetch	
24		Disc 5/15	10-Jun	Beets x 2	Red Ace	Rye/Vetch	
25		Disc 5/15	10-Jun	Beets x 2	Red Ace	Rye/Vetch	
26		Disc 5/15	25-Jun	Beets x 2	Red Ace	Rye/Vetch	
27		Disc 5/15	25-Jun	Beets x 2	Red Ace	Rye/Vetch	
28		Disc 6/1	15-Jul	Salad Mix x 3	Arugula/Mizuna/ Tatsoi	Rye/Vetch	
29		Disc 6/1	15-Jul	Turnips x 2	Purple Top	Rye/Vetch	
30		Disc 6/1	15-Jul	Turnips x 2	Purple Top	Rye/Vetch	
31		Disc 6/1	15-Jul	Turnips x 2	Purple Top	Rye/Vetch	
32		Disc 6/1	1-Jul	Daikon x 2	Miyashige	Rye/Vetch	
33		Disc 6/1	4-Jul	Carrots x 2	Ithaca	Rye/Vetch	
34		Disc 6/1	4-Jul	Carrots x 2	Sugarsnax 54	Rye/Vetch	
35		Disc 6/1	4-Jul	Carrots x 2	Bolero	Rye/Vetch	
36		Disc 6/1	4-Jul	Carrots x 2	Bolero	Rye/Vetch	
37		Disc 6/1	1-Jul	Rutabaga X 2	York	Rye/Vetch	
38		Disc 6/1	1-Jul	Rutabaga X 2	York	Rye/Vetch	
39		Disc 6/1	1-Jul	Rutabaga X 2	York	Rye/Vetch	
40		Disc 6/1	1-Jul	Rutabaga X 2	York	Rye/Vetch	
41		Disc 6/1	1-Jul	Rutabaga X 2	York	Rye/Vetch	
42		Disc 6/1	12-Jul	Beets x 2	Red Ace	Rye/Vetch	
43		Disc 6/1	12-Jul	Beets x 2	Red Ace	Rye/Vetch	
44		Disc 6/1	12-Jul	Beets x 2	Red Ace	Rye/Vetch	
45		Disc 6/1	13-Jul	Carrots x 2	Sugarsnax 54	Rye/Vetch	
46		Disc 6/1	13-Jul	Carrots x 2	Bolero	Rye/Vetch	
47		Disc 6/1	13-Jul	Carrots x 2	Bolero	Rye/Vetch	
48		Disc 7/1	1-Aug	Salad Mix x 3	Arugula/Mibuna/Mizuna	Rye/Vetch	
49		Disc 7/1	3-Aug	Turnips x 2	Hakurei	Rye/Vetch	
50		Disc 7/1	3-Aug	Bok Choy x 2	Mei Qing Choi	Rye/Vetch	
51		Disc 7/1	10-Aug	Radish x 3	Altaglobe	Rye/Vetch	
52		Disc 7/1	20-Aug	Radish x 3	Altaglobe	Rye/Vetch	
53		Disc 7/1	5-Aug	Spinach x 2	Tyee	Rye/Vetch	
54		Disc 7/1	10-Aug	Spinach x 2	Indian Summer	Rye/Vetch	
55		Disc 7/1	15-Aug	Spinach x 2	Indian Summer	Rye/Vetch	
56		Disc 7/1	10-Aug	Salad Mix x 3	Arugula/Mibuna/Mizuna	Rye/Vetch	
57		Disc 7/1	20-Aug	Salad Mix x 3	Arugula/Mibuna/Mizuna	Rye/Vetch	
58							
59							

Attachment 35-14

Field 9
Mid Roots/Greens

	A	B	C	D	E	F	G
1	200' Beds	Disc 3/20	6-Apr	Onion, Bunching x 2	Evergreen Extra Hardy	Oats/Peas	
2		Disc 3/20	6-Apr	Onion, Bunching x 2	Evergreen Extra Hardy	Oats/Peas	
3		Disc 3/20	6-Apr	Onion, Bunching x 2	Deep Purple	Oats/Peas	
4		Disc 3/20	10-Apr	Beets x 2	E Wonder Tall Top	Oats/Peas	
5		Disc 3/20	10-Apr	Beets x 2	Red Ace	Oats/Peas	
6		Disc 3/20	10-Apr	Carrots x 2	Nelson	Oats/Peas	
7		Disc 3/20	10-Apr	Carrots x 2	Nelson	Oats/Peas	
8		Disc 3/20	10-Apr	Carrots x 2	Artist	Oats/Peas	
9		Disc 3/20	25-Apr	Bok Choy x 2	Mei Qing Choi	Oats/Peas	
10		Disc 3/20	2-May	Bok Choy x 2	Mei Qing Choi	Oats/Peas	
11		Disc 3/20	29-Apr	Baby Lettuce	Redina/G. Oak/R. Oak	Oats/Peas	
12		Disc 3/20	3-May	Salad Mix x 3	Arugula/Mizuna/Mibuna	Oats/Peas	
13		Disc 3/20	25-Apr	Turnips x 2	Hakurei	Oats/Peas	
14		Disc 3/20	25-Apr	Turnips x 2	Hakurei	Oats/Peas	
15		Disc 3/20	10-May	Turnips x 2	Hakurei	Oats/Peas	
16		Disc 3/20	10-May	Turnips x 2	Hakurei	Oats/Peas	
17		Disc 3/20	7-May	Radish x 3	Altaglobe x 3	Oats/Peas	
18		Disc 3/20	12-May	Radish x 3	Altaglobe x 3	Oats/Peas	
19		Disc 3/20	21-May	Radish x 3	Altaglobe x 3	Oats/Peas	
20		Disc 3/20	12-May	Salad Mix x 3	Redina/G. Oak/R. Oak	Oats/Peas	
21		Disc 3/20	12-May	Salad Mix x 3	Arugula/R Rus Kale/Mizuna	Oats/Peas	
22		Disc 3/20	19-Apr	Onion, Bunching x 2	Evergreen Extra Hardy	Oats/Peas	
23		Disc 3/20	19-Apr	Onion, Bunching x 2	Deep Purple	Oats/Peas	
24		Disc 3/20	19-Apr	Onion, Bunching x 2	Amethyst	Oats/Peas	
25		Disc 3/20	20-Apr	Carrots x 2	Nelson	Oats/Peas	
26		Disc 3/20	20-Apr	Carrots x 2	Nelson	Oats/Peas	
27		Disc 3/20	20-Apr	Carrots x 2	Artist	Oats/Peas	
28		Disc 3/20	20-Apr	Carrots x 2	Artist	Oats/Peas	
29		Disc 3/20	20-Apr	Carrots x 2	Ithaca	Oats/Peas	
30		Disc 3/20	20-Apr	Carrots x 2	Ithaca	Oats/Peas	
31		Disc 3/20	20-Apr	Carrots x 2	Ithaca	Oats/Peas	
32		Disc 3/20	1-May	Beets x 2	Red Ace	Oats/Peas	
33		Disc 3/20	1-May	Beets x 2	Red Ace	Oats/Peas	
34		Disc 3/20	1-May	Beets x 2	Red Ace	Oats/Peas	
35		Disc 3/20	1-May	Beets x 2	Chioggia	Oats/Peas	
36		Disc 3/20	27-May	Salad Mix x 3	Arugula/Mizuna/Mibuna	Oats/Peas	
37		Disc 3/20	27-May	Salad Mix x 3	RR Kale/Tatsoi/Red G Mustard	Oats/Peas	
38		Disc 3/20	15-May	Carrots x 2	Artist	Oats/Peas	
39		Disc 3/20	15-May	Carrots x 2	Artist	Oats/Peas	
40		Disc 3/20	15-May	Carrots x 2	Blaze	Oats/Peas	
41		Disc 3/20	15-May	Carrots x 2	Blaze	Oats/Peas	
42		Disc 3/20	15-May	Carrots x 2	Ithaca	Oats/Peas	
43		Disc 3/20	15-May	Carrots x 2	Ithaca	Oats/Peas	
44		Disc 3/20	15-May	Carrots x 2	Ithaca	Oats/Peas	
45		Disc 3/20	25-May	Beets x 2	Red Ace	Oats/Peas	
46		Disc 3/20	25-May	Beets x 2	Red Ace	Oats/Peas	
47		Disc 3/20	25-May	Beets x 2	Red Ace	Oats/Peas	
48		Disc 5/1	12-Jun	Salad Mix x 3	Arugula/Mizuna/Mibuna	Oats/Peas	
49		Disc 5/1	1-Jul	Salad Mix x 3	Arugula/Mizuna/Mibuna	Oats/Peas	
50		Disc 5/1	25-May	Fennel x 2	Zena Fino	Oats/Peas	
51		Disc 5/1	10-Jun	Carrots x 2	Ithaca	Oats/Peas	
52		Disc 5/1	10-Jun	Carrots x 2	Ithaca	Oats/Peas	
53		Disc 5/1	10-Jun	Carrots x 2	Sugarsnax 54	Oats/Peas	
54		Disc 5/1	10-Jun	Carrots x 2	Sugarsnax 54	Oats/Peas	
55		Disc 5/1	10-Jun	Carrots x 2	Sugarsnax 54	Oats/Peas	
56							
57							

Field 15
Garlic 01'

Attachment 35-15

	A	B	C	D	E	F	G
1	200' Beds	Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
2		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
3		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
4		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
5		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
6		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
7		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
8		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
9		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
10		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
11		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
12		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
13		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
14		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
15		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
16		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
17		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
18		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
19		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
20		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
21		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
22		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
23		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
24		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
25		Disc 9/1	15-Oct	Garlic	German Extra Hardy	Straw	
26					Rye	Oats/Peas	
27					Rye	Oats/Peas	
28					Rye	Oats/Peas	
29					Rye	Oats/Peas	
30					Rye	Oats/Peas	
31					Rye	Oats/Peas	
32					Rye	Oats/Peas	
33					Rye	Oats/Peas	
34					Rye	Oats/Peas	
35					Rye	Oats/Peas	
36					Rye	Oats/Peas	
37					Rye	Oats/Peas	
38					Rye	Oats/Peas	
39					Rye	Oats/Peas	
40					Rye	Oats/Peas	
41					Rye	Oats/Peas	
42					Rye	Oats/Peas	
43					Rye	Oats/Peas	
44					Rye	Oats/Peas	
45					Rye	Oats/Peas	
46					Rye	Oats/Peas	
47					Rye	Oats/Peas	
48					Rye	Oats/Peas	
49					Rye	Oats/Peas	
50					Rye	Oats/Peas	
51					Rye	Oats/Peas	
52					Rye	Oats/Peas	
53					Rye	Oats/Peas	
54					Rye	Oats/Peas	
55					Rye	Oats/Peas	
56					Rye	Oats/Peas	
57					Rye	Oats/Peas	
58					Rye	Oats/Peas	
59					Rye	Oats/Peas	
60					Rye	Oats/Peas	

Attachment 35-16

Field 6
Late Cucurbits

	A	B	C	D	E	F	G
1	200' Beds	Disc 5/15				Rye/Vetch	
2		Disc 5/15				Rye/Vetch	
3		Disc 5/15				Rye/Vetch	
4		Disc 5/15				Rye/Vetch	
5		Disc 5/15				Rye/Vetch	
6		Disc 5/15				Rye/Vetch	
7		Disc 5/15	5-Jul	Cukes, Slicing	Supersett	Rye/Vetch	
8		Disc 5/15				Rye/Vetch	
9		Disc 5/15	5-Jul	Cukes, Slicing	Marketmore 76	Rye/Vetch	
10		Disc 5/15				Rye/Vetch	
11		Disc 5/15	5-Jul	Cukes, Slicing	Marketmore 76	Rye/Vetch	
12		Disc 5/15				Rye/Vetch	
13		Disc 5/15	5-Jul	S Squash	Ppan-Sunburst	Rye/Vetch	
14		Disc 5/15				Rye/Vetch	
15		Disc 5/15	5-Jul	S Squash	Yellow-Sen Supreme	Rye/Vetch	
16		Disc 5/15				Rye/Vetch	
17		Disc 5/15	5-Jul	S Squash	Zuc-Raven	Rye/Vetch	
18		Disc 5/15				Rye/Vetch	
19		Disc 5/15	18-Jun	Cukes, Slicing	Marketmore 76	Rye/Vetch	
20		Disc 5/15				Rye/Vetch	
21		Disc 5/15	18-Jun	Cukes, Slicing	Marketmore 76	Rye/Vetch	
22		Disc 5/15				Rye/Vetch	
23		Disc 5/15	18-Jun	Cukes, Slicing	Supersett	Rye/Vetch	
24		Disc 5/15				Rye/Vetch	
25		Disc 5/15	18-Jun	Cukes, Pickling	Little Leaf	Rye/Vetch	
26		Disc 5/15				Rye/Vetch	
27		Disc 5/15	18-Jun	S Squash	Ppan-Sunburst	Rye/Vetch	
28		Disc 5/15				Rye/Vetch	
29		Disc 5/15	18-Jun	S Squash	Yellow-Sen Supreme	Rye/Vetch	
30		Disc 5/15				Rye/Vetch	
31		Disc 5/15	18-Jun	S Squash	Zuc-Raven	Rye/Vetch	

Attachment 35-17

	A	B	C	D	E	I	J
1	75' Beds	Disc 4/1	25-May	Cosmos	Cosmic Orange/ Cosmic Yellow/ Orange	Oats	
2		Disc 4/1	25-May	Nigella	Love-in-a-mist	Oats	
3		Disc 4/1	Tplant 6/1	Calendula	Indian Prince	Oats	
4		Disc 4/1	Tplant 6/1	Salvia	Marble Arch/Lady in Red/Marble Arch	Oats	
5		Disc 4/1	25-May	Sunflower	Sundance Kid	Oats	
6		Disc 4/1	Tplant 6/1	Gomphrena	Globe Mix	Oats	
7		Disc 4/1	Tplant 6/1	Zinnia	State Fair Mix	Oats	
8		Disc 4/1	Tplant 6/1	Ageratum	Blue Horizon/White Boquet/red top	Oats	
9		Disc 4/1	Tplant 6/1	Zinnia	Envy/Sunbow	Oats	
10		Disc 4/1	Tplant 6/1	Yarrow	Colorado	Oats	
11		Disc 4/1	Tplant 6/1	Dianthus	Hollandia Mix	Oats	
12		Disc 4/1	Tplant 6/1	Statice	Pacific Mix	Oats	
13		Disc 4/1	Tplant 6/1	Snapdragon	Rocket Mix	Oats	
14		Disc 4/1	4/15, 5/1,5/15	Agrostemma	Purple queen/Ocean Pearl/Purple Queen	Oats	
15		Disc 4/1	Tplant 6/1	Aster, China	Serenade Mix/Irresistible Mix	Oats	
16		Disc 4/1	15-Apr	Bupleurum	Green Gold	Oats	
17		Disc 4/1	Tplant 6/1	Celosia	Flamingo Feather	Oats	
18		Disc 4/1	Tplant 6/1	Monarda	Lambada	Oats	
19		Disc 4/1	Tplant 6/1	Verbena	Sweet Dream White/Bonariensis	Oats	
20		Disc 4/1	Tplant 6/1	Helichrysum	Vistorian Pastels/Salsa Mix	Oats	
21		Disc 4/1	25-May	Cosmos	Psyche/Versailles	Oats	
22		Disc 4/1	25-May	Sunflower	Sunbright	Oats	
23		Disc 4/1	25-May	Sunflower	Autumn Beauty	Oats	

Seed Order

Attachment 36-1

Vegetable	Variety	Cat. #	Total Row Feet	Seeds/ 200'	Unit	SD/ ND	Seeds on Hand	Seeds to Buy	Pkg Size	Qty	Price Per Pkg	Total Price
Beans, Bush Snap	Provider	10	1700	1.25	#	10.63	1.00	9.63	1#	10	2.60	26.00
Beans, Bush Snap	Jade	16	1600	1.25	#	10.00	5.00	5.00	1#	5	3.62	18.10
Beans, Bush Snap	Dragon Langerie	Fedco-277	600	1.25	#	3.75	1.50	2.25	5#(D)	1	15.00	15.00
Beans, Shell	Tongue of Fire	62	1400	1.50	#	10.50	6.00	4.50	1#	5	5.68	28.40
Beans, Soy	Butterbeans	104	300	1.00	#	1.50	0.00	1.50	1 #	2	9.20	18.40
Beets	E.Wonder Tall Top	123	400	1.25	Oz.	2.50	0.00	2.50	1/4#	1	3.50	3.50
Beets	Chioggia	130	400	1.25	Oz.	2.50	0.00	2.50	1/4#	1	7.20	7.20
Beets	Red Ace	125	7000	3000.00	seeds	105000.00	15000.00	90000.00	1000	100	0.58	58.00
Broccoli	Packman	143	1400	450.00	seeds	3150.00	1000.00	2150.00	1000	3	5.40	16.20
Broccoli	Windsor	2239	1600	450.00	seeds	3600.00	0.00	3600.00	1000	4	5.70	22.80
Broccoli	San Miguel	2006	1400	450.00	seeds	3150.00	0.00	3150.00	1/4 Oz	2	8.75	17.50
Broccoli	Marathon	151	2200	450.00	seeds	4950.00	0.00	4950.00	1000	5	4.42	22.10
Broccoli	Arcadia	139	1200	450.00	seeds	2700.00	2000.00	700.00	1000	1	6.25	6.25
Brussels' Sprouts	Oliver	155	1200	450.00	seeds	2700.00	250.00	2450.00	1000	3	11.80	35.40
Cabbage, Green	E. Jers. Wakefield	Fedco-3324	800	500.00	seeds	2000.00	500.00	1500.00	112 g(E)	1	4.00	4.00
Cabbage, Green	Columbia	171	3200	450.00	seeds	7200.00	1000.00	6200.00	1000	6	3.40	20.40
Cabbage, Green	Storage No.4	167	1800	450.00	seeds	4050.00	150.00	3900.00	1000	4	9.00	36.00
Cabbage, Red	Ruby Perfection	177	600	500.00	seeds	1500.00	300.00	1200.00	1000	2	5.55	11.10
Cabbage, Red	Regal Red	170	800	500.00	seeds	2000.00	500.00	1500.00	1/4 Oz	1	7.55	7.55
Carrot	Ithaca	2214	3800	6000.00	seeds	114000.00	0.00	114000.00	1000	114	0.39	44.46
Carrot	Nelson	215	1600	5500.00	seeds	44000.00	20000.00	24000.00	1000	25	0.63	15.75
Carrot	Artist	213	2000	5000.00	seeds	50000.00	48000.00	2000.00	100000	1	29.00	29.00
Carrot	Blaze	217	800	6000.00	seeds	24000.00	24000.00	0.00	1000	0	0.00	0.00
Carrot	Bolero	216	2400	5500.00	seeds	66000.00	10000.00	56000.00	1000	56	0.38	21.28
Carrot	Sugarsnax	2322	2400	5500.00	seeds	66000.00	5000.00	61000.00	1000	61	0.45	27.45
Cauliflower	Snow Crown	230	1800	500.00	seeds	4500.00	2500.00	2000.00	1000	2	7.55	15.10
Celeriac	Brilliant	245	1200	700.00	seeds	4200.00	0.00	4200.00	1/16 Oz	1	7.60	7.60
Chard, Swiss	Bright Lights	703D	1600	2500.00	seeds	20000.00	8000.00	12000.00	1000	12	3.60	43.20
Collards	Flash	2116	1600	0.05	Oz	0.40	0.25	0.15	1/2 Oz	2	8.20	16.40
Corn, Sweet	Mystique	2177	1800	0.25	#	2.25	1.25	1.00	#	1	8.90	8.90
Corn, Sweet	Trinity	2113	900	0.25	#	1.13	0.00	1.13	#	1	8.60	8.60
Corn, Sweet	Seneca Dancer	265	3000	500.00	seeds	7500.00	2500.00	5000.00	5000	1	27.75	27.75
Corn, Sweet	Delectable	276U	6000	0.25	#	7.50	4.50	3.00	#	3	9.80	29.40
Corn, Sweet	Argent	281	5700	0.25	#	7.13	0.00	7.13	#	7	7.70	53.90
Corn, Popcorn	Robust 90135	2181	600	0.25	#	0.75	0.50	0.25	#	1	7.90	7.90
Corn, Popcorn	Ruby Red	2191	300	0.25	#	0.38	0.25	0.13	1/2 #	1	5.80	5.80
Corn, Popcorn	Shaman's Blue	2192	300	0.25	#	0.38	0.00	0.38	1/2 #	1	5.55	5.55
Cucumber,Pickling	Little Leaf	331U	600	1.00	Oz	3.00	0.50	2.50	1 Oz	3	6.90	20.70
Cucumber,Pickling	Conquest	327	200	2000.00	Seeds	2000.00	1000.00	1000.00	1000	1	3.70	3.70
Cucumber,Slicing	Supersett	340U	1200	3000.00	Seeds	18000.00	7000.00	11000.00	1000	11	4.30	47.30
Cucumber,Slicing	Marketmore 76	336	2000	1.00	Oz	10.00	2.00	8.00	#	1	11.35	11.35
Daikon	Miyashige	625	600	0.70	Oz	2.10	0.00	2.10	1 Oz	2	7.00	14.00
Dill	Bouquet	920	600	1.00	Oz	3.00	0.00	3.00	1/4 #	1	3.80	3.80
Eggplant	Black Bell	356	600	600.00	Seeds	1800.00	1000.00	800.00	1000	1	5.90	5.90
Eggplant	Nadia	2267	400	500.00	Seeds	1000.00	250.00	750.00	1000	1	11.70	11.70
Eggplant	Neon	351	400	0.12	Oz	0.24	0.15	0.09	1/8 Oz	1	11.80	11.80
Eggplant	Machiaw	2013	200	0.12	Oz	0.12	0.10	0.02	1/8 Oz	1	8.85	8.85
Fennel	Zefa Fino	361	1000	1.00	Oz	5.00	0.25	4.75	1/4 #	1	33.40	33.40
Garlic	German Extra	376	10000	12.00	#	600.00	600.00	0.00	0	0	0.00	0.00
Greens-Bok Choy	Mei Qing Choi	509	1400	4500.00	seeds	31500.00	4000.00	27500.00	1000	27	1.38	37.26
Herbs, Basil	Genovese	911	1500	0.60	Oz	4.50	0.00	4.50	1/4 #	1	8.20	8.20
Herbs, Cilantro	Santo	919	1500	1.50	Oz	11.25	0.00	11.25	#	1	9.95	9.95
Herbs, Anise Hyssop	Anise Hyssop	933	50	0.35	Oz	0.09	0.00	0.09	Pkt	2	1.85	3.70
Herbs, Bee Balm	Panorama Mix	908	50	0.35	Oz	0.09	0.00	0.09	Pkt	2	2.60	5.20
Herbs, Parsley	Italian Dark Green	530	300	1.00	Oz	1.50	0.00	1.50	1/4 #	1	4.45	4.45
Herbs, Parsley	Forest Green	529	300	1.00	Oz	1.50	0.00	1.50	1/4 #	1	4.40	4.40
Herbs, St. Johnswort	Common	878	50	0.35	Oz	0.09	0.00	0.09	Pkt	1	1.80	1.80
Herbs, Lemon Balm	Quedlinburger	847	50	0.35	Oz	0.09	0.00	0.09	Pkt	1	2.30	2.30
Kale	Judie's	Gen Farm	600	500.00	Seeds	1500.00	1500.00	0.00	1 Oz	0	0.00	0.00
Kale	Winterbor	365	1000	400.00	seeds	2000.00	0.00	2000.00	1000	2	6.80	13.60
Leeks	King Richard	416	1200	0.25	Oz	1.50	0.50	1.00	Oz	1	14.40	14.40
Leeks	Pancho	417	1200	2000.00	seeds	12000.00	4000.00	8000.00	1000	8	1.47	11.76
Lettuce	Saladbowl	426	400	0.50	Oz	1.00	0.50	0.50	Oz	1	9.20	9.20
Lettuce	Red Oakleaf	432	400	0.50	Oz	1.00	0.75	0.25	Oz	1	10.20	10.20
Lettuce	Redina	453	400	0.50	Oz	1.00	0.25	0.75	Oz	1	11.70	11.70
Lettuce	Two Star	451	1200	0.10	Oz	0.60	0.13	0.48	1/2 Oz	1	8.70	8.70
Lettuce	Red Fox	2131P	1200	600.00	seeds	3600.00	1000.00	2600.00	1000	5	2.24	11.20
Lettuce	Ermosa	437	800	0.10	Oz	0.40	0.00	0.40	1/2 Oz	1	15.05	15.05
Lettuce	Sierra	411N	3000	0.10	Oz	1.50	0.50	1.00	Oz	1	14.85	14.85
Lettuce	Green Forest	2196	300	600.00	seeds	900.00	0.00	900.00	Pkt	2	1.95	3.90
Lettuce	Nevada	439	3000	0.10	Oz	1.50	0.50	1.00	Oz	1	23.10	23.10
Melon, Cantaloupe	Earliqueen	461	1400	0.25	Oz	1.75	0.75	1.00	Oz	1	25.70	25.70
Melon, Cantaloupe	Athena	457	1000	200.00	seeds	1000.00	0.00	1000.00	1000	1	50.50	50.50
Melon, Water	Crimson Sweet	2133	2000	0.50	Oz	5.00	2.00	3.00	1/4 #	1	8.30	8.30
Melon, Water	Yellow Doll	Fedco-1110	1800	6.50	gm	58.50	0.00	58.50	15 g(C)	4	18.00	72.00
Onions, Bulb	Prince	501	3200	0.30	Oz	4.80	2.00	2.80	1/4 #	1	32.40	32.40
Onions, Bulb	Redwing	2137U	1600	2900.00	seeds	23200.00	0.00	23200.00	1000	25	1.45	36.25
Onions, Bulb	Ailsa Craig	485	3200	0.25	Oz	4.00	2.00	2.00	1/4 #	1	36.00	36.00
Onions, Bunching	Ever. Hardy White	502	1200	0.80	Oz	4.80	1.00	3.80	1/4 #	1	8.65	8.65
Onions, Bunching	Deep Purple	491	800	0.70	Oz	2.80	0.75	2.05	Oz	2	15.80	31.60
Onions, Bunching	Amethyst	2334	400	0.80	Oz	1.60	0.00	1.60	1/4 #	1	17.80	17.80
Parsnip	Lancer	542	2400	0.80	Oz	9.60	0.00	9.60	1/4 #	2	12.95	25.90
Peas, Shell	Knight	547U	1200	1.50	#	9.00	0.00	9.00	#	9	2.85	25.65
Peas, Snap	Sugar Sprint	2339	1200	1.25	#	7.50	0.00	7.50	#	8	3.55	28.40
Peas, Snow	Snow Green	2902	1200	1.50	#	9.00	0.00	9.00	#	9	2.65	23.85
Pepper, Bell	Ace	574	1000	0.03	Oz	0.15	0.10	0.05	1/8 Oz	1	15.50	15.50
Pepper, Bell	Yankee Bell	566	600	0.03	Oz	0.09	0.05	0.04	1/4 Oz	1	8.65	8.65
Pepper, Bell	Acapulco	2037	400	300.00	seeds	600.00	125.00	475.00	500	1	20.30	20.30

Vegetable	Variety	Cat. #	Total Row Feet	Seeds/ 200'	Unit	SD/ ND	Seeds on Hand	Seeds to Buy	Pkg Size	Qty	Price Per Pkg	Total Price
Pepper, Bell	X3R Camelot	2040	400	300.00	seeds	600.00	100.00	500.00	500	1	18.90	18.90
Pepper, Hot	Giant Jalapeno	2142	66	0.03	Oz	0.01	0.00	0.01	1/32 Oz	1	5.05	5.05
Pepper, Hot	Big Chile	2199	66	0.03	Oz	0.01	0.00	0.01	1/32 Oz	1	4.85	4.85
Pepper, Hot	Habanero	598	66	0.03	Oz	0.01	0.00	0.01	1/8 Oz	1	3.00	3.00
Pepper,Multi Col	Italia	571	400	0.10	Oz	0.20	0.00	0.20	1/8 Oz	1	13.60	13.60
Pepper,Multi Col	Islander	591	200	400.00	seeds	400.00	200.00	200.00	250	1	16.60	16.60
Pepper,Multi Col	Biscayne	568	200	400.00	seeds	400.00	0.00	400.00	500	1	14.30	14.30
Potato, Red	Chieftan	Fedco-7220	3800	25.00	#	475.00	0.00	475.00	50	10	14.00	140.00
Potato, White	Elba	Fedco-7735	7000	25.00	#	875.00	0.00	875.00	50	18	14.00	252.00
Potato, Yellow	Carola	Fedco-7510	1200	20.00	#	120.00	0.00	120.00	50	3	16.00	48.00
Potato, Sweet	Beauregard	Schwartz	3500	133.00	slips	2327.50	0.00	2327.50	2500	1	0.00	0.00
Radish	Altaglobe	2067	3600	2.00	Oz	36.00	8.00	28.00	#	2	9.15	18.30
Rutabaga	York	630	3000	0.20	Oz	3.00	0.00	3.00	1/4 #	1	7.50	7.50
Salad Mix	Arugula	385	2200	0.75	Oz	8.25	4.00	4.25	1/4 #	2	4.60	9.20
Salad Mix	Mizuna	512	2200	0.75	Oz	8.25	4.00	4.25	1/4 #	2	6.90	13.80
Salad Mix	Mibuna	526	1700	0.50	Oz	4.25	0.00	4.25	1/4 #	1	39.00	39.00
Salad Mix	Tatsoi	515	500	0.80	Oz	2.00	1.00	1.00	1/4 #	1	7.35	7.35
Salad Mix	Red Russian	363	400	1.00	Oz	2.00	0.00	2.00	Oz	2	3.70	7.40
Salad Mix	Osaka Purple Mustard	374	200	1.00	Oz	1.00	0.00	1.00	Oz	1	8.45	8.45
Spinach	Space	644	1200	2250.00	seeds	13500.00	2000.00	11500.00	1000	12	0.48	5.76
Spinach	Indian Summer	645	1200	1.00	Oz	6.00	1.00	5.00	1/4 #	2	4.60	9.20
Spinach	Tyee	646	600	2250.00	seeds	6750.00	0.00	6750.00	1000	10	0.50	5.00
Spinach	Denali	2068	800	2250.00	seeds	9000.00	0.00	9000.00	1000	10	0.62	6.20
Squash, S (Patty Pan)	Sunburst	662	1200	1.00	Oz	6.00	2.00	4.00	1/4 #	1	27.00	27.00
Squash, S (Yellow)	Seneca Supreme	2071U	1200	300.00	Seeds	1800.00	1000.00	800.00	1000	2	11.05	22.10
Squash, S (Zuc)	Raven	2314	1200	3.00	Oz	18.00	0.00	18.00	#	1	63.00	63.00
Squash, W(Acorn)	Burpee's Early	Fedco-1677	1800	1.25	Oz	11.25	6.00	5.25	4 Oz(E)	2	24.00	48.00
Squash, W(Acorn)	Table Ace	687	1800	275.00	seeds	2475.00	800.00	1675.00	1000	2	14.05	28.10
Squash, W(B.Hubbard)	Blue Hubbard	680	1000	3.00	Oz	15.00	2.00	13.00	#	1	18.90	18.90
Squash, W(Buttercup)	Buttercup	670	1400	3.00	Oz	21.00	6.00	15.00	#	1	16.05	16.05
Squash, W(Butternut)	Waltham	671	6600	1.10	Oz	36.30	12.00	24.30	#	2	17.25	34.50
Squash, W(Calabaza)		UMass	600			0.00	0.00	0.00				0.00
Squash, W(Delicata)	Delicata JS	675	2400	0.85	Oz	10.20	4.00	6.20	#	1	37.00	37.00
Squash, W(Jack-o)	Rocket	607	1600	1.75	Oz	14.00	0.00	14.00	#	1	54.50	54.50
Squash, W(Pie Pump)	New England Pie	592	800	1.75	Oz	7.00	4.00	3.00	1/4 #	1	5.60	5.60
Squash, W(Red Kuri)	Red Kuri	677	1000	3.25	Oz	16.25	3.00	13.25	#	1	51.50	51.50
Squash, W(Spaghetti)	Spaghetti	679	1000	3.00	Oz	15.00	4.00	11.00	#	1	15.25	15.25
Strawberry	Honeyoye	Nourse-1409	600	133.00	plants	399.00	0.00	399.00	250	2	42.00	84.00
Strawberry	Mira		600	133.00	plants	399.00	0.00	399.00	250	2	44.50	89.00
Strawberry	Jewel	Nourse-1324	600	133.00	plants	399.00	0.00	399.00	250	2	44.50	89.00
Tomato-Cherry	Sungold	770	300	400.00	seeds	600.00	0.00	600.00	1000	1	22.80	22.80
Tomato-Plum	Juliet	707	300	0.05	Oz	0.08	0.00	0.08	1/16 Oz	1	15.60	15.60
Tomato-Plum	La Rossa	758	450	400.00	seeds	900.00	500.00	400.00	1000	1	7.30	7.30
Tomato-Plum	Red Agate	2315	300	0.05	Oz	0.08	0.00	0.08	1/16 Oz	1	7.50	7.50
Tomatillo	Toma Verde	791	200	0.05	Oz	0.05	0.00	0.05	1/2 Oz	1	4.80	4.80
Tomato-Slicing	Daybreak	745	600	400.00	seeds	1200.00	600.00	600.00	1000	1	16.75	16.75
Tomato-Slicing	Big Beef	2063	800	400.00	seeds	1600.00	800.00	800.00	1000	1	12.30	12.30
Tomato-Slicing	Red Sun	734	400	0.05	Oz	0.10	0.03	0.08	1/16 Oz	1	12.90	12.90
Tomato-Slicing	Paragon	751	400	400.00	seeds	800.00	300.00	500.00	1000	1	18.35	18.35
Tomato-Slicing	JTO-99197	2240	200	300.00	seeds	300.00	0.00	300.00	250	1	20.50	20.50
Turnip	Hakurei	706	2200	0.55	Oz	6.05	2.00	4.05	1/4 #	1	38.00	38.00
Turnip	Purple Top	705	1800	0.75	Oz	6.75	4.00	2.75	1/4 #	1	2.50	2.50
Flowers, Ageratum	Blue Horizon	1010	75	700.00	seeds	300.00	0.00	300.00	1/256 Oz	1	6.30	6.30
Flowers, Ageratum	White Bouquet	1048	75	700.00	seeds	300.00	0.00	300.00	pkt	3	2.30	6.90
Flowers, Ageratum	Red Top	1104	75	700.00	seeds	300.00	0.00	300.00	pkt	3	1.60	4.80
Flowers, Agrostemma	Ocean Pearls	1105	75	700.00	seeds	250.00	0.00	250.00	1/8 Oz	1	5.90	5.90
Flowers, Agrostemma	Puprle Queen	1106	150	700.00	seeeds	500.00	0.00	500.00	1/8 Oz	1	5.90	5.90
Flowers, Aster	Serenade Mix	1422	75	700.00	seeds	250.00	0.00	250.00	1/16 Oz	1	4.10	4.10
Flowers, Aster	Irresistible	1450	75	700.00	seeds	250.00	0.00	250.00	pkt	3	1.90	5.70
Flowers, Bupleurum	Green Gold	1045	150	700.00	seeds	500.00	0.00	500.00	1/4 Oz	1	8.05	8.05
Flowers, Celosia	Flamingo Feather	1066	150	700.00	seeds	250.00	0.00	250.00	1/64 Oz	1	2.70	2.70
Flowers, Calendula	Pacific Beauty	913	150	700.00	seeds	300.00	0.00	300.00	Oz	1	5.05	5.05
Flowers, Cosmos	Cosmic Orange	1403	150	700.00	seeds	500.00	0.00	500.00	1/8 Oz	1	5.65	5.65
Flowers, Cosmos	Cosmic Yellow	1402	75	700.00	seeds	250.00	0.00	250.00	1/8 Oz	1	5.65	5.65
Flowers, Cosmos	Psyche	1100	150	700.00	seeds	500.00	0.00	500.00	1/8 Oz	1	5.00	5.00
Flowers, Cosmos	Versailles Mix	1095	150	700.00	seeds	500.00	150.00	350.00	1/8 Oz	1	7.15	7.15
Flowers, Dianthus	Hollandia Mix	1141	150	700.00	seeds	250.00	0.00	250.00	1/128 Oz	1	15.50	15.50
Flowers, Gomphrena	Globe Amaranth	1510	225	500.00	seeds	600.00	0.00	600.00	1/8 Oz	1	6.00	6.00
Flowers, Helichrysum	Salsa Mix	1541	75	700.00	seeds	250.00	0.00	250.00	1/4 Oz	1	4.50	4.50
Flowers. Helichrysum	Victorian Pastels	1579	75	700.00	seeds	250.00	0.00	250.00	1/4 Oz	1	4.50	4.50
Flowers, Monarda	Lambada	1199	225	700.00	seeds	400.00	0.00	400.00	1/64 Oz	1	5.05	5.05
Flowers, Nigella	Love-in-a-mist	1532	225	700.00	seeds	500.00	0.00	500.00	1/2 Oz	1	5.40	5.40
Flowers, Salvia	Lady-in-Red	1245	75	700.00	seeds	200.00	0.00	200.00	1/32 Oz	1	8.40	8.40
Flowers, Salvia	Marble Arch Mix	1433	150	700.00	seeds	400.00	0.00	400.00	1/16 Oz	1	5.65	5.65
Flowers, Snapdragon	Rocket Mix	1267	150	700.00	seeds	450.00	0.00	450.00	1000	1	5.90	5.90
Flowers, Statice	Pacific Mix	1568	150	700.00	seeds	250.00	0.00	250.00	1/16 Oz	1	3.65	3.65
Flowers,Sunflower	Sunbright	1307	75	900.00	seeds	225.00	0.00	225.00	250	1	6.15	6.15
Flowers, Sunflower	Autumn Beauty	1305	75	900.00	seeds	225.00	0.00	225.00	Oz	1	5.70	5.70
Flowers, Sunflower	Sundance Kid	1323	150	900.00	seeds	200.00	0.00	200.00	100	2	7.10	14.20

Crop	Variety	Date Seeded	Row Feet	TPlants/ Ft	TPlants ND	Cells/T ray	# of Flats	Days From Seed To Tplant	Date Tplanted
Pepper, Hot	Habanero	7-Mar	66	0.67	49	50	0.97	79	25-May
Onions, White	Ailsa Craig	11-Mar	3200	3.00	9792	275	35.61	60	10-May
Onions, Yellow	Prince	11-Mar	3200	3.00	9792	275	35.61	60	10-May
Onions, Red	Redwing	11-Mar	1600	3.00	5040	275	18.33	60	10-May
Leeks	King Richard	11-Mar	1200	2.00	2640	275	9.60	60	10-May
Leeks	Pancho	11-Mar	1200	2.00	2640	275	9.60	60	10-May
Eggplant	Machiaw	11-Mar	200	0.67	147	50	2.95	75	25-May
Celeriac	Brilliant	11-Mar	1800	1.00	1944	72	27.00	75	25-May
Pepper, Bell	Ace	21-Mar	1000	0.67	737	50	14.74	65	25-May
Pepper, Bell	Yankee Bell	21-Mar	600	0.67	442	50	8.84	65	25-May
Pepper, Bell	Acapulco	21-Mar	400	0.67	295	50	5.90	65	25-May
Pepper, Bell	Camelot	21-Mar	400	0.67	295	50	5.90	65	25-May
Pepper, Multi	Italia	21-Mar	400	0.67	295	50	5.90	65	25-May
Pepper, Multi	Islander	21-Mar	200	0.67	147	50	2.95	65	25-May
Pepper, Multi	Biscayne	21-Mar	200	0.67	147	50	2.95	65	25-May
Pepper, Hot	Anaheim	21-Mar	66	0.67	49	50	0.97	65	25-May
Pepper, Hot	Jalapeno	21-Mar	66	0.67	49	50	0.97	65	25-May
Eggplant	Black Bell	21-Mar	600	0.67	442	50	8.84	65	25-May
Eggplant	Nadia	21-Mar	400	0.67	402	50	8.04	65	25-May
Eggplant	Neon	21-Mar	400	0.67	295	50	5.90	65	25-May
Flowers, Dianthus	Hollandia Mix	23-Mar	150	1.00	165	72	2.29	68	30-May
Flowers, Statice	Pacific Strain Mix	23-Mar	150	1.00	165	72	2.29	68	30-May
Flowers, Gomphrena	G Amaranth Mix	23-Mar	225	1.33	329	72	4.57	68	30-May
Flowers, Yarrow	Colorado	23-Mar	150	1.00	165	72	2.29	68	30-May
Flowers, Snapdragons	Rocket	23-Mar	225	1.33	329	72	4.57	68	30-May
Flowers, Monarda	Lambada	23-Mar	225	1.20	297	72	4.13	68	30-May
Tomato, Slicing	Daybreak	24-Mar	400	0.67	295	50	5.90	45	8-May
Lettuce	Ermosa	24-Mar	150	1.00	165	72	2.29	32	25-Apr
Lettuce	2 Star	24-Mar	150	1.00	165	72	2.29	32	25-Apr
Lettuce	Red Fox	24-Mar	300	1.00	330	72	4.58	32	25-Apr
Herbs	Anise Hyssop	26-Mar	50	2.00	110	72	1.53	50	15-May
Herbs	Bee Balm	26-Mar	50	1.33	73	72	1.02	50	15-May
Herbs	St. Johnswort	26-Mar	50	1.00	55	72	0.76	50	15-May
Herbs	Lemon Balm	26-Mar	50	1.00	55	72	0.76	50	15-May
Cabbage, Green	EJersey Wakefield	5-Apr	800	0.67	590	72	8.19	35	10-May
Cabbage, Green	Columbia	5-Apr	400	0.67	295	72	4.09	35	10-May
Lettuce	Green Forest	8-Apr	300	1.00	330	72	4.58	32	10-May
Lettuce	Ermosa	8-Apr	300	1.00	330	72	4.58	32	10-May
Lettuce	2 Star	8-Apr	300	1.00	330	72	4.58	32	10-May
Lettuce	Red Fox	8-Apr	300	1.00	330	72	4.58	32	10-May
Tomatoes, Cherry	Sun Gold	8-Apr	300	0.67	241	50	4.82	45	23-May
Tomatoes, Plum	Juliet	8-Apr	300	0.67	241	50	4.82	45	23-May
Tomatoes, Plum	La Rossa	8-Apr	450	0.67	332	50	6.63	45	23-May
Tomatoes, Plum	Red Agate	8-Apr	300	0.67	221	50	4.42	45	23-May
Tomatillo	Toma Verde	8-Apr	150	0.67	111	50	2.21	45	23-May
Tomatoes, Slicing	Daybreak	8-Apr	200	0.67	147	50	2.95	45	23-May
Tomatoes, Slicing	Big Beef	8-Apr	400	0.67	295	50	5.90	45	23-May
Tomatoes, Slicing	Red Sun	8-Apr	200	0.67	147	50	2.95	45	23-May
Broccoli	Windsor	10-Apr	400	1.00	440	72	6.11	35	15-May
Broccoli	Packman	10-Apr	800	1.00	880	72	12.22	35	15-May
Collards	Flash	10-Apr	800	0.67	590	72	8.19	35	15-May
Flowers, Calendula	Pacific Beauty	10-Apr	225	1.33	329	72	4.57	50	30-May
Flowers, Ageratum	Blue Horizon	10-Apr	75	1.50	124	72	1.72	50	30-May
Flowers, Ageratum	Red Top	10-Apr	75	1.50	124	72	1.72	50	30-May
Flowers, Ageratum	White Bouquet	10-Apr	75	1.50	124	72	1.72	50	30-May
Flowers, Celosia	Flamingo Feather	10-Apr	150	1.20	198	72	2.75	50	30-May
Flowers, Verbena	Sweet Dream White	10-Apr	75	1.20	99	72	1.38	50	30-May
Flowers, Verbena	Bonariensis	10-Apr	75	1.20	99	72	1.38	50	30-May
Flowers, Helichrysum	Victorian Pastels	10-Apr	75	1.20	99	72	1.38	50	30-May
Flowers, Helichrysum	Salsa Mix	10-Apr	75	1.20	99	72	1.38	50	30-May
Flowers, Aster	Serenade Mix	10-Apr	75	0.60	50	72	0.69	50	30-May
Flowers, Aster	Irresistible Mix	10-Apr	100	0.60	66	72	0.92	50	30-May
Cabbage, Green	Columbia	15-Apr	1000	0.67	771	72	10.70	35	20-May
S. Squash, PPan	Sunburst	16-Apr	200	0.33	73	32	2.27	25	11-May
S. Squash, Yellow	Seneca Supreme	16-Apr	200	0.33	73	32	2.27	25	11-May
S. Squash, Zuc	Raven	16-Apr	200	0.33	73	32	2.27	25	11-May
Collards	Flash	20-Apr	800	0.67	616	72	8.56	35	25-May
Sweet Corn	Mystique	20-Apr	900	1.33	1317	162	8.13	11	1-May
Sweet Corn	Delectable	20-Apr	1200	1.33	1756	162	10.84	11	1-May
Sweet Corn	Trinity	20-Apr	900	1.33	1317	162	8.13	11	1-May
Lettuce	Sierra	23-Apr	600	1.00	660	72	9.17	32	25-May
Lettuce	Nevada	23-Apr	600	1.00	660	72	9.17	32	25-May
S. Squash, PPan	Sunburst	25-Apr	200	0.33	73	32	2.27	25	20-May
S. Squash, Yellow	Seneca Supreme	25-Apr	200	0.33	73	32	2.27	25	20-May
S. Squash, Zuc	Raven	25-Apr	200	0.33	73	32	2.27	25	20-May
Tomato, Slicing	Big Beef	26-Apr	400	0.67	295	50	5.90	42	7-Jun
Tomato, Slicing	Red Sun	26-Apr	200	0.67	147	50	2.95	42	7-Jun
Cabbage, Green	Columbia	27-Apr	1200	0.67	884	72	12.28	35	1-Jun
Cabbage, Red	Regal Red	27-Apr	1200	0.67	884	72	12.28	35	1-Jun

Crop	Variety	Date Seeded	Row Feet	TPlants/ Ft	TPlants ND	Cells/T ray	# of Flats	Days From Seed To Tplant	Date Tplanted
Cauliflower	Snow Crown	27-Apr	600	0.67	442	72	6.14	35	1-Jun
Broccoli	Packman	27-Apr	600	1.00	660	72	9.17	35	1-Jun
Broccoli	Windsor	27-Apr	600	1.00	690	72	9.58	35	1-Jun
Flowers, Salvia	Marble Arch	27-Apr	150	1.20	198	72	2.75	33	30-May
Flowers, Salvia	Lady in Red	27-Apr	75	1.20	99	72	1.38	33	30-May
Flowers, Zinnia	State Fair Mix	27-Apr	150	1.00	165	72	2.29	33	30-May
Flowers, Zinnia	Envy	27-Apr	75	1.00	83	72	1.15	33	30-May
Flowers, Zinnia	Sunbow Mix	27-Apr	75	1.00	83	72	1.15	33	30-May
Watermelon	Yellow Doll	28-Apr	1800	0.33	683	32	21.35	35	2-Jun
Watermelon	Crimson Sweet	28-Apr	2000	0.33	759	32	23.72	35	2-Jun
Canteloupe	Earliqueen	28-Apr	1400	0.33	531	32	16.60	35	2-Jun
Canteloupe	Athena	28-Apr	1400	0.33	531	32	16.60	35	2-Jun
S. Squash, PPan	Sunburst	2-May	200	0.33	73	32	2.27	25	27-May
S. Squash, Yellow	Seneca Supreme	2-May	200	0.33	73	32	2.27	25	27-May
S. Squash, Zuc	Raven	2-May	200	0.33	73	32	2.27	25	27-May
Lettuce	Sierra	4-May	600	1.00	660	72	9.17	32	5-Jun
Lettuce	Nevada	4-May	600	1.00	660	72	9.17	32	5-Jun
Sweet Corn	Mystique	5-May	900	1.33	1317	162	8.13	10	15-May
Sweet Corn	Argent	5-May	1200	1.33	1756	162	10.84	10	15-May
Sweet Corn	Delectable	5-May	1200	1.33	1756	162	10.84	10	15-May
Cabbage, Green	Columbia	6-May	600	0.67	442	72	6.14	35	10-Jun
Cabbage, Green	Storage No. 4	11-May	400	0.67	295	72	4.09	35	15-Jun
Broccoli	Windsor	11-May	600	1.00	660	72	9.17	35	15-Jun
Broccoli	Arcadia	11-May	800	1.00	880	72	12.22	35	15-Jun
Cauliflower	Snow Crown	11-May	600	0.67	442	72	6.14	35	15-Jun
Lettuce	Sierra	15-May	600	1.00	660	72	9.17	35	19-Jun
Lettuce	Nevada	15-May	600	1.00	660	72	9.17	35	19-Jun
Sweet Corn	Seneca Dancer	17-May	900	1.33	1317	162	8.13	10	27-May
Sweet Corn	Argent	17-May	1200	1.33	1756	162	10.84	10	27-May
Sweet Corn	Delectable	17-May	900	1.33	1317	162	8.13	10	27-May
Popcorn	Robust 90135	17-May	600	1.33	878	162	5.42	10	27-May
Popcorn	Ruby Red	17-May	300	1.33	439	162	2.71	10	27-May
Popcorn	Shaman's Blue	17-May	300	1.33	439	162	2.71	10	27-May
Tomato, Slicing	Paragon	19-May	400	0.67	295	50	5.90	42	30-Jun
Tomato, Slicing	JTO-99197	19-May	200	0.67	147	50	2.95	42	30-Jun
Brussels' Sprouts	Oliver	21-May	1200	0.67	884	72	12.28	35	25-Jun
Broccoli	San Miguel	27-May	800	1.00	880	72	12.22	35	1-Jul
Broccoli	Marathon	27-May	600	1.00	660	72	9.17	35	1-Jul
Cauliflower	Snow Crown	27-May	600	0.67	442	72	6.14	35	1-Jul
Cabbage, Green	Storage No. 4	27-May	1400	0.67	1032	72	14.33	35	1-Jul
Cabbage, Red	Ruby Perfection	27-May	600	0.67	442	72	6.14	35	1-Jul
Kale	Judie's	27-May	600	1.00	660	72	9.17	35	1-Jul
Kale	Winterbor	27-May	1000	1.00	1100	72	15.28	35	1-Jul
Sweet Corn	Seneca Dancer	30-May	900	1.33	1317	162	8.13	10	9-Jun
Sweet Corn	Argent	30-May	1200	1.33	1756	162	10.84	10	9-Jun
Sweet Corn	Delectable	30-May	900	1.33	1317	162	8.13	10	9-Jun
Lettuce	Sierra	1-Jun	600	1.00	660	72	9.17	32	3-Jul
Lettuce	Nevada	1-Jun	600	1.00	660	72	9.17	32	3-Jul
Broccoli	San Miguel	2-Jun	600	1.00	660	72	9.17	38	10-Jul
Broccoli	Marathon	2-Jun	600	1.00	660	72	9.17	38	10-Jul
Sweet Corn	Seneca Dancer	10-Jun	600	1.33	878	162	5.42	10	20-Jun
Sweet Corn	Argent	10-Jun	1200	1.33	1756	162	10.84	10	20-Jun
Sweet Corn	Delectable	10-Jun	900	1.33	1317	162	8.13	10	20-Jun
Broccoli	Arcadia	16-Jun	400	1.00	440	72	6.11	35	21-Jul
Broccoli	Marathon	16-Jun	1000	1.00	1100	72	15.28	35	21-Jul
Lettuce	Sierra	18-Jun	300	1.00	330	72	4.58	32	20-Jul
Lettuce	Nevada	18-Jun	300	1.00	330	72	4.58	32	20-Jul
Sweet Corn	Seneca Dancer	20-Jun	600	1.33	878	162	5.42	10	30-Jun
Sweet Corn	Argent	20-Jun	900	1.33	1317	162	8.13	10	30-Jun
Sweet Corn	Delectable	20-Jun	900	1.33	1317	162	8.13	10	30-Jun
Lettuce	Sierra	4-Jul	300	1.00	330	72	4.58	32	5-Aug
Lettuce	Nevada	4-Jul	300	1.00	330	72	4.58	32	5-Aug
Lettuce	Ermosa	12-Jul	150	1.00	165	72	2.29	32	13-Aug
Lettuce	2 Star	12-Jul	150	1.00	165	72	2.29	32	13-Aug
Lettuce	Red Fox	12-Jul	300	1.00	330	72	4.58	32	13-Aug
Lettuce	Ermosa	18-Jul	150	1.00	165	72	2.29	32	19-Aug
Lettuce	2 Star	18-Jul	150	1.00	165	72	2.29	32	19-Aug
Lettuce	Red Fox	18-Jul	300	1.00	330	72	4.58	32	19-Aug

Greenhouse Cell Numbers

Brassicas	72 Cell Trays
Flowers	72 Cell Trays
Herbs	72 Cell Trays
Nightshades	50 Cell Trays
Cucurbits	32 Cell Trays
Lettuce	72 Cell Trays
Alliums	300 seeds in open tray
Corn	162 Cell Trays

Planting Schedule

Attachment 39-1

Date	Crop	Variety	
5-Apr	Peas, Snap	Sugar Sprint	
5-Apr	Peas, Snow	Snow Green	
5-Apr	Peas, Shell	Knight	
6-Apr	Onions, Bunching	Evergreen Extra Hardy	
6-Apr	Onions, Bunching	Evergreen Extra Hardy	
10-Apr	Beets	E Wonder Tall Top	
10-Apr	Beets	Red Ace	
10-Apr	Carrots	Nelson	
10-Apr	Carrots	Artist	
15-Apr	Spinach	Denali	
15-Apr	Spinach	Space	
15-Apr	Flowers	Agrostemma	
15-Apr	Flowers	Bupleurum, Green Gold	
19-Apr	Onions, Bunching	Evergreen Extra Hardy	
19-Apr	Onions, Bunching	Deep Purple	
19-Apr	Onions, Bunching	Amethyst	
20-Apr	Carrots	Nelson	
20-Apr	Carrots	Artist	
20-Apr	Carrots	Ithaca	
20-Apr	Spinach	Denali	
20-Apr	Spinach	Space	
20-Apr	Strawberries	Honeoye	Tp
20-Apr	Strawberries	Mira	Tp
20-Apr	Strawberries	Jewel	Tp
25-Apr	Bok Choy	Mei Qing Choi	
25-Apr	Spinach	Space	
25-Apr	Turnips	Hakurei	
25-Apr	Lettuce	Ermosa	Tp
25-Apr	Lettuce	2 Star	Tp
25-Apr	Lettuce	Red Fox	Tp
27-Apr	Swiss Chard	Bright Lights	
28-Apr	Potatoes	Kennebec	Tp
28-Apr	Potatoes	Chieftan	Tp
28-Apr	Potatoes	Carola	Tp
29-Apr	Baby Lettuce	Redina	
29-Apr	Baby Lettuce	Green Oakleaf	
29-Apr	Baby Lettuce	Red Oakleaf	
1-May	Beets	Red Ace	
1-May	Beets	Chioggia	
1-May	Flowers	Agrostemma	
1-May	Sweet Corn	Trinity	Tp
1-May	Sweet Corn	Mystique	Tp
1-May	Sweet Corn	Delectable	Tp
2-May	Bok Choy	Mei Qing Choi	
3-May	Salad Mix	Arugula	
3-May	Salad Mix	Mizuna	
3-May	Salad Mix	Mibuna	
5-May	Beans, Shell	Tongue of Fire	
7-May	Radish	Altaglobe	
8-May	Early Tomato	Daybreak	Tp
10-May	Basil	Genovese	
10-May	Cilantro	Santo	
10-May	Dill	Bouquet	
10-May	Parsley	Forest Green	
10-May	Beans, Snap	Provider	
10-May	Turnips	Hakurei	
10-May	Lettuce	Green Forest	Tp
10-May	Lettuce	Ermosa	Tp
10-May	Lettuce	2 Star	Tp
10-May	Lettuce	Red Fox	Tp
10-May	Leeks	Pancho	Tp
10-May	Leeks	King Richard	Tp
10-May	Onions	Redwing	Tp
10-May	Onions	Prince	Tp
10-May	Onions	Ailsa Craig	Tp
10-May	Cabbage, Green	E Jersey Wakefield	Tp
10-May	Cabbage, Green	Columbia	Tp
11-May	Beans, Snap	Provider	
11-May	S Squash, PPan	Sunburst	Tp
11-May	S Squash, Yellow	Sen Supreme	Tp
11-May	S Squash, Zuc	Raven	Tp
12-May	Radish	Altaglobe	
12-May	Baby Lettuce	Redina	
12-May	Baby Lettuce	Green Oakleaf	
12-May	Baby Lettuce	Red Oakleaf	
12-May	Salad Mix	Arugula	
12-May	Salad Mix	R Russian Kale	
12-May	Salad Mix	Mizuna	
15-May	Carrots	Artist	
15-May	Carrots	Blaze	

15-May	Carrots	Ithaca	
15-May	Parsnip	Javelin	
15-May	Cukes, Slicing	Supersett	
15-May	Cukes, Slicing	Marketmore 76	
15-May	Flowers	Agrostemma	
15-May	Collards	Flash	Tp
15-May	Broccoli	Packman	Tp
15-May	Broccoli	Windsor	Tp
15-May	Sweet Corn	Mystique	Tp
15-May	Sweet Corn	Delectable	Tp
15-May	Sweet Corn	Argent	Tp
17-May	Beans, Shell	Tongue of Fire	
20-May	Cukes, Pickling	Conquest	
20-May	Cukes, Slicing	Supersett	
20-May	Cukes, Slicing	Marketmore 76	
20-May	Cabbage, Green	Columbia	Tp
20-May	S Squash, PPan	Sunburst	Tp
20-May	S Squash, Yellow	Sen Supreme	Tp
20-May	S Squash, Zuc	Raven	Tp
21-May	Radish	Altaglobe	
23-May	Tomatoes, Cherry	Sungold	Tp
23-May	Tomatoes, Cherry	Juliet	Tp
23-May	Tomatoes, Plum	La Rossa	Tp
23-May	Tomatoes, Plum	Red Agate	Tp
23-May	Tomatillo	Toma Verde	Tp
23-May	Early/Mid Tomato	Daybreak	Tp
23-May	Early/Mid Tomato	Big Beef	Tp
23-May	Early/Mid Tomato	Red Sun	Tp
25-May	Fennel	Zena Fino	
25-May	Beets	Red Ace	
25-May	Beans, Snap	Provider	
25-May	Basil	Genovese	
25-May	Cilantro	Santo	
25-May	Beans, Snap	Provider	
25-May	Beans, Wax	Dragon Langerie	
25-May	Flowers	Cosmos, Cosmic Orange	
25-May	Flowers	Cosmos, Cosmic Yellow	
25-May	Flowers	Cosmos, Orange	
25-May	Flowers	Cosmos, Psyche	
25-May	Flowers	Cosmos, Versailles	
25-May	Flowers	Nigella	
25-May	Flowers	Sunflower, Sundance Kid	
25-May	Flowers	Sunflower, Sunbright	
25-May	Flowers	Sunflower, Autumn Beauty	
25-May	Lettuce	Sierra	Tp
25-May	Lettuce	Nevada	Tp
25-May	Collards	Flash	Tp
25-May	Celeriac	Brilliant	Tp
25-May	Pepper, Hot	Anaheim	Tp
25-May	Pepper, Hot	Jalapeno	Tp
25-May	Pepper, Hot	Habanero	Tp
25-May	Pepper, Multi	Biscayne	Tp
25-May	Pepper, Multi	Islander	Tp
25-May	Pepper, Multi	Italia	Tp
25-May	Pepper, Multi/Bell	Ace	Tp
25-May	Pepper, Bell	Camelot	Tp
25-May	Pepper, Bell	Acapulco	Tp
25-May	Pepper, Bell	Yankee Bell	Tp
25-May	Eggplant	Machiaw	Tp
25-May	Eggplant	Neon	Tp
25-May	Eggplant	Nadia	Tp
25-May	Eggplant	Black Bell	Tp
27-May	Salad Mix	Arugula	
27-May	Salad Mix	Mizuna	
27-May	Salad Mix	Mibuna	
27-May	Salad Mix	R Russian Kale	
27-May	Salad Mix	Tatsoi	
27-May	Salad Mix	Red Giant Mustard	
27-May	Cukes, Pickling	Little Leaf	
27-May	Cukes, Slicing	Supersett	
27-May	Cukes, Slicing	Marketmore 76	
27-May	S Squash, PPan	Sunburst	Tp
27-May	S Squash, Yellow	Sen Supreme	Tp
27-May	S Squash, Zuc	Raven	Tp
27-May	Sweet Corn	Delectable	Tp
27-May	Sweet Corn	Argent	Tp
27-May	Sweet Corn	Seneca Dancer	Tp
27-May	Popcorn	Robust 90135	Tp
27-May	Popcorn	Ruby Red	Tp
27-May	Popcorn	Shaman's Blue	Tp
1-Jun	Beans, Shell	Tongue of Fire	
1-Jun	Winter Squash, Acorn	Acorn, Burpee's Early	

1-Jun	Winter Squash, Acorn	Acorn, Table Ace	
1-Jun	Winter Squash, Red Kuri	Red Kuri	
1-Jun	Winter Squash, Spaghetti	Spaghetti	
1-Jun	Winter Squash, Butternut(2)	Butternut	
1-Jun	Winter Squash, Buttercup	Burgess Strain	
1-Jun	Winter Squash, Delicata	Delicata JS	
1-Jun	Winter Squash, Blue Hubbard	Blue Hubbard	
1-Jun	Pumpkins	N Eng Pie Pumpkin	
1-Jun	Pumpkins	Rocket	
1-Jun	Calabaza	UMass	Tp
1-Jun	Broccoli	Packman	Tp
1-Jun	Broccoli	Windsor	Tp
1-Jun	Cabbage, Green	Columbia	Tp
1-Jun	Cabbage, Red	Regal Red	Tp
1-Jun	Cauliflower	Snow Crown	Tp
1-Jun	Sweet Potatoes	Beauregard	Tp
1-Jun	Flowers	Calundula	Tp
1-Jun	Flowers	Salvia, Marble Arch	Tp
1-Jun	Flowers	Salvia, Lady in Red	Tp
1-Jun	Flowers	Gomphrena	Tp
1-Jun	Flowers	Zinnia, State Fair Mix	Tp
1-Jun	Flowers	Ageratum, Blue Horizon	Tp
1-Jun	Flowers	Ageratum, White Bouquet	Tp
1-Jun	Flowers	Ageratum, Red Top	Tp
1-Jun	Flowers	Zinnia, Envy	Tp
1-Jun	Flowers	Zinnia, Sunbow	Tp
1-Jun	Flowers	Yarrow	Tp
1-Jun	Flowers	Dianthus	Tp
1-Jun	Flowers	Statice	Tp
1-Jun	Flowers	Snapdragon	Tp
1-Jun	Flowers	Aster, Serenade Mix	Tp
1-Jun	Flowers	Aster, Irresistible Mix	Tp
1-Jun	Flowers	Celosia	Tp
1-Jun	Flowers	Monarda	Tp
1-Jun	Flowers	Verbena, Sweet Dream	Tp
1-Jun	Flowers	Verbena, Bonariensis	Tp
1-Jun	Flowers	Strawflower, Victorian	Tp
1-Jun	Flowers	Strawflower, Salsa Mix	Tp
2-Jun	Canteloupe	Earliqueen	Tp
2-Jun	Canteloupe	Athena	Tp
2-Jun	Watermelon	Yellow Doll	Tp
2-Jun	Watermelon	Crimson Sweet	Tp
5-Jun	Lettuce	Sierra	Tp
5-Jun	Lettuce	Nevada	Tp
7-Jun	Beans, Snap	Jade	
7-Jun	Mid/Late Tomato	Big Beef	Tp
7-Jun	Mid/Late Tomato	Red Sun	Tp
9-Jun	Sweet Corn	Delectable	Tp
9-Jun	Sweet Corn	Argent	Tp
9-Jun	Sweet Corn	Seneca Dancer	Tp
10-Jun	Carrots	Ithaca	
10-Jun	Carrots	Sugarsnax 54	
10-Jun	Beets	Red Ace	
10-Jun	Basil	Genovese	
10-Jun	Cilantro	Santo	
10-Jun	Dill	Bouquet	
10-Jun	Parsley	Italian Dark Green	
10-Jun	Beans, Snap	Jade	
10-Jun	Beans, Soy	Butterbeans	
11-Jun	Cukes, Pickling	Little Leaf	
11-Jun	Cukes, Slicing	Supersett	
11-Jun	Cukes, Slicing	Marketmore 76	
11-Jun	S Squash, PPan	Sunburst	
11-Jun	S Squash, Yellow	Sen Supreme	
11-Jun	S Squash, Zuc	Raven	
12-Jun	Salad Mix	Arugula	
12-Jun	Salad Mix	Mizuna	
12-Jun	Salad Mix	Mibuna	
13-Jun	Beans, Shell	Tongue of Fire	
15-Jun	Broccoli	Windsor	Tp
15-Jun	Broccoli	Arcadia	Tp
15-Jun	Cabbage, Green	Columbia	Tp
15-Jun	Cabbage, Green	Storage No. 4	Tp
15-Jun	Cauliflower	Snow Crown	Tp
18-Jun	Cukes, Pickling	Little Leaf	
18-Jun	Cukes, Slicing	Supersett	
18-Jun	Cukes, Slicing	Marketmore 76	
18-Jun	S Squash, PPan	Sunburst	
18-Jun	S Squash, Yellow	Sen Supreme	
18-Jun	S Squash, Zuc	Raven	
19-Jun	Lettuce	Sierra	Tp
19-Jun	Lettuce	Nevada	Tp

20-Jun	Fennel	Zefa Fino	
20-Jun	Basil	Genovese	
20-Jun	Cilantro	Santo	
20-Jun	Beans, Snap	Jade(2)	
20-Jun	Sweet Corn	Delectable	Tp
20-Jun	Sweet Corn	Argent	Tp
20-Jun	Sweet Corn	Seneca Dancer	Tp
23-Jun	Beans, Snap	Jade	
23-Jun	Beans, Wax	Dragon Langerie	
25-Jun	Beets	Red Ace	
25-Jun	Brussels' Sprouts	Oliver	Tp
30-Jun	Sweet Corn	Delectable	Tp
30-Jun	Sweet Corn	Argent	Tp
30-Jun	Sweet Corn	Seneca Dancer	Tp
30-Jun	Late Tomato	Paragon	Tp
30-Jun	Late Tomato	JTO-99197	Tp
1-Jul	Salad Mix	Arugula	
1-Jul	Salad Mix	Mizuna	
1-Jul	Salad Mix	Mibuna	
1-Jul	Rutabaga	York	
1-Jul	Daikon	Miyashige	
1-Jul	Cabbage, Red	Ruby Perfection	Tp
1-Jul	Cabbage, Green	Storage No. 4	Tp
1-Jul	Broccoli	San Miguel	Tp
1-Jul	Broccoli	Marathon	Tp
1-Jul	Cauliflower	Snow Crown	Tp
1-Jul	Kale	Judie's	Tp
1-Jul	Kale	Winterbor	Tp
3-Jul	Lettuce	Sierra	Tp
3-Jul	Lettuce	Nevada	Tp
4-Jul	Carrots	Ithaca	
4-Jul	Carrots	Sugarsnax 54	
4-Jul	Carrots	Bolero	
5-Jul	Beans, Snap	Jade	
5-Jul	Basil	Genovese	
5-Jul	Cilantro	Santo	
5-Jul	Cukes, Slicing	Supersett	
5-Jul	Cukes, Slicing	Marketmore 76	
5-Jul	S Squash, PPan	Sunburst	
5-Jul	S Squash, Yellow	Sen Supreme	
5-Jul	S Squash, Zuc	Raven	
10-Jul	Broccoli	San Miguel	Tp
10-Jul	Broccoli	Marathon	Tp
12-Jul	Beets	Red Ace	
13-Jul	Carrots	Sugarsnax 54	
13-Jul	Carrots	Bolero	
15-Jul	Salad Mix	Arugula	
15-Jul	Salad Mix	Mizuna	
15-Jul	Salad Mix	Tatsoi	
15-Jul	Turnips	Purple Top	
17-Jul	Beans, Snap	Jade	
20-Jul	Lettuce	Sierra	Tp
20-Jul	Lettuce	Nevada	Tp
21-Jul	Broccoli	Arcadia	Tp
21-Jul	Broccoli	Marathon	Tp
1-Aug	Salad Mix	Arugula	
1-Aug	Salad Mix	Mizuna	
1-Aug	Salad Mix	Mibuna	
3-Aug	Turnips	Hakurei	
3-Aug	Bok Choy	Mei Qing Choi	
5-Aug	Spinach	Tyee	
5-Aug	Lettuce	Sierra	Tp
5-Aug	Lettuce	Nevada	Tp
10-Aug	Radish	Altaglobe	
10-Aug	Spinach	Indian Summer	
10-Aug	Salad Mix	Arugula	
10-Aug	Salad Mix	Mizuna	
10-Aug	Salad Mix	Mibuna	
13-Aug	Lettuce	Ermosa	Tp
13-Aug	Lettuce	2 Star	Tp
13-Aug	Lettuce	Red Fox	Tp
15-Aug	Spinach	Indian Summer	
19-Aug	Lettuce	Ermosa	Tp
19-Aug	Lettuce	2 Star	Tp
19-Aug	Lettuce	Red Fox	Tp
20-Aug	Radish	Altaglobe	
20-Aug	Salad Mix	Arugula	
20-Aug	Salad Mix	Mizuna	
20-Aug	Salad Mix	Mibuna	
15-Oct	Garlic	German Extra Hardy	Tp

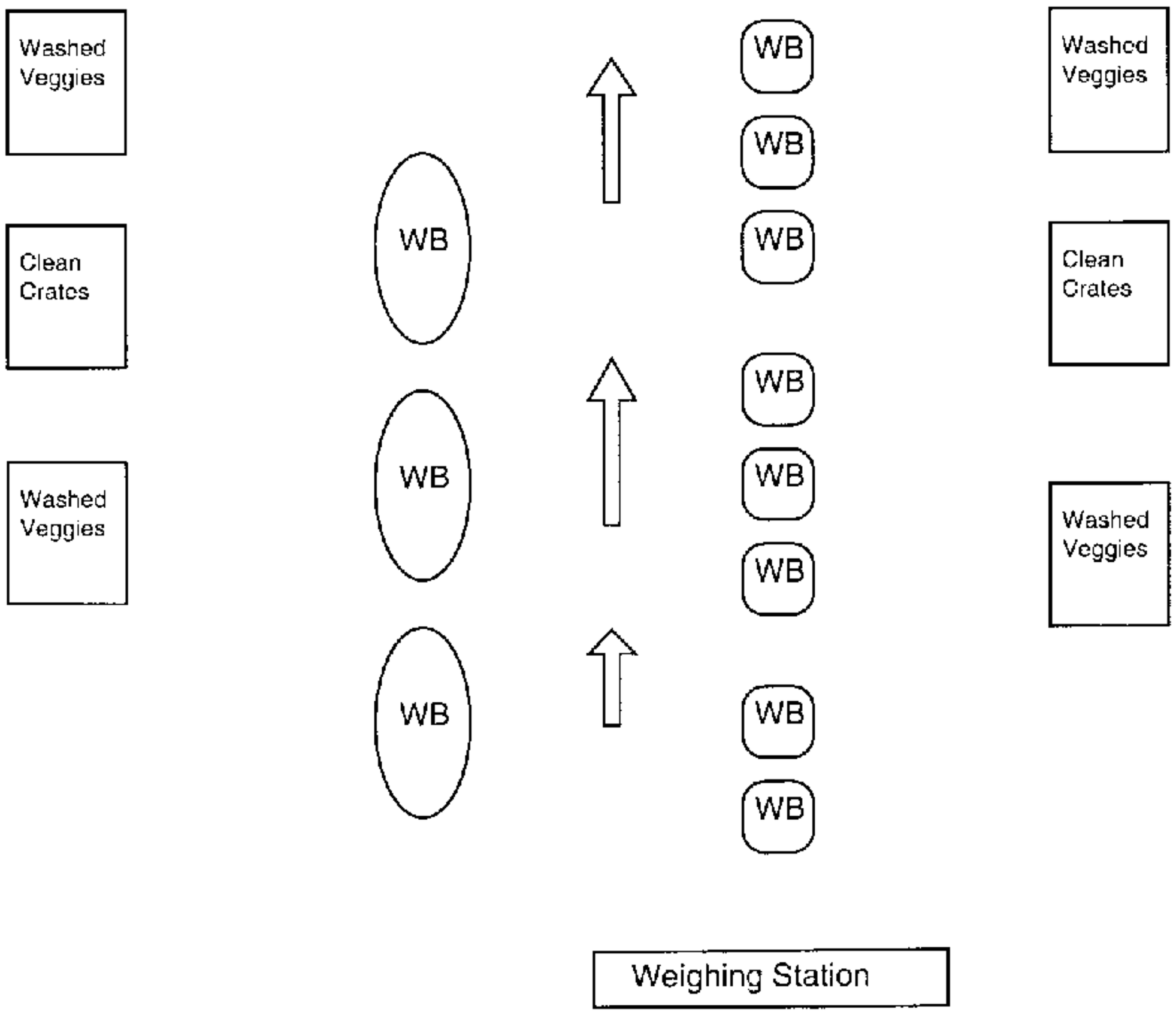
Crop Rotation

Attachment 40

Field #	1998 Crop	1999 Crop	2000 Crop	2001 Crop	2002 Crop	2003 Crop
1	**Rye/Seed/Straw**	**WRye/Vetch**	Winter Squash	**Clover/Rye**	Potatoes/ SPots	Corn
1A	**Rye**	**Oats**	Legumes	Late Cucurbits	Late(Winter) Brassicas	Roots/Greens
2	**W. Rye Cut, P/D(7/1)Stale X 3, Field Pea/Oats**	Summer Squash, WRye	**Winter Rye**	Pots/SPots	Mid Roots/ Greens	L Cucurbits/ Melons
3	**W. Rye Cut, P/D(7/1)Stale X 3, Field Pea/Oats**	Corn/ Canteloupe,	Mid Greens/Mid Roots Rye,	Melons/Legumes	Late Brassicas	**Cover**
4	**W. Rye Cut, P/D(7/1)Stale X 3, Field Pea/Oats**	Winter Squash	Potatoes/S.Pots	**Rye**	E Brassicas	Winter Squash
5	**W. Rye Cut, P/D(7/1)Stale X 3, Field Pea/Oats**	W. Squash/ Pumpkin	Corn	**Clover**	Late Roots/Greens	Winter Squash
6	**W. Rye Cut, P/D(7/1)Stale X 3, Field Pea/Oats**	**Oats/FPeas**	Alliums	Late Cucurbits	Winter Squash	Roots/ Greens
7	**W. Rye Cut, P/D(7/1)Stale X 3, Field Pea/Oats**	S.Berries 99'/Garlic 99'/Sorgum, Oats Peas	S.Berries 99'/Garlic 99'/ERoots Greens 00'	ECucurbits/ 99 SBerries	**Cover**	E Brassicas
8	**W. Rye Cut, P/D(7/1)Stale X 3, Hairy Vetch/Oats**	Nightshades, WRye	**WRye**	RBerries /SBerries 00 /Garlic00/ Garlic 01/ E R/G	RBerries / SBerries 00 / S Berries 01 / S Berries 02	R Berries/ SBerries 01 / S Berries 02
9	Cucurbits, Oats/W.Rye/Vetch	**WRye/Vetch**	Late Brassicas	Mid R/G	E Cucurbits	Alliums/ Legumes
10	Nightshades, Oats/W.Rye/Vetch	**WRye/Vetch**	LRoots/Greens	Late Brassicas	L Cucurbits/Melons	**Cover**
11	**W. Rye Cut, P/D(7/1)Stale X 3, Oats**	Flowers/PYO, WRye	Flowers/PYO, WRye	Flowers/PYO	Flowers/PYO	Flowers/PYO
12	Melons/Legumes, Oats/Rye/Vetch	Melons/WRye, WRye/Peas Oats	WRye/ EBrassicas	Corn	ERoots/ Greens	**Cover**
13	Winter Squash, Oats/Vetch	Brassicas, WRye	**WRye**	Late R/G	Corn	Early Cucurbits
14	**W. Rye Cut, P/D(7/1)Stale X 3, Field Pea/Oats**	LGreens/ LRoots, WRye	**WRye**	Nightshades/ Alliums	Winter Squash	Pots/ Spots
15	**P/D(4/20), BW(5/15), BW(6/15), Stale x 3, F.Pea/Oats**	ERoots/EGreens 00'/Garlic 98'/ S.Berries 98	SSquash/Cukes	**Rye**	W .Squash /Alliums /Legumes	Corn/Other
16	Potatoes/Corn, W.Rye/Vetch	**WRye/Vetch, Oats/Peas**	Melons/Canteloupes	E Brassicas	**Cover**	Cucurbits
17	Roots/Greens, W.Rye	Potatoes, WRye	**WRye**	W Squash	Corn/ Other	Roots/ Greens
18	Brassicas, W.Rye	**WRye/Vetch**	Nightshades	W Squash	**Cover**	Late Brassicas

Box Truck

Wash Station



Attachment 41

THE FOOD PROJECT

COMBINED - HARVEST LOG - DISTRIBUTION LOG

CIRCLE HARVEST SITE: Baker Bridge W.Cottage Langdon

CIRCLE HARVEST DAY: Mon. Tues. Wed. Thurs. Fri. Sat. Sun.

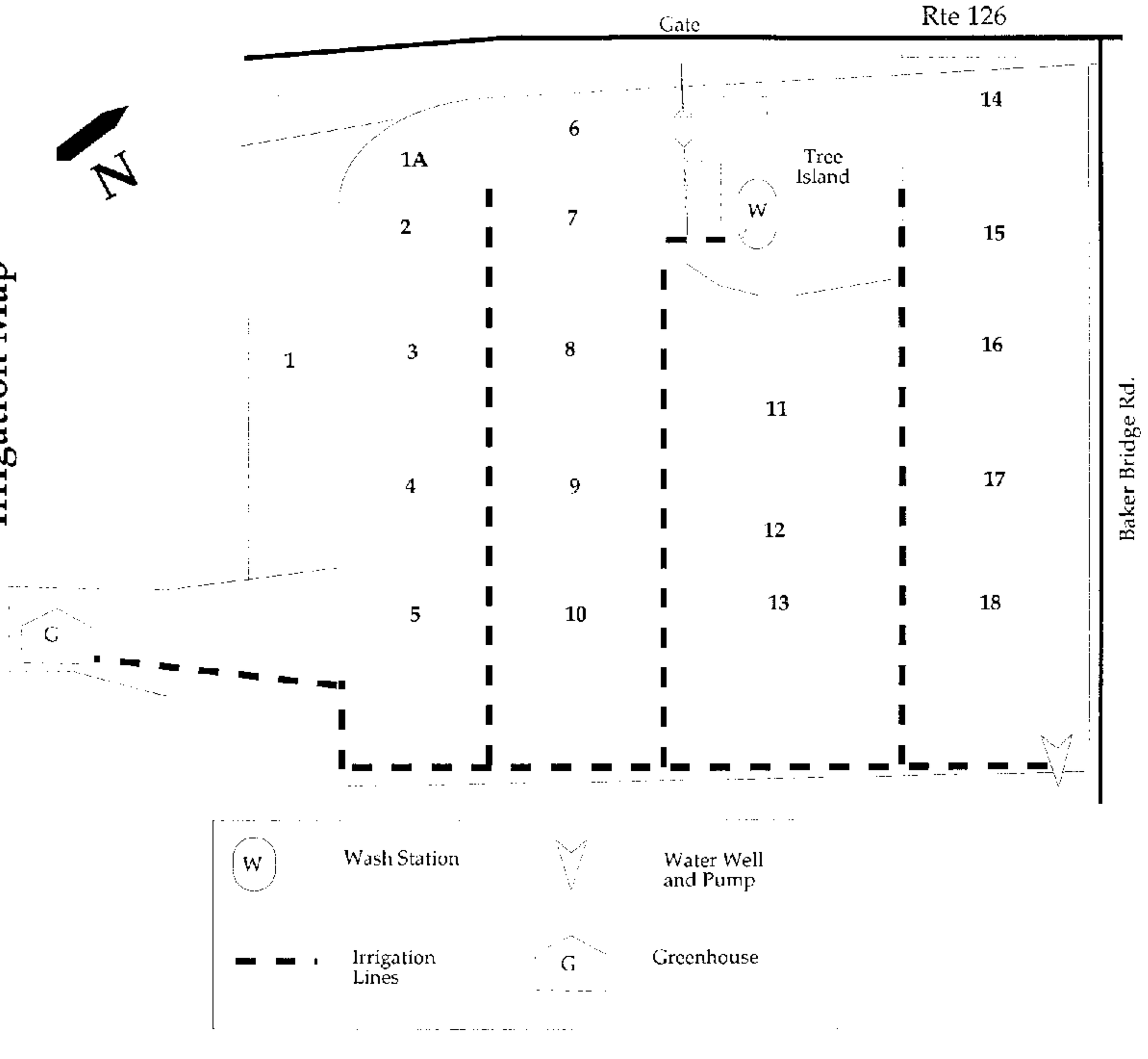
DATE: _____

PERSON: _____

Harvest Total	Harvest Quantities	(In from Previous Harvest)	Distribution Outlets						(Held for future distribution)
	Basil								
	Beans, Bush Snap								
	Beans, Shell								
	Beets								
	Broccoli								
	Cabbage, Green								
	Cabbage, Red								
	Cantaloupe								
	Carrot								
	Cauliflower								
	Celeriac								
	Chard, Swiss								
	Cilantro								
	Collards								
	Corn, Sweet								
	Cucumber, Pickling								
	Cucumber,Slicing								
	Daikon								
	Dill								
	Eggplant								
	Fennel								
	Kale								
	Leeks								
	Lettuce (Head)								
	Lettuce(Loose Leaf)								
	Melons, Water(large)								
	Melons, Water(small)								
	Onions								
	Parsnips								
	Peas, Snow								
	Peas, Snap								
	Peas, Shelling								
	Potato, White								
	Potato, Red								
	Potato, Yellow								
	Potato, Sweet								
	Rutabaga								
	Salad Mix								
	Scallions								
	Spinach								
	Squash, S (Patty Pan)								
	Squash, S (Yellow)								
	Squash, S (Zucchini)								
	Squash, Winter								
	Strawberry								
	Tomato-Cherry								
	Tomato-Plum								
	Tomato-Slicing								
	Turnip								
	TOTALS								

Baker Bridge South Field

Irrigation Map



Attachment 43

Task List

Attachment 44

Administrative		
	1	*Mon: DZ Natick Mtg 2:30-4:00*
	1	*Wed: DZ lunch with MC*
	1	*Wed: CRAFT*
Buildings and Grounds		
	1	*Get keys made for tractors and new box truck*
	1	*Get lock for front gate*
	2	*Mow for electric fence, and put up fence*
	2	*Put filter into irrigation system*
	2	*Prepare irrigation lines for all planted crops*
Distribution and Marketing		
	1	*Put up CSA info around town*
	1	*Organize CSA area, signage*
	2	*Find two small chalkboards*
	1	*CSA Orientation Saturday 11:00*
Education		
	1	*Ag Lesson Sat.*
Equipment & Supplies		
	1	*Search for buckets and bags, Call B & C*
	2	*Search for Boxes*
Fertility/Compost		
Greenhouse		
	1	*Check for aphids*
	1	*Pat needs to get electric permit*
	1	*Seed in Ghouse: Brassicas*
	1	*Replant in Ghouse: Celeriac*
Vegetable Crops		
	1	*Seed: Fennel, Beets, Beans, Basil, Cilantro, Corn, Popcorn, SSquash*
	1	*TPlant: Tomatoes, Lettuce, Peppers, Eggplant*
	1	*Make Beds: NShades, L R/G, L Brass, Squash*
	1	*Stale Bed: Legs, Corn, Melons all, raspberries*
	1	*Disc: SSqu, R/G, LBrass*
	1	*G Cult: Peas, Spinach*
	1	*Cub Cult: E R/G, Corn, Berries, Cucurbits, U-Pick*
	1	*Hand Weed: Early R/G, 00' Berries*
	1	*Flame weed: Carrots*
	1	*Row cover over Cucurbits*
	1	*Spray brassicas for cutworms*
	1	*Deer watch on Lettuce*
	1	*Flea bettle watch on brassicas, E R/G*
	2	*Spray garlic with fish emulsion*
Volunteers/Visitors		
	1	*Tues: 9:00-11:00 Newton Day School (22)*
	1	*Thurs:*
	1	*Sat: 9:45-12:45 Congregational Church (8) + DIRT*

Attachment 45

	Date	by
Record Created	8/24/2001	dzasada

		Year	Week of year	Day of year	
Harvest Date	8/23/2001	2001	34	235	**Thursday, August 23, 2001**
Location_City	○ Boston ◉ Lincoln				Lincoln
Location_Site	◉ Baker Bridge ○ Other...				Baker Bridge
Location_Plot					

Show Statistics

Produce Item	Corn, Sweet	
Produce Variety		
Harvest Pounds	1530	
Harvested Units	1530	POUNDS
Notes		

Thursday, August 23, 2001
Baker Bridge Lincoln
1530 pounds of Corn, Sweet