

## **WORLD PEAS MARKETING IMPROVEMENT PROJECT FY 2008**

The World PEAS Cooperative was founded in 2005, as part of the New Entry Sustainable Farming Project (New Entry). World PEAS is dedicated to providing a market for beginning and immigrant farmers who are in training with New Entry to learn farm business skills. World PEAS members farm 1/4 to 5 acres and have one to ten years of farming experience. English is a second language for some of the farmers, and all have non-farm commitments like school, other jobs, and families. In the first two years, World PEAS farmers cooperatively sold produce at farmers' markets and wholesale to supermarkets. They also established a CSA. In 2007 World PEAS expanded group sales at farmers' markets, grew the CSA from 15 to 45 shares, and transferred the wholesale accounts to individual farmers.

The goals of the FSMIP project were to develop the capacity of farmers and World PEAS to supply their expanding markets and achieve financial self-sufficiency. In 2008, World PEAS began delivering CSA shares to two remote locations in addition to on-farm pickup, and the number of shareholders grew to 100. In 2009, CSA membership expanded to 218 shares at 9 pickup locations. In 2010, World PEAS plans to sell 325 shares at the same 9 locations. The CSA has several benefits for new and immigrant World PEAS farmers. It provides a market to farmers who otherwise might not have the volume of produce, or have the time, language skills, or technical skills to sell to other markets or start their own CSA. In addition, the CSA supports the educational work of New Entry by providing a secure market that enables members to create strategic business plans.

### **FINAL REPORT**

### **GUIDE TO STARTING A MULTI-FARM CSA**

### **PLAIN LANGUAGE GUIDE TO HARVESTING YOUR CROPS**

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**World PEAS Marketing Improvement Project**  
**Federal State Marketing Improvement Program Progress Report #4**  
**FINAL REPORT**

3/16/2010



***Attachments:***

- Summary of Financial Expenditures for September through December
- Tufts Daily article about World PEAS Farmer's Market on Tufts Campus
- 2009 Marketing Survey Results
- Announcement for Season Extension Training
- 2010/2011 Calendar of Events
- Plain Language Guide to Harvest and Post-Harvest Handling
- Farmer Earnings, Graphs and Narrative
- Small-scale, multi-producer CSA guide

***Attachments included in prior progress reports:***

- 2008 Marketing Survey Results
- World PEAS Cooperative sign-in sheets, handout and presentation
- 2009 Crop Projection
- 2009 Marketing Agreement
- Summary of Financial Expenditures for January through March 2009
- June 16 and June 17 CSA Newsletters
- Summary of Financial Expenditures for April through June 2009
- 2009 Calendar of Field Trainings and other events
- August 6 and September 1 newsletters
- Wholesale Questionnaire
- September 2, Farmers' Market Financials
- Summary of Financial Expenditures for June through August 2009

***Background information and outline of the issue or problem***

In 2005, New Entry Sustainable Farming Project (New Entry) staff and farmers formed the World PEAS Cooperative (WPC) with the goal of helping immigrant farmers sell more of their produce at higher prices to alternative markets. The premise is that if small, beginning farmers are able to coordinate and combine their produce, they will be able to access larger, more lucrative markets that demand greater diversity, volume, and reliability than any one of the farmers alone could offer.

At first, just over a dozen independent farmers participated in the WPC, a majority of which were Southeast Asian and African immigrants and refugees. Since then, many beginning farmers that were born in the U.S. have gone through New Entry training and participate in the WPC, however the WPC maintains a distinctly international character, both in terms of the farmers that constitute its members and the crops that these farmers grow. WPC is the only minority farmer coop in the state, and all of New England to our knowledge, and provides a unique opportunity for these disadvantaged farmers to establish farming operations with viable outlets for their products.

Before the start of this FSMIP-funded project the WPC was established, having developed the necessary organizational management structures and invested in the necessary infrastructure required to organize and manage multi-producer cooperative marketing operations. The WPC had:

- Developed a coop steering committee that made all major decisions concerning the design and operations of the coop, and established a business structure based on a feasibility study developed by Tufts University graduate students.
- The Cooperative Development Institute helped with the legal and related project management design strategies.
- Merrimack Valley Legal Services provided pro-bono legal advice for cooperative incorporation.
- Brandeis University MBA students assisted us to develop a multi-year business plan.
- WPC set up a centralized aggregation facility on one of New Entry's incubator training farms in Dracut; including cooling, storage and preparation facilities, and vehicle loading areas, all of which were funded through a one-time Massachusetts Vitamin Litigation grant.
- WPC purchased a truck and van for coop transportation to markets (again through the Vitamin Litigation funds).
- Interested farmers enrolled in the WPC, and received orientation and training on coop operations.
- WPC set up procedures for billing and payment systems, management of bank accounts and deposits, and farmer payments.

In the first year, with farmers unsure of how the coop would work, the coop piloted a program focusing on cooperative sales at farmers' markets. At three such markets, combined sales were just under \$7,000 for the season. The coop expanded in 2006, after a full-year of planning and operations involving over a dozen independent farmers. Sales expanded to four farmers' markets, WPC launched its Community Supported Agriculture (CSA) program in Lowell, and began wholesaling to various outlets, including Whole Foods. This entailed coordinating orders with harvesting schedules; site-based produce cleaning, packaging, storage; and timing of deliveries to the central facility, using the New Entry van. A system was established to ensure timely drop off at markets and to update produce availability listings on a weekly basis during the growing season. During the 2006 farming season, WPC farmers produced a total 125 varieties of 45 different crops. The total gross sales for WPC in 2006 were \$30,051, quadruple those of the prior season. WPC deducted between 10-25% of the sales (depending on market outlet) as commission to cover expenses related to the coop operations. In 2007, the WPC decided to focus on wholesaling and expansion of the CSA. Sales increased to more than \$45,000 with 28% coming from farmers markets, 52% coming from the CSA/farm stand, and the remaining 20% coming from wholesale accounts. The WPC charged an average 18% commission, with the remaining 82% of the price of the crops going direct to farmers.

After operating the WPC for 3 years it became evident that in order for the Cooperative to achieve financial self sufficiency, farmers needed to improve every stage of the planning and production process in order to address market needs and requirements. Immigrant and refugee farmers initially farmed in other countries with different cultures and business practices. In Massachusetts (as elsewhere in the USA) they are competing with the most sophisticated produce marketing in the world. Small farmers, such as those in the WPC, need to have a 'niche' that gives them local advantages in the face of this competitive global market. The WPC's strategy was to focus on specialty ethnic crops, organic production, and direct marketing. Nonetheless, small producers must meet market demands for consistency, diversity of products, high quality, assured deliveries, and product tailoring to meet specific market needs. This necessitates attention to every stage of the farm operation – as it does for any successful small farmer. The particular challenge for a farmer coop is that all participants have to carefully coordinate every aspect of the operation including:

- Developing an overall marketing plan that all farmers agree to fulfil;

- Coordinating overall seeds and seedling orders to assure that the volumes and varieties of crops will be produced;
- Coordinating production so that each farmer provides a specific set of crops in the volumes required and on the dates needed. This means that each crop plan has to be tailored to be part of the whole, seeds ordered, and that planting schedules are arranged to assure that crops will be ready on time and on a continuous basis throughout the season;
- Assuring high quality production using organic standards – carefully addressing critical steps such as soil management, fertility, irrigation, weed management, and pest management throughout the season to produce products of high quality;
- Coordination of harvesting to assure that the sizes, varieties, and volumes of each item are met and delivered on a weekly basis throughout the season;
- Assuring care with post-harvest handling to maintain freshness and product integrity, including proper cooling, washing, handling, and storage of crops.
- Developing standards for on-farm value addition such as trimming and packaging in standard bagged weights, containers, and bunch sizes.
- Providing crops on a timely basis for aggregation and market deliveries. This requires timely harvesting and post-harvest handling and deliveries to the central distribution locations on a daily basis throughout the season to meet delivery schedules.

The goals of this FSMIP funded project were expand the WPC to the necessary volume of sales to achieve financial self-sufficiency (projected at \$125,000 - \$150,000) and to develop the necessary farmer and WPC capacities necessary for this expanded market.

***How the issue or problem was approached via the project.***

World PEAS and New Entry staff developed the necessary farmer and WPC capacities by:

- Providing ongoing pre-season training and technical assistance to help program farmers plan their farming operations (crop plans, seed orders, field layouts, succession planting, alternative markets) according to the priorities for coop marketing.
- Continuing to strengthen farmers’ production capabilities through intensive and appropriate training and technical assistance during the production season (weekly field visits, technical production support, weekly sales order reminders, invoicing training).
- Providing on-farm post harvest handling training and an accompanying plain language resource guide and providing regular feedback to growers on product quality.
- Formalizing WPC standards for production, weights, packaging and price along with other Coop rules which are outlined in the Marketing Agreement (submitted along with first progress report) which all farmers must agree to and sign before participating in the WPC each season.
- Developing a sophisticated spreadsheet to plan and coordinate crops, deliveries and payments for all farmers.

World PEAS and New Entry staff achieved target sales volume of \$145,000 for the 2010 season by:

- Expanding the numbers of participating farmers in the New Entry training and technical assistance (T&TA) program and recruiting new farmers to sell through the WPC.
- Expanding markets for immigrant-grown products, specifically through expansion of the WPC Community Supported Agriculture (CSA) program.

### ***Contribution of public or private agency cooperators.***

In addition to the partners mentioned in the background information above, World PEAS and New Entry had several collaborators and additional funders for this project. The Northeast Center for Risk Management Education provided an additional \$25,000 in funding between July 2008 through January 2010 to support WPC and CSA training and technical assistance for the limited resource farmers that constitute the WPC.

Tufts University provided considerable support by hosting CSA distributions on two of its campuses, providing several work-study interns who helped with all aspects of the WPC including development of training courses and resource guides, developing promotional materials / brochures, conducting outreach for the CSA, share-packing and delivery, and providing insurance for WPC delivery vehicles by including them in the Tufts fleet insurance policy.

Going forward, the United Teen Equality Center (UTEC) is facilitating the reintroduction of cooperative farmers' markets in 2010, by coordinating multi-producer sales and by staffing the markets. UTEC has been a contributing member of the WPC for two years, and helped advertise the CSA to their extensive network.

The Lowell Film Collaborative and Life Alive cosponsored, helped coordinate, and hosted a food and agriculture film series in conjunction with the WPC. In so doing, they helped promote the WPC CSA to the general public and each of their respective networks.

In addition, several other groups and organizations have helped World PEAS reach out to the local community by allowing staff to participate in their events and mentioning the WPC in their publications. These organizations include local newspapers, several churches and synagogues, local food and environmental groups, and other farms that have been gracious enough to recommend World PEAS to their members.

### ***Results, conclusions, and lessons learned.***

With projected sales of \$145,000 in the forthcoming 2010 season, the WPC has nearly achieved financial self-sufficiency from commissions earned on coop sales, while providing program farmers with an extensive and financially viable market. The achievements of the WPC indicate that this cooperative marketing model is viable. Over the last five years, we have concluded the following:

- Product commissions (percentage of the product sales price retained by administrative coordinators) must be higher than originally expected in order to cover the management costs of the WPC, which employs the equivalent of one year-round, fully-benefitted employee, in addition to several seasonal workers. Beginning in 2009, WPC increased the commission to 20% for crops grown by World PEAS farmers and increased commission to an average of 40% for crops grown by established farms, which constitute 45% of the total crops (including fruit). The remaining 80% of the crop price is returned directly to the farmer who produced a particular crop. In addition, World PEAS charges each CSA shareholder a \$50 membership fee, which is built in to the total cost of the share, and goes directly to cover operating costs. Once sales exceed \$275,000, it may be possible to reduce the percentage commission paid to farmers.
- Having relationships with established farms is extremely helpful. Despite growing a large variety of crops, small farmers often do not grow all of the crops desired by consumers to provide a diversified weekly share, though this is part of WPC's ongoing farmer education efforts. Crops like corn, potatoes, and perennial fruits, which are not necessarily cost-effective to produce on a small scale, or in the absence of guaranteed long-term land tenure, can be bought-in from these established farms at wholesale prices. In addition, crops that program farmers can and do

produce, can also be sourced from these established farms, if the volume provided by program farmers is not sufficient to meet the market commitments. We have found that sourcing from established farms is particularly necessary early and late in the season or if there is a crop failure by a beginning farmer. It has been helpful for WPC to contract with established farmers for crops that WPC knows it will need throughout the season to guarantee supply, while ordering other crops on a week-by-week basis, sometime just 18 hours before pick up. Sourcing from established growers at wholesale prices also increases the level of commission earned by WPC to support ongoing operations.

- Having farmers deliver their crops to the centralized cooler, and take greater responsibility for weekly communications to WPC coordinators is essential to managing the cooperative at a large scale. When WPC first started, staff dropped off special produce “totes” and then picked up the crops from the farmers fields each week. By 2008 farmers were expected to deliver crops directly to the cooler, but needed to be reminded the day before each expected delivery of the products requested, volumes, and drop off times. In 2009, when the WPC expanded delivery to three days a week, it became necessary to plan crops for the entire week by Monday afternoons. In addition, farmers increasingly began to take it upon themselves to be in contact with the Coordinator on Mondays to confirm their crops for the week. Such efficient communication and farmer participation is crucial to ongoing success and to reducing administrative burden.
- Providing farmers with advance payments to purchase seeds and other supplies can, in some cases, greatly enhance their ability to meet their market commitments. Using a CSA model, consumers have pre-paid for a season’s worth of vegetables in advance of the growing season. WPC offers farmers the opportunity to request a non-interest bearing pre-season loan of up to 20% of their projected annual sales through the CSA. This loan is then repaid over the season through deductions from their biweekly CSA payments upon delivery of their crops. These advance payments are extremely helpful to some farmers, who otherwise do not have access to the necessary capital to begin production each season, or who may need to secure external funding at very high interest rates.
- Training and technical assistance is critical to producing high-quality products, especially when working with beginning farmers or farmers unfamiliar with local markets. New Entry provides intensive training, coaching, and follow-up for WPC farmers. This includes crop and business planning, crop mapping, production skills, harvest and post-harvest procedures, and coop logistics. The CSA reciprocally supports the training efforts of New Entry, by providing a known market based upon which individual crop plans can be designed.
- Aggregation facilities and vehicles are necessary infrastructure for development of such a program. Smaller facilities than those used by the WPC may be suitable for some operations. A single refrigerated box truck, parked in a location with access to water and space for packing could serve as a central cooling and aggregation location as well as a delivery vehicle.

***Current or future benefits to be derived from the project.***

The developments that have been made through the project have increased the capacity of the WPC to provide new and alternative market opportunities to program farmers and in so doing to fund its own operations. While new farmers will continue to need training each year for which New Entry will require funding, the WPC has developed training materials, operating procedures, management protocols, and a growing list of supportive patrons to purchase products that will allow WPC to continue to be financially self-sustaining beginning in 2011.

***A brief description of the project beneficiaries including the number, type and scale of producers.***

Twenty six program farmers have sold through the WPC during the 2008 and 2009 season, with five additional farmers to be added in the 2010 season. In any one of these years, an average of twenty one farmers participated by selling product through the WPC. Program farmers are beginning, immigrant and/or refugee farmers that receive training and technical assistance from New Entry. Many of them started out farming in the U.S. on New Entry's incubator training farms (land leased from the project for up to 3 seasons before they are required to transition to independently leased and managed farms), and most farm 2.5 acres or less, with only one farmer managing up to 5 acres. Most farmers make less than \$10,000 from their farm each year (combined income from WPC and other markets), with two exceptions of farmers earning \$22,000 and \$33,000. Details about farmer earnings are extrapolated in the Farmer Earnings, Graphs and Narrative, which is included as an attachment to this report. Several established farms also provided crops during the project period, however one farm in particular provided the majority, selling \$32,000 in corn, potatoes, fruit and other small crops.

***Contact person for the project with telephone number and email address.***

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## New Entry Sustainable Farming Project 2010/2011 Calendar of Events

### January

- January 5, 6-9 pm** **Farm Business Planning** Session 2, Class 1: Marketing and Sales
- January 12, 6-9 pm** **Farm Business Planning** Session 2, Class 2: Intro to Farm Business Planning and Enterprise Selection
- January 19, 6-9 pm** **Farm Business Planning** Session 2, Field Trip: Exploring market outlets first hand
- January 20, 9-1 pm** **Quickbooks Workshop**, Brigham Community Farm, No. Grafton
- January 24, 7 pm** “**Fresh**”, film screening, Life Alive, Middle St., Lowell
- January 26, 6-9 pm** **Farm Business Planning** Session 2, Class 3: Crop Planning and Production
- January 28, 9:30-3:30** **MPPU Regulations Training, (Part 1)**, Tufts Vet School, No. Grafton

### February

- February 2, 6-9 pm** **Farm Business Planning** Session 2, Class 4: Equipment and Supplies Sourcing. Startup budgets.
- February 9, 6-9 pm** **Farm Business Planning** Session 2, Class 5: Farm Financials: Writing the Business Plans
- February 16, 6-9 pm** **Farm Business Planning** Session 2, Class 6: Writing the Business Plans II and Real Stories from Guest Growers
- February 25, 6-9 pm** **Tax Preparation Workshop:** Taught by Carol Zintel of Farm Credit East
- February 28, 7 pm** **Ag Film Shorts from the Media That Matters Film Festival**, Life Alive, Middle St., Lowell

### March

- March 16, 6-8:30 pm** **Farm Business Course Graduation**, Mercier Center, Lowell
- March 25, 4-6 pm** **Field Training:** Hoophouse propagation and Seedling Management
- March 28, 7 pm** **Good Food**, film screening, Life Alive, Middle St., Lowell

## April

April 8, 4-6 pm

**Field Training:** Equipment Use and Maintenance (Farm Safety)

April 22, 4-6 pm

**Field Training:** Irrigation Set Up

## May

May 6, 4-6 pm

**Field Training:** Laying out Fields and Making Raised Beds

May 14, 9:30-3:30

**MPPU Regulations Training, (Part 2),** Belchertown, MA

May 20, 4-6 pm

**Field Training:** Nutrient Management and Record Keeping

## June

June 3, 4-6 pm

**Field Training:** Pest Management (Organic Pesticide Safety)

June 17, 4-6 pm

**Field Training:** Post Harvest Handling, Food Safety and Marketing

June TBD

**Livestock Field Training:** Sheep School in collaboration with the Tufts Cummings School of Veterinary Medicine (Grafton, MA)

## July

July 1, 4-6 pm

**Field Training:** Weed Management

July TBD

**Livestock Field Training:** Poultry School in collaboration with the Tufts Cummings School of Veterinary Medicine (Grafton, MA)

July 15, 4-6 pm

**Field Training:** Disease Management (Organic Pesticides II)

July 29, TBD

**Field Training:** Cover Cropping Field Trip

## August

August 5, TBA

**Farm Tour:** Tour of New Entry's four Dracut farm sites

August TBD

**Livestock Field Training:** Swine School in collaboration with the Tufts Cummings School of Veterinary Medicine (Grafton, MA)

## September

September 23, 4-6 pm

**Field Training:** Soil Testing and Nutrient Management

October 2, TBA

**Fundraiser Dinner:** Enjoy an elegant dinner with fresh, locally grown food and music on the farm

## October

October TBD

**Livestock Field Training:** Beef Cattle School in collaboration with the Tufts Cummings School of Veterinary Medicine (Grafton, MA)

October 19, 6-9 pm

**Farm Business Planning** Session 1, Class 1: Intro to Farm Business Planning and Enterprise Selection

<b>October 26, 6-9 pm</b>	<b>Farm Business Planning</b> Session 1, Class 2: Crop Planning and Production
<b><u>November</u></b>	
<b>November 2, 6-9 pm</b>	<b>Farm Business Planning</b> Session 1, Class 3: Equipment and Supplies Sourcing. Startup budgets.
<b>November 9, 6-9 pm</b>	<b>Farm Business Planning</b> Session 1, Class 4: Marketing and Sales
<b>November 16, 6-9 pm</b>	<b>Farm Business Planning</b> Session 1, Field Trip: Exploring market outlets first hand
<b>November 23, 6-9 pm</b>	<b>Farm Business Planning</b> Session 1, Class 5: Farm Financials: Writing the Business Plans
<b>November 30, 6-9 pm</b>	<b>Farm Business Planning</b> Session 1, Class 6: Writing the Business Plans II and Real Stories from Guest Growers

Explore Farming workshops are offered on a rolling basis, please call our office or email [nesfp@tufts.edu](mailto:nesfp@tufts.edu) if you would like to be notified of upcoming classes

Explore Farming workshops and Farm Business Planning classes are held at the New Entry office in Lowell unless otherwise indicated. Field Trainings are typically held at the farm site located at 1471 Bridge St., in Dracut, behind the Richardson's Dairy.

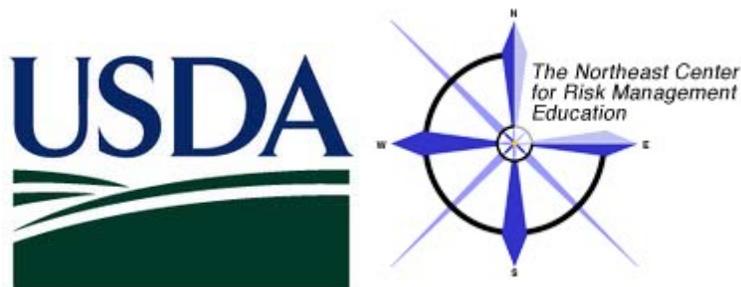
Field trainings are open to the public, and you must register in advance. There is a \$15 charge for non-New Entry farmers.

If you are interested in attending any of the events listed above, please send an email to [nesfp@tufts.edu](mailto:nesfp@tufts.edu) to receive notification of any scheduling changes. All dates are subject to change do to weather and other factors. Please confirm dates and times for events on our website at [www.nesfp.org](http://www.nesfp.org) and call the NESFP office at (978) 654-6745.

### **New Entry Sustainable Farming Project**

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New Entry  
**Sustainable Farming**  
Project



Next week: Hoophouse Workshop - Dec 18th!

*Get energized, learn new skills, and connect!*



**Winter Growing and  
Hoophouse Workshop**  
with Adam Montri, Michigan  
State University

DATE: Friday, December 18th

TIME: 9 am - 1 pm

LOCATION: [Casey Family Services  
Conference Room](#), Downtown Lowell,  
MA

AGENDA: Structure Options and  
Selection - which hoophouse is right  
for me?; Site Selection and  
Preparation; Crop Selection,  
Scheduling, Harvesting, and Pricing;  
lots of Q&A and crop profitability  
discussion.

COST: \$15, checks made payable  
to: Community Teamwork

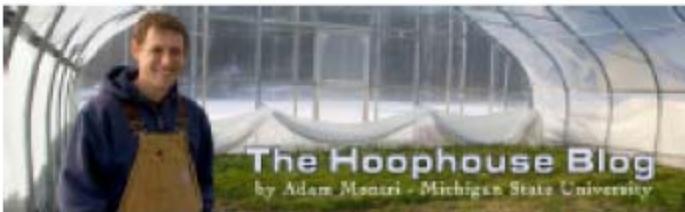
TO REGISTER: Email  
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MORE: Adam Montri is an outreach  
specialist in the Horticulture  
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University (MSU) where he  
coordinates outreach efforts for the  
MSU Student Organic Farm (SOF)  
focused on hoophouses/high tunnels  
and sustainable and organic  
production and marketing with both  
urban and rural farmers across the  
state of MI. Adam was one of the  
original student organic farmers while  
an undergraduate at MSU. He

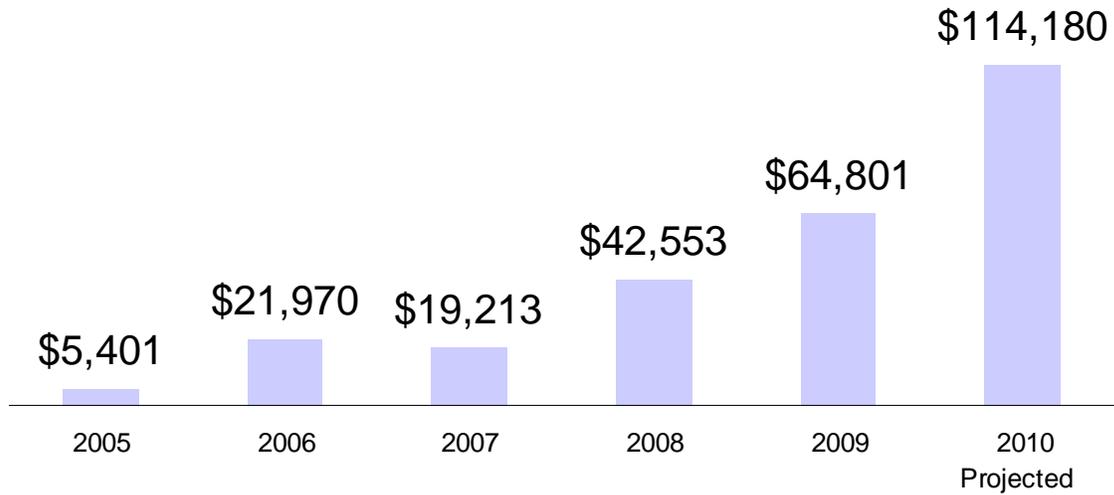


received his master's degree in Horticulture from Penn State University where he focused on organic high tunnel tomato production. He and his wife, Dru, and daughter, Lydia, own Ten Hens Farm in Bath, MI.



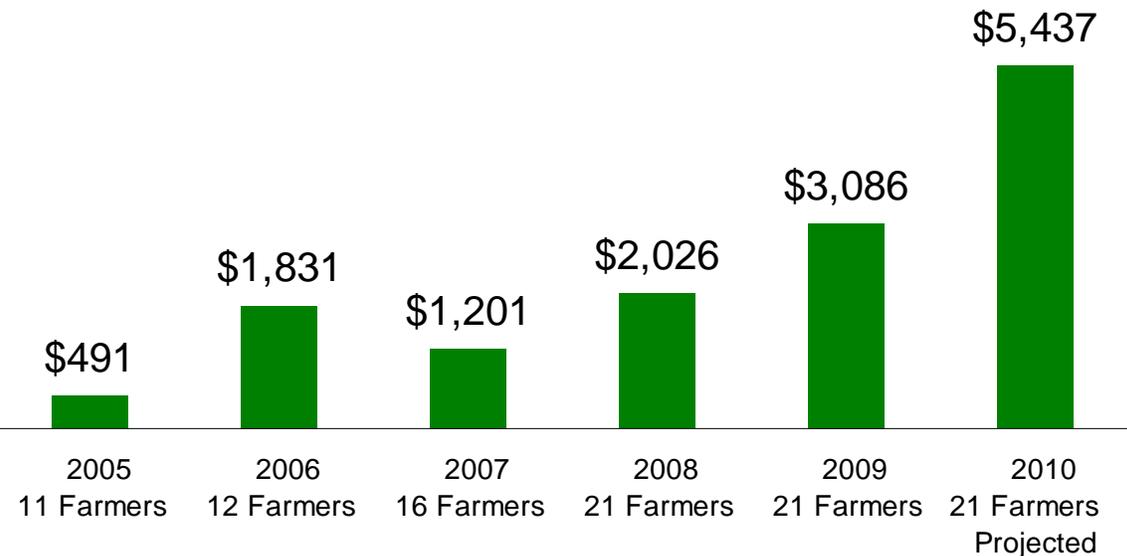
## Combined Income for World PEAS Farmers through Coop Markets

These numbers reflect income after cooperative commissions have been deducted, but do not reflect any other expenses incurred by the farmer.



## Average World PEAS Farmer Income through Coop Markets

These numbers reflect income after cooperative commissions have been deducted, but do not reflect any other expenses incurred by the farmer.



The graphs “Combined Income for World PEAS Farmers through Coop Markets” and “Average World PEAS Farmer Income through Coop Markets” depict the combined and average earnings respectively for all World PEAS farmers from 2005 through 2009, as well as projections for 2010. These graphs do not reflect sales of produce from the “established” farms that supply corn, tree fruit and other crops not grown by World PEAS farmers that are sold through the World PEAS CSA (Community Supported Agriculture) and other markets. Established farms are defined as having operated for a significant period of time prior to working with World PEAS, for whom sales to World PEAS are only a minor component of an established marketing plan, and who set their own wholesale prices. Over the six years represented in these graphs, 32 World PEAS farmers (and 5 established farms) have sold through World PEAS, with between 11 and 21 participating in any one season.

The income displayed in these two graphs, as well as the “2009 Individual Farmer Income from Various Markets” reflect income after applicable cooperative commissions have been deducted, but do not reflect any other expenses incurred by the farmer, which include, but are not limited to fees for land, insurance, taxes and the cost of seeds and other supplies.

The “Combined Income for World PEAS Farmers through Coop Markets” and “Average World PEAS Farmer Income through Coop Markets” graphs only reflect income that farmers have made selling through the World PEAS Cooperative, not income from markets that farmers pursued independently. World PEAS encourages and supports farmers to pursue independent markets, advocating a diversified marketing approach. In addition to sales through the World PEAS CSA, World PEAS farmers have sold farm products independently at farmers’ markets, directly from their farm, through wholesale and through their own burgeoning CSAs. Data from these independent markets has not been included because we do not have accurate or complete records of these markets from prior years. In the past, farmers have reported their earnings to us intermittently, fearing that such disclosure will have negative consequences or simply because they have not kept such records. During the project period, however, efforts were made to encourage program farmers to keep accurate income and expense records. Such efforts included the incorporation of financial surveys into existing World PEAS Cooperative forms. In addition, World PEAS has modeled good recordkeeping practices by incorporating detailed payment information into the crop projection, which we update throughout the season and provide to the farmers upon request. Based on the improvements in financial record keeping we have witnessed in the 2009 and start of the 2010 season, we anticipate collecting considerable data about program farmers’ independent markets over the next couple of years.

The markets in which the World PEAS Cooperative has participated have changed over the six years of its existence. The “Combined Income for World PEAS Farmers through Coop Markets” and “Average World PEAS Farmer Income through Coop Markets” graphs combines World PEAS farmers’ sales from all of these markets: World PEAS Farmers’ Markets in 2005 and 2006, World PEAS wholesales in 2006 and 2007, and World PEAS CSA from 2007 through the current season.

The “Combined Income for World PEAS Farmers through Coop Markets” depicts the increase in market that has been made available to beginning, immigrant and refugee farmers enrolled in the program through the World PEAS Cooperative from 2005 through the present. Since 2008, World PEAS has participated exclusively in sales through CSA, and the growth in combined income through cooperative markets reflects a growth from 45 CSA shares in 2007, to 100 shares in 2008, 218 shares in 2009 and a projected 325 in 2010. While the number for 2010 is projected and does not reflect the crop failures that inevitable will occur over the course of the season, failure of one farmers’ crop is typically filled by other World PEAS farmers, in which case this change does not affect the combined total.

The graph of “Average World PEAS Farmer Income through Coop Markets” depicts the increase in average income through the World PEAS cooperative for individual farmers. This graph also displays the number of World PEAS producers that have sold their products through the World PEAS Coop. The number of producers in 2008 includes three smaller producers of eggs and baked goods, with sales less than \$200. With these three producers omitted, the remaining 18 World PEAS farmers had an average income of \$2,341.

The increase in income for World PEAS farmers has been possible only through the increased productivity of farmers to accommodate the expanded market made available through the cooperative. Farmers have increased their productivity by adopting season extension, use of floating row-covers and kaolin clay as insect barriers, improved post harvest handling, and crop selection based on financial record keeping.

Farmer 21 has consistently increased her sales through the World PEAS since joining the cooperative in 2006. In her first season, she sold \$1,621 through World PEAS. In 2009 she sold \$3,973 through the cooperative, and this number is projected to grow to \$5,419 in



2010. Farmer 21 has increased her marketable yields by adopting the use of kaolin clay as an insect barrier, floating row cover as an insect barrier and season extension measure and crop diversification and planning with the World PEAS CSA. Over the course of the last four years New Entry staff, as part of routine technical assistance, has advocated that this farmer use floating row cover and kaolin clay to protect her crops from pests. This farmer has adopted these techniques with increasing frequency. Beginning in 2008, this farmer has also used floating row cover to extend the

growing season. Through record keeping, albeit informal, this farmer has identified crops with good market potential, such as tomatoes and summer squash. Through crop planning, World PEAS has also helped this farmer diversify her crops, which for the 2010 World PEAS CSA will include sweet potato greens, summer squash, garlic and garlic scapes, cabbage, eggplant, tomatoes and basil.

Farmer 14 has increased his sales through World PEAS from \$814 in 2007, to \$7,338 in 2009. This farmer is one of several World PEAS farmers who has benefited from the crop diversification recommended by New Entry staff. Farmer 14 has expanded the diversity of crops he and his family produce to include such high-value crops as baby bok choy, broccoliraab and summer squash. This farmer historically has struggled with flea beetle damage, but

increasingly applies floating row cover in anticipation of the arrival of pest populations, and has consequently had a higher percentage of salable crop for World PEAS and other high end markets, demanding minimal insect damage. The inclusion of summer squash, a new crop to the farmer, and overall diversification and planning with World PEAS has also increased this farmer's income. Crop diversification has proven particularly useful in seasons such as 2009 in which weather conditions caused near total failure of some crops. This season Farmer 14 has committed to produce long beans, amaranth, baby bok choy, green beans, summer squash, eggplant, green peppers, tomatoes and mint for the World PEAS CSA. He will also extend his growing season, until mid November, when he is committed to provide baby bok choy for the Thanksgiving World PEAS CSA share.



Farmer 31 has increased his income through the World PEAS Cooperative from \$124 in 2005 to \$9,652 in 2009. This farmer and his family grow a diversity of crops for both the World PEAS and independent flea markets, and have also benefitted from introduction of high value crops such as baby bok choy, mustard greens and broccoli raab. Several years ago New Entry staff assisted this farmer in building a low-cost hoophouse for seedling propagation. This hoophouse has made it possible for this farmer to produce seedlings for plantings both early and late in the season. This farmer has also successfully adopted record keeping strategies including the use of carbon-copy receipts and closely monitors the updated World PEAS crop projections. Beginning last season, this farmer began selecting faster-growing varieties, to increase the number of succession he could raise on his limited area, thereby maximizing his income.

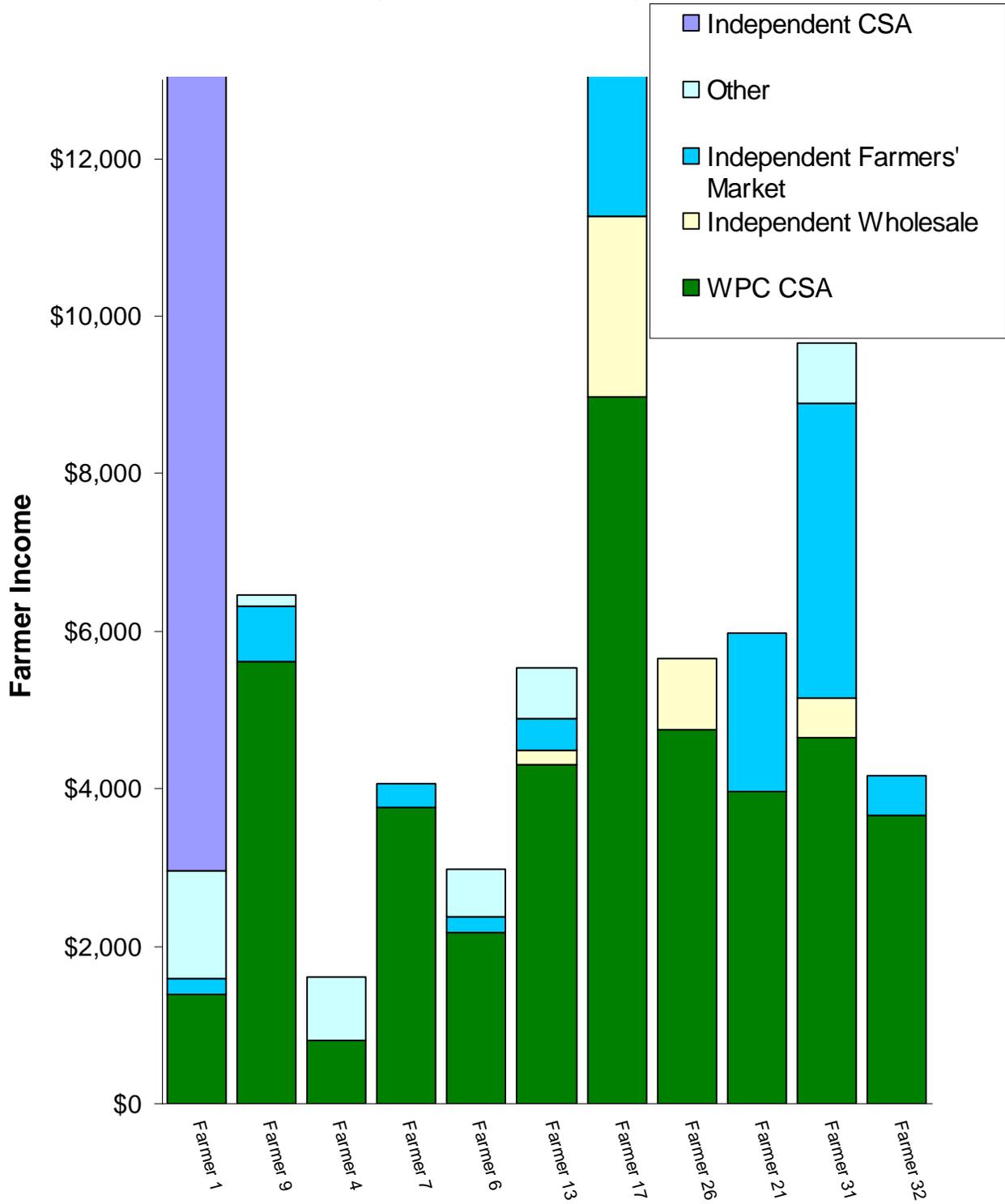
Eleven farmers provided complete income data for all of their markets during the 2009 season. This data is presented in the "2009 Individual Farmer Incomes from Various Markets" graph and provides a snapshot of farmers' total farm income. This graph also displays the portion of each farmers' income that was earned through the World PEAS CSA.

Farmer 4 was a first year, immigrant farmer who sold her produce through the World PEAS CSA (\$804) and at her church (\$800) for a combined farm revenue of \$1,604. She grew slicing tomatoes and broccoli raab for the World PEAS CSA in 2009, and will grow both of these crops again in 2010. Farmer 4 joined World PEAS mid-season last year, and taking part in the cooperative planning in 2010 has committed to produce crops both earlier and later in the season, with crop commitments spanning five months in 2010, up from three months in 2009. New Entry staff have developed a production schedule to help her meet these commitments to World PEAS and her other markets. New Entry staff will also provide weekly technical assistance throughout the season. Through season extension and overall expansion in volume she is anticipated to increase her revenue from the World PEAS CSA in 2010 to \$3,846.

Farmer 17 has developed his farm enterprise with World PEAS since 2006 over which time he has developed considerable marketing outlets independent of World PEAS and incorporated season extension and record keeping with the assistance of World PEAS and New Entry staff. In 2006 New Entry staff worked extensively with this farmer to help

# 2009 Individual Farmer Incomes from Various Markets

These numbers reflect income after cooperative commissions have been deducted, but do not reflect any other expenses incurred by the farmer.



him with record keeping. At this point he has become almost entirely self-sufficient in this area, creating his own crop plans for a consistent supply of over a dozen crops for his various markets. New Entry staff has also helped this farmer in the past select crop varieties. The



introduction of heat tolerant lettuce varieties effectively extended the season of lettuce through the summer for this farmer. As a result, in 2008, he earned \$2,766 in lettuce sales through World PEAS alone, in addition to his independent markets. Other World PEAS farmers have since witnessed his success growing lettuce, which is a lucrative crop with large demands from the World PEAS CSA, and have begun growing these varieties as well. World PEAS staff has also worked with this farmer to successfully diversify his marketing outlets, by helping him to improve his farmers' market displays and identify lucrative wholesale buyers. In 2009, Farmer 17 reported \$2,300 in independent wholesales and \$9,875 of farmers' market sales in addition to \$8,967 sales through the World PEAS CSA. Farmer 17 is projected to have similar earnings from the World PEAS CSA in the 2010, and constitutes a fantastic

example of the efficacy of individual assistance and instruction in marketing, crop planning and production, such as is provided by New Entry and the World PEAS Cooperative.



# GUIDE TO STARTING A MULTI-FARM CSA (COMMUNITY SUPPORTED AGRICULTURE)

A Plain Language Guide from the New Entry Sustainable Farming Project



## IN THIS GUIDE, YOU WILL LEARN ABOUT:

Planning Shares & Crops for a CSA

Working with Multiple Farms & Farmers

Writing CSA Newsletters & Surveys

Marketing & Distribution

# WORLD PEAS CSA NEW ENTRY SUSTAINABLE FARMING PROJECT

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# PURPOSE OF THIS GUIDE

## Who should read this guide?

This guide is written to help you start and run a multi-farm CSA. This guide will help you plan your CSA and create the systems needed to keep things running smoothly.

You will benefit from this guide if you:

1. Need to learn about starting a CSA
2. Would like to work with other farmers to help you organize your CSA
3. Want to include products in your CSA that you may not grow
4. Are planning to expand your CSA.

In addition to reading this guide, we suggest that you talk to other farmers to get other ideas before you start your own CSA.



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# INTRODUCTION

As a commercial farmer, selling your crops is as important as growing them. There are a lot of ways to sell crops, including farmers' markets, farm stands, restaurants, and supermarkets.

Another sales model popular in the U.S. with farmers and consumers, is called Community Supported Agriculture, or CSA. The CSA model gives the farmer higher prices by selling directly to the consumer, allows the farmer to market before the start of the season, shares the risk of crop failure, and builds strong relationships with consumers.

## What will I learn in this guide?

This guide includes general information on starting a CSA and will touch on topics such as:

- Why start a CSA
- What skills do you need to run a CSA
- Which crops to grow and how to plan them
- How to market your CSA
- What size shares to offer
- What you do in season to run a CSA
- Where to have the pick-up site
- How to have a shareholder meeting
- How to work with other farmers
- How to write a weekly CSA newsletter
- When to send out a member survey



In the glossary at the end of the guide, you will find definitions for some of the words you might not know.

Also at the back of the guide you will find the samples of the following documents in the Appendix:

- Sample CSA survey
- Sample Crop Plan
- Example Flyer
- Example Brochure
- Cooperative Crop Offer Form
- Coop Agreement
- Sample Work Share Contract
- Pre-season Notes
- Sample Weekly CSA Newsletter



# WHAT IS A CSA?

- C** **Community** is the group of people who invest in the farm. They are also called shareholders or members.
- S** **Support** is given to the farmer at the start of the growing season in the form of money and by accepting some of the risk that crops will be damaged by insects, weather, or other problems.
- A** **Agriculture** is the food that is produced on the farm and shared with the community.

CSA stands for Community Supported Agriculture. CSA is a sales model in which customers purchase the farm's produce at the beginning of the season, before it has even been planted. Each portion of a farm's harvest is known as a "share." People who buy CSA shares are known as "shareholders." Because shareholders pay the farmer up front, the farmer has money to buy seeds and other supplies needed to grow food. The shareholder, in return, is guaranteed a portion of the harvest from the farm during the season. Most CSAs deliver a variety of fresh produce and fruit to their shareholders weekly throughout the main harvest.

## Comparing CSA's and Farmers' Markets

### CSA

- Have money before the start of the season to buy seeds and other supplies
- Have guaranteed market for crops before you grow them
- Market CSA during the winter before the season starts
- Requires significant crop planning and diversity
- Set prices near retail prices



### Farmers' Markets

- Must buy supplies on your own
- Grow crops without knowing whether you will sell them all
- Must spend valuable time during the season at market
- Does not require as much crop planning or diversity
- Can often sell for retail price or higher



## What is a share?

A share of a CSA, like a share of an apple pie, or a share in a company, is a portion that someone owns or is entitled to. People who are members of the CSA, like people who own stock in a company, are known as shareholders. CSA shareholders pay at the beginning of the season to join a CSA, and own a certain portion of the harvest from that farm as it is harvested throughout the season. Shareholders receive their share of the harvest each week by picking up their portion of the vegetables from the farm. Shares are planned to have a variety of crops to provide the shareholder with a diversity of items that they can eat all week.

## What is a shareholder?

A shareholder is a person who buys a share. They are investing in the crop the farmer will produce. Throughout the growing season they will receive a portion of the produce they paid for in advance.



## Why start a CSA?

As a farmer you know that you need more money at the start of the growing season than at the end. However, it is not until after you plant, water, weed, harvest, and sell your crops that you earn any money.

To help with the cash flow and to have a secure market to sell your produce you might consider starting a CSA. First, think about the following questions:

- Do you have trouble getting credit (loans) in the winter or spring to start the growing season?
- Do you want a secure market to sell your produce?
- Are you concerned about the financial risks of farming?
- Do you want to play a role in your local community?
- Do you want the people who buy your food to be more involved and take interest in the success of your farm?

If you answered “yes” to any of these questions, you may want to start a CSA.

## Benefits of CSA for the farmer

- The marketing and planning is done during the winter and not during the main growing season. Farmers can focus on growing food during the season.
- Crop planning is much easier and few crops are wasted because the farmer knows exactly how many shares have been sold and how much of each crop to grow.
- Farmers get better prices than they would from wholesaling, nearly those that they would earn at a farmers' market. Marketing costs may be reduced.
- Farmers don't waste time standing at a farmers' market or organizing wholesale deliveries. Sometimes the farmer can encourage customers to pick up their vegetables at the farm, saving time and money for the farmer.
- Some farmers encourage share holders to work on the farm and help with planting, weeding, or harvesting.

## Benefits of CSA the consumer

- Farmers can offer fresher products to CSA customers because the harvesting and delivery times are planned in advance. Fragile vegetables do not sit out on display all day at markets losing nutritional value and quality.
- Because the CSA system is so efficient, produce in a CSA can be cheaper than at the farmers' market or supermarket
- CSAs make it easier to be sure that you are eating seasonally and locally
- Recipes in the newsletter make menu planning easier and help you eat more veggies

### WORLD PEAS CSA- EVOLUTION OF THE WORLD PEAS CSA

The World PEAS Cooperative was founded in 2005, as part of the New Entry Sustainable Farming Project (New Entry). New Entry's mission is to train beginning and immigrant farmers to have a successful farm business growing livestock and/or vegetables, and teach farm business skills. World PEAS is dedicated to providing a market for the beginning and immigrant farmers that are in training with New Entry. Farmers in the World PEAS program have farms that are: 1/4 to 5 acres of land and range in farming experience from one to ten years. English may not be the first language for some of the farmers, and all the farmers have a number of non-farm commitments like school, other jobs, and families.



# SKILLS NEEDED TO RUN A CSA

In addition to the skills needed to grow crops, a CSA requires the following skills:

- Good organizing skills
- A friendly personality to deal with shareholders
- Computer skills for book keeping and e-mailing
- Language skills

## How many staff do you need to run a CSA?

If you do not have all of these skills, do not worry. You can either hire employees with these skills or ask your shareholders for help! Asking for help is good because if your shareholders are involved in the farm, they will be more invested in making the CSA a success.

## How do you hire staff?

Normally only large CSAs hire paid staff. You should add the staff person(s) salary and benefits into your annual budget. Finding someone with CSA experience or familiarity with local crops and seasons is helpful and should be included in the job description. If you are hiring someone to help market and coordinate your CSA you should also look for someone with a good personality and good customer service skills, experience using spreadsheets (Excel), e-mail, financial software (Quicken, Quickbooks or Peachtree), and software for creating newsletters, brochures and posters.

## Volunteers & interns

Managing and coordinating volunteers and interns takes time. Consider posting volunteer and internship opportunities at local places of worship, schools, and community centers.

Volunteer and internship descriptions should be written like a job description and include the following:

- Time commitment
- Skills needed
- Past experience or education
- Compensation or learning opportunities



## Work shares

Some CSAs offer work shares. In exchange for working for the CSA, the individual receives a free share or a discounted share instead of a paycheck. See Appendix A at the back of this book for a sample work share agreement.

Below is a list of possible job positions and general job descriptions you may want to fill as your CSA expands.

Some of these might be paid positions, while others are will likely be volunteer or workshare positions:



## Job descriptions

**Membership Coordinator** - The Membership Coordinator handles communication between the farmer(s) and shareholders, collects and tracks fees, and addresses shareholder questions and concerns. This person should provide good customer service and be available when customers pick up shares at the farm.

**Coop Coordinator (for multiple farm CSAs)** – The Coop Coordinator works with the treasurer to oversee annual crop bidding, determines the weekly crop schedule, and ensures that farmers are paid for the produce they sell to the CSA. This person is in constant contact with the farmers to confirm crops each week during the season. The Coop Coordinator is also in charge of other cooperative tasks such as marketing the CSA.

**Treasurer** – The Treasurer receives fees from the membership coordinator, writes checks, does bookkeeping, prepares taxes, and maintains a bank account for the CSA.

**Communications Coordinator** – The Communications Coordinator writes, copies, and distributes the weekly newsletters. This person also maintains the membership mailing list.

**Volunteer coordinator** – The Volunteer Coordinator organizes volunteer work days, maintains a list of volunteers, and calls volunteers for market assistance when needed.

**Social Director** – The Social Director organizes social activities, coordinates volunteers for activities, and works with the farmer for on-farm special events.

**Needy Family Coordinator** – The Needy Family Coordinator identifies families to offer free or reduced-fee shares and ensures that the shares are distributed to these families.

**Share Packers** - Share Packers are workers who help package crops for shareholder pick up or delivery.

**Delivery Driver** - A Delivery Driver is helpful if you plan to deliver shares to sites off the farm.

**Pick Up Coordinator** - A Pick Up Coordinator can help people when they pick up their share at the farm or other locations.

You may combine some of these positions if your CSA membership is small. You may need to divide some of these tasks among more people if you CSA membership is large.

## Insurance

When you hire employees or use volunteers or interns, you should provide workers' compensation insurance to cover medical costs in case a worker or volunteer is hurt on the job. Contact your local insurance agent to find out what type of insurance you need to provide your workers on the farm



## WORLD PEAS CSA- COOP JOBS

Initially World PEAS attempted to have all of the group duties, such as packing boxes and setting up at farmers markets, be done by the farmers in the World PEAS Cooperative. After the first year, it became too difficult for staff to coordinate all of the farmers to make sure that all of the group tasks were completed. In addition, most of the farmers did not want to take away precious time from their farms to do group work. Thus, beginning in 2006, World PEAS relied on a combination of paid staff and interns to perform the necessary group tasks. In 2008, with a 100 share CSA, the CSA coordinator along with one intern packed and delivered all of the shares. In 2009 World PEAS hired 2 share packers in addition to the CSA coordinator for each of the three share packing and delivery days. In 2010 World PEAS plans to have 5 share packers for each of the three share packing and delivery days. To meet this need, World PEAS has three 3-day workshare positions, two 2-day workshares and a third worker paid hourly, who will supervise share packing each of the three days. While the CSA Coordinator also helps with share packing, it is often necessary for him to make final edits to the newsletter once crops have arrived before printing each morning. In addition once the World PEAS CSA began delivering shares three days a week, it became necessary for the CSA coordinator to spend time each morning, making last minute changes or placing additional orders for the the following day. World PEAS strives to pack all shares between 9 am, once all of the farmers have delivered their crops, and 1 pm, at which point the delivery van needs to leave in order to deliver the shares on time for each pickup.



### Summary of skills needed to run a CSA

- Farming skills
- Friendly personality
- Language and technology skills
- Volunteer and job descriptions

# PLANNING YOUR SHARES

There are many ways to design your CSA shares for customers. Many farmers are not sure how much produce to distribute each week, how many shares to sell, or how to set share prices. This section of the guide will give you advice on how to organize your shares.

## How much produce goes into a share?

Usually one share has enough vegetables for a family of four for one week. Worked out on a weekly basis, each full share box may include between 5 and 20 pounds of produce, including 5 to 12 different items. CSA members should expect some variation in quantity and variety during the growing season. Talk to farmers who run CSAs or sell at farmers markets to get an idea of what they grow, what people enjoy, and what quantities people tend to buy. Also, it never hurts to include a note in your newsletter about why the contents of their share changes from week to week. This is an opportunity to educate CSA members on the challenges, timing, and planning that goes into farming. It is good to include a diversity of crops each week. Include things like lettuce, leafy greens, root crops, herbs, storage crops (potatoes, garlic), and grow different varieties of each vegetable to keep it interesting. Be sure to include recipes or cooking tips for anything unusual, unique, or any ethnic crops shareholders may not be familiar with.



Some farms choose to offer both “large” shares and “small” shares so that customers with big or small families can choose the size and amount of produce they get each week. Some farms call the different share sizes “whole” and “half” or “family” and “individual” shares. Consider whether you want to offer different size shares, to attract families of different sizes and with different vegetable needs. Offering various sizes increases labor if you are packing shares into boxes, but may attract households of different sizes

## Large shares

A large share typically provides enough vegetables for a family of four to eat in a week. It is easier for the farmer or CSA Coordinator to manage just one size of share. It reduces labor costs by streamlining the packing process. However, offering only larger shares may discourage small families not to join or may encourage them to split a share, which may create a logistical difficulties including:

- More on-farm traffic
- Shareholders who do not arrive at the same time wishing to leave their partner’s portion behind
- More administrative work tracking multiple share partners.

## Small shares

Small shares typically contain a little more than half the amount of a large share or enough vegetables for two people to eat in a week. Including fewer items in small than in large shares, but the same quantity per item (bunch size, weight, etc.) when possible reduces labor and confusion. Sometimes it may be difficult to offer half or small quantities of some items (example: watermelon). Thus the price of a small share may need to be more than half of the price of a full share.

## Other considerations:

### **Partnering with other producers to provide fruit, bread, honey, flowers, eggs, meat or crops that you cannot grow**

Offering your CSA members other foods and products from local suppliers may bring more members to your CSA as well as support other local businesses. Usually these products are offered as an option or an addition to a regular CSA share. In some cases, these extra items maybe included in the main share. A common addition to many vegetable CSAs is an optional fruit share provided by local fruit growers. Other CSA farmers may buy in sweet corn or other field crops that they do not grow, to be included in their main share. The farmer could also make an agreement with a local baker, florist, or bee keeper to add their goods to the share. If you chose to add special items to your CSA be sure to price items so that you are paid for your work coordinating the sales and distribution of the additional items.

### **Winter shares and extended season shares**

Some CSAs also offer winter shares or extended season shares. Winter shares may begin when the main farm season ends, and continue through part or all of the winter. Offering a winter share requires all the same planning as a regular summer share. Offering winter shares requires the space to grow and store winter crops while finishing the summer growing season, but allows the farmer to earn additional income throughout the year. Winter and extended season shares are typically made up of storage crops grown and harvested during the main season (such as potatoes, cabbage and winter squash) along with cold-hardy vegetables (such as spinach, kale and carrots).

- Selling winter shares separately allows farmers to limit the number of these additional shares that they would like to sell.
- Winter shares may provide interested shareholders with produce before the main-season begins in the spring, and after the share ends in the fall.
- Offering winter shares as a separate option from the main season share allows shareholders the option to buy the winter share or not.



## Deciding how many shares to sell

You can determine how many shares you can sell after you decide what you will put in each share and how large each share will be. Be sure you can produce the required volume of produce given the amount of land, time, and skills you have. If you are unsure how much you can produce on your land, you can approximate producing 25 shares per acre as an experienced farmer. It is recommended to start small your first year to gain experience and confidence to offer good quality and variety to your customers and to get familiar with the overall management of a CSA.

## Deciding how much to charge per share

One way to determine how much to charge for a share is to divide all of your expenses (including salaries for all farm employees, including yourself) by the number of shares you intend to sell. Another way to determine the price is to determine the combined value of all the items you expect to include in the shares. Keep in mind that CSA members give up their choice of what vegetables they will get and assume some of the risks of farming. To be fair to shareholders, many CSA's try to keep the price roughly 10% less than the combined price of all of the items in the share when compared to retail prices for local or organic food. Market research about the cost of vegetables should include supermarkets, farmers' markets and even other CSAs in your area.

Things you need to consider when deciding what to charge per share:

- Will you be selling only what you produce?
- Will you buy items from other farmers such as fruit or sweet corn?
- How long is your growing season?
- What sizes of shares are you offering?
- What are your farm expenses?
- What do other CSAs in your area charge?
- What is the retail value of all the items in your share?

Your answers to all of these questions will help you decide what to charge per share.



## WORLD PEAS CSA- SELECTING SIZE AND NUMBER OF SHARES

Determining how large a share should be and how much it should cost, takes time, research, and thought. World PEAS began by looking at what other CSAs included in their shares and what they charged. We also ask our members to fill out a survey each year so that we can adjust the size of the share and what fruits and vegetables are included. This information is useful for planning the following year. A sample survey can be found in Appendix B. In the past we have offered only a large size share, and encouraged smaller households to split shares. We also offered separate fruit and winter shares. Since some people pick up their shares in retail stores, having them split shares became a nuisance for the store-owners. Other families that did not split shares, complained that the shares were too big. In response to this feedback, we decided to offer both small and large shares beginning in 2010. In order to keep things simple, we decided to include fruit in all of the shares so that there were only two types of shares, plus the winter share.

World PEAS has increased the number of shares we offer every year since we started a CSA with 15 shares in 2006. This expansion increases the amount of produce we can sell from farmers in the program, and also increases the earnings retained by the Coop from commissions, which are necessary to pay for the CSA coordinator and other staff time. In 2010 we are planning to sell 325 shares (100 of which will be small shares). Given our current financial projections, we anticipate breaking even next season selling roughly 400 shares. Other CSAs, that do not have salaried, fully-benefited staff, and relatively high indirect expenses, will likely break even with fewer shares.



## WORLD PEAS CSA-COMMISSION ON SALES

The World PEAS CSA sources produce from two dozen beginning, immigrant, and refugee farmers, in addition to several local established farms. We have found sourcing from established farms to be very helpful, as they are able to fill gaps if World PEAS farmers have a crop failure or fall short on quantity. Sourcing from established farms makes it possible for us to include items that World PEAS farmers don't grow such as sweet corn, potatoes, and fruit. Since we are able to buy these crops from other farms at wholesale prices, the coop can earn a better return on these crops which helps pay for the cost of running the coop.

The farmers that participate in the World PEAS CSA all have different levels of experience and their own markets in addition to the World PEAS CSA.

The World PEAS CSA charges 20% commission on all produce bought from program farmers, and close to a 40% commission from wholesales



### Summary of shares

- Decide what you will put in each share and how large each share will be
- Offering different sized shares complicates the packing process but it offers shareholders variety
- It is important to do market research and get a fair price for each share

# ALTERNATIVE PAYMENT OPTIONS

Many farmers chose to sell through CSAs because they like the sense of community it creates. In order to have a more inclusive community, many farmers look for ways to attract members who do not have the money to join a CSA.

Some payment structures that can include customers of all income levels:

- Shares that are sold to low income individuals for less than the full price
- Sliding scale shares or payment plans
- Work shares
- Revolving fund supported shares
- Donated shares

Each of these payment plans are described below.



## Low-income shares

Some CSAs offer low income shares or sliding scale shares. There are many options to consider if you would like to offer shares to low-income families or individuals:

- Ask shareholders who can afford to pay more to donate to a fund that will discount the share cost for low-income families or individuals.
- Have shareholders pay a higher price if they are able to and a lower price if they are not able to. The extra money from the people that pay the higher price covers the difference between the actual share price and what low-income people pay. This requires some trust in your CSA members. For example: A regular full share is \$600 and a low-income full share is \$300. The actual cost of the share to the farm is between these two prices at \$450.
- It may be possible to offer CSA memberships to families on food stamps. You may need to work in partnership with an organization that has an EBT card reader, and by creating a revolving-fund. (More on revolving-funds under “payment plans” below.)

## Payment plans

Another option you may want to offer your members is a payment plan. For families and individuals living on a tight budget, it may be difficult for them to pay for all of their spring and summer produce at one time. Some CSAs work with members to pay over time by allowing members to make a deposit on a share during the winter and pay off the balance either in the spring before the CSA begins, or during the season. Not all CSA members will require this, and it is important that enough shareholders pay in full up-front to provide start-up money for seeds and other pre-season expenses.



## Revolving fund supported shares

Another option is to establish a revolving-fund. A revolving fund is a sum of money that is given to a shareholder to pay for a CSA share at the start of the season. Over the course of the season, the share holder pays the money back to the fund, so that it can be given to someone else the following year. This system is similar to a payment plan but often the initial money for a revolving fund can be obtained through grants or other donations.

The benefits of a CSA revolving fund are:

- The farmer receives all the money at the start of the season
- The family receives produce from the CSA.
- The family can pay either weekly or monthly for their produce
- The fund is replenished by the end of the year
- A well managed revolving-fund will last forever and can be expanded to new members

## Work shares

Farmers that need help growing and harvesting crops or running their CSAs may hire additional workers. These workers may be paid in cash or sometimes with vegetables. If you are going to have people working on your farm, even if it is not for money, make sure that you have farm liability insurance and worker's compensation insurance. If they are hurt while working on your farm you could be sued. Other jobs that could be paid for with a share include: site coordinator, share packer, accountant, and newsletter editor. To make sure that expectations are clear, it is a good idea to have people sign a

work share agreement. A sample work share agreement from World PEAS is included in Appendix A. Always speak to your insurance company to understand your risks and to purchase adequate insurance for your farm and your workers.

## Donated shares

Donating produce is a common farm practice with a long history. Leaving some crops in the field or on trees for people who could not afford to buy them at market was an early form of welfare. This practice is also called “gleaning”. Many farmers continue this practice by donating extra crops and slightly blemished crops to food banks, shelters, or food pantries. If you decide to donate a CSA share to a local charity or welfare program you may be eligible for a tax deduction for your gift.



### WORLD PEAS CSA- PAYMENT OPTIONS

World PEAS uses a combination of these alternative payment plans including payment plans and low-income shares in addition to donations to food banks.

World PEAS provides a work share to off farm distribution site coordinators. The site coordinator uses their home as a pick-up site and helps recruit new CSA members in the area. They greet the shareholders and manage any unclaimed shares and help organize events for shareholders who pick up at their site.

Anyone can reserve a share of the World PEAS CSA with a \$100 payment made during the winter. The rest of the CSA payment is due in mid-March. If individuals need a more flexible payment plan, World PEAS works with the shareholder to find a payment schedule they can meet.

For the past 2 years, World PEAS has donated share to a local community health center, that works with low-income families. Because the health center identifies low-income families in need, and distributes the produce to them, saving World PEAS the time to do these tasks independently.

## Summary of alternative payment options:

- Offering different payment options will allow people of different income levels to participate in your CSA
- Alternative payment options may include sliding scale pricing, work shares, revolving funds, payment plans and donations
- Working with organizations that work with low income populations can simplify the donation process for your farm



# NEWSLETTER PLANNING AND PRE-SEASON WRITING

Most CSAs including a weekly newsletter in the share box. Most newsletters include information about the crops in the box, simple recipes that use vegetables in that week's box, and a story related to the farm or farmer. Researching and writing newsletters during the growing season, when time is limited, is difficult. Therefore, it is a good idea to begin collecting stories, recipes and pictures, and writing articles in the winter and early spring. That way, during the season, when you are busy you have all the pieces of your newsletter and all you have to do is put them together.

Key pieces to include in your CSA newsletter include:

- WHAT IS INCLUDED IN THE SHARE – Let shareholders know what is in their box. Especially if you include rare or ethnic crops that people may not be familiar with.
- ARTICLES - Articles could include farming facts, an interview with a farmer, growing conditions, or new discoveries and challenges on the farm.
- RECIPES – It is important to have good recipes that people will want to cook, are easy to follow, and do not use ingredients that shareholders are unlikely to have in their kitchen.



## WORLD PEAS CSA- ORGANIZING NEWSLETTERS

World PEAS delivers shares on Tuesday, Wednesday, and Thursday, and we stagger the vegetables that are included in each day's share so that we can provide a consistent, weekly market for growers, while offering shareholders good diversity. For example Tuesday may get collard greens, Wednesday kale, and Thursday swiss chard one week, and then the next week Tuesday will get kale, Wednesday swiss chard and Thursday collard greens. Since changing the crops in the share will change what crop information and recipes go in the newsletter, it is necessary to keep track of newsletter content in a separate spreadsheet. The newsletter spreadsheet has all of the dates for deliveries across the top columns and rows for each of the featured articles, crop information, and recipes. Appendix C is an example of a World PEASE CSA newsletter.

# CROP PLANNING

Planning the crops to grow is an important step in starting a CSA. To run a successful CSA, and to have members sign up year after year, you must provide a good variety of vegetables every week of the season. Crop planning is a very important step for any farm, especially a CSA farm. Appendix D shows a sample crop plan.

The first step in crop planning is to decide what you want to put in the shares throughout the season. What you include in the shares will depend on what grows in your region throughout the year. After your first year, you can reuse the prior year's crop plan, making changes based on:

- Things that worked well
- Things that didn't work well
- And shareholder feedback from your annual CSA surveys.

## WORLD PEAS CSA-CROP PLANNING

At World PEAS CSA, the CSA Coordinator organizes the crop planning. Many different farmers participate in the World PEAS CSA and contribute a variety of crops each week. Coordinating all the farmers is a big job. Pre-season planning includes:

- Deciding what types of crops to grow
- Deciding which farm will grow each crop
- How much of each crop should be grown

Each farmer in the coop fills out a form indicating what crops they would like to grow. This is called "crop bidding." Appendix E is a sample crop bidding form. After reviewing the crop bids, the CSA coordinator make decisions about which farmer(s) should grow each crop. The CSA coordinator considers the following factors when deciding which crops and in what quantity each farmer should grow:

The number of seasons each farmer has sold to World PEAS

- The quantity and quality of produce that each farmer grew in prior seasons
- How well each farmer communicates during the season
- How willing each farmer is to participate in other program activities such as farm tours, and interviews
- Whether there are at least two growers growing each crop to reduce the risk of crop failure

Because there are so many factors to consider, the World PEAS created a matrix in 2008 to help with the crop planning process. This matrix provides a fair way to determine the total value of crops given to each farmer participating in the CSA. Appendix F is an example of the World PEAS CSA crop matrix.

Once the CSA coordinators has decided what crops each farmer is growing, World PEAS sends out crop offers to each farmer. The crop offer tells each farmer what crops they should grow for the CSA. Appendix G is an example crop offer. It includes the crop schedule and how much money the farmer is expected to earn for the season.

Also sent out at this time is the “Coop Agreement.” Each farmer in the coop must sign the agreement. The agreement outlines the rules and standards for the coop regarding growing practices, price agreement, the produce drop-off time, and CSA Coordinator contact. Appendix H shows part of the World PEAS Coop Agreement.

The Coop Agreement, also includes an application for advance payment. This advance payment is a no-interest loan for up to 20% of a farmers’ projected sales to the CSA. Advance payments provide farmers with money to cover the cost of seeds and other supplies at the start of the season. Offering advance payments has saved World PEAS farmers from having to take out loans to buy supplies, saving them money.

## Summary of crop planning

- Determine changes in crops you want to make based on successes, failures and shareholder feedback from prior season
- Determine how much of each crop you will need and when
- If CSA includes multiple farmers, determine who will grow each crop. Sometimes more than one farmer will grow the same crops.
- Let each farmer know what they are responsible for providing throughout the season in a crop offer.

# OUTREACH

Once you know what you will include in each share and how many shares you can sell it is time to find shareholders and volunteers for your CSA. Finding and keeping shareholders is vital to your CSA. You can advertise your CSA in different ways, including putting up fliers and posters, advertising online and in periodicals, attending events and hosting your own informational sessions. Outreach has two steps:

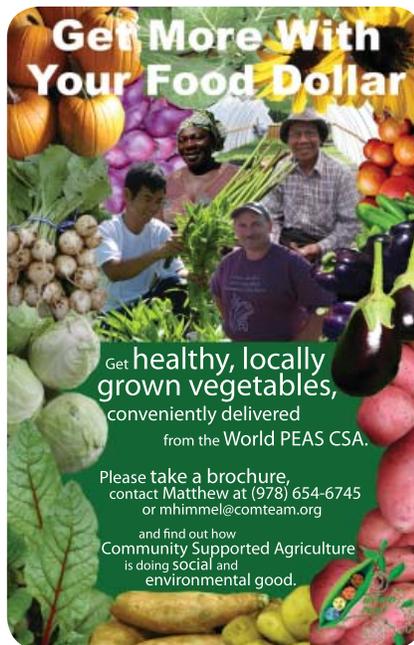
1. Creating outreach materials (posters, flyers, brochures, websites, etc.)
2. Spread the word (events, emails, online communities, etc.)

## Create outreach materials

Putting up posters in highly visible locations is a cheap and easy way to tell a lot of people about your CSA. Making brochures will give you something to hand interested shareholders at events, and may also serve as your registration form. At the back of this guide there is a 2010 World PEAS CSA poster in Appendix I and a brochure in Appendix J.

### Information to include on poster:

- The name of your CSA
- Interesting and appealing pictures of your farm or vegetables
- A brief description of your CSA that will make people want to join
- Information about how to contact your farm or where to get more information, including phone number, email address and or website.



### Information to include in brochure:

- All of the information included on poster (above)
- Details about your farm, including its history and/or mission
- More information about what CSA means
- The price of the shares
- The length of the season
- How much produce is in each share
- What types of vegetables will be included in each share
- Optional registration form with room for name, address, phone, e-mail, pickup location, preferred share size, details for payment, and a check-off box in case they are interested in volunteering or want a workshare
- Contact information for your farm including mailing address, phone number, e-mail and website

## Spreading the word

Word of mouth is the most powerful tool for getting new CSA members. It is important that all your members have a wonderful experience being a part of your CSA. That way they will be motivated to tell their friends, coworkers, and family members to join your CSA.

Marketing is an ongoing process. You will need to continue to spread the word if you are planning to grow your CSA or if it is your first year and you have no members. Working with other organizations in your community is an effective way to let people know you are starting a CSA. You can use their contact lists and share the burden of putting on an event such as a film, potluck, concert, or speaker series. At public events, it is a good idea to share a little bit about yourself such as:

- How long you have lived in the community
- How long you've been farming
- Why you want to start a CSA
- Your farming practices
- The benefits of supporting local farms like yours

## Places to put up posters:

- Cafés and restaurants, particularly ones that serve local or organic food
- Businesses where large numbers of employees may want to join
- Mail rooms of apartment building
- Waiting rooms in hospitals
- Day care centers
- Churches and other places of worship
- Gyms and yoga studios
- Social justice groups
- Agricultural organizations
- Schools & colleges
- Environmental & consumer organizations
- Natural food retailers
- Contact with current CSAs that have waiting lists
- Libraries
- Nutritional counseling centers



You should work with shareholders or other internal contacts to gain access to the inside of apartment buildings and workplaces.

The internet is a growing source of free advertising. Most CSA web sites will add your information to their lists for free. Be sure to create a listing at:

- Local Harvest (<http://www.localharvest.org/>)
- Local agriculture organizations like NOFA
- Your state Department of Agriculture
- 1,000 Radishes (<http://www.1000radishes.com/>)
- Locavore Network (<http://www.locavorenetwork.com/>)
- The Eat Well Guide (<http://www.eatwellguide.org/i.php?pd=Home>)
- The Robyn Van En Center at Wilson College

Host an informational event to tell people in person about your CSA and answer questions. This can be a formal event held at a library or community center or an informal event held at someone's house and can even include a potluck.

Share some of the benefits of participating in a CSA such as:

- Supporting the local economy
- Improving the landscape and protecting open spaces
- Protecting the environment
- Fresh and nutritious food
- Fair prices
- Connecting kids and adults to where their food is grown

Ask people to sign-up and indicate their level of interest in the CSA such:

- Membership
- Volunteering
- Work share

Social networking is another on-line tool you might use to recruit members. If you have never used on-line social networking tools you might want to consider finding a volunteer to help you use these tools:

- Facebook (<http://www.facebook.com/>)
- LinkedIn (<http://www.linkedin.com/>)
- Twitter (<http://twitter.com/>)
- Blogging



You might also consider contacting the media.

- Local newspapers
- Radio programs
- TV stations

Paying for advertising is not recommended since most CSAs have had little success with paid advertisements. Therefore, when you contact the media, you should ask if they would like to do an article on the local farming community, sustainable food, or to highlight a small business owner (you). Make the pitch educational yet make sure you mention your CSA too. Alternatively, you can submit a letter to the editor of the local newspapers in the towns surrounding your farm.

## WORLD PEAS CSA- OUTREACH AND COMMUNITY PARTNERS

The World PEAS Cooperative actively seeks to expand their CSA every year. The coop started with 15 members in 2006 and grew to 218 members in 2009. Like most CSAs, World PEAS uses a number of methods to recruit new members and volunteers. The best source of recruitment has been word of mouth. World PEAS works hard to meet their members' needs by asking them to give feedback through a survey at the end of each season. Incorporate this feedback as quickly as possible to ensure that the CSA retains as many of its members as possible.

The World PEAS Coordinator found that partnering with other organizations to put on events, or asking them if you can hand out fliers or say a few words has reduced their need to organize events on their own. There are two benefits to working with other groups:

1. Your message will reach all of the members on the partner's membership list
2. It reduced the amount of time and money you need to invest to put on your own event.

Community events such as movie screenings, art exhibit openings, church events, and readings can be paired with CSA outreach. By partner with another event or group you will draw more people than a CSA event alone. This is particularly effective when the event you partner with is focusing on food, nutrition, health, or related issues.

## Summary of outreach

- Create outreach material including posters, flyers, brochures and a website.
- These materials should include information about your CSA and farm and how to contact you. A brochure can also include a registration form
- Put up posters, send out emails to groups and clubs, attend events that are related to food and the environment and encourage people to tell their friends.

# SHAREHOLDER MEETINGS

A shareholder meeting one or two weeks before the season starts helps bring everyone together to learn how the CSA will work during the season. It is a good idea to plan what you are going to talk about and to have an informational hand-out. The hand-out can serve as a reference throughout the season and can be e-mailed to people who miss the meeting. Having such a document that clearly states the pickup time and other details about the CSA, you can refer shareholders back to this document if there is confusion during the season. Appendix L at the end of this guide has an example document. If you plan to drop off shares at off-farm locations, you may want to hold a meeting at every distribution location, especially those that will not have anyone staffing them, so that people can see where their shares will be, where to return their empty boxes, etc.



At the shareholder meeting you should discuss the following:

- Explain how paying up-front helps you cover your costs
- Explain what a share is
- Let people know how long the growing season is
- Mention how much food people can expect each week
- Explain what sorts of crops might be available and at what times during the season
- Emphasize the importance of a core group of volunteers to make it all happen
- Where shares will be delivered
- Get to know the property owner at the drop off location
- Provide some information about the farmers or program organizing the CSA

Many CSAs use the shareholder meeting as an opportunity to create community. You may want to organize a potluck or other community building event to go along with the meeting.

## WORLD PEAS CSA- SHAREHOLDER MEETINGS

During shareholder meetings, the World PEAS Coordinator gives a brief Power Point presentation that describes the program, weekly routine, and includes photos of the farms and farmers. This is particularly important at remote pickup locations because some shareholders may never visit the farm. In the past, when World PEAS had few drop-off locations, we often asked a farmer to come to the pre-season meetings to help connect the shareholders to the farmers. The weekly newsletter is also a very important way to connect shareholders to the farm if they do not pick up on site.



## Planning meeting with work shares and volunteers

It is important to communicate expectations to people who will be working with you to organize the CSA. Having a pre-season meeting with work share, volunteer and other workers is a good idea. Before the meeting, email everyone who indicated on their registration form that they want to volunteer or do a workshare, job descriptions for the work to be done. Encourage people to sign-up for positions where they have experience and skills. Be sure to include the following:

- The skills needed for the job
- An estimate of the time needed every week for the job
- Benefits of signing up for the job (if there are any)
- Number of people you need to do this job
- Spaces for people write their names and contact information.

At the meeting let everyone introduce themselves and the position they are signing up for. Clearly articulate that you will be relying heavily on their commitments during the growing season. Go over the duties and responsibilities for each position. Tell people what position you want them to do. Thank them for their help and for being a part of your farm team.

## Summary of shareholder meetings

- Welcome everyone and share information about the farm(s) and the CSA.
- Create a document of the presentation that you can pass out at the meeting and e-mail people who miss the meeting.
- Pass around a sign-up sheet for volunteer positions and work-shares.
- Have a separate meeting work workshare and volunteer shareholders to discuss their role in the CSA

# DISTRIBUTION

Many farms host CSA share pickups on the farm. Other CSA farms deliver shares to off-farm locations. Some farms have both on-farm and delivered shares. Determining where and when you will have your pick-up locations is an important decision.

Things you need to consider when deciding on a pick-up location and time:

- Location - Is the site close to where most of your members live and/or work?
- Time - How early can you have shares delivered to each location? When are most shareholders free to pick up their shares?
- Space to grow - Is there enough space at the pick-up location for your CSA to grow? If you start out with 25 members the first year, but plan on having 100 members in three years, can you still use this location? Is there enough parking and storage for membership growth? Changing pick-up locations is an option, but it might confuse people.
- Exposure - Is the sight protected from rain and sun? Distributing shares without providing adequate shelter for shareholders may reduce their inclination to rejoin the following year. Protection from heat and freezing temperatures is essential to keep the produce in good condition. It is best to find an indoor distribution location, but an outdoor location when the weather is nice works well too. Just be sure to have a back-up location if the weather is bad one day. A collapsible tent, from companies such as EZ Up, can provide protection from both sun and rain. When using a tent, be sure to securely fasten all four legs of tent to stable objects to avoid having them blow away in the wind, potentially injuring people or damaging property.
- Parking - Is there enough parking for members to come and pick-up their shares?

## On-farm or remote pick-up locations:

### On-farm pick-up

On farm pick-up of shares can save time, energy, packaging, money, travel time and more. It also makes it easier for member to perform some farm or distribution work and provides members with a chance to see who grows the food, where, and how, thereby connecting them to the source of their food.

### Remote pick-up

A location away from the farm may be closer to members' homes or offices and therefore expands the marketing area of the CSA beyond the immediate farm community. Remote pickup locations may include a shareholders garage or covered porch, places of worship,

schools, or complimentary retail locations such a bakery. You may decide to remain at your pickup locations to supervise distribution, or to simply drop shares off. Remaining



at the distribution allows farmers to have a farmers' market style distribution, in which produce is laid out on table and shareholders pack their own shares and the farmer is able to talk about the produce with shareholders. This interaction helps the farmer build of a relationship with the shareholders. Alternatively, leaving shares unattended typically requires that shares be pre-boxed on the farm and makes it difficult to resolve confusions during pickup. Dropping shares off saves time otherwise spent staffing the distribution. Having a workshare or volunteer distribution coordinator is a compromise between the staffed and unstaffed distribution.

## Share distribution styles

### Farmers' market style pickup



Farmers' market style distributions have all of the produce laid out for the shareholders to pack their own shares. A central chalk board or signs over each crop indicate how much shareholders should take. The degree of choice varies from having no choice, to having some choice (shareholders may choose between crops such as collard greens and Swiss Chard), to having lots of choice (shareholders are allowed to fill one bag with whichever crops they would like), to having infinite choice (shareholders have credit essentially at a farm store and may show up and purchase as much or as little as they like, using the credit they bought at the beginning of the season). The more choice that is incorporated the more closely farmers need to monitor distribution to be sure that nothing runs out, or instead they must harvest extra crops which are then donated, composted, or incorporated into alternate markets (farmers' markets or wholesale). Planning to harvest during distribution clearly requires that distribution be on or near the farm. Alternatively, the precise quantity of produce is brought and the first shareholders to come to the distribution get the most selection. The last shareholders to come to distribution gets the least variety because they can only select whatever is leftover. It is difficult to please customers who consistantly show up late and may have few items to choose from.

## Pre-pack shares



Pre-boxed shares are another option for distribution. Pre-boxing shares requires considerable time (typically just over 6- 10 minutes per box depending on the size and packing strategy), but it ensures that there is enough produce for each shareholder and may save time in the end by facilitating unattended distributions. Boxing shares tends to be the preferred method for remote distribution, and/or cooperative CSAs, where additional crops cannot be harvested from nearby fields if one is running low.

	<b>Farmers' Market Style</b>	<b>Pre-Pack Style</b>
<b>Pros:</b>	<ul style="list-style-type: none"> <li>• Members choose what they want.</li> <li>• Members waste less food.</li> <li>• More flexibility on quantities.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes remote, unattended pick-ups easier.</li> </ul>
<b>Cons:</b>	<ul style="list-style-type: none"> <li>• Require the ability to refill popular items.</li> <li>• People who arrive later have the least selection.</li> <li>• Need to monitor the drop-off or create a system for members to track what is still available.</li> </ul>	<ul style="list-style-type: none"> <li>• It takes time to pack each share.</li> </ul>

## Summary of distribution

- Keep in mind how far members need to travel to pick-up, delivery time, space to grow your CSA, protection from bad weather, and parking when finding a pick-up location.
- Farm pick-ups offer time, money and energy savings but it may not be easy for people to get to your farm.
- Remote pick-up allows people not in a farming community to consider joining a CSA, but it requires more time and planning for the farmer or CSA Coordinator.
- There are two styles of share distribution: farmers' market style or pre-packed.

## IN SEASON

Once the harvest season begins, it is time to start distributing shares to the shareholders. This can either be done on the farm or at a remote location. Shares may either be boxed or laid out farmers' market style. Any packing area or on-farm distribution area should be protected from the sun & rain.

The day before the scheduled share drop off, the farmer or CSA Coordinator has a number of tasks, which are slightly different depending on whether the CSA includes multiple farms or just one farm.

If there are multiple farmers contributing to the CSA, the day before distributions the CSA coordinator must:

- Call the farmers to find out if they have the crops that they are scheduled to bring. Sometimes, due to weather, pests, or other factors, farmers are unable to deliver the crops on the week that they were assigned.
- Place the order with the outside farm(s) that are providing the crops the member farmers are not growing.
- Finalize the newsletter based on what will be in the share that week.

If the CSA includes just one farm, the day before distributions the farmer must:

- Decide what crops you have available to harvest
- Order any additional crops from other farms
- Finalize the newsletter based on what will be in the share that week.

The Day of distribution, the CSA coordinator or farmer must prepare the produce to be picked up by the shareholders. This process differs slightly if shares are boxed or if they are distributed farmers' market style.



If shares are boxed, the day of distribution the farmer or CSA coordinator must:

- Be sure that all of the produce has been harvested (if CSA has only one farmer) or delivered (if there are multiple farms participating in the CSA). Produce should be stored in a cooler, already washed and bunched or bagged to maintain maximum freshness.

- Pick up any produce from outside farms that don't offer delivery.
- Pack shares with the help of volunteer or paid packers. Either lay out all the boxes and fill them or created a more sophisticated assembly line if you have many boxes to fill
- Put heavy items at the bottom of the box. Perishable, delicate items, like green, should be kept in the cooler as long as possible and packed last, on the top.
- Print or email newsletter after making any last-minute changes
- Load shares into delivery vehicle to be delivered or set out in cool display area if on-farm pickup.

If laid out like a farmers' market style, the day of distribution the farmer or CSA coordinator must:

- Be sure that all of the produce has been harvested (if CSA has only one farmer) or delivered (if there are multiple farms participating in the CSA). Produce should be stored in a cooler, already washed and bunched or bagged to maintain maximum freshness.
- Pick up any produce from outside farms that don't offer delivery.
- Prepare the distribution area by putting out produce and making signs indicating what shareholders should take that week
- Print or email newsletter after making any last-minute changes
- Continue to monitor amounts of vegetables during the distribution and harvest any extras if they are running low



### WORLD PEAS CSA- WEEKLY TASKS IN SEASON

Over the years, World PEAS CSA has created more streamlined systems that work for our model of multi-farmer CSA. Ensuring that each member farmer knows what they are accountable for each week of the season is simply a matter of printing out the crop projections created over the winter. Having a computer and printer at the farm has been helpful for printing crop projections at the farm sites as well as printing newsletters with last-minute edits. Farmers can also verify their payments from World PEAS CSA as well as projected future payments based on the crop projections.

The World PEAS CSA season starts the second week in June. The CSA delivers shares to different sites on Tuesday, Wednesday, and Thursday. On Monday the CSA Coordinator calls all the farmers providing produce for that week's boxes to confirm that what was planned in the crop projections will be delivered. Sometimes crops are not ready due to harvesting problems, crop failures, weather, and other factors. In such an event, the Coordinator checks with the farmer to see if he or she has another similar crop that can be substituted. If he or she does not, then the Coordinator checks with other World PEAS CSA farmers to see if they can provide the missing crop. If none of the World PEAS CSA farmers can fill the gap, the Coordinator then tries to source a similar crop from one of the established farms outside the Coop.

The Coordinator calls the established farms once he has called all of the World PEAS farmers. He then orders any crops that are needed to fill gaps left by World PEAS farmers along with crops that World PEAS farmers do not grow. The World PEAS CSA has a relationship with two nearby farms that allow the CSA to place orders the day before picking up.

On the morning of distribution, the CSA Coordinator picks up crops from the established farms which were ordered the day before. All the World PEAS CSA farmers need to deliver their produce to the cooler by 9 a.m., clean, bunched or bagged, and ready to put into the share boxes. (See the New Entry Post-Harvest Handling Guide for more details.) Hourly or workshare packers arrives around 9 a.m.. In 2009, it took 2 packers per day to pack 75 shares by 1 p.m.

While the shares are being packed, the CSA Coordinator finalizes the newsletter, makes phone calls to farmers, and calls in the order to the outside farm for the following day. The newsletter is printed and put in each box and shares are delivered to all the locations. After the distribution is done the CSA Coordinator will start working on the newsletter for the following day.

## Summary of in season

- The day before distribution the farmer or CSA coordinator must figure out what crops will be in the CSA and prepare the newsletter
- The day of distribution, crops must be harvested, the newsletter must be completed
- Produce may be set out farmers' market style or boxed



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# APPENDIX A: WORK SHARE AGREEMENT

\_\_\_\_\_ 6 Hour Work Share: Workshare volunteers committing a minimum of 6 hours per week on average, over the 18 weeks of the main CSA season will receive a free Small Share. They may have a Large Share by paying the additional \$245. Typically the 6 hours are completed in three hour shifts on 2 days.

\_\_\_\_\_ 9 Hour Work Share: Workshare volunteers committing a minimum of 9 hours per week on average, over the 18 weeks of the main CSA season will receive a free Large Share and a free Extended Season Share. Typically the 9 hours are complete in three hour shifts during 3 days.

\_\_\_\_\_ Workshare volunteers are responsible for assisting the CSA coordinator with share packing, distribution and other CSA operations. Each workshare volunteer will be assigned two or more packing/distribution days per week. Typically packing occurs between the hours of 9 am and 1 pm on Tuesdays, Wednesdays and Thursdays, with specific hours to be determined by the CSA coordinator. The number of hours that a workshare volunteer completes may vary from week to week, and may be less than their average weekly commitment so long as share packing and distribution requirements are met on their assigned day. Conversely, packing shares some weeks may require more than the average weekly commitment, and we ask that workshare volunteers be willing to stay later to be sure that all of the shares are packed on time. Workshare volunteers are responsible for tracking their own hours. If packing shares requires less share packing time than expected, other duties may be assigned, including (but not limited to): assistance with PYO garden management, newsletter preparation and recipe collection, member event planning, CSA fundraising events, and organizing for the annual Fall Harvest festival.

\_\_\_\_\_ Workshare volunteers need to be able to perform hard physical work for 3 to 4 to hour periods of time (bending, standing, climbing stairs, lifting, carrying, pulling, and loading boxes that can weigh up to 60lbs).

\_\_\_\_\_ Workshare volunteers will participate in a variety of tasks, which may include, but are not limited to:

- assembling and arranging waxed boxes;
- carrying large produce boxes out of cooler (up and down stairs);
- packing vegetables into boxes;
- contributing written articles, recipes, proof-reading, and printing weekly newsletters;
- setting up and breaking down distribution area;
- selling extra vegetables to shareholders (making changes, adding purchases, recording sales);
- interacting with shareholders and answering questions;
- maintaining the PYO garden (weeding, watering, dead-heading flowers and herbs, etc.);
- coordinating on-farm distribution;
- maintaining CSA on-farm distribution area (collecting trash, weeding, watering flowers, posting information on bulletin boards, painting/cleaning tables, etc.)
- loading distribution van for remote locations;
- assisting in coordination of CSA shareholder events or activities; and
- other duties as needed

\_\_\_\_\_ At times the weather will be unpleasant for outdoor work. It is essential that workshare volunteers dress appropriately for hot, cold, and wet weather and bring adequate drinking water and snacks for the whole day. CSA shares are prepared and delivered in all weather conditions.

# Appendix B: Customer Survey

## Summary of 2009 World Peas CSA End of Season Survey

This year, 75% of shareholders participated in the CSA for the first time, with the remaining shareholders continuing for either the second, third, or fourth season.<sup>1</sup> The most important reasons why shareholders joined the CSA were to receive high quality produce in season (96%), to support the local food system (92%), to promote a healthy environment (86%), to eat a more nutritious diet (80%), and to receive organically grown produce (69%).<sup>2</sup>

The organic component was important to many shareholders, as 52% of respondents said that they prefer to eat organic produce, but will eat non-organic produce if certain items are not available from organic farms. However, 40% of respondents are more concerned with eating a diversity of fresh and local produce, than with the organic status. Only a small handful of respondents said that they would *only* eat organic produce.<sup>3</sup>

In general, shareholders responded fairly positively to the CSA's price, variety of produce, and length of season. 63% of respondents thought the CSA price was fair, while 28% thought the price was somewhat high<sup>4</sup>. On this note, 27% of respondents agreed or strongly agreed that they would like the option to pay with a payment plan and 29% agreed or strongly agreed that price was a significant factor in deciding to become a CSA member. 82% of respondents agreed or strongly agreed that the variety of produce was sufficient in meeting their weekly needs.<sup>5</sup> 62% of respondents thought the amount of ethnic produce was just right, while 25% thought the amount was too high and would have preferred more familiar crops.<sup>6</sup> 74% of respondents thought that the length of the CSA season was just right, while 20% thought it was too short.<sup>7</sup>

When asked for additional items that they would like to see next year, the most common answers from the 70 respondents who wrote-in responses were herbs at 39% and broccoli at 20%.<sup>8</sup> In addition, when asked what other items they would like to receive, 83% of respondents said they would like local, cage free eggs, 73% said they would like local dairy products, 71% said they would like local fish, 67% said they would like local meats, 62% said they would like fresh bread, and 47% said they would like a weekly flower share.<sup>9</sup>

Of this year's shareholders, 49% responded that they will rejoin next year, while 36% responded that they are not sure and 11% responded that they would not.<sup>10</sup> Several problems were highlighted by shareholders' written responses, which included 23% of individuals responding that the shares were too big, 13% responding that the pick-up time or location was inconvenient, 11% responding that the shares included too many greens or especially perishable items, and 7% responding that the share did not include enough "mainstream" vegetables.

*"I feel badly about all the veggies I threw out because they went bad before I could get to cooking them. It would be better not to receive so many items with short 'shelf lives' all at once."*

This highlighted what seemed to be the most significant complaint: that the shares were too large.

Overall, the full share was too big for 58%<sup>11</sup> of respondents and 65% would prefer a smaller share next

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<sup>1</sup> Question 1

<sup>2</sup> Question 6

<sup>3</sup> Question 7

<sup>4</sup> Question 8

<sup>5</sup> Question 9

<sup>6</sup> Question 10

<sup>7</sup> Question 11

<sup>8</sup> Question 16

<sup>9</sup> Question 17

<sup>10</sup> Question 2

<sup>11</sup> Question 12

year<sup>12</sup>. Of these people, 34% would prefer a 1/2 share, 17% would prefer a 3/4 share, and 14% would prefer a 1/3 share. However, 19% are satisfied with the full share and 9% would prefer a larger share.<sup>12</sup>

Helping to combat this problem was the fact that 58% of respondents split shares with a partner. Furthermore, of those who split a share, 84% viewed it as a positive experience and would do it again, while only 16% thought it was inconvenient and may not do it again.<sup>13</sup>

In regards to vegetable with fruit shares versus just vegetable shares, 58% of respondents prefer a vegetable with fruit share, while 34% prefer a vegetable share.<sup>14</sup> The fruit share was declined largely either because it was too expensive or that people are more selective about the fruit they eat.<sup>15</sup> Within these two groups, the distribution between those who wanted a smaller vegetable share versus those who wanted a full vegetable share was evenly spread. When asked if they would buy a separate fruit share if available, 34% responded that they would while 34% responded that they would not.<sup>16</sup> Of the 29% that responded 'Other', many were undecided while others were concerned with the cost.

In specifically assessing the fruit portion of the share, 49% of respondents thought the quantity was just right, while 47% thought the quantity was too little. Additionally, 68% thought the variety was just right, while 32% thought the variety was too little and 70% thought the cost was just right, while 29% thought the cost was too much.<sup>17</sup>

Additionally, pick-up sites were reviewed positively based both on location and time. The hours of the pick-up sites were very convenient or convenient for 72% of the respondents, and do-able for 20%. The location of pick-up sites was very convenient or convenient for 73%, with 20% categorizing them as do-able. The day of the week for CSA pick-ups were very convenient or convenient for 73%, while 20% categorized them as do-able.<sup>18</sup> However, several respondents requested for pick-up times to be later in the evening, and one respondent requested a non-retail location in Lowell. In addition, there were two requests each for pick-ups both in North Andover and Reading.

When asked whether home or office delivery of the CSA share for a modest fee would be of interest, 56% of respondents were not interested, while 28% were interested.<sup>19</sup> The main concern seemed to be the cost of delivery.

Of respondents who picked-up their share at a retail location, only 15% *ever* purchased additional items from the host store, with the majority of these people making purchases 'occasionally' or only 'once or twice'. However, it is important to note that the choice of 'never' was not included in this question. The above percentage only represents the proportion of respondents who responded in the positive.<sup>20</sup>

Finally, the newsletter, the Pod, received high marks with 99% of respondents deeming that it was helpful to receive the Pod weekly and 95% responding that they opened the email copy of the Pod. While the email copy was almost universally opened, 62% wished to continue to receive a printed copy. However, 89% responded that they would not mind if the newsletter was not actually in the box, as long as it was still available for pick-up.<sup>21</sup> Furthermore, only 19% of respondents were satisfied with the amount of recipes in the current newsletter and 68% would like to have access to additional recipes available on a website. Very few were actually interested in a hardcopy cookbook.<sup>22</sup>

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<sup>12</sup> Question 13

<sup>13</sup> Question 14

<sup>14</sup> Question 15

<sup>15</sup> Question 22

<sup>16</sup> Question 23

<sup>17</sup> Question 24

<sup>18</sup> Question 30

<sup>19</sup> Question 29

<sup>20</sup> Question 27

<sup>21</sup> Question 32

<sup>22</sup> Question 33

## Constant Contact Survey Results

**Survey Name:** CSA 2009 End of Season Survey

**Response Status:** Partial & Completed

**Filter:** None

Oct 20, 2009 10:32:36 AM

### 1. How many years have you been a member of the World PEAS CSA?

	Number of Response(s)	Response Ratio
this is my first year	105	75.0%
2 years	24	17.1%
3 years	5	3.5%
4 years	2	1.4%
<b>Total</b>	140	100%

### 2. Do you plan to rejoin the CSA next year? Please explain the main reason for your answer. If not sure, please explain.

	Number of Response(s)	Response Ratio
yes	68	48.5%
no	16	11.4%
not sure	50	35.7%
<b>Total</b>	140	100%

94 Comment(s)

I enjoyed trying the CSA this year, we split the share with a friend. But too many crops are those which we do not eat quickly enough or do not keep more than a day or two. Some things I understand are easy to grow, but we did not enjoy them, such as ground cherries, garlic chives, red kale.

Great veggies, easy pick-up. I was very pleased with the whole experience.

Wasn't happy with the amount and selection of produce, given the cost.

I live alone, and, even though I split my share, it was still A LOT of food for one person. Also, it came on Tuesdays, and sometimes I wouldn't have time to cook until the weekend, much too long for fresh veggies to wait.

I liked the variety and quality of the produce and absolutely loved my fruit share. I only wish you had fresh eggs available for sale. I was told before I joined that these would be available. It's the one thing I miss about my previous CSA.

Easy way to be sure I get some of MA bounty.

May be considering a farmer's market, but still likely to rejoin.

You guys are one block away, so you win purely by proximity! Also, I was mostly happy with the food.

I love the idea of getting local fresh veggies but I found it very difficult to use all of the non-traditional greens.

My office is probably moving to Burlington, MA. so I'm not sure about the logistics of picking up our shares if this happens. We might be able to pick up in Lowell depending on how convenient it turns out to be.

Love it, love the concept, I was away more than planned this summer and found the share -even split- was more than I could use. Especially the greens were overwhelming.

I'm not sure if I'll be in the area next year.

I want to support local agriculture and help preserve farm land.

I'm only getting a half share for me and my wife, but because of schedule/time constraints, it's been hard to really use all that I do receive. I would like to continue.

I don't feel like I was able to keep up with and use the vegetables. I ended up throwing away a lot of stuff, even splitting the share with someone.

I am going to purchase my weekly produce from the a couple of different farmers markets on different days. I found getting all my produce on one day of the week led to alot not being used. I think buying every couple of days would be more advantageous for me

This was our first time as part of a CSA. We LOVED it. We are definitely going to join one next year, but maybe a different one. Though we enjoyed trying many vegetables we've never had, or heard of. We may want to try something more standard next year. We area also considering trying something closer to home instead of near work.

I may move away before next summer. If still in town, I'll rejoin.

I would probably rejoin if it were possible to buy a half share on my own.

The timing is the biggest issue for me and there are lots of foods that are problematic for us due to allergies. I hope to continue to support local farmers in some way.

The fresh organic produce was wonderful, and I love the idea of supporting new local farmers.

I hate wasting food and would like more control over what and how much I'm getting each week.

Absolutely love all of the produce - but love even more that it is locally grown, and pesticide, etc., free.

All the fresh fruits and produce are just Great! The pick up location for me this year was just a block away; I didn't have to take the car out of the city garage to go get our share

We found that we still had to buy vegetables every week, either because we ran out or because we wanted something that wasn't in the shares. And about 1/3 were items that we ordinarily wouldn't use - in particular lettuce and potatoes.

almost certainly I'll rejoin. After taking the farm tour and attending the Explore Farming session I'm in complete awe of what you do.

We split the CSA and I live in Newton, so hiking over to Tufts at that time in the afternoon was really inconvenient.

I recognize that this was a pretty terrible growing season by most standards, so I'm not holding that against NEFSP by any means. And I really like the idea of supporting local, early-stage farmers, and it was certainly easier than getting to the farmer's market every week! Still, I wouldn't rejoin next year without someone with whom to split the share - even though I was only responsible for eating half the share, there was more waste than I'm generally comfortable with.

While the box of fruit and vegetables was always amazing, we were only able to slow down enough to really utilize it on several weeks. Since so much of it is unusual to us, we really needed to figure out how to use it. When the recipes lined up with everything that was in the box and we had time to cook it all up - it was great. But when the recipes focused only on one or two different ingredients and we didn't really know what to do with the others, sadly it went to waste.

Absolutely. We love the fresh local produce!

We loved having tons of locally grown organic fresh fruit and veggies!

We are still discussing options. Our daughter belongs to a farm share and seemed to get either more or more recognizable veggies. We do like the concept of this one though. We are just undecided at this time.

Cost- It is hard to plan for meals and shop accordingly when the crops are so inconsistent. I often found I had too much of some recipes and too little for other recipes. I plan to seek out Farmer's from the CSA at Farmer's markets next year but the CSA is not an option financially next year.

Terrific produce, Good quantity, Great variety - learned to appreciate many new delicious vegetables such as amaranth, I appreciated the newsletters, info and recipes, and timely updates, Convenient pickup

In addition to just being part of a CSA, I like that the program also has a social cause-empowering immigrant farmers and providing opportunity for them.

It's a 20-minute drive to Andover to pick up; I'd like something closer.

I can only use a half-share so rejoining depends on finding a partner.

I may decide to go to the Lowell Farmer's Market instead to pick up my weekly vegetables, this way, I can get exactly what I want or need. Not sure yet, though, we may rejoin the CSA.

I love supporting local agriculture, getting fresh produce and trying new veggies for a very reasonable price.

too many veggies foreign to me and sometimes I didn't use some of the veggies and they were wasted

Most likely, we will rejoin

I like supporting CSA and the ultra fresh veggies.

The location of the pickup poses a problem--parking at the Lowell site. But we really love everything else about this CSA--the variety, the recipes, your newsletters--so we will probably stay.

I enjoyed the high quality surprise produce!

we love it.

We loved the variety (especially of Asian origin), and appreciated the pick-up location in Medford. The vegetables were always very beautiful and fresh.

Surfeit of greens possibly caused a kidney stone in my husband

I would have to find someone to share with as my family is changing in size and I can't eat all of it!

We love the fresh vegetables and variety!

Since school has started back up, the commute to the Dracut site has become really long and congested. Love the quality, variety and quantity... but the time in the car is a killer.

I like planning my meals and always having fresh veggies to eat. It is also very convenient.

I love the fresh veggies and the convenience and the idea that it is all local farmers.

At least, I certainly hope so.

I was away quite a bit, so it didn't work that well for me. Lots of greens my family didn't prefer, so more waste than I would have liked.

Enjoyed what I received each week, but not sure I want to do it again. Many weeks, I did not fully utilize my share.

Thoroughly enjoyed the fresh vegetables!

love the fresh veggies!

convenience & cost

I would like to find a CSA closer to my home on the South Shore so I don't have to carry it home from work on the train.

A few things come into play...my financial situation is less stable; I didn't always use all the food - which felt particularly wasteful; it was difficult sometimes to coordinate picking up food as my schedule and that of my share partner changed...still the food was wonderful, so I may do it again.

I loved getting all the fresh local vegetables while supporting such a worthwhile program.

Tuesdays are just too hard but I have truly enjoyed the experience.

First of all, we loved the CSA. Our biggest complaint would be that occasionally some produce was not very high quality -- I remember some very black basil as well as some sad greens here and there. That said, it was 100 times better than the super market, and much more fun!

The quality of produce was not always great. We've received some rotten produce. We still really liked the rest, though.

Some years I do better than others--I had a hard time keeping up with the veggies this year.

Possibly moving out of the area. A good experience and wonderful produce. This year (2009) was a challenge for the farmers.

It will depend on what our current share partners plan to do.

Reliable fresh vegetables from good source.

Too pricey for the small quantity.

The surfeit of greens might have contributed to my husband's development of a kidney stone. If we could share with someone who would take the greens while we took other things, we'd do it

I think next year we might go with a friend's instead. They get fresh eggs, and a slightly larger selection of veggies. We may also look into ones that drop off at our house. Sorry!

very satisfied with quality, quantity and variety

Depends on finding people to split share with.

The food has been fantastic and we've especially enjoyed learning about vegetables that are new to us.

I may be moving out of the area.

Loved the veggies, fruits and recipes and the convenience of pick up locations but miss the farm experience where kids can pick their own fruits & veggies.

The Thursday distribution didn't work well for our family. We like to take long weekends as much as possible in the summer, so we had to leave later than we wanted to in order to get our share or give up our share. Also, my own garden was quite productive this year, so often I would give certain veggies to others I split the share with.

Probably but I feel badly about all the veggies I threw out because they went bad before I could get to cooking them. It would be better not to receive so many items with short "shelf lives" all at once.

Unhappy with the amount of fruit in our fruit share, and we had more veggies than we really needed.

Great mix of veggies and fruits this year and it's great to support local farmers.

I loved getting fresh vegetables every week and watching my box grow as the season went on. I loved trying vegetables I had never heard of before and found the recipes really helpful. I really enjoyed being involved in the grower community.

I love the idea and think it would be better if it was 2X week pickup to keep things fresher.. The freshness was lacking in the fruits, there were a few times that the day I received my raspberries they were all moldy :(

1. We are a two person family. The shares were too big for us. Would prefer convenient half shares.

2. To be honest, while we appreciated trying new things this year, I would look for more "mainstream" veggies.

we're moving.

Only if I can share with other people

i like the concept.. helping the farmers out is the key reason and other is the local veggies.

I thought that the shares would include more of the typical foods grown locally would be what we would be getting in our shares. I enjoyed things like the pea tendrils, bok choy, but have no interest in sweet potato vine water spinach things like kale and such are more of the winter vegetables I also found myself going to the local farmers market to augment our share.

I would like to continue to support the farmers and the program and I love having fresh vegetables.

We have really enjoyed all the fresh produce! The pick your own herb garden was great too. There were lots of veggies that we had never tried before and the variety was really fun to work with.

We love our CSA

The season seems short--started late, ending early. Amount of produce was too varied.

We enjoy the vegetables (and fruit)!

wonderful veggies, very convenient pick up. Fruit option is a huge plus!

We will definitely do a CSA but may look for one with a higher portion of mainstream veggies

**3. In a typical week, how many households received vegetables from your CSA share**

	Number of Response(s)	Response Ratio
1	54	38.5%
2	60	42.8%
3	19	13.5%
4	4	2.8%
<b>Total</b>	140	100%

**4. In a typical week, how many adults received vegetables from your CSA share?**

	Number of Response(s)	Response Ratio
1	1	<1%
2	46	32.8%
3	17	12.1%
4	58	41.4%
5	15	10.7%
<b>Total</b>	140	100%

**5. In a typical week, how many children received vegetables from your CSA share?**

	Number of Response(s)	Response Ratio
1	31	22.1%
2	29	20.7%
3	8	5.7%
4	5	3.5%
5	2	1.4%
<b>Total</b>	140	100%

**6. How important to you are each of the following reasons for being a member of the World Peas CSA?**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Very Important	Somewhat Important	Not Very Important
To help eat a more nutritious diet	107	21	5
	80%	16%	4%
To receive high quality produce in season	128	6	0

	96%	4%	0%
To receive organically grown produce	93	36	5
	69%	27%	4%
To support the local food system	121	11	0
	92%	8%	0%
To support beginning, immigrant and refugee farmers	80	51	3
	60%	38%	2%
To promote a healthy environment	115	16	3
	86%	12%	2%
As a convenient way to get produce	53	55	26
	40%	41%	19%
As an inexpensive way to get fresh produce	45	65	24
	34%	49%	18%
As a social or community experience	39	63	32
	29%	47%	24%
To explore new/unfamiliar vegetables	41	73	20
	31%	54%	15%

**7. We would like to understand how important organic produce is to you. Currently about 70% of the World PEAS CSA vegetables are grown by program farmers using organic methods, but are not certified organic. Some of the produce we buy in from other farms is certified organic, but others (particularly crops like corn and apples) are raised using integrated pest management. Please select the following that best describes how committed you are to eating organic produce:**

	Number of Response(s)	Response Ratio
I am more concerned with eating a diversity of fresh and local produce, than with the organic status	57	40.7%
I would prefer to eat only organic (certified or otherwise) produce, but I will eat non-organic produce, if certain items are not available from organic farms	73	52.1%
I wish only to eat organic (certified or otherwise) produce even if it costs more and reduces the variety in my share	7	5.0%
<b>Total</b>	<b>140</b>	<b>100%</b>

**8. The price of the World PEAS CSA was**

	Number of Response(s)	Response Ratio
a bargain	4	2.8%
fair	88	62.8%
somewhat high	39	27.8%
much too high	3	2.1%
<b>Total</b>	140	100%

**9. Please rate your level of agreement with the following statements**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Strongly Agree		Neither Agree Nor Disagree		Strongly Disagree
Price was an important factor in my decision to become a CSA member	4	34	67	18	10
	3%	26%	50%	14%	8%
I would like the option to pay with a payment plan	16	23	60	22	12
	12%	17%	45%	17%	9%
The variety of produce provided weekly was adequate for my needs	55	55	7	14	3
	41%	41%	5%	10%	2%

**10. The quantity of "ethnic crops" (such as long beans, bitter melon, sweet potato greens, amaranth, etc.) was**

	Number of Response(s)	Response Ratio
not enough, I would like more ethnic crops	12	8.5%
just right, not too many but enough	87	62.1%
too many, I would prefer more familiar vegetables and fewer ethnic crops	35	25.0%
<b>Total</b>	140	100%

**11. The length of the CSA season (18 weeks, mid June to mid October) is**

	Number of Response(s)	Response Ratio
too short	28	20.0%
just right	104	74.2%
too long	2	1.4%
<b>Total</b>	140	100%

**12. We are trying to gauge how large shares should be based on whether households split a share or not. Please select the following that is most true for you**

	Number of Response(s)	Response Ratio
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I split a share with one or more partners and my portion of the share did not include enough for my weekly produce needs	16	11.4%
I split a share with one or more partners and my portion of the share was just right	50	35.7%
I split a share with one or more partners and my portion of the share was too large	14	10.0%
I did not split my share with anyone and the share did not include enough for my weekly produce needs	7	5.0%
I did not split my share with anyone and the share was just right	26	18.5%
I did not split my share with anyone and the share was too large	17	12.1%
<b>Total</b>	<b>140</b>	<b>100%</b>

**13. Based on the current full share sizes, how much of a full share (excluding fruit) would you like to receive in your share? (for example, if you split a share with one other household, and it was the perfect amount you would answer "1/2 of a current full share")**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
1/3 of the current full share size (excluding fruit)	20	14.2%
1/2 of the current full share size (excluding fruit)	47	33.5%
3/4 of the current full share size (excluding fruit)	24	17.1%
the current full share size is just right for me without splitting with anyone else	27	19.2%
1 and 1/4 of the current full share size (excluding fruit)	8	5.7%
1 and 1/2 of the current full share size (excluding fruit)	5	3.5%
<b>Total</b>	<b>140</b>	<b>100%</b>

**14. If you split a share with one or more partners, what was your experience?**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
I did not split my share with anyone	43	30.7%
splitting a share worked well and I'd do it again	68	48.5%
splitting a share was somewhat of a hassle and I'm not sure I'd do it again	13	9.2%
splitting a share was difficult and I would not do it again	0	0.0%

**Total** | 140 | 100%

**15. Which of the following share options would be the most appealing to you?**

	Number of Response(s)	Response Ratio
the Vegetable share (no fruit) that was offered this season (\$550)	29	20.7%
the Vegetable share with Fruit that was offered this season (\$710)	38	27.1%
a smaller Vegetable share (no fruit), than was offered this season (\$250-\$325)	20	14.2%
a smaller Vegetable share with Fruit, than was offered this season (\$300-\$400)	44	31.4%
Other	11	7.8%
<b>Total</b>	<b>140</b>	<b>100%</b>

**16. What additional locally-grown vegetables or herbs that were NOT provided this season would you like to receive in your share?**

- 70 Response(s)
- Celeriac mesclun torpedo onions More fennel
  - more herbs-mint, thyme, etc
  - Parsley, cauliflower, red pepper, broccoli, eggpln
  - more tomatoes, peppers, squash, etc - less leafy
  - sugar snap peas
  - brussel sprouts, asparagus, peas
  - parsnips
  - cauliflour, other kinds of beans, more broccoli
  - celery, broccoli rabe
  - pumpkin, cherries
  - more arugula, more chard
  - Not sure!
  - Sweet potatoes
  - broccoli, thyme, cauliflower
  - broccoli, green beans, dark green leafy FOR SALAD
  - more herbs! I would like fresh herbs every week!
  - parsley, thyme, rosemary, sage, etc. more herbs.
  - broccoli, cauliflower, mushrooms?, sprouts
  - I would like more fruit.
  - Broccoli
  - More broccoli
  - Did we get herbs? Broccoli, more spinach
  - mint, parsley, sweet potatoes
  - broccoli
  - No nappa cabbage this year, more herbs.
  - parsley, broccoli
  - cilantro

---

broccoli, orange carrot, cauliflower, sweet potato

---

common carrots & cucumbers; no yellow carrots

---

more Asian dandelion greens

---

I would love to have received more herbs.

---

tomatillos

---

Chives

---

parsnips, sweet potatoes,

---

peas, any ethnic I really enjoyed the "new foods"

---

more hot peppers

---

more winter squash!

---

sweet potato

---

cucumbers, brussel sprouts,

---

parsley, more herbs in general,

---

None

---

not sure

---

tomatillos, dill, rosemary, thai basil

---

more of: onion & garlic

---

Is there any way to get asparagus?

---

More cucumbers, beans

---

more herbs

---

more herbs and lettuce overall

---

More herbs, cherries, sweet potatoes, quinces

---

asparagus

---

More carrots, more watermelons

---

more fresh herbs

---

more arugula, basil, peas, green beans

---

mint, parsley, oregano or thyme

---

edamame, asparagus

---

carrots, yellow & orange peppers

---

more tomatoes

---

snap peas, sweet potatoes, more zucchini & spinach

---

asparagus

---

not sure

---

broccoli

---

wish ground cherries were in more veg. shares

---

not sure

---

cant think of any

---

more seasonal less ethnic vegetables

---

more basil!

---

Edamame soy beans

---

rosemary

---

Dill,

---

More herbs in general

---

Thyme, oregano, rosemary, more herbs

---

Broccoli, dill

---

**17. Would you be interested in any of the following additional items to purchase through the World PEAS CSA?**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Yes	
	Interested	Not Interested
Local dairy products	81	30
	73%	27%
Baked desserts (brownies, pies, cookies, etc.)	21	73
	22%	78%
Baked breakfast items (muffins, scones, etc.)	19	73
	21%	79%
Fresh bread	64	39
	62%	38%
Local, cage free eggs	99	20
	83%	17%
Local meats (chicken, pork, beef)	72	35
	67%	33%
Local fish (community supported fishery)	73	30
	71%	29%
Weekly flower share	47	53
	47%	53%
Other (please write in the field below)	7	32
	18%	82%

**23 Comment(s)**

I am very interested in cage free chickens and grass-fed beef and lamb. I am especially interested in eggs. I was able to get them from a previous CSA, and miss them.

Milk, butter, cheese, yoghurt based on grass/hay-fed cows is the best and healthiest. Chicken and eggs-- truly free-range, and not "USDA free range": only requirement is access to the outside, but not outside. Beef- local, grass-fed and not corn-finished is healthiest. Fishery sounds like a good idea.

Would love 6 eggs a week. Milk and meat sounds good but with Jesse's back yard being the delivery spot, might not be so sanitary to leave those products sitting around a back yard in summer.

Option to purchase additional fruit or certain specific vegetable items might be helpful. Sometimes there's a lot of things I don't end up using, and very little of things I love.

Honey

More honey

I like more control over what and how much I buy.

I answered #15 based on 2 assumptions: that we would not split this smaller share, and that the share contained a higher proportion of vegetables we could actually use. Thank you for the wonderfully fresh vegetables. Unfortunately we found we bought about 1/2 of our produce elsewhere, to get more green beans and tomatoes and other vegetables that we look forward to in summer and we didn't get from the CSA. So for us this ends up more like a donation to support local farms than a purchase.

more herbs!

We're vegans.

preserves, pickles, jams, sauces, any other locally produced food using primarily organic inputs

It would be important to make additional items easy to pick up without lots of preplanning. Prepaying is a good option for those that pickup for multiple families.

Beans (dried): kidney, black, garbanzo, etc.

All depends. It's pretty tricky to take my 1/2 share on public transportation now.

More variety of herbs in the PYO or an "herb" share.

any cheeses with the dairy?

It would be interesting to try to order certain additional items for a fee - for example: I have never seen/eaten 'ground cherries' before, but would love to have been able to order more of them with my share. It would be great to order fresh fish or meat when I'm expecting guests, etc.

We already have a meat CSA, which is why I put "yes interested"

Again, loved the variety, newsletter and recipes.

Beef wouldn't interest me.

Honey and maple syrup

wish we could hare ways to cook our food..too often i'd cook my greens and didn't eat them all and they'd go to waste. and i was sharing them. the other food didnt require immediate cooking..it lasted longer in refid.

I would be concerned about the logistics of dairy, fish, or anything else that needs to be refrigerated in the summer heat.

**18. Please indicate how often you would like to receive the following crops during the CSA season**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Never	Only once or twice in the season	Once in a while	Frequently	Every week (while in season)
amaranth	23	40	39	17	5
	19%	32%	31%	14%	4%
baby salad greens	1	4	16	53	53
	1%	3%	13%	42%	42%
arugula	6	12	29	43	34
	5%	10%	23%	35%	27%
baby bok choy, tatsoi, pak choy	5	17	34	48	23
	4%	13%	27%	38%	18%
spey cabbage	18	37	40	19	5
	15%	31%	34%	16%	4%
basil	4	8	30	51	33
	3%	6%	24%	40%	26%
bitter melon	47	42	25	10	0
	38%	34%	20%	8%	0%
peas and green beans	0	4	22	52	49
	0%	3%	17%	41%	39%
long beans	8	23	41	34	18
	6%	19%	33%	27%	15%
beets	9	17	31	44	26
	7%	13%	24%	35%	20%

**19. Please indicate how often you would like to receive the following crops during the CSA season**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Never	Only once or twice in season	Once in a while	Frequently	Every week (while in season)
chinese broccoli	8	21	47	32	17
	6%	17%	38%	26%	14%
cabbage	9	23	64	19	12
	7%	18%	50%	15%	9%
carrots	1	0	20	62	44
	1%	0%	16%	49%	35%
swiss chard	5	10	43	46	22
	4%	8%	34%	37%	17%
ground cherries	11	28	32	31	23
	9%	22%	26%	25%	18%
cilantro	10	15	29	38	33
	8%	12%	23%	30%	26%
collard greens	14	13	57	27	16
	11%	10%	45%	21%	13%
corn	0	8	12	52	54
	0%	6%	10%	41%	43%
Asian cucumbers (in addition to your traditional slicing cucumbers)	5	13	47	41	20
	4%	10%	37%	33%	16%
slicing cucumbers (in addition to Asian cucumbers)	0	4	32	54	36
	0%	3%	25%	43%	29%

**20. Please indicate how often you would like to receive the following crops during the CSA season**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Never	Only once or twice in the season	Once in a while	Frequently	Every week (while in season)
eggplant	6	10	43	41	27
	5%	8%	34%	32%	21%
garlic chives	7	21	49	33	17
	6%	17%	39%	26%	13%
bulb onions (spring onions and storage onions)	4	5	23	54	41
	3%	4%	18%	43%	32%
green onions, chives and leeks	3	9	29	54	32
	2%	7%	23%	43%	25%
kale	9	17	44	36	21
	7%	13%	35%	28%	17%
lettuce	4	2	16	45	60
	3%	2%	13%	35%	47%
sweet peppers	0	3	22	53	49
	0%	2%	17%	42%	39%
hot peppers	14	24	45	26	18
	11%	19%	35%	20%	14%

potatoes	1	2	31	40	52
	1%	2%	25%	32%	41%

**21. Please indicate how often you would like to receive the following crops during the CSA season**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Never	Once or twice in the season	Once in a while	Frequently	Every week (while in season)
radishes	4	19	46	46	11
	3%	15%	37%	37%	9%
acorn, butternut, spaghetti and other winter squash	1	4	24	49	49
	1%	3%	19%	39%	39%
zucchini, patty pan, cousa and yellow summer squash	3	4	17	57	46
	2%	3%	13%	45%	36%
sweet potato greens	17	35	39	26	9
	13%	28%	31%	21%	7%
water spinach	8	29	40	34	15
	6%	23%	32%	27%	12%
turnips	5	32	51	27	12
	4%	25%	40%	21%	9%
tomatoes (slicing and heirloom)	0	1	6	28	92
	0%	1%	5%	22%	72%
cherry tomatoes	0	3	7	38	78
	0%	2%	6%	30%	62%
cilantro	11	12	32	29	40
	9%	10%	26%	23%	32%

**19 Comment(s)**

i would prefer to never get amaranth again. from what i have heard it is a weed that no one really eats.

Frequency of large, green and leafy vegetables can cause storage issues, especially if we leave for a few days and get into a back-log situation.

Even my husband who will eat rotten tofu soup from China, doesn't like bitter melon. I think that needs to be left out. In general, I am excited to try new Asian greens, but think one or two a week maximum...I will have two small children next summer and would love more child-friendly veggies - and familiar veggies like broccoli that I don't have to work so hard to figure out how to make on a busy weeknight. Thanks! Fresh shell beans would be great, and edamame.

I couldnt keep up with all the big greens, they took up too much space in the fridge and went moldy. Things like carrots potatoes radishes bitter melon that kept better were easier to deal with and easier to make a meal out of. A small amount of a vegetable is easier to deal with than a small amount of a random green that needs cooking. Btw those ground cherries were amazing!

The quantities of some of the herbs, especially, was too much to deal with at once. We couldn't use some, like the garlic chives, fast enough before they went bad. We would have preferred them to come in smaller amounts but perhaps more frequently.

not so much on the scallions

The mustard greens (pretty sure we got them a couple of times) were FABULOUS! I'm a fan of watercress, too.

Tried the bitter melon, but it was a "no". :-)

In general, I thought the distribution/frequency of vegetables was great. I didn't need green leaf lettuce every week (that consistently went bad)... and I'm not a huge fan of beans. But that's just me! Overall, I have no complaints. I shudder to think that I need to start looking at Shaw's again soon!

The tomatoes would normally be great all the time, but we grow our own, so it felt redundant to take more...I usually gave them to my share partner, but wish I had at least tasted them.

Loved: all squashes (summer and winter), ground cherries, long beans. Frequencies given above take usefulness into consideration (i.e. onions are a frequent necessity), but many of the "once in a while" vegetables were amazing. Also, the kale was exceptionally high quality. We had trouble getting through all the chives and potatoes.

Frequency with which I would like to get certain produce depends on its quantity in each distribution. For example, I would have liked to have corn each week, but if it comes as 6 ears each time, every week would be way too often.

this list reflects things my husband should not eat bec of his kidney stone. Wondering whether the large amount of greens in the first shares was unusual and due to large amount of rain and cold.

(Forgot to include broccoli on the previous page), pea shoots - while in season

It would be great to include storage instructions about the veggies. I had a problem with keeping them fresh for a few days : some wilted & some got moldy. I was never sure what to do with them if I wasn't using them right away.

There was way too much lettuce in the shares. We composted it almost every time. Unless we ate salad and sandwiches with lettuce literally every day, we couldn't have finished it. If it had been romaine, we could have stir fried or braised it or made lettuce soup but those things can't be done with the kind of lettuce in the shares.

you asked about cilantro twice.....

I wish we could get the Harukei turnips every week! they are the best! but i don't really care so much about the larger turnips.

We seemed to get a lot of greens, which are desirable, but this made it harder to use these up in time before they went bad and before our next delivery. Would have preferred more herbs.

**22. Did you purchase the additional fruit option to accompany your vegetable share (Vegetable Share with Fruit). If not, why not?**

	Number of Response(s)	Response Ratio
I bought a Vegetable Share with Fruit	77	55.0%
I did not buy the fruit option because I am more selective about the fruit I eat	18	12.8%
I did not buy the fruit option because the fruit was too expensive	22	15.7%
I did not buy the fruit option because I don't eat fruit	2	1.4%
I did not buy the fruit option because I had gotten the fruit share in the past and had been dissapointed	6	4.2%
<b>Total</b>	140	100%

**23. If a seperate Fruit Share is available next year, do you plan to purchase one?**

	Number of Response(s)	Response Ratio
Yes	47	33.5%

No	47	33.5%
Other	29	20.7%
<b>Total</b>	<b>140</b>	<b>100%</b>

probably not, but other people's looked good

depending on cost

probably

not sure

maybe...depends on economics

I am not purchasing next year

possibly but it depends on cost

Maybe, depends on price.

maybe

Probably, assuming it would be a little better next year

Probably

unsure

Still thinking

maybe

don't know

Have not yet decided

maybe

That might work better for me, but I'm not sure.

Don't know

I'd prefer to purchase Veg+Fruit share

maybe

Like to combine both fruit & vegs.

maybe

depends on price b/c i don't want it go to waste

Not sure - I never saw the fruit so couldn't assess

undecided

maybe, i don't eat fruit but wife and son do, so we only need a small share.

**24. If you purchased Fruit with your share (Vegetable Share with Fruit), please rate the fruit component of the share. If you purchased a Vegetable only share (no fruit) please skip to question 24.**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Too little	Just right	Too much
Quantity of Fruit	37	38	3
	47%	49%	4%
Variety of Fruit	24	51	0
	32%	68%	0%
Cost of the Fruit Share (\$160 extra, under \$9/ wk)	1	51	21
	1%	70%	29%

**25. If you would like to receive fruit in your share next season, please indicate how often you would like each of the following. If you are not interested in fruit (cost aside), please skip to the next question.**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Never	Once or twice in the season	Once in a while	Frequently	Every week (when in season)
rhubarb	8	27	35	11	14
	8%	28%	37%	12%	15%
watermelon	1	13	30	28	23
ground cherries	9	17	23	25	20
	10%	18%	24%	27%	21%
peaches, plums and nectarines	0	1	7	28	58
	0%	1%	7%	30%	62%
blueberries	0	1	2	26	65
	0%	1%	2%	28%	69%
raspberries	1	1	7	21	64
	1%	1%	7%	22%	68%
apples	0	1	13	29	51
	0%	1%	14%	31%	54%
honey and/or jams	6	12	37	22	16
	6%	13%	40%	24%	17%
	3%	12%	33%	28%	24%

#### 11 Comment(s)

Portable fruits are good for packing with lunches and taking on trips with the kids.

My only complaint is that sometimes we got stuff that was overripe, esp. blueberries. They were completely soft and squishy, not fresh and turgid off the bush.

strawberries. Berries were good and though they dont last long there were so little it wasnt an issue! All the fruit was good.

I loved all the fruit but the ground cherries. Maybe the delicate berries should be packaged in boxes with lids, though- they tended to fall out and get squished.

I loved the fruit share. Above I said the quantity was "just right." I meant that it was just right for the price. I would love to have more fruit.

How about strawberries too!

Careful packing is needed with the raspberries since they are so delicate.

We lost our fruit share once because someone else took it. Don't know how that can be avoided but that would be an improvement.

The ground cherries are interesting, but because I'm sensitive to some nightshades, I couldn't eat a lot of them.

I assume the cider would only be in Sept/Oct.

#### 26. Where did you pick up your share?

	Number of Response(s)	Response Ratio
Richardson's Farm Site- Dracut	21	15.0%
C'est- Lowell	10	7.1%
Market Street Market- Lowell	11	7.8%
East Boston	13	9.2%
Tufts Chinatown	17	12.1%
Tufts Medford	21	15.0%
Concord Prime and Fish	7	5.0%
Winchester	5	3.5%
Andover	20	14.2%

<b>Total</b>	140	100%
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**27. If you picked up your share at a retail location, how often did you purchase additional items from the host store? (left out the never column)**

	Number of Response(s)	Response Ratio
I did not pick up my share at one of the retail store location	60	42.8%
once or twice	6	4.2%
occasionally	8	5.7%
often	3	2.1%
weekly	4	2.8%
<b>Total</b>	140	100%

**28. If you have a suggestion for another location instead of or in addition to those currently offered (which could be a town, a specific retail store, church, school or other location) please let us know in the space below**

- 18 Response(s)
- anything open later? couldnt always get there by 6
  - Avid Technology, Tewksbury
  - Lexington -- perhaps the unitarian church?
  - Carlisle Center - First Religious Society
  - newton
  - Wilmington Town Hall
  - Reading
  - Reading?
  - Westford Farmers Market on Tues. evenings
  - Hingham, MA
  - Tufts Chinatown is a perfect location for me.
  - Tyngsboro or Nashua
  - North Andover
  - North Andover
  - Non-retail location in Lowell
  - Richardson's is great
  - i might think of one later
  - Cambridge

**29. Would you be interested in delivery of your CSA share to your home or office for a modest fee?**

	Number of Response(s)	Response Ratio
yes	39	27.8%
no	78	55.7%
<b>Total</b>	140	100%

- but the location was not an issue for me - would possibly consider a small fee but its not a big deal
- Maybe but I find it hard to be there at a regular time so maybe not
- The shares get heavy in the late summer!
- It would greatly depend on how modest the fee.
- Wednesdays are problematic for me almost anytime.
- Depends how much the fee was.

Having a central pick-up spot is more sustainable, not to mention more convenient for those dropping off the shares. I would guess that a large portion of the CSA shareholders are interested in being as sustainable as possible, given the focus on local agriculture and minimizing the distance from farm to table.

I would like a delivery but we're spread out enough already with 3 kids...

This would be a nice option. There were weeks it was a bit difficult to coordinate pickup.

Maybe - but group pickup location seems better for the environment

Depends upon the modesty of the fee. :)

It's a gift to have it come as it does...and for Trisha to host it.

But home would be a lot better and I cannot see that being a modest fee....

**IBM in Littleton**

I would be happy to help arrange this. 1,500 employees at the IBM-Littleton site with another 1,000 down the road in IBM-Westford.

My addy: [Diane.Weir@comcast.net](mailto:Diane.Weir@comcast.net)

We live in Boxford and shared with someone quite far from us. Ideally we would share with someone nearby so that we could divide produce better. As it was, when we had only one item i.e. eggplant or melon, we left it for the other shareholders. We generally were the first to pick up our share every week.

That might be easier to plan...there were times when getting to the pick-up location was difficult.

I like to bring my children to the farm to see where the food comes from and to buy milk and ice cream. We love picking the flowers and basil.

It would add cost and I did not find it inconvenient to pick up. Location was good.

It would depend on how flexible the delivery arrangements would be as my schedule is not always the same.

Depends on what "modest" is

It would depend on the fee, but this is an interesting option.

maybe. only if there was not a closer pickup location than this year

Possibly, if the fee was truly modest.

not as long as there are enuf reading folks to split the driving. it worked out great last 2 yesar.

we love going to the farm to pick up our share, and to pick herbs and flowers

### 30. Please rate the following characteristics of the CSA distribution in terms of convenience

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Very convenient		Do-able		Quite inconvenient
Hours	54	34	24	7	3
	44%	28%	20%	6%	2%
Location	65	25	25	5	3
	53%	20%	20%	4%	2%
Day of the week	55	34	21	6	7

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Yes	No	Maybe/Somewhat	N/A
Did you visit the farms on a scheduled farm tour during 2009?	15	110	0	1
	12%	87%	0%	1%
If you rejoin in 2010, are you interested in visiting the farms?	55	13	53	5
	44%	10%	42%	4%
Did you use/contribute to the World PEAS facebook page?	12	110	1	3
	10%	87%	1%	2%

	16%	78%	4%	2%
Are you interested in canning/preservation workshops?	45	56	24	1
	36%	44%	19%	1%
Are you interested in food and agriculture related movies?	38	55	32	1
	30%	44%	25%	1%
Did you attend the Fall harvest Festival September 27th?	4	120	0	2
	3%	95%	0%	2%

### 32. Please answer the following questions about the weekly newsletter, the Pod

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Yes	No
Was it helpful to receive the POD newsletter each week	125	1
	99%	1%
Did you open the electronic copy of POD sent by email?	120	6
	95%	5%
Would you like to continue to receive a printed copy of the POD?	77	47
	62%	38%
Would you mind if print copies of POD were available but not in box?	14	108
	11%	89%

### 33. Would you find it helpful to have extra recipes in addition to those in the newsletter, and if so, how would you like to access them?

	Number of Response(s)	Response Ratio
The recipes in the newsletter were sufficient	27	19.2%
I would like additional recipes in the form of a hard copy cookbook	15	10.7%
I would like additional recipes accessible on a website	95	67.8%
<b>Total</b>	140	100%

### 34. Please select any or all of the following volunteer opportunities that you would be interested in. If you are interested in volunteering, please leave your email address in comments field.

	Number of Response(s)	Response Ratio
Harvest produce at the farms	27	19.2%
Help with distribution	10	7.1%
Organize a social event	11	7.8%
Help advertise the World PEAS CSA in your community	24	17.1%
Help with the newsletter	14	10.0%

Organize other volunteers	3	2.1%
Other	5	3.5%
<b>Total</b>	<b>140</b>	<b>100%</b>

22 Comment(s)

anything necessary

help creating shorter surveys ;-)

Help with a cookbook

not sure

see below

jacseamit@yahoo.com

marcplante05@gmail.com. I have limited free-time, but I can leave placards / literature around Middleton.

Maybe- I am not looking for anotehr volunteer activity at this time but have you tried Boston Cares for one time or ongiong events? Btw I would have loved to come to the harvest fair thing but there were so many other fall fairs that weekend already. Ie Portsmouth and NEw Bedford Maritime Festivals among others. The weekday evening events were too early to get there from Boston. Can you host movies or an info event intown at the Tufts Chinatown location? I'd come to an event intown.

morton\_ewbankc@hotmail.com

I vwould love to volunteer doing some actual harvesting at the farms! My email is amandafinizio@gmail.com.

Even though we might not join next summer (due to the mix of vegetables plus being out of town fairly often) I would recommend this to others in Carlisle if there is a pickup point in town. npierce@pobox.com

I'm happy to help in whatever way I can, but I don't have a great deal of free time during the week. Nevertheless, feel free to contact me: catherine.boleyn@gmail.com

drhudick@comcast.net

Hard to commit because of small kids, but interested

megpeace13@yahoo.com

SPMills4@aol.com

Just a comment about the newsletter. I would prefer to know the vegetables earlier, even if it meant getting just a tentative list. That would allow me time to plan recipes. As it is now, I only have a few hours notice, so I don't usually have a use planned on pickup day.

I don't have additional time, as I do other volunteer activities, but I'm willing to send electronic information to people I know, and to tell them about the quality of the food - which I already do.

I'd be happy to help out: batholmes@yahoo.com (Julia Findon)

jen@jenandneil.com

ginnypacker@gmail.com

I already spread the word as best I can--to my newsletter list, neighbors, health club acquaintences, etc.

signeporteshawver@gmail.com

grant writing.i can help with this or fundraising.love the organization and in particular Matt's organizing is so efficient.

Could send in recipes for the website.

I'm never sure about our availability, but we like to help out.sfbrian@yahoo.com

duke\_guthrie@yahoo.com

**35. If we were to offer a work-share (where you commit for a specific number of hours per week to help with the CSA in exchange for a reduced share price), please explain a desireable arrangement (i.e. number of hours per week, compensation, any other comments). Also, if you are interested in a the work-share opportunity, please include your email.**

24 Response(s)

not interested

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Location might be an issue for me because I am in EAsT Boston but I really like this idea. I would be willing to commit 5 hours per week to this - since distance is an issue perhaps it could be compiled into a monthly volunteer schedule?

---

No I dont think I could make it. Other feedback:Re recipes- I'd have preferred basic info on what it is/how to cook it etc especially for the vegs we had trouble ID'ing.

The newsletter was mostly useful as a checklist for dividing our share.

The amounts of each were usually so different from what the recipes required it wasnt as helpful as basic cooking info would have been. I can google for fancy recipes, but want immediate info on the basic prep method for consumption.

Have members send in recipes, preferably simple ones!

Why arespecialty crops "ethnic" Everything is ethnic somewhere.

Enjoyed the things not easily found at the corner supermarket. Wasnt thrilled with the lettuce, every store carries organic lettuce. Loved the beets turnips fancy carrots and potatoes!!! and heirloom tomatoes. Ground cherries were a HUGE hit with everyone!

Can you get in touch with the chefs' project through Evan at Black Trumpet restaurant in Portsmouth NH they are working to try to s

---

I would love to do something like this! I could see committing to working 2 hours a week in exchange for about %50 off my share. (If I were able to buy a half share for about \$300 dollars.) amandafinizio@gmail.com

---

I would love to have this option next summer! I could probably contribute about 5 hours per week, though I'm not sure what a fair reduced share price would be. PaintedFlute@gmail.com

---

I would be interested but it would have to be convenient to get to. My commute each day is 60 miles and I am loath to take on extra driving.

---

Again, happy to help in whatever way I can. If the days helping with the CSA are full days, it would have to be over a weekend for me to be able to participate. In terms of compensation or reduced share price, I should think I'd be able to provide perhaps \$100 or \$200 worth of help over a season. catherine.boleyn@gmail.com

---

With 3 children it would be difficult to find a time to make it but we would definitely like to try. During school summer vacation would certainly be easier but once school started any committments might have to be re-arranged.Perhaps a man-hour option would help somehow once school started? Personally, I would like to bring my entire family to work whenever possible but again, that would be tricky once school started.

--Stan.sdancem@aol.com

---

If I could commit to roughly 7 - 10 hours per week, how much would that reduce the price of the share? gerda.mosca@verizon.net

---

Not interested. I work full time.

---

four-six/ eight-ten hours a week? I would like to explore this further to see what it could mean and what would be fair.rhwhitney@earthlink.net

---

I don't really know what my work schedule will be next season, so I can't quite judge what would be workable right now, but I would potentially be interested.Email: emily.kuross@tufts.edu

depending on my summer schedule, I am somewhat interested in a work-share. It would need to be closer to the summer to be able to ake a decision.

artha Rzepala

epicanso@hotmail.com

---

Thanks for offering but we will be moving out of the area this winter. A wonderful experience and introduction to new/tasty vegs. The newsletter was helpful in the food prep of those vegs. that we were not familiar with. Recommend a web site to turn to each week when new crops are delivered.

Keep up the great experience with new vegs.

---

Yes, I would be interested. I would be able to commit 2-4 hours per week.

---

Sorry, it's not really an option for me at this time, otherwise I would love to do it.

---

2 hours per week

jamesierrabarrera@yahoo.es

---

Maybe someday. I'd love to have more time to participate, but very unpredictable schedule right now.

---

signeporteshawver@gmail.com

I would happily work 4 hours a week, but would sign up for the work-share no matter the time committment.

---

---

at this point i work full time and can't do work-share but i know many others who might really like this option - and join as a result.  
feel free to contact me about volunteering options i selected.  
thanks so much for a great organization and arrangement. [jodyavtges@gmail.com](mailto:jodyavtges@gmail.com)

---

Sorry, it's a great idea in principle but I don't have the time.

---

I would be able to assist during the weekends, early mornings, any duty is fine. During the week it might be a little difficult unless I get my transfer to an office closer to home (fingers crossed). As for compensation -- a reduce in share price would be sweet(like the ground cherries -- never had them before, so yummy).  
Thank you World PEAS and NESFP for a great summer of healthy fresh vegetables!  
[sokley\\_our@msn.com](mailto:sokley_our@msn.com)

---

yes, we would love to do a work share. especially if we could bring Nolan. we would like to have him get to spend some time on the farm and learn about farming as he grows up. for us, we would be happy to do a few hours a couple of times a week and/or alternating one day per weekend (totaling ~8). realistically, i guess it would be best if only one of us needed to be there so that sometimes the other could watch our son.

as for compensation, i really have no idea. maybe a half priced share or something?the only other thing is vacations. most people are probably going to need to have at least one full week off over the course of the summer.[sfbrian@yahoo.com](mailto:sfbrian@yahoo.com)

---

possibly interested -- 3 hours. [duke\\_guthrie@yahoo.com](mailto:duke_guthrie@yahoo.com)

---

# APPENDIX C: NEWSLETTER



**The Pod** CSA newsletter  
World Peas Cooperative, Lowell, MA

August 18, 2009

Announcements: UTEC's fresh roots program (a participating grower in the World Peas CSA) will be hosting a 'local dinner' on Friday the 28th from 6-8 at their center (34 Hurd St. Lowell, MA 01850). Ingredients will be grown by UTEC, other World PEAS farmers as well as other local sources. The menu includes Maine lobster, Vermont raised seared chicken breast, white peach cobbler, and homemade ginger ice cream. Tickets are limited and cost \$45/person or \$320/table of eight. For more information and to reserve tickets contact Derek at [dmitcheil@utec-lowell.org](mailto:dmitcheil@utec-lowell.org) or 978.804.6989. Come support local farmers and local youth while also enjoying a 4 course gourmet meal in Lowell.

## In your share:

- komatsuna
- kale
- lettuce
- green beans
- summer squash (few, small)
- slicing cucumbers
- green onions
- white sweet corn
- green peppers
- cherry tomatoes
- slicing tomatoes
- ground cherries

## Fruit shares:

- blueberries
- blackberries

## Notes From the Field:

This week is one of the warmest weeks we've had this summer. Finally! As farmers though, we must start thinking forward about our management plans for the fall. Already, farmers are beginning to consolidate their crops and planting the last of the late summer and early fall cover crops. It is important to plant cover crops early enough to allow them to get established. These cover crops will be tilled into the soil next spring and contribute organic matter, nitrogen and other trace nutrients necessary to productive soils in organic systems. It may seem like summer just arrived, but time flies when you're a New England farmer.

## Farmer Profile: Oen Oung

Oen Oung grew up in Phnom Penh where he attended University and studied education. After graduation, he taught algebra and geometry to high school students for ten years. While Oen's immediate family did not farm commercially in Cambodia, his cousin keeps a fruit farm of Mangosteen, jack fruit, custard apple, orange, and papaya. Oen's farm dream began about 20 years ago when he learned about aquaculture in high school. With his interest in agriculture sparked, Oen enrolled in a school near the Bassac river, where he attended a six-month aquaculture program.

Shortly after arriving in the U.S. in 2004, Oen worked on a farm in Ohio for six months, growing flowers in a greenhouse. After moving to the

Northeast, Oen enrolled in Entry's Farm Business Planning class, from which he graduated in 2007. Since this time, Oen has been farming at Smith Farm, one of New Entry's incubator farms in Dracut MA. Oen and New Entry staff are currently organizing his transition to an independent farm site next season.

Oen says that his biggest challenge is dealing with the variations in New England weather. "Last year, it was hot, cold, hot, cold... and at first it rained too much." Oen says he also needs to scout for insects and be aware of the deer who inevitably visit his plot. With experience comes knowledge, and Oen is learning how to deal with the variable factors of New England farming.

In addition to farming, Oen works in an assembly plant making tables for offices and electronics, but he would eventually like to farm full time. He is thinking about moving to Georgia and looking for a farm "where it is warm all the time". And this is not simply an idle dream. Oen has an uncle and cousin who live in Georgia and Oen hopes to pass along some of his knowledge and passion for farming to them.

As a third year farmer, Oen has become a top producer for the New Entry CSA. This season Oen is growing a number of Asian and traditional New England crops on his one-half acre plot, including bush beans, broccoli, cabbage, carrots, leeks, heirloom tomatoes, amaranth, long bean, Chinese broccoli, and mustard greens.



Oen harvests water spinach growing under a trellis supporting a polyculture of tomatoes and long beans. Photo by Fedrigo.

# NEWSLETTER CONTINUED

## Komatsuna mushroom noodle soup

From *di-wineanddine.blogspot.com*

1 T. canola oil  
2-4 green onion  
6 garlic cloves, minced  
4 T. ginger, minced (frozen or fresh)  
6 c. water  
3-4 t. reduced stock/bouillon  
1 c. small dried mushrooms  
2 T. mirin  
2 T. rice vinegar  
2 T. soy sauce  
1 lb. Komatsuna  
8 oz. rice noodles (fettucine width)  
1/4 c. almonds, ground  
4 T. miso paste  
1 T. sesame oil

In a large soup pot, saute green onions in canola oil for a minute or two. Add the garlic and ginger. When they start to stick to the bottom, add water and stock. Add mushrooms, mirin, rice vinegar, and soy sauce. Chop and add the komatsuna stems, then chop the komatsuna leaves and add. This will give the stems a little bit more time to cook. Wait until the komatsuna looks fully cooked, then add the rice noodles and cook until they are soft. Then, remove from heat and add the ground almonds, miso paste, and sesame oil. The ground almonds add some creaminess to the soup. Dissolving the miso paste can be difficult. It may help to remove a cup or two of the soup liquid to mix with the miso. The sesame oil gives the soup nice sparkling orange oil bubbles floating on top.

## Namul or Namuru

From *justbento.com*

About 2 cups or so of cooked komatsuna (or other greens)  
1 1/2 Tbs. dark sesame oil  
1/2 tsp. sea salt, or to taste  
1 large garlic clove  
1 Tbs. toasted sesame seeds  
Optional: pinch of sugar  
Optional: chili oil (*ra-yu*)

You can use one kind of green leafy vegetable (such as beet or turnip greens!) or mix several together. Wash the leaves well to get rid of any grit and so on. If the leaves have stalky parts, cut them off and slice thinly. Cut the leaves up if necessary.

Bring a pot of water to boil. Put stems in first to allow additional time to soften. Boil for about 2-3 minutes, then put in the rest of leaves. Boil for about 2 minutes or just until the leaves are limp, but not turning into mush! (For tender baby spinach leaves for instance you only need to boil them about 30 seconds.)

Drain well Return to the pot and add cold water, to refresh and cool them. Drain again and squeeze out the moisture well.

Grate the garlic clove on a fine grater, or smash it to a pulp with a knife, or pass it through a garlic press. Mix with the salt and oil. Mix into the well drained and squeezed out greens very well - your hands are the best tools for this. Mix in the sesame seeds. Taste, and adjust the seasoning: if it's not salty enough, add a little salt; if the greens are bit too bitter for you, add a little bit of sugar. If you want it spicy, add a few drops of chili oil. You can make this ahead and store it in the refrigerator for up to a couple of days, though no longer - think of it as a salad.

**World PEAS Coop**  
9 Central Street  
Suite 402

Lowell, Mass. 01852  
(978)654-6745

Check out our website  
and blog: [www.nesfp.org](http://www.nesfp.org)

**Jennifer Hashley**  
Project Director

**Hugh Joseph**  
Project Developer

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TA Coordinator

**Don Couture**  
Farm Manager

**Kimberley Fitch**  
Finance and Program Co-  
ordinator

**Matthew Himmel**  
CSA Coordinator

## Crop information: Ground cherries

Ground cherries, also known as husk cherries and cape gooseberries, are members of the nightshade family (which also includes tomatoes, eggplants, peppers and potatoes), which more closely resembles tomatillos and Chinese lanterns. While there are some dessert recipes using ground cherries, they can simply be added to salads or eaten on their own. Just remove the husk and enjoy.

## Crop information: Komatsuna

Also called Japanese mustard spinach, Komatsuna is a mild leafy green vegetable native to Japan. Leaves, shoots, and stalks can all be enjoyed sautéed, braised, fresh and raw, in soups, and stir-fried. Komatsuna resembles collards and can be used in place of most leafy greens and especially tatsoi.







# APPENDIX E: CROP BIDDING

World PEAS Cooperative

People Enhancing Agricultural Sustainability

## Crop Bidding Requirements

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Number of acres you plan to grow on in 2009: \_\_\_\_\_

Phone 1: \_\_\_\_\_

Email: \_\_\_\_\_

Phone 2: \_\_\_\_\_ Home  
address: \_\_\_\_\_

Farmer's Bid Matrix Value: \_\_\_\_\_ (this is roughly the total crop value that farmers can expect to receive in their crop offer)

We would also like to gather income information for the 2009 season while it is still fresh in your memory. This information will help New Entry gauge the effectiveness of our programming and report any successes to our funders. Supplying this information is not required, and will only be used in such a way that protects your identity.

How much money did you make in each of these markets this year?

World PEAS CSA      Farmers' Market/Flea Market      Wholesale      Other

\_\_\_\_\_

In order to participate in World Peas Cooperative CSA crop bidding process, one must observe the following:

1. Growers must meet all New Entry sustainable/organic farming requirements and practices.
2. Prior to the start of the growing season, growers must have a crop planning meeting with the NESFP Technical Assistance Coordinator (McKenzie) and have a well prepared and realistic crop plan.
3. Growers must have guaranteed land for farming during 2010 farming season.
4. **Bids must be completed and submitted by December 7th.** We intend to return crop offers by January 4th.
5. Growers must notify the CSA Coordinator (Matthew) as soon as possible if circumstances make it impossible for them to provide their committed crops.
6. Growers are responsible for purchasing necessary materials for crop packaging, including rubber bands, bags and pint containers. Growers are encouraged to order these materials at the same time that they order their seeds.

9 Central Street, Suite 402, Lowell, MA 01852

Phone: 978-654-6745 Fax: 866-306-3941

# CROP BIDDING CONTINUED

## World PEAS Cooperative

People Enhancing Agricultural Sustainability

7. Growers should follow all food safety and post-harvest handling guidelines to promote clean, healthy food to the coop.

### Crop Bidding Instructions

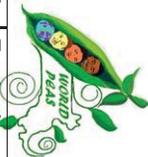
1. **Select crops you want to grow and how often you want to harvest them.** Please indicate which crops you would like to grow for the 2009 World PEAS CSA by circling the approximate number of days during the season you would like to harvest and supply that crop. Some crops, like bitter melon, are offered only three times in the season, while other crops, such as lettuce, are offered much more frequently.
2. **Circle the quantity you want to grow for each harvest.** Then, circle the approximate quantity you would like to supply *on each of the days* that you bring that crop. For example if you want to supply 50 bunches of mustard greens, 3 times during the season (a total of 150 bunches) circle 3 and 50.
3. **Decide which crops are your first choices.** Next, decide whether each crop is amongst your first or second choices. You can have several first choice crops, however, the total value of all of your 1st choice selections should not exceed your bid matrix value, which is printed above. Since we cannot guarantee that you will get all of your first choices, you should also select some 2<sup>nd</sup> choice crops.
4. **Leave the other lines blank.** Do not circle anything for crops that you do not wish to grow. Doing so will lessen the likelihood that we will know which crops are your top choices.
5. **Calculate the total value for all of your first choice crops.** Once you have calculated the total for each of your first choice crops, calculate the value of all of your first choice crops together and write this number in the space provided on page 5. This number should not greatly exceed your bid matrix value.
6. **Write down notes about scheduling.** Describe any scheduling factors that you would like considered. These may be weekly considerations, such as, "I can deliver any crops on Wednesdays", or seasonal considerations such as, "I only want to grow lettuce in the summer, since I plan to plant it in the same bed as my spring spinach crop." Keep in mind that crops must be delivered the night before or by 9 am on the day specified.

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# CROP BIDDING CONTINUED

World PEAS Cooperative  
People Enhancing Agricultural Sustainability



Crop	How many days from June to Dec do you want to sell crop to CSA?	How much quantity do you want to sell on each day you sell this crop to CSA?	Unit	Price	This crop is a 1st or 2nd choice (select one)	Total value of crops (# wks * amt/wk * price)
Carrots	1 9 18 other	25 50 100 other	bun (1 lb)	\$1.72	1st 2nd	\$
Turnips, Hakurei (w/ greens)	1 3 9 other	25 50 100 other	bun (0.75-1lb)	\$1.80	1st 2nd	\$
Turnips, Purple Top/Rutabaga	1 2 3 other	25 50 100 other	each (~3 lb)	\$1.60	1st 2nd	\$
Sweet Potatoes	1 2 3 other	25 50 100 other	lb	\$1.60	1st 2nd	\$
Potato, New	1 3 6 other	25 50 200 other	lb	\$2.06	1st 2nd	\$
Potato, Fingerling	1 2 3 other	25 50 150 other	lb	\$2.94	1st 2nd	\$
Potato, Irish	1 9 18 other	25 50 100 other	lb	\$0.80	1st 2nd	\$
Parsnips	1 2 3 other	25 50 100 other	lb	\$2.33	1st 2nd	\$
Garlic	1 3 6 other	50 100 200 other	head	\$0.60	1st 2nd	\$
Garlic Scapes	1 2 3 other	25 50 100 other	bun (10 stems)	\$2.00	1st 2nd	\$
Green Onions	1 8 12 other	25 50 100 other	bun (.25lb)	\$1.27	1st 2nd	\$
Leeks	1 3 9 other	25 50 200 other	piece	\$0.79	1st 2nd	\$
Onions, Storage	1 8 12 other	25 50 100 other	lb	\$1.32	1st 2nd	\$
Onions, Spring	1 3 9 other	25 50 100 other	3/4 lb	\$2.00	1st 2nd	\$
Broccoli	1 8 12 other	25 50 100 other	bag (1lb.)	\$2.12	1st 2nd	\$
Brussels sprouts	1 2 3 other	25 50 100 other	stem	\$2.20	1st 2nd	\$
Cabbage	1 3 9 other	25 50 100 other	head (~1.5lb)	\$1.80	1st 2nd	\$
Sweet Corn	1 2 6 other	25 50 100 other	ears	\$0.40	1st 2nd	\$
Eggplant, Classic & fancy	3 9 18 other	25 50 100 other	1 lb	\$1.59	1st 2nd	\$
Fennel	1 3 6 other	25 50 100 other	head	\$2.00	1st 2nd	\$
Hot Pepper	1 3 9 other	25 50 100 other	bag of 5 (35/lb)	\$0.24	1st 2nd	\$
Kohlrabi	1 3 6 other	25 50 100 other	lb (~2)	\$1.60	1st 2nd	\$
Pepper, Green	3 9 18 other	50 150 300 other	each	\$0.68	1st 2nd	\$
Pepper, Red	1 3 9 other	50 150 300 other	each	\$0.68	1st 2nd	\$
Radishes	1 2 3 other	25 50 100 other	bun (.5lb)	\$1.08	1st 2nd	\$
Tomatillos	1 2 3 other	25 50 100 other	qt	\$2.55	1st 2nd	\$
Tomatoes, Cherry	9 18 27 other	25 50 100 other	pint	\$2.60	1st 2nd	\$
Tomatoes, Heirloom	5 9 other	25 50 100 other	lb	\$3.20	1st 2nd	\$
Tomatoes, Slicing	5 9 18 other	25 50 100 other	lb	\$2.80	1st 2nd	\$

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# APPENDIX F: BID MATRIX

Yrs. In Farmers Program	Quantity	Quality	Communication	Coop. Involvement	Base Starting Point	Multiplied by Factors	Assesd Fair Bid Value	Amount given	% Over Assessed Bid Value	Prior Year Coop Sales	Max Reasonable Bid based on Land Base
Farmer 1	1.1	0.8	1.1	0.9	\$4,190	3.833	3,833	4,095	7%	\$625	\$10,153
Farmer 2	1.2	1	1.1	0.9	\$4,190	5,227	3,105	3,506	13%	\$1,279	\$3,105
Farmer 3	0.7	1	1	1.00	\$4,190	2,933	2,933	4,200	43%		\$3,719
Farmer 4	0.7	1	1	1.00	\$4,190	2,933	352	352	0%		\$352
Farmer 5	0.7	1	1	1.00	\$4,190	2,933	2,933	2,993	2%		\$4,361
Farmer 6								4,496			
Farmer 7	0.7	1	1	1.05	\$4,190	3,080	3,080	3,560	16%		\$3,976
Farmer 8	0.7	1	1	1.00	\$4,190	2,933	2,060	2,098	2%		\$2,060
Farmer 9	0.7	1	1	1.10	\$4,190	3,234	3,234	5,164	60%		\$9,958
Farmer 10	0.7	1	1	1.00	\$4,190	2,933	2,395	2,454	2%		\$2,395
Farmer 11	0.7	1	1	1.00	\$4,190	2,933	1,991	1,055	-47%		\$1,991
Farmer 12	1.4	1	1.2	1.16	\$4,190	8,150	8,150	8,212	1%	\$5,034	\$19,316
Farmer 13	1.2	0.7	0.9	1	\$4,190	3,168	3,168	3,513	11%	\$4,547	\$12,670
Farmer 14	1.1	1	1	1.00	\$4,190	4,610	4,610	5,091	10%	\$2,968	\$15,432
Farmer 15	1.2	1	1.2	1.05	\$4,190	6,336	6,336	6,989	10%	\$1,628	\$18,007
Farmer 16	1.2	1	1.2	1.05	\$4,190	6,336	6,336	6,878	9%	\$1,229	\$21,048
Farmer 17	1.1	1	0.9	1	\$4,190	4,149	4,149	4,571	10%	\$3,083	\$30,830
Farmer 18	1.4	1	1.2	1.05	\$4,190	7,392	7,392	7,985	8%	\$3,422	\$16,436
Farmer 19	1.3	0.9	0.8	1.10	\$4,190	3,892	3,892	5,225	34%	\$4,661	\$7,546
Farmer 20	1.4	1	1.2	1.05	\$4,190	5,914	5,914	6,222	5%	\$1,281	\$8,547
Farmer 21	1.1	1	1	1.05	\$4,190	4,840	4,840	6,871	42%		\$6,943
Farmer 22	0.7	1	1	1.00	\$4,190	2,933	2,933	2,190	-25%		
						WPC farmers	83,635	97,721	17%		
							22,000	12,305	-44%		
							105,635	110,026			

Verrill Based on financial projections we hope to purchase 20% of produce from Verrill at Wholesale and mark-

Total above assuming 200 shares veg shares at \$550, apiece with 20 % of from Verrill

**Years in program:** Multiply by the factor corresponding to the number of years grower has participated in the World PEAS Coop including the current

.7 = First year

1.1 = One year of history

1.2 = Two years of history

1.3 = Three years of history

1.4 = Four years of history

**Production Level**

.5 = Beginner/Unknown

1 = Intermediate

1.2 = Advanced

**Prior Year Results:**

**Quantity**

.7 = Did not provide adequate volume 50% of the time (or more) with two weeks notice

.8 = Did not provide adequate volume 30%- 50% of the time with two weeks notice

.9 = Did not provide adequate produce up to 30% of the time with two weeks notice

# APPENDIX G: CROP OFFER

Crop	Size/Grower	2010 retail price	WPC whole sale (post commi)	Unit	Quant							Value				
					Prd 1	22-Jun	23-Jun	24-Jun	29-Jun	30-Jun	1-Jul	6-Jul	Prd 1	Prd 1		
<b>Total</b>	Farmer 6												\$,792			
Kale	Farmer 6	\$2.50	\$1.80	bun (0.5lb)									0			
Collard Greens	Farmer 6	\$2.50	\$1.80	bun (0.5lb)									0			
Chard, Swiss	Farmer 6	2.25	1.80	bun (0.5lb)									0			
Lettuce	Farmer 6	1.25	1.00	heads (2 if small)									0			
Arugula	Farmer 6	3.50	2.80	bag/bunch (0.5 lbs)									225	\$630		75
Baby salad greens	Farmer 6	3.50	2.80	bag (0.5 lbs)									0			
Squash, Summer	Farmer 6	\$0.90	\$0.76	each (0.6 lb)									0			
Garlic	Farmer 6	0.75	0.60	head									0			
Garlic Scapes	Farmer 6	2.50	2.00	bun (10 stems)									0		75	
Leeks	Farmer 6	\$1.25	\$0.79	piece									0			83
Onions, Spring	Farmer 6	\$2.50	\$2.00	3/4 lb (1 large-6sm)									0			
Kohlrabi	Farmer 6	\$2.00	\$1.60	lb (roughly 2 tennis ball sized)									0			
Radishes	Farmer 6	\$1.75	\$1.08	bun (.5lb ?)									150	\$162		
Celeriac	Farmer 6	\$2.50	\$2.28	each (1 lb ?)									0			

# APPENDIX H: COOP AGREEMENT



## World PEAS Cooperative 2010 Marketing Agreement



Name: \_\_\_\_\_

Address: \_\_\_\_\_ Apt. \_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Work Phone: \_\_\_\_\_ E-Mail: \_\_\_\_\_

### 1. Member Commitment

I, \_\_\_\_\_, hereby accept membership in the World Peas Cooperative (hereinafter called the "Coop"). I agree to participate in the Coop in accordance with its by-laws, rules and regulations, this marketing agreement, and any amendments made to this agreement by the Coop. I also agree to a one-time, non-refundable membership payment of \$150 to retain membership in the Coop and participate in its marketing activities.

### 2. Production of Crops

Grower Initials: \_\_\_\_\_

I agree to grow and deliver the produce listed in the attached Production Estimate and CSA Commitment Sheet. These estimates may include:

- a) Quantities of specific crops listed in bunches, heads, or pounds,
- b) Harvest dates when delivery of these crops is expected,
- c) A set price for each crop to be sold through the Coop (per bunch, pound or other unit)

### 3. Growing Practices and Food Safety

Grower Initials: \_\_\_\_\_

I agree to abide by New Entry rules and regulations regarding growing practices as well as good hygienic practices. All produce sold to Coop must be naturally grown, without the use of synthetic pesticides or fertilizers. I agree to follow all safety guidelines and follow instructions on the label for the use of the organic pesticides allowed by New Entry. The marketing coordinator reserves the right to refuse any produce that he/she feels may have been exposed to synthetic pesticide, fertilizer or other chemicals.

### 4. Coop Commission on Sales

Grower Initials: \_\_\_\_\_

I agree to have the Coop charge a commission of roughly 20% on all crops sold through the CSA.

- a) The Coop has maintained 2009 CSA post-commission prices for growers, but has changed some retail prices, therefore changing the commission on some crops.
- b) Commission on items sold at farmers' markets or to restaurants or wholesalers may vary, and will be clearly communicated to growers in advance.
- c) In all cases, the commission will be deducted from payments made to farmers for produce delivered to the Coop.
- d) The price that growers will receive will be clearly communicated on crop projections, reference sheets and upon request.

### 5. Pricing

Grower Initials: \_\_\_\_\_

I accept the Coop prices as listed below and on my crop offer.

# APPENDIX I: POSTER



**Join**  
the **World PEAS CSA**  
Make your food dollars go far:  
spend them close to home.

A Community Supported Agriculture share with the World PEAS Coop offers fresh, delicious produce, sustains local agriculture, and helps train and support a new generation of multicultural, beginning farmers.

Take a brochure, visit [nesfp.org](http://nesfp.org), or call (978) 654-6745 to learn more.

New Entry  
**Sustainable Farming**  
Project



# APPENDIX J: BROCHURE

## Payment information

Make checks payable to:  
 Community Teamwork Inc., World PEAS CSA  
 9 Central St., Suite 402  
 Lowell, MA 01852

\_\_\_ Large Share.....\$695  
 \_\_\_ Small Share.....\$450  
 \_\_\_ Extended Season Share.....\$120  
 \_\_\_ Support a share for a low-income family  
 (for deductible, any amount welcome).....\$\_\_\_\_\_

\_\_\_ I have enclosed a check made payable for  
 the full amount I owe, .....\$\_\_\_\_\_

\_\_\_ (or) I have enclosed my nonrefundable  
 deposit of \$100, balance due March 15.  
 My remaining balance is.....\$\_\_\_\_\_

(We kindly ask that those who are able, pay in full  
 up-front. This money is loaned to farmers to help pay  
 for seeds and other pre-season expenses.)

\_\_\_ I am interested in learning about work  
 share and volunteer opportunities, or in  
 coordinating a distribution site where I live  
 or work.

The World PEAS CSA is a program of the New Entry  
 Sustainable Farming Project, sponsored by  
 Community Teamwork, Inc. and Tufts University's  
 Friedman School. New Entry provides multi-cultural,  
 beginning farmers with business trainings, access to  
 land and farm equipment, organic production training  
 and materials, marketing assistance, and continued  
 guidance to start and sustain their farm businesses.

[www.nefp.org](http://www.nefp.org) New Entry  
 978-544-6743  
[nefp@tufts.edu](mailto:nefp@tufts.edu) **Sustainable Farming**  
 Project

This material is based upon work supported by USDA/NIFA  
 under Award Number 2007-49200-03088.

## We are harvesting...

Spring	Summer	Autumn
asparagus	apples and pears	
baby salad greens and arugula	baby bok choy and lolai	
basil	green beans	
broccoli	long beans	
broccoli	beans	
broccoli	blueberries	
broccoli	broccoli	
broccoli	cabbage	
broccoli	carrots	
broccoli	corn	
broccoli	cilantro	
broccoli	lettuce	
broccoli	green onions	
broccoli	storage onions	
broccoli	peas and pea tendrils	
broccoli	peaches and nectarines	
broccoli	peppers	
broccoli	plum	
broccoli	Irish and fingerling potatoes	
broccoli	sweet potato greens	
broccoli	sweet potatoes	
broccoli	radishes	
broccoli	raspberries	
broccoli	spinach	
broccoli	strawberries and rhubarb	
broccoli	black cherries and tamarillo	
broccoli	cherry tomatoes	
broccoli	tomatoes	
broccoli	turkeys	
broccoli	winter squash and pumpkins	
broccoli	zucchini and other summer squash	

# Share

in the harvest...



## Join the World PEAS CSA

Community Supported  
 Agriculture (CSA) connects  
 conscientious consumers  
 seeking high quality,  
 sustainably grown food  
 with the farmers who  
 produce it. CSA members  
 receive produce fresh from the farm while  
 supporting the local farmers in their community.



Photograph courtesy of L. Walker, a Peaspin Project Board member.

# APPENDIX L: PRE-SEASON HANDOUT PG 1

World PEAS CSA  
Pre-Season Meeting 2009

**Please mark these events on your calendar:**

**July 14, Movie: The Real Dirt on Farmer John.** Tentative location: Lowell National Park Visitor Center (246 Market St., Lowell, MA, 01852) during the evening after CSA pickups.. Co-hosted by the Lowell Film Collaborative. View Trailor at [www.apple.com/trailers/independent/therealdirtonfarmerjohn/](http://www.apple.com/trailers/independent/therealdirtonfarmerjohn/)

**August 6, Farm Tour: Tour of New Entry's four Dracut farm sites.** Time TBA

**September 10, Canning Workshop:** learn how to dehydrate, freeze and can tomatoes, tomato sauce and salsa.  
Time TBA

**September 27, Harvest Festival:** 8th Annual End of Season Harvest Celebration - food, music, hayrides, games, and more! Time TBA

**Daily Operations**

**Pickup Times-** Shareholders should arrive at their chosen pickup location for the season, during the designated pickup window (details for each location below). Shares that are not picked up at the end of distribution will be donated to a food pantry. Some of the retail locations may, be able to store shares to be picked up the following morning, however shares may not be refrigerated and this will obviously compromise the freshness of the produce.

**If you are unable to pickup your share,** you may have a friend pick up your share on your behalf. If you have someone pick up your share, they should check off your name on the list when picking up your share. Alternatively, if you would like to have your share donated to a food pantry in your absence, just send me an email a day or two in advance.

**Box Color and Contents-** Vegetable Shares will be packed in bushel boxes with RED printing, while Vegetable Shares With Fruit will be packed into bushel and a ninth boxes with GREEN writing. There are no names on the boxes and each share is equivalent aside from whether the share contains fruit or not.

**Returning CSA box-** Don't forget to bring back the box from the prior week. The boxes that your shares are packed in are waxed and cannot be recycled, but if properly used they will last several years. We will charge \$5 for each unreturned box after two weeks. If you prefer to bring your own reusable bags, you may leave the box at the distribution site each week. This is strongly advised for those who must carry their share long distances or on public transportation. When unfolding your box, make sure that you are only folding along perforated/ pre-folded lines, and never tear box.

**Sign-in Sheet-** Please check your name off of the sign in sheet when you pick up your share. This will help us keep track of who has picked up their share, to see if anyone is consistently forgetting their share. In some cases, it may be possible to call folks that have not picked up their share at the end of the distribution.

**Splitting Shares-** Share partners should make pickup arrangements with one another to have one partner pick up the share or to meet at the distribution. Please do not leave half shares for your share partner, as someone else may mistakenly take it. Site coordinators are not responsible for holding half shares for share partners.

**Swap box-** Site permitting, we will have a swap box. Feel free to leave items that you don't think you will eat in this box or swap with another items in the swap box.

**Newsletter-** Check the newsletter (paper copy in your box, electronic copy in your inbox) for information about what's in your box, crop information, suggested recipes, announcements and other New Entry news. Each World PEAS Member will also receive a Veggie Guide where you can find additional recipes and crop information.

**Electronic community-** The World PEAS CSA will send out an electronic copy of the newsletter as well as any announcements using a list-serve each week. You will not be able to reply to one another using this list-serve. Instead, World PEAS CSA is on Facebook, Wordsmith ([www.worldpeascsa.wordpress.com](http://www.worldpeascsa.wordpress.com)) and Twitter ([twitter.com/WorldPEASCSA](http://twitter.com/WorldPEASCSA)). We encourage folks to organize book groups, pot-lucks and other events with the fellow shareholders in their community, and to share comments and recipes with everyone.

# APPENDIX L: PRE-SEASON HANDOUT PG 2

**Pick your own garden-** We will plant a pick your own garden with flowers and herbs at the central training farm site behind the Richardson's Dairy at 1471 Bridge Street in Dracut. While the pick your own garden is primarily intended for shareholders that pick up directly at the farm in Dracut, we encourage shareholders at other locations to visit the farm at some point to collect a bouquet and get a better sense of where their food is coming from. We ask that you come during daylight hours, so as not to alarm the Richardsons (who also live next door), and don't forget to bring your own scissors.

## **Details about Distribution Locations:**

### **Tuesday**

*beginning June 16*

**Tufts Chinatown-** Tufts Jaharis building, at 150 Harrison Ave. Distributions will be Tuesdays from 3:30-6:30. Shares will be kept in the atrium of the back exit near Kris Maguire's office and the student affairs office on the first floor. Those of you that are within the Tufts Community will be asked to show a Tufts I.D. Those of you who are not part of the Tufts community will need to sign in at the front security desk. They will be provided a list of shareholder names.

**East Boston-** from the home of Jake Thispen at 240 Brisby St. Distributions will be Tuesdays from 5-7 pm.

**Dracut-** Behind the Jacob's Dairy at 471 Brire St., Dracut. Distribution will be Tuesdays from 4-7 pm. Follow the driveway to the right of the dairy building to the farm site behind.

### **Wednesday**

*beginning June 17*

**Pasta Mio-** 185 Jackson St., Lowell. Distributions will be Wednesdays from 3:30-7 pm. Pasta Mio is owned by Mike and Missy.

**Fish Mart-** 487 Thoreau Street, Concord. Distributions will be Wednesdays from 4-8 pm. CPF is owned by Michael.

**Winchester** – from the home of Chrissy and Mike Spierto at 165 Main St. Distributions will be Wednesdays from 4:30-6:30 pm.

**Tufts Medford-** from the Office of Sustainability on the ground level of Miller Hall. Shares will be available in the Office of Sustainability from 4-5 pm and then will be placed in the glass vestibule outside of the office for pickup anytime thereafter. To reach the Office of Sustainability by car, come up Curtis St. (coming from Somerville)/ Winthrop St. (coming from Medford) and enter the parking lot located between Upland and Tesla St. Drive to the left of Carmichael Hall and bear left. To see a map of these instructions visit [www.tufts.edu/programs/sustainability/](http://www.tufts.edu/programs/sustainability/) and click on 'contact us'. Be sure not to leave your car unattended for extended periods, as it may be ticketed. Tina Woolston helps coordinates the distribution at Tufts in Medford.

### **Thursday**

*beginning June 18*

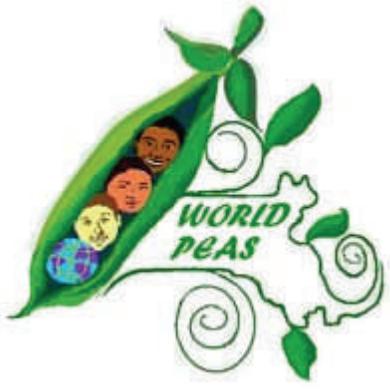
**Pike Street Market-** 15 Pike Street, Lowell. Distributions will be Thursdays from 4-8 pm. A limited number of shares will be stored in the shelves at the front of the store under the produce stands. Additional shares will be kept in the back of the store. There will be no swap box in this location, so as not to intermix CSA vegetables with those sold by MSM. MSM is owned by Jim and Grace Miller.

**Andover-** from the home of Tina Barber at 13 Elm Circle. Distributions will be Thursdays from 4-6 pm.

**Matthew Himmel**  
World PEAS CSA Coordinator  
New Entry Sustainable Farming Project  
9 Central Street, Suite 402

[mhimmel@comteam.org](mailto:mhimmel@comteam.org)  
Lowell, MA 01852  
Phone: 978-654-6745  
[www.nesfp.org](http://www.nesfp.org)





# World Peas Co-op

## PLAIN LANGUAGE GUIDE TO HARVESTING YOUR CROPS



**IN THIS GUIDE, YOU WILL LEARN ABOUT:**

- **WHEN TO HARVEST**
- **POST-HARVEST HANDLING**
- **PREPARING PRODUCE FOR MARKET**

**A New Entry Sustainable Farming Project Guidebook**

# **New Entry Sustainable Farming Project World PEAS Cooperative**

Authored by Vanessa Bittermann  
Reviewed by Jennifer Hashley

[www.NESFP.org](http://www.NESFP.org)

**May 2007**

## **Boston Office:**

New Entry Sustainable Farming Project  
Agriculture, Food and Environment Program  
Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy  
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Boston, MA 02111

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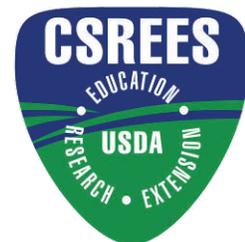
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9 Central Street, Suite 402  
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978-654-6745

For additional information regarding this document, please contact Jennifer Hashley, NESFP Director at [jennifer.hashley@tufts.edu](mailto:jennifer.hashley@tufts.edu) or by telephone: 617-636-3793. This document is available in electronic format or as a printed copy. The latter may be obtained by contacting the NESFP at the above location.

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**SARE**



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# Purpose of this Guide

## Who should read this guide?

This guide is written for people who wish to enhance their farm skills by learning about produce handling that takes place after the harvest . If you would like to improve the look and feel of your produce at the market, it is a good idea to read through this guide. By investing time in learning these processes now, you will see rewards of greater marketability of your products in the future.

You will benefit from this guide if you:

- have been gardening for a long time and want to expand and sell your crops to make money
- Have sold your crops at farmers markets, restaurants and wholesale outlets, but wish to get higher prices through selling produce that looks and feels better
- Have never farmed before and wish to learn how to obtain the best outcome out of your harvest

It may be helpful for you to use this workbook with someone who can guide you to more farming information, such as an experienced farmer, staff member of a farm service organization, or other service provider.

## What is *Plain Language*?

This guide is presented in a format called *Plain Language*. Most farm educational materials are too advanced in their reading level and content for beginning farmers who do not have formal agricultural training, or who have limited literacy or limited English language skills. Plain language provides clear, simple, and accessible text for readers in order to reduce misunderstandings, errors, complaints, enquiries, and lack of comprehension. We present this guide in Plain Language in order to make it accessible to everyone.

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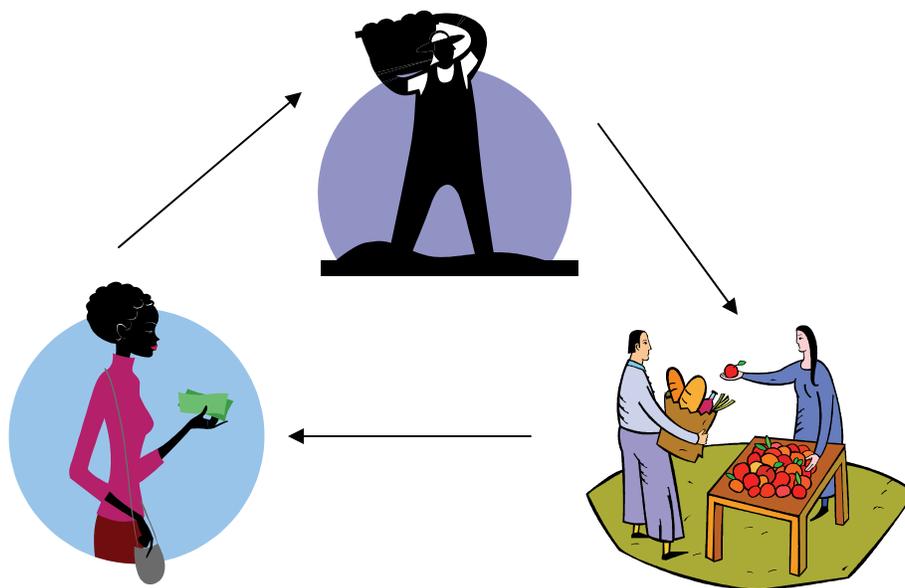
## Introduction

As a farmer, you want the vegetables you grow to be **fresh** and **high quality**. You also want to **harvest them at the proper time**, knowing how to be **efficient with your time** and how to **handle each kind of vegetable properly**. Your customers may not know exactly when and how you harvested your produce, but they will be able to see and appreciate clean, fresh vegetables! This Harvest Guide can help you to make sure your produce gets to your customers at the right time, in the right amounts, and at top quality.

The keys to harvesting produce are:

- Picking vegetables when they reach the right size
- Picking vegetables at the right time of day
- Handling the vegetables as little as possible
- Bunching or packaging the vegetables in recommended sizes
- Storing the vegetables properly

Remember, you can spend months and months growing a crop, but if it is not clean, fresh, and beautiful when it gets to market, customers will not buy it! So it is important to harvest, handle, and store your vegetables properly. Take the extra time at first to learn about harvest and post-harvest handling. Soon you will be faster, more efficient, and your customers will keep coming back!



# Greens

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Amaranth</li><li>• Arugula</li><li>• Swiss Chard</li><li>• Cilantro</li><li>• Collard Greens</li><li>• Lettuce</li><li>• Mustard Greens</li></ul> | <ul style="list-style-type: none"><li>• Pea Tendrils</li><li>• Pumpkin Vines</li><li>• Salad Mix</li><li>• Sweet Potato Greens</li><li>• Tat Soi</li><li>• Water Spinach</li></ul> |
|---|--|

## When to Harvest / Maturity Guidelines:

- Harvest before the plant flowers or sends up a spike
- Leaves should be tender, not tough
- For arugula and salad mix, cut when leaves are very small and tender (3-4 inches high)

## Time of Day to Harvest:

- Early morning is the best time to harvest most greens, since that is the coolest time of the day. If morning is not possible, try to harvest in the evening after the heat of the day has passed.

6:00 am

— 9:00 am

OR

5:00 pm

— 9:00 pm



## Harvesting and Post-Harvest Handling Instructions:

- Cut stems a few inches above the ground.
- Dunk greens in cold water and keep moist in a shaded basket/bin while in the field
- All greens must be COOLED as soon as possible after harvest, to keep them from wilting
- Tie the following greens in bunches, using rubber bands to hold them together. Trim the ends to even them out if necessary:

- Amaranth
- Swiss Chard
- Collard Greens
- Fenugreek Leaves
- Jute Greens (Palava Sauce)
- Mustard Greens
- Pumpkin Vines
- Sweet Potato Greens
- Water Spinach
- Cilantro (\*\*make smaller bunches, about 0.25 lb\*\*)

**1 Bunch =  
0.75 lbs**



- The following greens should be bagged:

- Arugula
- Pea Tendrils
- Salad Mix
- Lettuce (\*\*1 or 2 heads per bag, about 0.75-1 lb\*\*)



**1 Bag =  
0.30-0.40 lbs**

**Greens must be:**

**1. Picked**



**2. Washed**



**3. Bunched or Bagged and Weighed**



**4. Stored in covered boxes in the shade or in the cooler at Richardson's as soon as possible.**



 **Tip:**

Greens will droop and WILT (lose their moisture) very quickly if they are left out in the sun.

1. Keep greens MOIST and COOL at all times.
2. When you first put a tote of greens in the cooler, LEAVE THE TOP FLAP OPEN so the greens can release the heat from the field and cool off faster.
3. DO NOT SEAL bags of greens. Let air flow in so the greens can cool off. MIST or sprinkle water over them to keep wet.

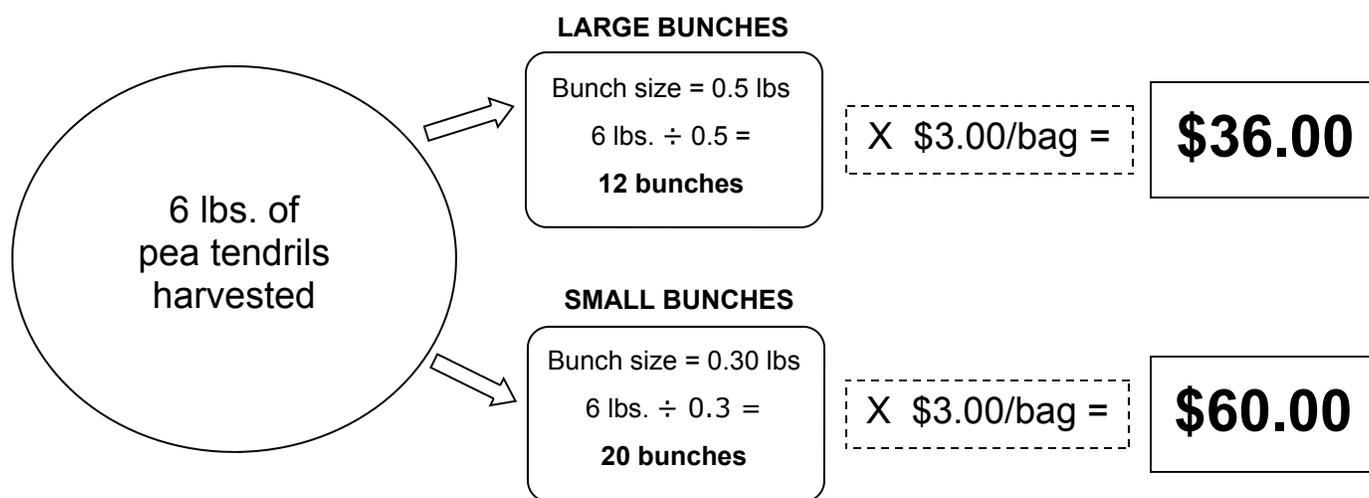
## A Note on Bunch Sizes:

Many people from Asia, Africa, and other countries use large amounts of greens when they cook. They want to see BIG bunches at the market. Most Americans do not use as many greens in their cooking. They usually like SMALLER bunches.

When you harvest and bunch your greens, think about where you will sell them. Will you go to a flea market or farmer's market where many people from different countries will be shopping? You might make your bunches a little bit larger to attract more customers.

If you are selling the greens through World Peas Co-op, make smaller bunches according to the guidelines given in this book. Most bunches of large leafy greens should weigh about 0.75 pounds. Smaller baby greens that you put in bags should only weigh about 0.30 pounds.

Remember, the smaller your bunches, the more bunches you will have, and the more money you can make. For example:



Look around at the market to see how big the bunches are at other tables. Experiment for a couple of weeks to figure out the best bunch size that satisfies your customers and makes you the most money. After that, be consistent so your customers will know what to expect.

## “Fruit” and Melon Vegetables

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Asian Cucumbers</li><li>• Bitter Melon</li><li>• Cucumbers</li><li>• Eggplant, all varieties</li><li>• Kittely</li></ul> | <ul style="list-style-type: none"><li>• Peppers, all varieties</li><li>• Summer Squash</li><li>• Tomatillos</li><li>• Tomatoes</li><li>• Zucchini</li></ul> |
|--|---|

### When to Harvest / Maturity Guidelines:

- Harvest when fruit is the desirable size and/or color, flesh is firm but tender.
- For cucumbers, eggplant, melon, and squash, do not harvest too late, or fruit can become bitter and/or seedy.
- Harvest tomatoes when red but still firm, with little or no cracking, spots, or bruises.

### Time of Day to Harvest:

- The best time of day to harvest is in the **early morning**, while it is still cool, but *after* dew has dried from the fruit.

7:00 am — 9:00 am



### Harvesting and Post-Harvest Handling Instructions:

- Cucumbers, melons, and tomatoes can be picked by turning parallel to the stem and quickly snapping off.
- Use scissors or clippers to cut the stems of eggplant, peppers, and squash just above the fruit.
- These crops are delicate - be careful not to puncture or bruise during harvest.
- Do not stack too many fruits in one bin or the ones on the bottom will get crushed.
- Keep vegetables in the shade, and cool as soon as possible.
- No need to rinse unless dirt has adhered to vegetables.



Don't pick cherry tomatoes into a tote. The ones on the bottom will be crushed by the weight of all the ones on top and will be ruined.

Instead, put the cherry tomatoes into pint containers right away. This will save you time and prevent them from being crushed.



## Storing Fruit and Melon Crops

Fruit crops including **tomatoes, cherry tomatoes, eggplant, kintely,** and **tomatillos** should not be refrigerated. They can be damaged if they get too cold, so do not put them inside the cooler. Instead, store them outside in the shade. At Richardson's, place them behind the cooler under the trees or underneath the cooler if it is raining.

Other crops, including **bitter melon, cucumbers, peppers, and squash,** should be cooled and refrigerated. Place them gently in boxes or totes, then keep them in the shade until they can be put in the cooler.



Tip:

Many fruit and melon crops are very delicate, but they can also be very heavy.

1. Trim your fingernails to make sure you don't accidentally gouge squash, tomatoes, and eggplant when you are picking them.
2. When in the field, move your basket or bin every few feet as you move down the row so you can gently place the fruits inside, rather than tossing them. This will keep them from bruising.
3. Pick your tomatoes directly into baskets if that is how you will display them at market, to avoid handling them twice. This saves time and prevents bruising.
4. Leave room in the basket or bin when you are harvesting the vegetables. Don't fill it too full. That way you will save your back when carrying it off the field.

# Onion Crops

- Garlic Chives
- Green Onions
- Shallots

## When to Harvest / Maturity Guidelines:

- Harvest **Garlic Chives** once they are 10-12 inches tall. They may be harvested before or during flowering.
- Harvest **Green Onions** when the stems are about as wide as a pencil or slightly larger, and they are about 18-24 inches tall.
- Harvest **Shallots** in the fall, when the tops turn brown and fall over, and the bulbs are 1-2 inches wide.

## Harvesting and Post-Harvest Handling Instructions:



- Pull up **Green Onions** by hand. Trim roots and pull off any yellow leaves. Spray with a hose to wash off dirt. Use rubber bands to fasten into bunches. Keep in a moist, shaded bin while in the field and put in cooler as soon as possible to keep fresh.
- Use scissors to cut **Garlic Chives** just above the ground. Tie into bunches using rubber bands. Dunk in cold water and put in cooler as soon as possible to keep fresh.
- Pull up **Shallots** by hand and place in single layers on screens or trays. Let sit and “cure” for a few days in a warm, dry, shady place. Trim off roots and stems. Shallots will keep for several months if cured and stored properly.

## Bunch Size:

- Garlic Chives
- Green Onions

1 bunch = .020–0.30 lbs



## Garlic Chives:



This bunch is too big.



Keep bunch sizes small.



Tip:

1. You may need two rubber bands to hold together green onion bunches. Fasten the first rubber band near the bottom of the bunch, then loosely fasten another rubber band near the top to hold the stems together (don't wrap it too tightly).
2. If your green onions are very tall, you can trim the tops to an even height to make the bunch look neater.

# Cruciferous Vegetables

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Baby Bok Choy</li><li>• Broccoli</li><li>• Broccoli Raab</li></ul> | <ul style="list-style-type: none"><li>• Chinese Broccoli</li><li>• Cabbage</li><li>• Pac Choy</li></ul> |
|--|---|

## When to Harvest / Maturity Guidelines:

- Harvest **Baby Bok Choy** or **Pac Choy** when the leaves are about 6-10 inches high. Cut just above the root so the head stays together.
- **Broccoli** should be harvested when the heads are fully formed but still tight and compact—*before flowering*. If you leave the plant in the ground, more baby broccoli heads will grow off of the main stalk that you can keep harvesting.
- **Broccoli Raab** and **Chinese Broccoli** should be harvested when the leaves are still tender and flower heads are formed. Chinese Broccoli may be starting to flower at time of harvest.
- Pick **Cabbage** when the heads are fully formed and firm. Each head should weigh at least 1 pound.

## Time of Day to Harvest:

- Cooler times of day if possible (mornings, evenings)

6:00 am

— 9:00 am

OR

5:00 pm

— 9:00 pm



## Harvesting and Post-Harvest Handling Instructions:

- **Baby Bok Choy** and **Pac Choy** should be cut just above the roots at ground level. Trim off any yellow leaves. Bunch 2-4 heads together and fasten with a rubber band.
- Cut **Broccoli Raab** and **Chinese Broccoli** stems about 8 inches long.
- Cut **Broccoli** about 4-6 inches below the head. Do not leave a very long stem. Remove large leaves from stem.
- Cut **Cabbages** closely below head. Remove large outer leaves, but do not peel off too many leaves or the cabbage will spoil more quickly.

Use rubber bands to tie the following crops into bunches:

- Baby Bok Choy
- Broccoli Raab
- Chinese Broccoli
- Pac Choy



1 bunch = 0.75 - 1 lb



 Tip:



1. **Broccoli** must be put on ice or refrigerated immediately after harvesting. If you are going to a market on a hot day, be sure to bring a lot of ice and keep the broccoli in it at all times.



## Roots and Tubers

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Beets</li><li>• Carrots</li><li>• Potatoes</li></ul> | <ul style="list-style-type: none"><li>• Sweet Potatoes</li><li>• Radishes</li><li>• Turnips</li></ul> |
|--|---|

### When to Harvest / Maturity Guidelines:

- Harvest **carrots** based on the particular variety's size guidelines (read the seed packet), usually when they are 5-10 inches long and about 1 inch wide.
- **Potatoes** are usually harvested in the fall when the tops die and turn brown. Some potatoes, however, are harvested when they are small, about the size of a golf ball, and before the plant flowers. These are called "new potatoes."
- **Sweet potatoes** should be harvested in the fall before the first freeze.
- **Radishes** can be harvested when they are between 3/4 and 1 1/4 inches across. The radish should be crisp and the skin should not be cracked or split.
- **Turnips** should be harvested when they are more than 1 inch across. Leave the stems and leaves attached to the turnip.

### Harvesting and Post-Harvest Handling Instructions:

- Be careful not to slice root crops if you use a shovel or a fork to loosen the soil.
- **Carrots** and **Radishes** should be sprayed with a hose or rinsed to remove all dirt, then tied into bunches with twist-ties.
- **Turnips** and **Beets** can be sold with or without their tops. If you are leaving the tops on, remove yellow or damaged leaves. Rinse or spray with a hose to remove dirt, then tie into bunches with twist-ties.
- **Potatoes** should be harvested and left in a *cool, dry place* for several days to cure. After they are cured, you can brush off or wash off the dirt.
- **Sweet Potatoes** should be harvested and left in a *warm, humid* place for a few days to cure. After they are cured, you can brush off or wash off the dirt.

### Bunch Size:

- Beets
- Carrots



1 bunch =  
0.75 - 1 lb

- Radishes
- Turnips



1 bunch =  
0.50-0.75 lb



## Beans and Peas

- **Green Beans (Bush Beans)**
- **Sugar Snap Peas**
- **Snow Peas**

### **When to Harvest / Maturity Guidelines:**

- Harvest **Green Beans** when they are about as big around as a pencil. The pods should be fairly smooth—no big bulges from the seeds inside.
- Harvest **Sugar Snap Peas** when the peas inside the pod have started to form, making the pod round.
- Harvest **Snow Peas** when they have reached their full length but are still fairly flat.

### **Harvest and Post-Harvest Handling Instructions:**

- Keep beans and peas in a shaded basket or bin while in the field. Put in the cooler as quickly as possible to keep fresh.
- Harvest beans and peas every day or every other day to keep up with the new ones that are maturing.



**Snow Peas** are flat and you can eat the whole pod.



**Sugar Snap Peas** are fatter and rounder than snow peas, and you also eat the whole pod.

# Herbs

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Basil, all kinds (Italian, Lemon, Lime, Thai, Holy)</li><li>• Chives</li><li>• Cilantro</li><li>• Cutting Celery</li><li>• Dill</li><li>• Fennel</li></ul> | <ul style="list-style-type: none"><li>• Lemon Balm</li><li>• Marjoram</li><li>• Mint</li><li>• Oregano</li><li>• Parsley</li><li>• Sage</li><li>• Thyme</li></ul> |
|--|---|

## When to Harvest / Maturity Guidelines:

- Harvest herbs before they flower or get too “leggy” (tall and weak)
- Don’t harvest the whole plant—only cut about 1/3 of the plant so it will grow back

## Time of Day to Harvest:

- Herbs wilt *very quickly*. Harvest in the early morning on the day of the market.

6:00 am — 9:00 am



## Harvesting and Post-Harvest Handling Instructions:

- Cut herbs and use small rubber bands to make into bunches.
- Keep herbs in a cool and shaded bin or basket.
- Put herbs in cooler as soon as possible.
- Basil will stay fresh longer if its stems are put in water. Do not put basil on ice or the leaves may turn black from being too cold.

## Bunch Size:

<ul style="list-style-type: none"><li>• Chives</li><li>• Dill</li><li>• Fennel</li><li>• Lemon Balm</li><li>• Marjoram</li><li>• Oregano</li><li>• Sage</li><li>• Thyme</li></ul>	<p>1 bunch = 0.10 lbs</p>	<ul style="list-style-type: none"><li>• Basil, all kinds</li><li>• Cilantro</li><li>• Cutting Celery</li><li>• Mint</li><li>• Parsley</li></ul>	<p>1 bunch = 0.20-0.25 lbs</p>
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# Pumpkin/Squash Blossoms

## When to Harvest / Maturity Guidelines:

- Harvest male blossoms (not attached to a baby pumpkin/squash, but to a long, slender stem) at any time

-OR-

- Harvest both male and female blossoms toward the end of the summer when it is too late for them to generate fruit (or if you have too many fruits).

## Time of Day to Harvest:

- Squash blossoms wilt and die very quickly. Harvest first thing in the morning before the buds open, making sure there are no bees or other bugs trapped inside.

6:00 am

— 8:00 am



## Harvesting and Post-Harvest Handling Instructions:

- Wear gloves and long sleeves when harvesting because squash and pumpkin plants can be scratchy.
- Snip blossoms from stem using scissors or clippers. If harvesting before blossoms open, there will be no chance of dirt or bugs being inside the bloom.
- Loosely cover with a damp cloth and cool as soon as possible to preserve freshness.
- Place stems of male blossoms in a cup of cool water so they stay fresh.
- Do not stack bunches high because the blossoms will get bruised and often fall off the stems. Try to keep them pointing up and do not touch them more than you need to.



Male squash blossoms (long stems)



Female squash blossoms  
(attached to fruits)

# Pumpkins and Winter Squash

- Acorn Squash
- Butternut Squash
- Pumpkins

## When to Harvest / Maturity Guidelines:

- Harvest **pumpkins** when they have turned orange on the vine, but before the first hard frost. Smaller pumpkins are usually sweeter and better for cooking. Large pumpkins are often used to make jack-o’lanterns for Halloween.
- Harvest **acorn squash** when they are dark green and develop an orange spot on one side.
- Harvest **butternut squash** when they are firm and the color has changed from light beige to dark tan.

## Harvesting and Post-Harvest Handling Instructions:

- Wear gloves and long sleeves when harvesting because squash and pumpkin plants can be scratchy.
- Use clippers or a sharp knife to cut the fruits from the stem. Do not break off the stem. Leave 2-4 inches of stem attached to the squash or pumpkin.
- **Pumpkins** should be stored in a cool, dry, shady place until you are ready to sell them.
- **Winter Squash** should be cured in a warm, dry place for a few days to harden and heal any wounds. After being cured, they should be stored in a cool, dry place where they can keep for several months.



Acorn squash—orange spots mean they are ready to harvest.

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