



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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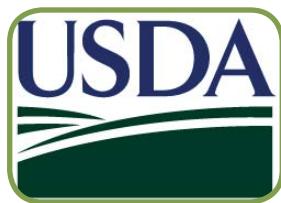
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PURPOSE OF THIS GUIDE

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

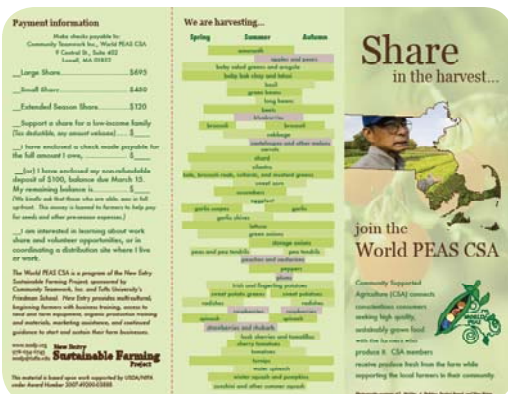
WORLD PEAS CSA- EVOLUTION OF THE WORLD PEAS CSA

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.

In 2005, World PEAS began to assist groups of farmers with cooperative marketing by attending farmers' markets with produce from all of the program farmers. The following year, World PEAS continued going to farmers' markets, started to sell wholesale to supermarkets, and began a CSA. In 2007 World PEAS expanded group sales at farmers' markets, expanded the CSA from 15 to 45 shares, and transferred wholesale sales to individual farmers. At this time, shareholders picked up their shares at the farm. In 2008, to expand the program, World PEAS began delivering shares to two remote locations in addition to the on-farm pickup. With three pickup locations, the number of shareholders grew to 100. In 2009, membership expanded to 218 shares, at 9 pickup locations. In 2010, World PEAS plans to sell 325 shares and distribute at the same 9 locations. The CSA model has additional benefits for the beginning and immigrant farmers that grow for the World PEAS CSA. The CSA provides a market to these farmers who otherwise might not have the volume of produce, time, language skills, or technical skills to sell to other markets or to start their own CSA. In addition, the CSA also supports the educational work of New Entry by providing a secure market to create a startup business plan.

Summary of introduction

- Information included in this guide.
- How to use this guide.
- Where to look-up unfamiliar words.
- What is a CSA
- What are shares in a CSA
- Benefits of a CSA
- How World PEAS started.



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 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:

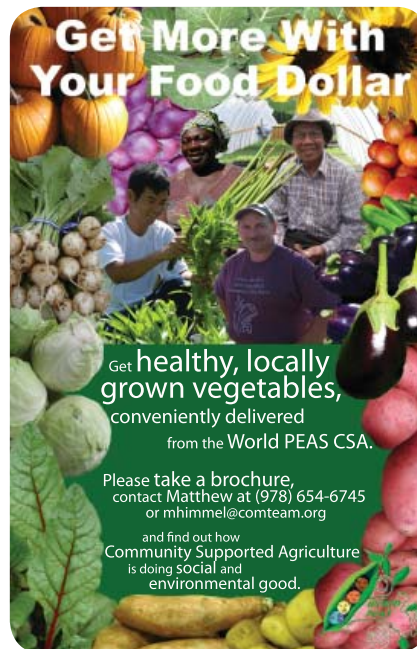
1. Creating outreach materials (posters, flyers, brochures, websites, etc.)
2. Spread the word (events, emails, online communities, etc.)

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 consistently 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.

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

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

SURVEYS

In order to sustain and grow your CSA, you must be sure that your shareholders enjoy being a part of the CSA. It is important to understand what your shareholders want and expect. A survey is one tool you can use to collect this information. You may want to send out a survey half way through the season to gain feedback that you might be able to incorporate into your CSA before the season ends. Whether or not you do a mid-season survey, you should do an end-of-season survey, early enough in the season to reflect any desired changes in the brochure for the following year. This will help you understand what your customers like and dislike about the CSA experience and will help you retain your members from one year to the next. Appendix B is a sample survey given to shareholders in the World PEAS cooperative CSA.

WORLD PEAS CSA-END-OF-SEASON SURVEY

The World PEAS CSA does an annual end-of-season customer satisfaction survey. World PEAS used to include a mid-season survey as well, but realized that it rarely was able to make changes in the middle of the season, after all of the crops had been planned. It is also more likely that people will answer the end of season survey, if they haven't already been asked to complete a mid-season survey. We use Survey Monkey, Constant Contact or other online survey tools, some of which are free to use. These online surveys consolidate the data quickly. You may wish to share the results with shareholders so that they can see the majority opinions

World PEAS CSA 2009 End of Season Survey
 as of 10/10/09
 Date: 10/10/09 10:10 AM
 If you have been a member of the World PEAS CSA, please take a few minutes to complete this survey. Your feedback is important to us.

Question	Number of Responses	Response Rate
1. How long have you been a member of the World PEAS CSA?	10	100%
2. How satisfied are you with the quality of the produce you receive?	10	100%
3. How satisfied are you with the variety of the produce you receive?	10	100%
4. How satisfied are you with the price of the produce you receive?	10	100%
5. How satisfied are you with the service you receive?	10	100%
6. How satisfied are you with the location of the CSA?	10	100%
7. How satisfied are you with the overall experience of being a member of the World PEAS CSA?	10	100%

Thank you for your feedback. Your input is valuable to us and will help us improve our service.



Summary of the survey

- Surveys are one of the most effective ways to gather shareholder feedback
- Mid-season surveys allow you to incorporate changes into the current season
- End-of-season surveys should help you decide what changes you will make for the following season

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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

	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%
Total	140	100%

9. Please rate you 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%
Total	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%
Total	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
--	-----------------------	----------------

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 dmitche1@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

World PEAS CSA Newsletter

Page 2

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

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Check out our website
and blog: www.nesfp.org

Jennifer Hashley
Project Director

Hugh Joseph
Project Developer

McKenzie Boekholder
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.

Crop projection filtered to show contents of large share

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CROP PLANNING CONTINUED

Crop projection filtered by crop (squash, summer)

25.00																
Number shareholders																
	Season Value								75	75	75	75	75	24-Aug	25-Aug	
	Share Value								642	639	644	642	639		644	
	Number shareholders								34	33	38	35	37		45	
	Season Value								33	33	33	33	33		33	
	Share Value								402	400	400	402	400		400	
									22	19	25	24	24		24	

CROP PLANNING CONTINUED

Crop projection sorted by grower

[illegible]

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 2nd 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	\$1.72	1st 2nd	\$
Turnips, Hakurei (w/ greens)	1	3	9	other	25	50	100	other	\$1.80	1st 2nd	\$
Turnips, Purple Top/Rutabaga	1	2	3	other	25	50	100	other	\$1.60	1st 2nd	\$
Sweet Potatoes	1	2	3	other	25	50	100	other	\$1.60	1st 2nd	\$
Potato, New	1	3	6	other	25	50	200	other	\$2.06	1st 2nd	\$
Potato, Fingerling	1	2	3	other	25	50	150	other	\$2.94	1st 2nd	\$
Potato, Irish	1	9	18	other	25	50	100	other	\$0.80	1st 2nd	\$
Parsnips	1	2	3	other	25	50	100	other	\$2.33	1st 2nd	\$
Garlic	1	3	6	other	50	100	200	other	\$0.60	1st 2nd	\$
Garlic Scapes	1	2	3	other	25	50	100	other	\$2.00	1st 2nd	\$
Green Onions	1	8	12	other	25	50	100	other	\$1.27	1st 2nd	\$
Leeks	1	3	9	other	25	50	200	other	\$0.79	1st 2nd	\$
Onions, Storage	1	8	12	other	25	50	100	other	\$1.32	1st 2nd	\$
Onions, Spring	1	3	9	other	25	50	100	other	\$2.00	1st 2nd	\$
Broccoli	1	8	12	other	25	50	100	other	\$2.12	1st 2nd	\$
Brussels sprouts	1	2	3	other	25	50	100	other	\$2.20	1st 2nd	\$
Cabbage	1	3	9	other	25	50	100	other	\$1.80	1st 2nd	\$
Sweet Corn	1	2	6	other	25	50	100	other	\$0.40	1st 2nd	\$
Eggplant, Classic & fancy	3	9	18	other	25	50	100	other	\$1.59	1st 2nd	\$
Fennel	1	3	6	other	25	50	100	other	\$2.00	1st 2nd	\$
Hot Pepper	1	3	9	other	25	50	100	other	\$0.24	1st 2nd	\$
Kohlrabi	1	3	6	other	25	50	100	other	\$1.60	1st 2nd	\$
Pepper, Green	3	9	18	other	50	150	300	other	\$0.68	1st 2nd	\$
Pepper, Red	1	3	9	other	50	150	300	other	\$0.68	1st 2nd	\$
Radishes	1	2	3	other	25	50	100	other	\$1.08	1st 2nd	\$
Tomatillos	1	2	3	other	25	50	100	other	\$2.55	1st 2nd	\$
Tomatoes, Cherry	9	18	27	other	25	50	100	other	\$2.60	1st 2nd	\$
Tomatoes, Heirloom	5	9	9	other	25	50	100	other	\$3.20	1st 2nd	\$
Tomatoes, Slicing	5	9	18	other	25	50	100	other	\$2.80	1st 2nd	\$

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APPENDIX F: BID MATRIX

<u>Yrs. In</u> <u>Farmers Program</u>	<u>Quantity</u>	<u>Quality</u>	<u>Communication</u>	<u>Coop.</u> <u>Involvement</u>	<u>Base</u> <u>Starting</u> <u>Point</u>	<u>Multiplied</u> <u>by Factors</u>	<u>Assesd Fair</u> <u>Bid Value</u>	<u>Amount</u> <u>given</u>	<u>% Over</u> <u>Assessed</u> <u>Bid Value</u>	<u>Prior Year</u> <u>Coop Sales</u>	<u>Max</u> <u>Reasonable</u> <u>Land based on</u> <u>Land Base</u>
Farmer 1 1.1	0.8	1.1	0.9	1.05	\$4,190	3.833	3,833	4,095	7%	\$625	\$10,153
Farmer 2 1.2	1	1.1	0.9	1.05	\$4,190	5,227	3,105	3,506	13%	\$1,279	\$3,105
Farmer 3 0.7	1	1	1	1.00	\$4,190	2,933	2,933	4,200	43%		\$3,719
Farmer 4 0.7	1	1	1	1.00	\$4,190	2,933	352	352	0%		\$352
Farmer 5 0.7	1	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	1.05	\$4,190	3,080	3,080	3,560	16%		\$3,976
Farmer 8 0.7	1	1	1	1.00	\$4,190	2,933	2,060	2,098	2%		\$2,060
Farmer 9 0.7	1	1	1	1.10	\$4,190	3,234	3,234	5,164	60%		\$9,958
Farmer 10 0.7	1	1	1	1.00	\$4,190	2,933	2,395	2,454	2%		\$2,395
Farmer 11 0.7	1	1	1	1.00	\$4,190	2,933	1,991	1,055	-47%		\$1,991
Farmer 12 1.4	1	1.2	1	1.16	\$4,190	8,150	8,150	8,212	1%	\$5,034	\$19,316
Farmer 13 1.2	0.7	0.9	1	1.00	\$4,190	3,168	3,168	3,513	11%	\$4,547	\$12,670
Farmer 14 1.1	1	1	1	1.00	\$4,190	4,610	4,610	5,091	10%	\$510	\$15,432
Farmer 15 1.2	1	1.2	1	1.05	\$4,190	6,336	6,336	6,989	10%	\$2,968	\$14,448
Farmer 16 1.2	1	1.2	1	1.05	\$4,190	6,336	6,336	6,878	9%	\$1,628	\$18,007
Farmer 17 1.1	1	0.9	1	1.00	\$4,190	4,149	4,149	4,571	10%	\$1,229	\$21,048
Farmer 18 1.4	1	1.2	1	1.05	\$4,190	7,392	7,392	7,985	8%	\$3,083	\$30,830
Farmer 19 1.3	0.9	0.8	0.9	1.10	\$4,190	3,892	3,892	5,225	34%	\$3,422	\$16,436
Farmer 20 1.4	1	1.2	0.8	1.05	\$4,190	5,914	5,914	6,222	5%	\$4,661	\$7,546
Farmer 21 1.1	1	1	1	1.05	\$4,190	4,840	4,840	6,871	42%	\$1,281	\$8,547
Farmer 22 0.7	1	1	1	1.00	\$4,190	2,933	2,933	2,190	-25%		\$6,943
						WPC farmers	83,635	97,721	17%		
Verrill Based on financial projections we hope to purchase 20% of produce from Verrill at Wholesale and mark-							22,000	12,305	-44%		
							105,635	110,026			

46

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 wholes ale (post commi	Unit	15-Jun	16-Jun	17-Jun	22-Jun	23-Jun	24-Jun	Quant Prd 1	Value Prd 1	29-Jun	30-Jun	1-Jul	6-Jul
Total	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)	3						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)		75	75	75			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		83	
Leeks	Farmer 6	\$1.25	\$0.79	piece							0					
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 ?)		75	75	75			150	\$162				
Celeriac	Farmer 6	\$2.50	\$2.28	each (1 lb ?)							0					

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Office Phone 978-654-6745
Matthew's Cell 978-689-9373

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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:

- Quantities of specific crops listed in bunches, heads, or pounds,
- Harvest dates when delivery of these crops is expected,
- 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.

- The Coop has maintained 2009 CSA post-commission prices for growers, but has changed some retail prices, therefore changing the commission on some crops.
- Commission on items sold at farmers' markets or to restaurants or wholesalers may vary, and will be clearly communicated to growers in advance.
- In all cases, the commission will be deducted from payments made to farmers for produce delivered to the Coop.
- 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, or call (978) 654-6745 to learn more.

New Entry
Sustainable Farming
Project

WORLD PEAS

APPENDIX J: BROCHURE

Payment information

Makes 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 marketing, marketing assistance, and continued
 guidance to start and sustain their farm businesses.

www.nefp.org New Entry
 978-442-0745
nefp@tufts.edu

Sustainable Farming
 Project

This material is based upon work supported by USDA/NIFA
 under Award Number 2007-49205-03088.

We are harvesting...

Spring	Summer	Autumn
asparagus	apples and pears	
baby salad greens and arugula		
baby bok choy and tatsoi		
basil		
green beans		
long beans		
beets		
blueberries		
broccoli		
broccoli		
cabbage		
cantaloupes and other melons		
carrots		
chard		
cilantro		
kale, broccoli raab, collards, and mustard greens		
sweet corn		
zucchini		
eggplant		
garlic scapes		
garlic cloves		
lettuce		
green onions		
storage onions		
peas and pea tendrils		
peaches and nectarines		
peppers		
plum		
Irish and fingerling potatoes		
sweet potato greens		
sweet potatoes		
radishes		
raspberries		
spinach		
strawberries and rhubarb		
black cherries and tamarillo		
cherry tomatoes		
tomatoes		
turnips		
winter spinach		
winter squash and pumpkins		
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 Peas CSA 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 Traylor at 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) and Twitter (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 Brice 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/ 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
Lowell, MA 01852
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