

Summer Youth Program Manual Volume 2: Set-Up

Meg Coward



Lincoln and Roxbury, Massachusetts

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Our Vision:

Creating personal and social change through sustainable agriculture.

Our Mission:

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

Foreword

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

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

We have grown since 1991 and now we farm on thirty-one acres in Lincoln and on two and a half acres of remediated land in Roxbury, a low-income neighborhood in Boston. We provide year-round stipended programs for one hundred youth, and with the additional help of 2,000 volunteers, grow 250,000 pounds of food for fifteen shelters, two farmers' markets, and over two hundred Community Supported Agriculture shareholders. Alumni interns serve as agricultural apprentices, support our technology, pilot food enterprise with our chef, and play pivotal roles in outreach and education. Alumni are also Food Project Staff, Trustees, and Advisors.

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

Ahead of us are exciting challenges and opportunities. We are committed to expanding our local food production and distribution network and collaborations, while creating materials and workshops for those who wish to create similar programs around the country. This manual is one of many publications we created to share our work with those committed to a similar vision.



Pat Gray
Executive Director
The Food Project, Inc

Acknowledgements

Cornel West once remarked that hope, not to be confused with optimism, can only come through struggle. The Food Project is a community of hope, a dynamic collection of people from all walks of life struggling together. There is a palpable energy that radiates from the land and the people of The Food Project: the product of years of sweat, love, vision, and struggle. It is only fitting that after twelve years of creating personal and social change through sustainable agriculture, The Food Project document its programs, so that the struggle is sure to continue. Thankfully, the Kellogg Foundation recognized the importance of this project, and made it possible for us to take the time to create these manuals. It has been an honor to write this manual on behalf of the many youth and adults who created The Food Project's Summer Youth Program.

The people who are drawn to the vision of The Food Project are inspiring. My life has been so entwined with the work of The Food Project that acknowledging the contributions of members of the community feels like thanking my family. I cannot acknowledge the work of these wonderful people without feeling gratitude for how they affected my life. In particular I want to thank Greg Gale and Martha Boyd, my friends and mentors. Greg taught me everything I know about youth development. The programs of The Food Project are truly his children. Martha took an unskilled, uncoordinated laborer on as her assistant and patiently guided me through my first year on a farm.

Many thanks also to Ward Cheney, and all those who helped get The Food Project off the ground. To Pat Gray for commitment to The Food Project from day one. To all of The Food Project staff, and in particular, to Ara Barsam, Lis Cahill, Sara Coblyn, Mike Evans, Rachel Fouché, Nathan Lyczak, Anna MacEwan, Jon Mattes-Ritz, Malcolm Mitchell, Colleen O'Brien, Kate O'Brien, Daryl Oakes, Emily Schlesinger, Shirin Sioshansi, Karen Springer, Claudette Thyme, and Don Zasada. To all of the Site Supervisors, Crew Leaders and Assistant Crew Leaders, past, present and future. And to all of the young people of The Food Project, whose hard work and dedication inspire the rest of us. I could write a lengthy acknowledgment to each of you, but know that you are in my heart. Also in my heart are my fellow staff members at The Farm School. This manual would not have been written had it not been for their patience and encouragement. I want to thank each of them, and Director Ben Holmes in particular, for supporting my continued work with The Food Project, while welcoming me onto their staff.

Finally, to those who paved the way— activists, farmers, teachers, preachers, young people, neighbors— whose struggles created the foundation and the support for an enterprise such as The Food Project: Thank You. And to those who will struggle on: Keep your eyes on the prize, your hands on the plough, and have fun!

Meg Coward

Additional Resources from The Food Project

French Fries and the Food System:

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

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

Growing Together:

A Guide for Building Inspired, Diverse and Productive Youth Communities

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

Program Manuals

These manuals describe the nuts and bolts of running all areas of The Food Project. Together, these resources describe in detail the implementation and management of The Food Project. These manuals will assist those who want to develop similar work in their own communities. Titles include:

- Summer Youth Program, Volumes I, II, and III
- Academic Year Program
- Urban Agriculture
- Youth Interns and Fellows
- Volunteer Program
- Farmers' Market
- Rural Agriculture
- Management
- Urban Education and Outreach

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

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

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Introduction

- *Welcome*
- *Vision of the Program*
- *History of the Program*
- *Using this Manual*

Welcome

This is the second in a three-volume series detailing The Food Project's Summer Youth Program (SYP). This volume takes on the important phase we call 'Set Up'. SYP Manual Volume I describes how to recruit young people. However, simultaneous to finding young people, one must get all kinds of logistics, schedules and curriculum plans in place.

In the early days we used to run behind schedule on nearly everything because of the unknown terrain we were constantly entering, and because of our very limited staffing. This meant that the program staff would breathlessly enroll youth, and then spend the months of May and June staying just a couple steps ahead of chaos before the program actually began in July. The late nights and high stress led us, over time, to begin mapping out longer timelines, starting earlier on key logistics, and increasing the staff time dedicated to the essential process of set up.

The rush to be ready for the summer remains strong at The Food Project, yet now we know we can make it happen without missing any key pieces. This manual details how that is possible. Set Up is really about understanding each detail and its importance to a great program. When the details are not done well, the impact can be significant all the way down the chain. For example, one summer the notebooks were not assembled correctly. That meant that all summer when the Site Supervisor would say to sixty youth, "Open your notebooks, go to the section on schedules, and look at the arrival times for trains to Lincoln," some of the youth did not have the schedule, and others had it under a different heading. Inevitably, a number of young people were late in the days that followed and then we had to decide whether to penalize them or ourselves! This remained a headache all summer long because it was too late to recapture all notebooks and repair them when they were needed each day.



Many of the details you will work on are about relationships, whether it is contacting the shelters to arrange placement of a crew, briefing staff months in advance about their duties for the upcoming program, or getting good information to youth and parents. Good execution of the details leads to confidence in The Food Project and makes our community of supporters even stronger. Most importantly, it allows young people the chance of a lifetime for personal growth and contribution to the community and land.

“The mission of The Food Project is to help growth—growth in people and growth of vegetables. My time with TFP has been profound. It’s very special seeing a huge zucchini plant produce food for people in shelters and remember the hot days 2 months before when you planted them. I’ve developed a bond with our fields and an interest in agriculture. I am more aware of global issues, as well as my own strengths and weaknesses. Being conscious of them allowed me to improve my great qualities and the qualities that need help. My self-esteem has soared because I’ve been challenged by the FP. I’ve grown tremendously.”

Attachment 1

Vision of the Program

In your role as SYP Coordinator, you will find yourself taking on a number of different roles. You will be an authority figure, a colleague, a friend, a mentor, a leader, a listener, an administrator, a nurse, a teacher, a mediator. You will have many resources to guide you in each of these roles. Follow this manual, enlist the support of other staff along the way, and continue to ask yourself, “Is this consistent with the vision of The Food Project?”

The Food Project exists because of a vision. Every operation of the organization, from weeding to office management to leading a game, works toward our vision of creating personal and social change through sustainable agriculture.

In order to move toward our vision, The Food Project has made it our mission to create a thoughtful and productive community of youth and adults from diverse backgrounds who work together to create a sustainable food system. Our community produces healthy food for residents of the city and suburbs, provides youth leadership opportunities, and inspires and supports others to create change in their own communities.

From these vision and mission statements, we create principles that guide our work. Operating Principles of the Youth Programs outline the approach we take to working with youth. Read the Operating Principles thoroughly, and go through them with the Program Director (see Attachment 1: Operating Principles – Youth Programs).

As you move through the tasks outlined in this manual, continue

to come back to this first section. All of your actions must stay true to The Food Project's vision, mission, and operating principles. Make it a habit to refer back to these statements. Interpret them with the help of senior staff members: ask clarifying questions, but be sure to also discuss their personal ties to the vision. Stories of how they have seen the vision in action, or moments when they have witnessed the results of operating outside the vision will also be very helpful.

As the Coordinator of the Summer Youth Program, you are providing the introductory experience for youth at The Food Project. We hope that those youth will go on to participate in the Academic Year Program, be Alumni Interns, and one day, serve as staff or Board members. Those possibilities will only be available to them if you challenge and support each participant, offering them the chance to fully understand the vision and mission behind their work.

History of the Program

Before he founded The Food Project, Ward Cheney had fifteen years of experience farming and running farm-based programs for suburban youth. He profoundly believed in connecting youth to the land. He did this by offering teens a job on a farm and having them learn side by side with a farmer. Yet Ward sensed even greater potential for this work, so he started asking questions. How could young people working on a farm serve the needs of the broader community? How could urban youth also be engaged in this work? How could youth and adults best learn from the rich resources of each other and the land? How could they take that learning and apply it to the world beyond their community?

In 1991, Ward began to incubate a dream that would become The Food Project. He met regularly with Allen Callahan, an African-American minister and theology professor who wanted his church members to grow their own food. They worked side by side: Allen learning how to plow, pull rocks from New England fields, and harvest, while Ward learned what it would take for this kind of work to be relevant for youth and adults from the city. Together they crafted a vision. Ward spent his evenings and weekends writing about the emerging concept. Eventually he had it, a



proposal that outlined all the major areas in broad strokes, which would later require thousands of smaller strokes to complete.

In January of 1992, Ward brought the first vision and mission statements of The Food Project to the Massachusetts Audubon Society. Drumlin Farm, an Audubon site in Lincoln, accepted the proposal as a three-year pilot program. The work of raising funds, gathering staff, and creating the actual programs that would bring the vision into reality began immediately.

Ward hired Stanley Pollack of Teen Empowerment as a consultant on youth development methods, and Rob Traver of the Harvard Graduate School of Education to create Agricultural Curriculum. He also hired three volunteer interns to serve as the first staff. All winter and spring, Stanley, Ward and the new staff met to craft the first Summer Youth Program. A thousand details flew into the air and landed on whomever had the time, interest and talent to tackle them. So much had to be thought through and accomplished before the first youth were recruited and trained. And there was so little time! Ward kept everybody at the table, hour after hour, revisiting program design questions and testing all suggestions against the vision. The rigor and intentionality of staying at the table so long put everything behind schedule, yet somehow recruitment got underway, and volunteers were rustled up to plant the farm in preparation for the summer.

The first summer was a wild one, full of energy and challenge. The Food Project's resources consisted of two acres of land in Lincoln, a bunch of hand tools, a used wedding tent, and twenty youth from all over greater Boston. At every turn, we saw opportunities for further deepening and developing the Summer Youth Program. Beyond all the mistakes and challenges of a start-up, the first summer was a test of the vision itself, and it came through with flying colors. Young people produced 25,000 pounds of vegetables, worked in homeless shelters, ran a small farmers' market, and learned about themselves, one another, their community, and the land.

When the first summer ended we were all relieved. We had survived periodic rebellion and discontent from the young people, an ambulance driving across the fields toward a fallen

Crew Worker, blow-ups between stressed staff, unclear roles, and the struggle and awkwardness of the Summer Youth Program being born and struggling to its feet. As we looked back over the summer, we knew in our hearts that we had something very special to offer young people, who themselves had much to offer their communities. With that knowledge we began to shape and re-shape every aspect of the program.

As we prepared for the second summer, we made many changes. No change went untested and every change went before the small staff committed to building the program. This intentionality was and is a key to the success of the Summer Youth Program and The Food Project as a whole. The second summer went more smoothly. Many of the changes had their desired effect, such as hiring Crew Leaders who were stable role models, rather than at-risk themselves. We also began experimenting with how to share more ownership of the farm. Instead of sending people into a field and simply telling them, “Hoe these beans for the next two hours,” we had them take over a section of the farm and create their own work plan for the week. These and countless other shifts in design helped the program grow and develop.

In the third summer we hit a big bump. The design and details were strong but the community was flat and lifeless. The passion and fun were just not there. Young people worked hard but more out of compliance than deep motivation. The experience shook us because it did not feel like The Food Project of the first two summers. We realized that details and design are critical, but that at its best, the Summer Youth Program is a truly remarkable combination of hard work, service, fun, friendship, challenge, learning and sharing of one’s whole self. The soul and energy of the endeavor are paramount.



Analyzing that lifeless summer, we recognized that our staffing pattern needed attention. In order to hold both the framework and the soul of the program, staff needed clear roles and responsibilities. We created distinctions between the Grower, Site Supervisor, Crew Leaders and Assistant Crew Leaders, so that at each level the staff could focus on their part in bringing excellence and life into the community. In particular, we attended carefully to the role of the Site Supervisor. We decided that the site supervisor must be

the leader of the community for the young people: dynamic, influential, loving and tough. With our new staffing pattern we found a rhythm that has kept the balance intact ever since.

That fall began a time of transition. Our pilot status at Drumlin Farm ran out, and we had to find a new office, new land, and incorporate as an independent non-profit. By the spring of 1995, we were in debt \$50,000 and over a month late getting onto new land. We also had to create new leadership structures and capacities for the organization. Ward Cheney left The Food Project at that point, and two of the original interns, Pat Gray and Greg Gale, became co-Directors with a new Board of Trustees.

“There is a spot of land in the middle of Roxbury where there is no sign of city life. Instead of the usual city scene, covered with trash from people who don’t care, there are vegetables and youth trying to make the world a better place. This spot is the Food Lot.”

The fourth summer was a challenge given the circumstances but the program was highly successful and furthered our reputation all around the country as a model program. The Food Project emerged from its fourth year as an independent non-profit, based on conservation land in Lincoln. With our flagship program well established, we set out to test ourselves. As Ward had done five years before, we asked questions: How could we care for more land? How could we work with more youth? How could we feed more people?

Though launched in Lincoln, The Food Project was also becoming a part of the community of Roxbury. Many of the youth who worked with us were from that community. The Dudley Street Neighborhood Initiative (DSNI) in Roxbury was one of our strongest collaborators, helping us to recruit young people every year. Our commitment to care for the land, create a bridge between the city and suburbs, and build a program that addressed the needs and interests of all youth led us to farm in the city. Working with DSNI, we secured land in Roxbury: a vacant lot that had been used for illegal dumping for years. The fifth Summer Youth Program was organized to include a rotation in Roxbury for each crew. The forty young people in the program began the work of transforming a polluted parcel of land into a food production lot. Our Grower was put in charge of the land in both Lincoln and Roxbury; and a willing but inexperienced assistant was hired to help her take on this new opportunity.

As we expanded our land base, we also sought expanded opportunities for young people. Though Food Project youth were prob-

ably the most adept weeders their age, they missed out on most of the planting and harvesting, which happened before and after the Summer Youth Program. As we looked for ways to deepen our impact in young peoples' lives, we recognized the potential for involvement in the spring and fall on Saturdays and weekday afternoons. At the end of the fifth summer, we recruited youth straight into an Academic Year Program for the first time. By the next spring, an amazing group of young people could count themselves as the first to have worked with us through an entire year.

Though we increased the number of youth in the sixth Summer Youth Program to fifty, divided into four crews of twelve, there simply weren't enough Assistant Leader positions for all of the graduates of the Academic Year Program. So we created a new position: Senior Crew Workers, who would be model Crew Workers for the new youth. The food lot on Langdon Street in Roxbury was so productive that each crew could now spend two weeks there during the summer. We also hired an Assistant Grower with agricultural experience. Even with all this planning, there was no way to foresee that in the first week of the program, our wonderful Lincoln Site Supervisor of the last three years would be struck down by allergies so severe that he was hospitalized. Staff re-arrangements happened overnight: the two leaders from the Academic Year Program were brought in as Site Supervisors in Lincoln and Roxbury before the youth even knew what had happened. Once again we avoided disaster, and the Summer Youth Program was a success.

Between the sixth and seventh summers, The Food Project was awarded its largest grant ever from a national foundation. Along with other resources, this offered us the opportunity to make major changes in the seventh summer. A new food lot was opened in Roxbury, twice as large as our original lot. We moved from an eight-acre to a twenty-one acre site in Lincoln. To support this growth in land-base, the agricultural staff grew to include an Urban Grower, a Rural Grower, and an Assistant Rural Grower. With all the changes in land-base, we did not make any structural changes to the Summer Youth Program. We did, however, hire two full-time program staff to work year-round on what had become our four core programs (Summer, Academic Year, Volunteer and Alumni).



Hard at work in one of the three urban food lots.

*"My feeling of working on a farm
is one of fulfillment and
accomplishment. When I go home
I know that the food I helped grow
is feeding the homeless, keeping
them healthy. I know that in a small
but magnificent way, I'm making
the world a better, friendlier place.
I can't help everyone, but I can help
those who eat my food. "*

For the eighth Summer Youth Program, we decided to increase the number of youth to sixty. Since we would have five crews of twelve, the Roxbury rotation was decreased to one week for each crew, with all crews spending the first and last weeks in Lincoln. We did away with the Senior Crew Worker position: the lack of clarity around this role had caused more frustration than success, and we now had the opportunity for graduates of the Academic Year Program to choose from a variety of Alumni Internships. These internships were apprenticeship opportunities with staff members, and proved extremely successful in this first summer. In addition to providing amazing training for our young people, the Grower, SYP Coordinator, and Roxbury Outreach Coordinator were able to perform their jobs at a higher level because of their assistance.

At the end of the eighth summer, there was strong feedback from the Summer Leaders about the need for smaller crews and more time in the city. We shifted the ninth Summer Youth Program to include two weeks in Roxbury for each crew. Many hours of the winter months were spent figuring out how to coordinate two crews being in Roxbury at the same time. The prospect of such a programming puzzle was tamed somewhat by the reduction in crew size from five crews of twelve to six crews of ten. In addition, the team in the city was very strong: the Outreach Coordinator, Farmers' Market Manager and Urban Grower were all senior Food Project staff. We also hired one of our most experienced and trustworthy young people to serve as the Grower's Intern in Roxbury. Indeed, these folks managed to make the coordination of two different experiences in one small space seem easy, though it was anything but. They were also assisted by an incredible team of Crew Leaders. The effect of the Summer Leaders' positive spirit cannot be underestimated: the summer of 2000 was filled with energy and excitement!

The summers of 2001-2003 continued in this spirit due to the energy and talent of Site Supervisors Mike Evans and Jose Texeira, and the many other talented youth and adult staff who impact the Summer Program. Mike and Jose understood how to build community and challenge each young person to go to the next level of performance. During these years a number of key changes took place, including: key refinements and additions to the Social and

Agricultural Curriculum, honing the flow and logistics of the Overnight, and pioneering a new food lot in Roxbury that provided more work for our teens. In addition we had to figure out a smooth intersection between our expanding summer Alumni Program and the ongoing Summer Program. During this time The Food Project also published Growing Together, French Fries and the Food System, and program manuals that tightened and improved the overall curriculum of the organization. The impact of these changes during the summers of 2001-2003 could be seen in the expanded number of Summer Program alumni who chose to stay with The Food Project, the increased production on the farms, and the deep personal change and agricultural knowledge the young people possessed.

The Summer Youth Program remains an established model of youth development. Each summer will bring its own challenges, and each winter will find the staff working to address them in order to create the next Summer Youth Program. Yet there is no doubt that this program will continue to grow and flourish as long as the vision, mission, and design are held intact. Through lightning storms, staff changes, lack of funds, and many, many hot summer days, The Food Project presses on. We press on because we are more than a group of youth and adults farming together and feeding people. We are a community responding to a call beautifully articulated by Cornel West:

"I hope you always hold on to the notion that however dark and difficult the moment may be, the world is still incomplete, history is still unfinished, and what you do can make a difference. You can energize and galvanize even a cynical and world-weary people in the oldest surviving democracy... I hope that all of you will keep your heads to the sky, as Earth, Wind and Fire would put it. Keep your hands on the plow, as Mahalia Jackson used to sing with such power and poignancy, even when what you are doing takes the form of unadvertised service and nobody may see it but you. You are still making a difference."

- excerpted from Convocation Address, Harvard Divinity School, 1995



Crew members weeding on an urban lot in Dorchester

Using this Manual

Though the operations of the Summer Youth Program take place over seven and a half weeks in July and August, the coordination of the program is a year-round effort. As soon as one SYP ends, you begin working on the next one!

This manual covers the set up phase of the SYP. The general calendar for coordination of the SYP is:

September - June: Recruitment and Training

January - June: Set Up

July and August: Implementation

August and September: Evaluation and Archiving

Ideally, the three volumes of The Food Project's Summer Youth Program should be used in conjunction. This volume walks you through setting up the SYP.

There are many timelines within each of the sections of this manual. The timelines may appear to be enclosed within certain months of the year, but you will need to keep all aspects of your job in mind year-round. Even though you may not be working on a particular aspect of Program Set Up until February, you might encounter a resource while preparing for recruitment in October that will be very useful come February.

Setting Your Timelines

Once you have read the entire manual, create your own timelines for the year. For example, when the manual says that the Overnight is the Friday of the fourth week of the Summer Youth Program, determine the actual date for the current year. Go through the manual assigning specific dates, and then pass them by the Program Director for review. Once the dates have been approved, write them in your own calendar, and circulate a copy to all staff.

After you have created your timelines, use this manual to reach each of your deadlines. In this manual, you will find explanations of each task, and the documents necessary for completing those tasks. The documents are found in the Attachments section at the end of the manual. Whenever a task requires one of these documents, you will find the Attachment number in the right-hand margin.

Creating and Managing Computer Files

Each of the attachments in the SYP Manual can also be found in The Food Project computer system. All SYP Files are located in the TFP Shared Program Files. Every attachment found at the end of the SYP Manual is located within the SYP Standard Files, found in each SYP Folder.

Each SYP Folder contains a standard set of files and historical files. As you start work in a particular folder, create a folder for the year you are working on. For example, if you are beginning work on Leader Recruitment for the SYP 2002, open the Leader Recruitment folder. You should see that it contains the Standard Files folder and historical files folders:

Leader Recruitment

- 2001 Leader Recruitment

- 2002 Leader Recruitment

- Standard Files Leader Recruitment



Create a new folder entitled “200_ Leader Recruitment” and place it in the Leader Recruitment folder. To create a new document within your 200_ Leader Recruitment Folder, start by looking in the Standard Files folder. Find the standard version of that document. Copy it into your 200_ folder, rename it with 200_ in the title, and work off of that document. Compare standard file documents to historical documents to maintain consistency. Update standard files when necessary. Do not change the standard version of the document unless the Program Director has given approval.

If a standard version does not exist for the document you wish to create, search the historical files for that type of document. If you find it in an historical file, copy it into your new folder and then update it for your current year. You may also want to consider transforming it into a standard document if it seems to be used every year. (Note that not every SYP Folder will contain historical documents from all years. Historical files have only been saved if they are unique, so as to not fill up computer space with duplicate files. You are, however, encouraged to save all of your documents as you go. If you update them, they are indeed unique and should be saved as historical files).

"I have learned to give my all and to share my all. I've experienced talking and helping people in need through cooking, serving, and field work. I have learned to give my best work and service to whatever I do."

Creating Hanging Files

When you begin work on a new SYP, create file space for it in the SYP hanging file cabinets. There is limited space in those cabinets. Thus, the first order of business is to take out the oldest SYP hanging files and archive them. Place them all together in a cardboard archiving box, and label it clearly. Then be sure that the Office Manager knows to place that box with the other archives.

Taking the oldest files out of the SYP hanging files should create enough room to start hanging files for your new SYP. On your new set of hanging files, copy the names and organization of the previous year's SYP files exactly. Doing this up-front will make your life much easier: as you work on the new SYP, you will be able to place any documents that come your way in appropriate places.

Schedules

- *History and Overview*
- *Timeline*
- *Goals*
- *Staff Input*
- *Creation of Schedules*

History and Overview

The Summer Youth Program is a logistically complicated operation. Many people are involved in a variety of activities that all require intense focus and energy. In order for the program to function at its maximum potential, everyone needs to be on time and stick to the schedules. You create those schedules.

Fortunately, after years of trial and error, and many flipcharts full of feedback, the schedules for the SYP are well tuned. The standard Weekly Schedules for Lincoln, Roxbury, and the monthly schedule for the entire SYP will not need much revision, unless a decision has been made to make a major programmatic shift. You benefit from many lessons learned, such as the low success rate (and high sleep rate) of workshops conducted immediately following lunch!



The schedules of the Summer Youth Program form the backbone of all you will do and accomplish. This section guides you through the creation of the basic schedules for a new SYP. The following sections cover the details that flesh out those schedules, such as curriculum and staffing.

Setting up schedules that will work for everyone involved is critical to the success of the program. As Program Coordinator, you are given the challenge of integrating the standard schedules, honed over many years, and the current needs of the program and staff. It's kind of like a puzzle, and for those of us crazy enough to enjoy those kinds of puzzles, it can be fun!

Timeline

January: Meet with the Program Director to determine any major programmatic changes to the coming SYP.



During an agriculture workshop, Crew Workers examine insects that were caught on Baker Bridge Farm.

Identify the staff members directly involved in each major change.

Begin meeting with these staff as a group every two weeks.

- February: Work with the Standard Files Schedules to create the first draft of your set of schedules.
Make a list of all staff members whose input you will need. Contact each of those staff members to set up a meeting.
- March: Meet with key staff members and gather their input.
- April: Finish meetings with key staff members.
Meet with the Roxbury team to go over your draft of the Roxbury schedule.
Meet with the Lincoln team to go over your draft of the Lincoln schedule.
Schedule the SYP Roll Out.
- May: Complete revisions of the schedules.
Roll out SYP Schedules for all staff members at a staff meeting.
- June: Make copies of schedules for Leader and Worker Notebooks.
- August: Evaluate the schedules with the full-time and Summer Leaders.
Record evaluation and suggestions in a computer file.

Goals

Your goals for setting up the SYP schedules are:

- To have working drafts of SYP Monthly Calendar, Staff Training Week, First Week Schedule, Lincoln Weekly / Daily Schedules, Roxbury Weekly Schedules, Final Week Schedule and Eighth Week Schedule.
- To meet with all key staff members to go over the schedules for the SYP and get their input.
- To be ready to proceed in adding the details of curriculum, staffing, partnerships, crews, special events and infrastructure to the schedules.

Staff Input

Input from the staff comes in three stages: deciding on any major programmatic changes, meeting with individual staff members, and meeting with staff teams. All of the information you receive through these processes is valuable. However, as Program Coordinator, you are the safeguard of the Standard SYP Schedules. You collect requests and suggestions from various staff members, but do not make promises about their viability. The Program Director and you cull the best and most realistic of these ideas for implementation.

Major Programmatic Changes

By January, you know whether or not there are to be any major programmatic changes for the coming SYP. Possible major changes are first discussed at the August evaluations of the SYP. These ideas are then explored through the fall. You are responsible for seeing these discussions through, and along with the Program Director, deciding which staff should be involved in the decisions. By the staff retreat in January, you should inform the entire staff of any major changes that you have decided on.

Major programmatic changes require a great deal of preparation, for though they might originally come from one part of the program, they more than likely will have repercussions throughout the program. Examples of such major programmatic changes are: a different number of Leaders or Crew Workers, a different number of weeks, a change in start or finish times, or a change in the crew rotations from Lincoln to Roxbury.

Once you determine that there will be a major programmatic change, the first thing to do is assemble a team of staff members who will be affected by the change. Arrange for that team to meet every other week. Begin meeting as soon as you know of the change. Stop meeting when you have developed a schedule and plan that meets all the needs of that change.

In preparation for the first meeting, gather all documents from the SYP files that are pertinent to the change. Go through those documents and create an agenda for the meeting. Approach the meeting and the agenda with the goal of using everyone's time wisely. If some decisions don't need discussion, make them yourself and



A Crew Leader and Crew Worker share some laughs during the writing workshop.

present them at the beginning. Whenever possible, present the team with a proposal for discussion rather than an open-ended question. If a discussion arises that cannot be resolved during that meeting, ask that the team move on to the next point. Assure everyone that you will work on the item raised and will come to the next meeting with more information. At the end of each meeting, decide together what work each of you needs to do in preparation for the next meeting. Also decide what the agenda of that next meeting will look like.

An example of such a major programmatic change comes from the 2000 SYP. After the 1999 SYP, we decided that each crew should spend two weeks in Roxbury, rather than one. While this decision came from the program staff, who felt that the youth would greatly benefit from a more equal distribution of time between the rural and urban sites, its impact would be felt by all of the Roxbury staff.



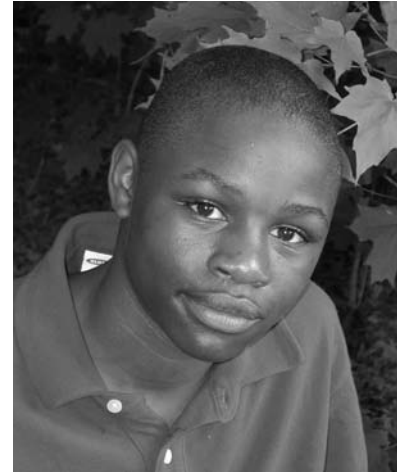
In 2003, The Food Project sold over 20,000 pounds of vegetables at the farmers' markets.

The SYP Program Coordinator began meeting with the Roxbury team in January of 2000. The Roxbury team consisted of the Urban Grower, the Farmers' Market Manager, and the Urban Outreach and Education Coordinator. During their first meeting, this team created a set of questions that needed to be answered in order for the change to be successful. For example: Would the two crews be together at one of our Roxbury sites, or always be separate? Would the crews run the Farmers' Market together twice a week, or each run a market once a week? How would the two crews get from place to place? Would workshops be run with the two crews together, or separately? Would two crews spend two weeks together in Roxbury, or would there be a staggered rotation? Would there be enough agricultural work for two crews, or would we need additional back-up activities? This brainstorm was productive because everyone on the team had worked at least a full year at The Food Project. Had they been less experienced, the Program Coordinator would have needed to come up with this set of questions on her own. The team then divided the questions into categories and prioritized them. Working down the list from highest priority, they met every two weeks to discuss their ideas and left each other with work to do for the next meeting. After four meetings, they had crafted a plan that was quite complex. Yet each of them understood the plan and agreed it would work for

them. Then it was up to the Program Coordinator to translate that plan for everyone else: Staff, Summer Leaders, parents, and Crew Workers.

Individual Meetings

Once you have looked through the SYP schedules yourself, and have determined what your needs are from the program side of the SYP, start meeting with other staff members to determine their needs. The more aware you are of the parts of the schedules that are negotiable, the more productive your meetings will be. If this is the first time you have coordinated the SYP, meet with the Program Director to better understand the difference between what is negotiable and what is not. That way you can be honest about needs that cannot be met in the coming SYP. Nonetheless, make note of the entirety of each staff member's suggestions, as a record for future SYP planning. Do not promise changes to any staff member during these individual meetings. The purpose of the meetings is to gather information. At the conclusion of your meetings, you will use all of the information to create a working draft of the SYP schedules.



Meet with the following key staff members, and discuss the relevant schedules:

- Lincoln Grower: monthly schedule, staff training schedule, Lincoln weekly schedule, first week schedule, final week schedule
- Roxbury Grower: monthly schedule, staff training schedule, Roxbury weekly schedule
- Farmers' Market Manager: monthly schedule, Roxbury weekly schedule
- Alumni Coordinator: monthly schedule, Lincoln and Roxbury Weekly Schedules (also determine if you need to meet with other Alumni Mentors to discuss scheduling)
- Other staff members as determined by you and the Program Director

At the conclusion of these meetings, write a report of the information you received, including your suggestions for the SYP, based on your meetings. Present this report to the Program Director. Together decide which suggestions to implement. Then draft a set of schedules for the SYP (see the next section: Creation of Schedules).

Team Meetings

Team meetings are the last set of meetings before presenting the SYP schedules to the entire staff. Hold one meeting for the Roxbury team and one for the Lincoln team. The Roxbury team consists of the Urban Grower, the Farmers' Market Manager, the Urban Outreach Coordinator, the Office Manager and the Site Supervisor. The Lincoln team consists of the Rural Grower and the Assistant Growers, the Site Supervisor, and the Office Manager. Any Alumni Intern Supervisors whose work will play a significant part in either site are welcome at the team meetings. Prior to the meetings, distribute the Monthly and Weekly Schedules to all team members. Ask that they read through the schedules and come to the meeting with any questions they have about the schedules.

Your agenda for the meeting should be simple. You want to field any questions staff members have, and be sure that they each understand where their specific duties show up in the schedule. The team meetings are not a time for long discussions, though short ones are fine. If a question is brought to the table that necessitates more work, you should record it and work on it after the meeting.

Creation of Schedules

The first set of schedules you create will be working drafts. They will be the skeletons, and you will work with them for months in order to arrive at a fully fleshed out Summer Youth Program. This section outlines the process of creating those skeleton schedules. The next sections of Set Up help you add the many necessary details (curriculum staffing, partnerships, crews, special events, infrastructure) to the schedules you will now create.

Attachments 2-8

This first set of schedules consists of:

- SYP Monthly Calendar (see Attachment 2)
- Leader Training Week Schedule (see Attachment 3)
- First Week Schedule (see Attachment 4)
- Lincoln Weekly / Daily Schedules (see Attachment 5)
- Roxbury Weekly Schedule (see Attachment 6)
- Final Week Schedule (see Attachment 7)
- Ninth Week Schedule (see Attachment 8)

In order to create a first draft of each schedule:

- Create a folder labeled “(200_) Schedules.”
- Open each standard schedule.
- Copy and rename the standard schedule with the current year in the title, and save it into your new folder.
- Each schedule has its own set of particular considerations, which are described below. Before making any changes to a schedule, read through the appropriate considerations.
- Based on staff input (including your own), make any changes that have already been approved.
- Print a copy of each of these revised schedules. The printed copies will serve as your working drafts as you continue to develop the details of the schedule.
- Continue to update the computer version of each schedule as major decisions are made.



Styling in the fields.

SYP Monthly Calendar

The SYP Monthly Calendar is the overall outline of the Summer Youth Program. This calendar defines the start and end dates of the program, the crew rotations into Roxbury (see Crews Section of Set Up), the Farmers’ Market dates and the dates of special events. Once you have those pinned down, you will be able to produce the other schedules. Keep in mind as you create this calendar that it is the most public of the schedules you are producing. It is the only one that is distributed not only to Summer Leaders, but also to Crew Workers and parents. Do not be tempted to clutter the calendar with too much information (see Attachment 2: SYP Monthly Calendar).

Attachment 2

Leader Training Week

For Crew Leaders new to The Food Project, Leader Training begins on a Friday. On Saturday all Crew Leaders and Assistant Crew Leaders have a full day of training with an outdoor adventure component. Sunday is a day of rest before they all return Monday through Friday for the rest of Leader Training.

Leader Training is an intensive period where Crew Leaders and Assistant Crew Leaders learn the basics of agricultural fieldwork, how to manage a crew, what to expect in our Social and Agricul-

tural Curriculums, how to serve successfully within a shelter, and what it takes to run our Farmers' Market. The training is substantive yet brief when one looks at all the skills required for a Crew Leader. The training week leaves alumni Crew Leaders feeling re-oriented, and new Crew Leaders feeling a bit overwhelmed by the road in front of them. As the summer progresses, a great deal of on-the-job training occurs as the real demands of the role create the need for support and coaching among the leadership team.

Attachment 3



Andre and Dayne connect over vegetables.

The Leader Training week schedule is tightly organized and is designed to mimic an actual week in the Summer Program. There is an emphasis on experiential learning, as we believe that people learn best by doing (see Attachment 3: Leader Training Week Schedule). Take this basic schedule from the Standard Files and double check that it fits the training needs for Crew Leaders and Assistant Crew Leaders given the particular activities of the upcoming summer. For example, one summer we had a documentary filmmaker filming young peoples' experience. We had to create a half-hour training for Crew Leaders about why the film was being made and how to handle the film crew's needs while at the same time maintaining quality field work. Another year we had an intensive youth evaluation that required Crew Leaders to understand how to help youth fill out evaluation forms. The core activities of Leader Training do not shift but additional training needs may emerge. Create a draft of the training and once you are as close as you can get, circulate it to the staff it involves for their input. Then type up the final schedule.

First Week Schedule

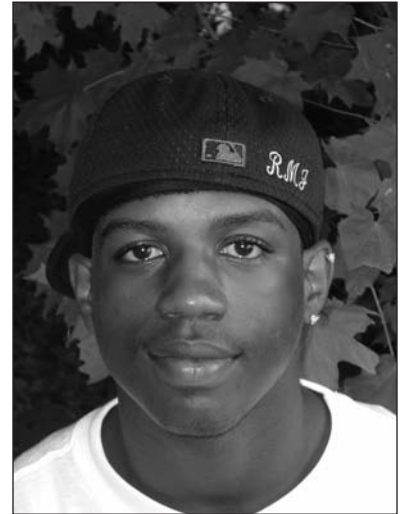
The first week of the SYP is one of two weeks (the other being the final week) that all crews are in Lincoln. During the first week, the crews go through an orientation together, which covers every piece of the program. Each activity in the first week schedule is critical and cannot be left out.

The challenge of the first week schedule is the July 4th holiday. More likely than not, it will fall some time during the first week. The day that it falls on will influence how you arrange the schedule. The standard first week schedule assumes that you have Monday through Friday without a holiday. If in fact you do have to take one of those days off, you need to re-arrange the schedule to fit every orientation piece into the days that you do

have. For guidance in making these adjustments, refer to the historical schedules folders. In 2000, the orientation was conducted in three days: Wednesday through Friday. In 2001, it was conducted in four days, with the holiday falling on the Wednesday of the first week.

As you make necessary adjustments to the First Week Schedule, remember that they are likely to affect the second week. For example, if the crews do not go to their shelters during the first week, then the Shelter Preparation and Shelter De-Brief Workshops will need to be added to both the Lincoln and Roxbury schedules for the second week.

While planning your first week schedule, keep in mind that we often push the Crew Workers to their limits by running so many workshops in that first week. Avoid running workshops back to back. The youth are usually very eager to get started on fieldwork. Alternating workshops and fieldwork is optimal, and helps the youth focus on each piece.



Lincoln Weekly Schedules

Make initial revisions to the standard Lincoln Weekly Schedules based on any changes you have already decided on. Then print out six copies of your Lincoln Weekly Schedule working draft. Label them week two, week three, all the way to week seven. The Weekly Schedules for the second through seventh weeks in Lincoln remain standard. However, the details, such as curriculum and special events will sometimes change. As you figure out those changes, write them in on the appropriate week's schedule because that's the only time these Weekly Schedules will be distributed to all of your Summer Leaders.

Roxbury Weekly Schedules

For each crew, there is a Week 1 in Roxbury and a Week 2. However, the crews rotate through Roxbury on a staggered schedule so that no two crews are in the city together for more than one week. For example, if crews C and D are in Roxbury one week, the next week Crews D and E will be in Roxbury. This means that while one crew is going through the Week 1 Schedule, the other crew is going through the Week 2 Schedules. Coordinating these schedules is complicated, but has been worked out over time.

To help you understand the scheduling better, the following is a chart that outlines the flow of the crews through Roxbury:

Week 1	2	3	4	5	6	7	1/2 Week 8
All in	A	B	C	D	E	F	All in
Lincoln	B	C	D	E	F	A	Lincoln

The crews are staggered in order to avoid the situation that four crews not see each other for four weeks, which would happen if two crews went to the city for two full weeks.

Just in case you were starting to feel overwhelmed at the prospect of creating all these schedules, here's some welcome relief: unlike the Lincoln Weekly Schedules, in which the curriculum changes every week, in Roxbury there is a week 1 curriculum and a week 2 curriculum. In other words, every crew will go through the same workshops during their first week in Roxbury, and every crew will go through another standard set of workshops during their second week in Roxbury. However, there may be small changes to every week. Therefore, you should approach the planning of the Roxbury Weeks just as you approach the Lincoln Weeks. Print out the Weeks 2-7 Schedules and pencil in any changes to these weeks as you plan. Once you have made final decisions on all details enter final changes into the computer file schedules and print copies for your Summer Leaders.

Final Week Schedule

Fortunately, there are no holidays that fall in the last two weeks of August, so you can rest assured that you will not have to adjust the standard Final Week Schedule too much. This week is the culminating experience for the crews, who spend Monday through Wednesday in Lincoln together and end their SYP experience with a Family Feast on Wednesday evening. The last two days of the week are reserved for staff evaluation of the SYP. On Thursday the Summer Leaders evaluate the SYP and then celebrate together. On Friday the full-time staff evaluates the SYP, beginning their process by reviewing the flip-chart comments of the Summer Leaders.

Ninth Week Schedule

The basic idea of this week is that Crew Workers who have proven themselves to be self-motivated and hard-working are allowed the opportunity to work one more week.

The ninth week is strictly field work or Farmers' Market, with no extra programming. Crew Workers sign up if they are interested in working. The Lincoln and Roxbury Growers and the Market Manager then decide whom they want. Six to ten workers on average are chosen for Lincoln, depending on budget and need for labor. Three to six workers are chosen for Roxbury. The Farmers' Market may also be offered as an extra week option depending on the Farmers' Market budget and the interest of the Farmers' Market Manager. You are in charge of setting the schedule, but should do so in consultation with the Lincoln Grower. The schedule is simple (for detailed schedules of the ninth week in Lincoln, Roxbury, and the Farmers' Market, please refer to SYP Manual Volume III).

Presentation Of Schedules

Once you have developed the SYP schedules, the final step is to present these schedules to the entire staff during a staff meeting. This meeting, traditionally called the SYP Roll Out, is intended to both inform and inspire the staff as they go forward. Every staff member is critical to the Summer Youth Program, whether they are involved full-time or carry a small piece. The Summer Youth Program is the flagship of The Food Project. It requires that everyone lend a hand, and inspires everyone to do his or her best. The SYP Roll Out is the rallying call that brings everyone's attention to the season that is approaching. It is an opportunity to set a tone that, while acknowledging the work ahead, is positive and hopeful. It is also a chance to thank everyone in advance for the work that they will do.

In April, contact the staff meeting facilitator (normally the Executive Director) to schedule the SYP Roll Out. You are looking for an hour during a staff meeting at the end of May. Preparation for the SYP Roll Out consists mainly of the work you will already be doing: creating schedules and fleshing them out with details. There are a few additional points of preparation to attend to:

- ❑ Look over the Standards Agreement and Violations Chart that all Crew Workers will be held to over the summer.



Sparkle gives thought to the discussion.

These can be found in *Growing Together*. If you are not familiar with these documents and processes, check in with the Program Director about this part of your presentation and what staff need to know about the process.

- ❑ Make copies of the following documents to hand out at the SYP Roll Out:

SYP Calendar

Crew Rotations List

Leader Training Week Schedule

First Week Schedule

Lincoln Weekly Schedule

Roxbury Weekly Schedule

Ninth Week Schedule

Standards Agreement

Violations Chart

- ❑ Create an agenda for the SYP Roll Out. The agenda can follow the order of the handouts listed above. It should also include an introduction and conclusion by either you or the Program Director. Remember, your enthusiasm will be contagious! For each document that you review, focus on the key points that affect the entire staff, and short personal anecdotes that will bring these documents alive. Engage other staff in the presentation of these documents in order to build even more excitement from many different parts of the organization.



The famous cup game in action—
test your rhythm!

During the meeting, keep a steady, quick pace. From the start, let folks know that you will take questions, but that any questions that require a long answer or more work on your part will be recorded and you will respond to them later. Do not get flustered by tough questions: you still have six weeks until the program begins! Think of those tough questions as focusing points for your last push in the program set up.

Curriculum

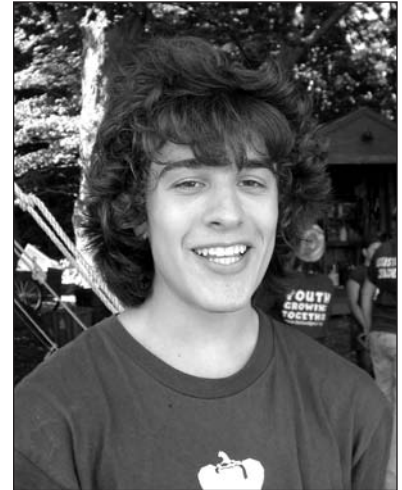
- *History and Overview*
- *Timeline*
- *Goals*
- *Lincoln Social Curriculum*
- *Roxbury Social Curriculum*
- *Agricultural and Market-Based Curriculum*

History and Overview

The Summer Youth Program's curriculum has benefited from the contributions of many different people and organizations. From the very beginning of The Food Project, the development of high quality curriculum has been a priority. Our curriculum is driven by the rare opportunity to combine work and reflection. The young people of The Food Project not only work with people from other backgrounds, they also have the opportunity to reflect on that experience, pushing themselves and their peers to think and feel in new ways. The young people of The Food Project reflect together about issues ranging from race to gender to sustainable agriculture, while they put their thoughts into practice every day through meaningful labor.

Years ago, when the curriculum was in its early evolution, the Leader Training week before the Summer Youth Program would find the Summer Leaders gathered around a flipchart, brainstorming ideas for games, workshops, and quotes for the program that was to begin in days! While the pressure was motivating, and the staff felt personally invested in the curriculum, the process was stressful (especially for the Program Coordinator) and the results were mixed.

After these many years, the curriculum of the Summer Youth Program is strong and vibrant, thanks to the contributions of Crew Leaders, Assistant Crew Leaders, Crew Workers, consultants, interns, staff, and other organizations. Thanks to a grant from the W.K. Kellogg Foundation, our Program Director was able to assemble the core of our social curriculum into a book called *Growing Together*. One of our agricultural staff members was also able to assemble our Agricultural Curriculum into a book entitled *French Fries and the Food System*. Both of these books will be resources to you as you run the Summer Youth Program.



"As for personal growth, I feel less ignorant to problems in the world such as hunger, class, pesticides and sustainable agriculture. I feel more equipped to actually go out and make a difference, and that everyone at The Food Project wants me to succeed and is encouraging me to do so."

The curriculum is now mapped out in a way that we know works. Each year, however, there may be changes due to the workshop presenter's agenda, schedules, or a great new piece of curriculum. While you may have an interest in adding or subtracting from the curriculum this may no longer be necessary. The Summer Program is a complete package, with tested results. Also, workshops and activities in this program produce a platform for deeper learning in the AYP and Alumni Internship Programs. If we do activities in the SYP that are part of the other programs it will undermine the progression of learning. Instead, we ask you to invest yourself whole-heartedly into bringing this curriculum to life. It takes a great leader to make this program sing to its full potential. Follow the timeline listed below in order to have a finalized summer curriculum far in advance of the summer when so much else will be happening. This section will guide you through placing that curriculum in the schedules that you have.



Food Project youth take their games very seriously.

Note: The workshops listed below are not in *Growing Together* but can be found in the master curriculum file in Programs.

Timeline

February	<p>Review the Weekly Schedules and make any alterations necessary to the morning meetings and workshops.</p> <p>Meet with the Program Director to go over the first draft of your curriculum.</p> <p>Sign up staff who will lead parts of the curriculum.</p>
March	<p>Integrate the agricultural and market-based curricula into your schedules after meeting with the staff members in charge of those curricula.</p>
April	<p>Work with the AYP Coordinator to make time in the Spring DIRT Retreat to try out any new workshop, game, or morning meeting activity with the DIRT Crew, to see if it might work for the SYP.</p>
May	<p>Finalize your curriculum, and have the Program Director approve it.</p> <p>Present the curriculum to the entire staff at the SYP Roll Out.</p>

Meet with any staff carrying important curriculum pieces to go over that activity and provide them with guidance.

Goals

- The curriculum is fully organized and approved.
- All people leading or assisting in the curriculum know their role and are prepared.

Lincoln Social Curriculum

The social curriculum of The Food Project is designed to allow youth to explore the issues of diversity that arise from working with youth from backgrounds far different from their own. The basic approach of this curriculum is to raise questions, learn from others' experience, and clarify one's own values. We seek to provide a safe, supportive environment in which young people encounter the realities of diversity, and have the chance to reflect on them and take action in their lives.

The social curriculum in Lincoln is organized around a series of themes. Each week the youth explore these themes through quotes, skits, games, and workshops (see Attachment 5: Lincoln Weekly / Daily Schedules). The progression of the themes is very intentional. For example, the theme of the first week is community, because it is the time when the SYP community is first being formed. The theme of the fifth week is initiative, because at this point in the program the Crew Workers know their tasks and how to do them and should feel empowered to move on to the next step without being prompted. The progression of games and workshops is also intentional: they are tied to the themes of the week, and the level of risk involved in each game and workshop increases as the summer goes on.

During the summer, exceptional Crew Leaders and Assistant Crew Leaders may want to run part or all of a morning meeting. They may either want to do the scheduled activity or create a new activity. This can be great if they prepare and practice with you beforehand. It is your job to decide if the activity is impactful enough to be a part of the morning meeting.



Kailah and Redd are from different communities and backgrounds but find that they share many things in common.

Attachment 5

Roxbury Social Curriculum

The Roxbury curriculum is at once similar and very different from Lincoln. It offers Crew Workers an opportunity to learn about and run the Farmers' Market and focus on urban agriculture. It also gives them the opportunity to learn about the history of community revitalization in the Dudley Street Neighborhood.

However, the morning meetings and some key workshops are the same as Lincoln. We designed the program this way because it takes advantage of the unique learning available in Roxbury and yet offers Crew Workers a way not to miss key learning that occurs in Lincoln. Follow the same process outlined in the Lincoln social curriculum for setting up the Roxbury curriculum. Two social curriculum pieces that are not covered by the curricula sheets are the Community Lunch speakers and writing workshops.

The speakers at Community Lunch are our alumni interns who are working in many areas of the organization. We have found that our alumni interns are able to connect with the audience better than an outside speaker and they inspire and motivate the Crew Workers. In order to have interns as Community Lunch Speakers, meet with the Alumni Internship Coordinator to schedule interns well in advance; the coaching and training of these speakers is the responsibility of the Alumni Internship Coordinator and Internship Supervisor.

The goal of the writing workshops in Lincoln and Roxbury is to allow young people the opportunity to reflect on their experiences. We hope to promote writing as a skill that can benefit young people, and to make it an engaging experience rather than a dreaded one. In the past, we had Crew Workers in a one-hour writing workshop each Friday. It gave Crew Leaders and Assistant Crew Leaders a chance to meet about Standards and Straight Talk. Once we started the Tuesday night meetings we did not need the Friday meeting any longer, but we continued with the workshop. We found that the workshops succeeded or failed in direct proportion to the skill and experience of the facilitator. One summer, a former English teacher with great youth development skills had young people create a magazine that youth called the "Sub-Urban Ag. Mag". It was a beautiful piece, full of interviews, stories, and photos, all done by youth. Another year a professional writer led

youth in creating poetry and expressive writing. She had energy and command of the group and so youth took great risks sharing their writing. However, in most years, inexperienced staff tried their best but got the customary response from teenagers about the joy of writing in the summer.

Now we sprinkle reflective journal writing throughout the summer. Youth write when they return from the shelter for the first time, at the end of the week in Roxbury, and once or twice in a Lincoln Friday workshop. This level of writing works well, gives us insight into young peoples' experience, and does not require a maestro to be successful. Over the years we captured some good prompts and techniques for engaging youth in creative writing that can be found in *Growing Together* under the heading "Writing Workshops".

Agricultural and Market-Based Curriculum

As the Summer Program Coordinator, you are responsible for the entire experience of the Summer Youth Program. You will not implement every piece of the curriculum, but you need to know that it is well prepared and executed. In your planning for the SYP curriculum, there are many slots in your schedules for curriculum led by non-program staff. Your schedules are completed when you meet with those staff responsible for curriculum pieces in your schedule, and finalize their participation.

Start meeting with the following staff members in March. Though they might not have their curriculum fully mapped out at that point, it is a good idea to get the ball rolling early, especially if any of the staff are new to their role in implementing curriculum. Keep checking in with each of these staff until you are confident that a realistic and good plan exists for each slot. Most of the curriculum that they will use can be found in either *French Fries and the Food System* or *the Farmers' Market Manual*.

- Rural Grower and Grower's Assistants: All Agricultural Workshops in Lincoln
- Urban Grower and Grower's Assistant: Agriculture Orientation and Agricultural Workshops in Roxbury



Is that a weed I see?



Ibe and Jack give a talk during Community Lunch about working together as Agriculture Interns.

- Farmers' Market Manager: Market Training, Market Analysis
- Urban Education and Outreach Coordinator: Urban Education Workshops in Roxbury

Staffing

- *Overview*
- *Timeline*
- *Making the Assignments*

Overview

The execution of a high quality Summer Youth Program is only possible if every piece of the program is well prepared. The staff must understand and be committed to the vision of the program as a whole and their pieces in particular. The earlier in the year that staff are informed of their responsibilities, the more time they have to prepare each piece.

Most senior staff are well aware of their responsibilities. However, err on the side of checking in with everyone, even senior staff, about the activities they run during the SYP. A reminder is never a bad thing; it can often tee up important preparation pieces that even senior staff might otherwise let slide until the last minute.

This section will guide you through the assignment of staff to every activity in the Lincoln Weekly Schedules, the Roxbury Weekly Schedules, and the final and first weeks of the SYP. The staffing patterns for special events will be covered in that section.

This section does not cover the details of actually executing each activity in the schedules. For philosophy, methods, and explanation for carrying out the program see SYP Manual Volume III.



"I was worried as to whether I would be able to do the work or not. When I first had to stick my hands in the soil it felt moist and full of life. Although my hands were filthy I didn't mind which surprised me."

Timeline

- February: Assign a staff member to each of the activities in your set of schedules.
 Meet with the Program Director to go over the first draft of your staff map.
- March: Make sure staff members are clear about the activities for which they are responsible.
- April: Find time for staff in charge of an activity they will be running for the first time to practice that activity with DIRT crew members or staff.

May: Finalize your staff map and have the Program Director approve it.
Present the staff map to the entire staff at the SYP Roll Out.



In 2003 SYP participants spent 3,120 hours working to plant, weed, and harvest vegetables.

Making the Assignments

Once you have set the curriculum, the next step in filling out the SYP schedules is to assign a staff member to each activity. Follow the suggested checklist:

- ☐ Determine which staff member should be in charge for each activity.
- ☐ Pencil that staff member's initials into the parentheses next to the activity on your working draft of the schedules. (If you don't know the staff member's name yet, put the initials of their title. For example, if you haven't picked the Assistant Crew Leaders yet, you can simply put ACL in the parentheses. However, as soon as you know names, put a name in each slot).
- ☐ Show your draft to the Program Director for review.
- ☐ Check in with each staff member on your schedule to make sure that they understand that they are in charge of particular activities.
- ☐ Make sure that either you or the most appropriate senior staff person trains any staff member new to the activity before the start of the SYP. Training should include at least one practice run with DIRT crew or staff.

Partnerships

- *Overview*
- *Timeline*
- *Establishing or Renewing Relationships*

Overview

Since its inception, The Food Project has depended on strong collaborations and partnerships in order to succeed. Our youth programs would not have been possible without the help of other organizations. Over the years, we have depended on other organizations for such crucial resources as land, meeting space, and training facilities.

As The Food Project has grown and become a more self-sustaining organization, we have been able to secure more of these resources for ourselves. For example, for many years, we had no indoor meeting space of our own in Roxbury. We relied on the partnership of the Dudley Street Neighborhood Initiative and Youth Build, who both at various times agreed to allow us to bring our youth into their building in the case of inclement weather. In 2000 we were able to open our own office in Roxbury, with enough space to house our youth when necessary.

There are still a number of organizations whose partnership is essential to the functioning of the Summer Youth Program. As you can imagine, your relationship with each of these organizations requires great care. Getting in touch with them early on in the year, and keeping them frequently updated, is the least you can do for these partners. Should you run into any problems in dealing with partner organizations, remain diplomatic, and consult the Program Director and the Executive Director for guidance.



Timeline

- January: Confirm shelters for the summer and find additional shelters if necessary.
- February: Contact all partner organizations to request the dates that you will need their assistance.
- April: Send each organization a letter detailing the agreement once you have firm dates that will work

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for both The Food Project and the partner organizations. In the case of shelters, send them the Information for Volunteer Coordinators handout (see Attachment 9: Information for Shelter Contact).

- May: Make follow-up calls to confirm that the organizations received your letters and have no questions or problems.
- June: Make reminder calls to each organization.
- July: Send Family Feast invitations to all of your contacts at the partner organizations.
- September: Send thank you notes to each of your contacts at the partner organizations.



Food preparation at a shelter. During the 2003 SYP, youth worked at seven different shelters in the Boston area.

Establishing and Renewing Partnerships

Currently, there are four types of partners whose assistance is critical to the Summer Youth Program: shelters, neighborhood hosts, training facilities and facilitators, and consultants.

Shelters

One of the most meaningful experiences for the youth of The Food Project is the time they spend in what we call “shelters.” Nearly half of the food that The Food Project grows is donated to various organizations in the Boston area that distribute food to those in need. The meaning behind all of the hard work is solidified for each youth when they volunteer at those organizations and serve the food they have grown to those in need.

When The Food Project began, all of the organizations that received our food and the labor of our youth were homeless shelters. Over the years, the ‘lingo’ of the staff and youth of The Food Project has come to define “shelter” as any of the organizations that receive our food. However, as the bounty of our harvest has increased significantly over the years, many different types of organizations now receive our produce: food banks, food pantries, soup kitchens, programs for AIDS patients, and a number of homeless shelters. The most inclusive term for this myriad of agencies is “Hunger Relief Organizations” (HRO’s). However, in this manual we will use the term “Shelters.”

Every Wednesday during the Summer Youth Program, crews spread out across the city of Boston to provide their labor to these shelters that receive our food. This is an especially critical time for these organizations to get a boost in their volunteer pool because the summer is a difficult time to get volunteers.

Our crews cannot serve at every organization to which we donate food. An organization must have the following qualifications to host our youth during the Summer Youth Program:

- Must be able to use the labor of an entire crew. (In certain cases, we have made an exception and split a crew between two smaller organizations that were within walking distance of each other. In that case, the Assistant Crew Leader heads up half of the crew at one organization, and the Crew Leader at the other).
- Provide the crew the opportunity to work with the food that The Food Project has donated. (This activity can be only a portion of their work, but does need to be a part of it).
- Give the youth the chance to interact with people who are receiving the food they have grown, if at all possible.
- Must be accessible by public transportation.
- Be experienced in working with volunteers, and be confident that the organization can keep our youth working the entire time they are available. (Ideally, the organization has experience working with young volunteers).
- Must have a strong contact person.
- Provide a comfortable and private room for the crew to meet after they are done with work, in order to hold their Straight Talk Session.



In January, review the evaluation from the previous Summer Youth Program and decide which shelters you hope to keep, which Shelters to improve, and which ones to drop. Then brainstorm with the staff any possibilities for additional sites to fill those you are going to drop. The growers might be especially helpful, as they have a good sense of the produce drop-off sites.

Based on these decisions, proceed in the following ways:

"The first time it feels a little strange walking into Rosie's Place and seeing all those women and children come in to eat lunch. It makes me feel good because I know I'm helping out people. It also makes me think about how lucky I am."



Summer Program youth donning chef's hats.

Shelters to Keep

Contact the Volunteer Coordinator at the agency. Indicate that we would like to return this coming summer and provide the dates for this year's program. Explain that we were very happy with our experience last summer, and hope that it will be similar this coming year. Ask if they have any suggestions based on last summer, or if they would like to meet to discuss any ways to improve the experience on their end.

Shelters to Improve

Contact the Volunteer Coordinator at the agency. Set up a meeting with the organization, including any of their staff members who worked directly with our youth. Make sure that The Food Project's Program Director can attend the meeting. Explain that you appreciate the experience our youth had last summer, but know that there were concerns, and you want to address them in the hopes of our youth returning this year. Based on the meeting, decide whether or not to go ahead with this agency. Inform the Volunteer Coordinator as soon as you know your decision.

Shelters to Drop

Write the Volunteer Coordinator a letter, thanking the organization's staff for their efforts last summer. Explain that unfortunately, Food Project youth will not be able to return this coming summer. If the reasons for this decision could be productive for the Volunteer Coordinator to know, include them in the letter. Be sure to also include the positive aspects of the experience. Assure them that this does not mean that they will not receive our produce donations, but that the Agriculture Staff handle that side of the operation and need to be contacted if this remains of interest.

Shelters to Add

Once you have a list of potential agencies, make initial inquiry calls. Based on the list of qualifications in the previous section, determine which organizations seem the best candidates. If you have a hard time figuring out who your contact person should be, or if they take a long time returning your calls, the organization might not have the kind of infrastructure to facilitate a good experience.

Once you determine that a site has good qualifications, arrange to visit the site. Tour the facilities, and meet with the Volunteer Coordinator and any other staff who might interact with our youth. If this is your first time running the Summer Youth Program, bring the Program Director along with you on this site visit. Approach the meeting as one in which both organizations are trying to determine if their needs could be met by Food Project youth volunteering with them this coming summer. Come prepared to answer many questions from them, and bring them Food Project literature, including a copy of the Information for Shelter Contact (see Attachment 9: Information for Shelters Contact).

Attachment 9

Send the Volunteer Coordinator a copy of the Information for Shelter contact (see Attachment 9: Information for Shelters Contact), along with a cover letter, once you know that an agency will work with us for the coming summer. Call to confirm that the coordinator received your package. Check to make sure that we have accurate directions and contact information to the agency. For agencies that we have worked with previously, search the historical SYP computer files for their directions. Update old contact information and verify that they are at the same location. For new agencies, get direction and contact information from the Volunteer Coordinator, and create a new shelter direction sheet for that agency using the Shelter Direction Template (see Attachment 10: Shelter Direction Template). Check in with the Coordinator one month prior to the beginning of the program to be sure that everything is set, and that they are aware of dates and times.

Attachment 9

Attachment 10

In late July or early August, call the Volunteer Coordinator to extend a personal invitation to the Family Feast. Explain that their presence would make a big impact in the culmination of this experience for the youth of The Food Project. If you feel confident of their appreciation of The Food Project, ask them if they would like to speak briefly at the Family Feast.

In September, write a thank you note to each Volunteer Coordinator. Make these notes as personalized as possible. The Food Project is a management-intensive volunteer group, and we want them to know that we appreciate their extra efforts for us. For the agencies you wish to keep, assure them that you will be contacting them in the new year to discuss the coming summer.



Neighborhood Hosts

Neighborhood hosts provide us with space for cooking, for meeting on rainy days, and for other needs that may arise. As soon as you know your schedule and resources well enough to know what you will need from these partners, contact them to make your requests. An initial phone call is a great way to start, but be aware that certain organizations will want your request in writing. The Food Project has neighborhood hosts in both Lincoln and Roxbury.

Lincoln Neighborhood Hosts

Cooking Space

The closest meeting and cooking space to our Lincoln fields is St. Anne's church. They support us in many ways, often raising money for us. However, we have not used their cooking space for the past two years. We now use the Trinitarian Congregational Church in Concord as our Community Lunch preparation space. Our relationship with the Trinitarian Congregational Church is absolutely critical. One of the most important things to remember in this relationship is not to take it for granted. Every year, we need to ask again if it would be possible to use their kitchen. The Community Lunch Coordinator should call the secretary and follow up with a confirmation letter stating days and times that the kitchen would be needed. The Coordinator should schedule a visit with the kitchen representative to learn about the operations of their equipment. We need to be respectful of the space and clean up after ourselves to the point that the space looks better than it did when we entered. The Coordinator should follow the list of safety measures sent to us by the Health Inspector. For the dates and times that we can predict in advance, send a letter to the church secretary as early as possible to request the cooking space (see Attachment 11: Request for Cooking Space Template).

Attachment 11

Rainy Day Space

In the past, St. Anne's also provided a shelter for our youth on rainy days. We currently use the Codman Farm Barn as our rainy day space. Call the farm as soon as you think you might need the space. On rainy days, this means listening to the weather before work in the morning and calling if there is a chance of hard rain that day to warn them that you might be coming that day. In exchange for Codman's accommodation, our youth put in a few

hours of fieldwork/chores during the summer. This is crucial to maintaining a good working relationship.

Roxbury Neighborhood Hosts

Rainy Day Space

When it rains hard in the city we go to the carriage house situated on the grounds of the Shirley Eustis House. This is a nice, rugged space that gives us room to spread out and do programming without interrupting others. Our partnership with Shirley Eustis goes back many years. They used to offer free tours to our crews and we worked together on neighborhood clean up days. In recent years they planted a historic apple orchard as a demonstration of the agricultural history of the neighborhood.

The carriage house normally costs \$50 for a single use. However, they waive this fee for us in exchange for labor on their grounds. Each February, the Executive Director of Shirley Eustis needs to be called. Ask if he or she will agree to a barter arrangement for the upcoming summer. When it rains in the summer, call the grounds keeper to ask them for entry to the building. The amount of labor we exchange should be in proportion to how much we use the building. Do not forget to plan in the labor or we will jeopardize this great arrangement!



Training Facilities

In order to foster the development of community among the Summer Crew Leaders, we start the whole group training the Saturday before training week, and spend that day getting to know each other through participation in team-building exercises.

This first day of Leader Training used to occur at Thompson Island Outward Bound until the cost and distance became prohibitive. Instead, the training day takes place on the Sudbury River and on Baker Bridge Farm. We borrow canoes from Drumlin Farm and either pay them a small fee (\$100-\$150) or reciprocate by inviting them to a Community Lunch free of charge. Ask the Program Director for the current contact person at Drumlin Farm. Call in February to ensure availability of the canoes. Drumlin staff deliver and pick-up the canoes from the river.

First Aid Training

Prior to the Summer Youth Program, all staff members that will serve as Designated Safety Officers (DSO's) need to go through basic first aid and CPR training. The Lincoln Fire Department or the American Red Cross can do the training. The Fire Department does the training for free and should be contacted first. Call in February to schedule the late May or early June training. If the Fire Department cannot do the training, contact the Red Cross of Metropolitan Boston in February. If you call early enough in the season you will probably be able to get a reduced rate on the training session as the Red Cross has a certain amount of money allocated to offset costs for non-profits.

Before you call the Red Cross call the Fire Department to try and schedule training. Go through the following steps:



A crew heading out to the fields.

- 1) Determine whom the Designated Safety Officers for the summer will be.

Two DSO's are needed at each of the following sites:

Lincoln Fields: Site Supervisor and Grower

Roxbury Food Lots: Site Supervisor and Grower

Farmers' Market: Farmers' Market Manager

(either a Site Supervisor or a Grower will also be at the market)

One DSO is needed at each of the following sites:

Lincoln Office: Office Manager

Roxbury Office: Office Manager

Intern Work Sites: Intern Supervisors

- 2) Check in with each of the DSO's and let them know that they will be a DSO for the SYP.
- 3) Circulate a survey to each of the DSO's asking them to rank location (Roxbury vs. Lincoln- although if you use the Fire Department your only option is Lincoln), dates and times that they could be available for First Aid Training. The course usually runs for two three-hour sessions. In the past, we have held two three-hour sessions in the evening, and ordered pizza. We have also done a full six-hour session in a day. Do not schedule this training during Leader Training Week because people are just too busy. Also on the survey, ask each DSO whether they need both First Aid and CPR, or just CPR. (First Aid certification lasts for three years, CPR lasts just one).

- 4) Call the Fire Department or Red Cross with all of the information you have collected from the survey. The ideal situation would be that they come to one of our sites, and that they charge us as little as possible.

Consultants

In the Curriculum section of Set Up, you will read about the possibility of bringing consultants in to run workshops with the youth. As soon as you know that you want to hire such a consultant, they should be treated as a partner. You should follow the same timeline for them as for other partners, getting in touch with them as early as possible in the year, and checking in with them often.

The Chefs who come to Roxbury and Lincoln to cook Community Lunch are also a type of consultant to the SYP, though on a volunteer basis. The Food Project Chef and Public Outreach Coordinator are in charge of booking these chefs and coordinating their work with us. However, as SYP Coordinator, you should check-in with these staff to make sure that they are aware of their responsibilities toward these important partners.

"I have learned business skills, people skills, leadership skills and a lot about community. I have learned to be a motivator without bossing people around and how to work with people one on one."

Crews

- *Overview*
- *Timeline*
- *Creating Crews*
- *Placing Crews into Schedules*

Overview

The crew is the family unit of the Summer Youth Program. The crew shapes each young person's experience. The crew moves through all parts of the program together. Over the summer, the crew forms an identity that lives on for each of the crew members. Food Project alumni who have not been in touch with us for years often identify themselves by their crew. Recently, a young man, who participated in the SYP in 1998, wrote to The Food Project, and began his letter, "I was a member of the Cum Laude Crew."



Crew D - Demeter's Disciples,
Summer 2003. Crew members take pride
in naming their crews.

It has taken The Food Project years to determine the optimal size and configuration of a crew. We have had crews of eight, ten, and twelve. We are now convinced that one Crew Leader, one Assistant Crew Leader, and eight Crew Workers, is the model that works best.

This section will guide you through the creation of the crews for your Summer Youth Program, and the placement of those crews in each piece of the SYP Schedules. The care you put into these decisions will greatly affect the quality of the program. If your youngest, most inexperienced Crew Leader is sent to a shelter that requires a great deal of independent leadership in the midst of a chaotic situation, you are setting the Leader up for a tough summer, and the crew will feel the effects. Put time and thought into each of your decisions.

In creating and placing the crews, you will be basing your decisions on what you know of each new Crew Worker and Crew Leader. Inevitably, there will be surprises. The Crew Worker you thought was going to be very shy will turn out to be a ball of energy. The one you saw as a potential leader won't demonstrate those qualities this summer and will be quiet and withdrawn. That's the beauty and the frustration of youth development! Do the best you can with the knowledge that you have of each person. Put love and care into your decisions, and then know that you can't control the outcome when you put sixty people together.

Timeline

- May:**
- As soon as you have hired all of your Crew Leaders and Assistant Crew Leaders, decide on leader pairs.
 - Put Crew Workers in crews once you have leader pairs.
 - Assign crews to shelter sites.
 - Determine each crew's schedule for the summer, including time in Roxbury and Community Lunch shifts.
 - Create crew rotation list. Post it and hand it out at the SYP Roll Out.
- June:**
- Contact shelters to let them know which Crew Leader and Assistant Crew Leader will be working with them.



Creating Crews

Leader Pairs

The first step in creating crews is determining the Leader Pairs: which Crew Leaders will work with which Assistant Crew Leaders. The ideal pair is one that represents different backgrounds and personalities, and works well together. The goal of using these criteria is to put together pairs of leaders that will provide great experiences for the Crew Workers. Having two Leaders who come from different backgrounds increases the potential for each Crew Worker to find a Leader whom they can easily relate to, and learn from a Leader whose life experience may be very different. The same rationale applies for having the pairs exhibit different personalities, but work well together. Our intention is to maximize the likelihood that the crew will be a healthy and productive unit.

Though you are not able to make the final matches until you have hired all of your Crew Leaders and Assistant Crew Leaders, you need to be thinking about possible leader pairs as you are going through Leader Recruitment. As you hire people, your search for the rest of the Summer Leaders may shift according to the Leader Pairs you are hoping to create. For example, if you hire three white, suburban females to be Assistant Crew Leaders, then

you will be hoping to find three urban males who are not white to match up with them as Crew Leaders.

The more you know about each of your Leaders, the better chance you have of creating great Leader Pairs. When thinking about alumni who are going to be Crew Leaders, enlist the advice of other senior staff at The Food Project. Consult the Program Director as to which staff should be asked to weigh in on your Leader Pairs. Keep in mind that you don't want the entire staff pre-occupied with these decisions. In terms of new Crew Leader, the more time you spend with them, the easier your matchmaking will be. If you are considering the possible match of a new Crew Leader with an Assistant Crew Leader who is currently enrolled in the DIRT Crew or Alumni Internship, facilitate those two people spending time together so that you can see if they seem like a good match. Invite the new Crew Leader along to a DIRT Crew volunteer day and watch how they interact!

Beyond your knowledge of your staff, the criteria to use when creating your Leader Pairs are as follows:



Crew E- Eclipse- weeding song:
I believe I can weed
I believe I can plant the seed
I think about it when I'm in the field
I think about it at community meals
I believe I can hoe
To help those plants grow and grow

- 1) **Urban and suburban:** Ideally, one member of a leader pair is from the city and one from the suburbs.
- 2) **Male and female:** Again, the ideal situation is to have one male and one female in the leader pair.
- 3) **Experience:** At least one member of the pair needs to have worked at The Food Project before. A pair of two new leaders will have a very difficult summer.
- 4) **Maturity:** Mix and match as best you can! For example, if you know that one of your Assistant Crew Leaders is extraordinarily mature for his age, try to pair him with the most inexperienced Crew Leader.
- 5) **Personality:** There are two factors to consider here:
The leaders need to get along with each other and be able to work professionally together. However, if their personalities are too similar, they will dominate the crew and those who are different might feel alienated. Try to think about a pair to whom both quiet and outgoing Crew Workers can relate.

Crew Workers

Now comes the real puzzle! You could spend months trying to put together the perfect crews. Don't! Use the criteria below to put eight Crew Workers with each leader pair. Do it once, and then have the Program Director (or program staff if the Program Director agrees that is appropriate) review it with you. Based on this advice, make the necessary adjustments. Then have the Program Director look at it once more with you. Make final adjustments, and stop. Do not make any more adjustments unless Crew Workers drop out or are added. In that case, consult the section below entitled "Dropping or Adding new Crew Members."

- 1) **Urban and suburban:** Each crew should have five urban Crew Workers and three suburban Crew Workers.
- 2) **Gender split:** Each crew should have four boys and four girls.
- 3) **No Friends or relatives:** If you have made the decision to accept any pairs of friends or any relatives into the program, they absolutely cannot be in the same crew. Having closely related family members makes it much harder for the crew to come together as a whole.
- 4) **Mix of achievers:** To the best of your ability, try to give each crew a mix of Crew Workers who have already shown leadership ability, Crew Workers who are really struggling in their lives, and Crew Workers who are somewhere in the middle.
- 5) **At risk cases:** It is likely that there will be a few Crew Workers whom you suspect will require significant time, support, and discipline from their Leaders. As best you can, try not to load up any one crew with too many "at risk" youth.
- 6) **Potential for good relationships:** To the best of your ability, try to place Crew Workers with leaders with whom they might easily get along, and with other Crew Workers they might befriend. If any of your leaders have particular experience with youth, consider that when placing Crew Workers with them, especially the "at risk."
- 7) **Travel Buddies:** Some parents might be concerned about their children traveling. Whenever possible, try to place Crew Workers in crews with other Crew Workers who come from the same area that they do so they can travel together.



A warm-up activity on the first day of the summer.

Dropping or Adding Crew Members

After you have assembled the crews, there will inevitably be Crew Workers who drop out before the summer starts. Replacing these Crew Workers with youth off the waiting list is described in the SYP Manual Volume I. The ideal replacement is someone who is similar to the Crew Worker who has dropped out. If this is the case, simply place the new Crew Worker into the crew that had someone drop. However, if the new Crew Worker is not similar to the one who dropped out, use the criteria above to make the necessary shifts among the crews.



Crew B- Blazing Bulldogs.

Once the program has started, replacing Crew Workers gets trickier. If a Crew Worker drops out or does not show up during the first week, you still have the option of moving Crew Workers around between crews in order to have balanced crews. However, the ideal situation is to replace that person within the crew that lost a member. You'd be amazed how many alumni have made comments along the lines of, "Well, I should have been in Crew A, but on the second day, they switched me to Crew D." After the first week, the crews are definitely too far along in forming their identity as a group to making any changes. If a Crew Worker is fired or drops out after the first week, a replacement Crew Worker can only be placed in their crew. After the second week, replacements are generally discouraged – they will have missed too much of the program to catch up at that point.

Replacing a leader is a much more difficult situation. If a Crew Leader or Assistant Crew Leader decides not to be on staff well before the program actually begins, look for a replacement who will match up to the criteria above, and will fit in well with the now partner-less leader. Switching some of your pairs around may be necessary. For this reason, wait until very close to Leader Training Week to tell your leaders who their partners are. They may get very excited about their partner only to find out closer to the program that they have been switched to another partner. This can bring up many questions and feelings, not always good ones, so it is better to tell them when you are sure as you can be.

If a Crew Leader or Assistant Crew Leader drops out or is fired very close to or during the SYP, replace them with the most capable person you can find. At that point, their background is

an afterthought. You want someone who knows The Food Project well and is confident enough to pinch-hit. Turn to your alumni base first, and consult the senior staff of The Food Project for their thoughts about who can jump into a demanding leadership role with very little notice.

Placing Crews into Schedules

Once you have created your crews, the next step is to place those crews into the various schedules of the Summer Youth Program. If time has become an issue for you, you can begin to place crews in the schedules once you have decided on leader pairs. It is not necessary to have the Crew Workers assigned to each crew before placing the crews into the schedules, but you must at least have the leader pairs.



In 2003 SYP participants harvested 51,000 pounds of vegetables in Lincoln and 6,500 in Roxbury.

Weeks in Roxbury

The first decision to make is which crew will be in Roxbury for which weeks. This determines the letter that designates each crew during the SYP. Letters are assigned to the crews based on the order that they go into Roxbury. The first two crews to be in Roxbury are designated as Crew A and B. The next crew to be in Roxbury is Crew C, and so on. Using the following criteria, assign a letter to each leader pair:

Crew A: This crew is in Roxbury during the second and seventh week. The Crew Leader should be an alumnus of The Food Project who is able to hold the crew together well through transitions and help bridge the two experiences for the Crew Workers, who may be a bit disoriented by their first three weeks! You need to know that you can trust the leader pairs for both crews A and B with creating the kind of tone in their crew that you would like to see in all crews.

Crew B: This crew will be in Roxbury during the second and third weeks. The leader pair should be strong, preferably alum of The Food Project. They will be key in getting the Roxbury component of the program off on a good foot, and, as such, will need to be allies for the Roxbury Site Supervisor and Grower. Leaders familiar with the neighborhood will be especially helpful.

Crew C: This crew will be in Roxbury for the third and fourth weeks of the program. You need to feel confident that this leader pair can make this transition well by the third week of the program. This is a good slot for a non-alum Crew Leader who is paired with an Assistant Crew Leader who is an alum.

Crews D and E: These are great crews to be headed by your non-alum leaders. They will be in Lincoln with other crews long enough that by the time they are in Roxbury, their crew tone and dynamics will have been well established.



Michael working with Chris Schlesinger, a local chef, at a Community Lunch.

Crew F: This crew should be headed by a very dynamic team. They will need to keep their crew's energy up for five weeks in Lincoln, as they are the last crew to be in Roxbury.

Community Lunches

Once you have determined the Roxbury rotation, the next step is to assign each crew to Community Lunches. (Each crew cooks two Community Lunches, one in Roxbury and one in Lincoln. Half the crew cooks each time). The easiest assignment is Roxbury Community Lunch. Each crew cooks Community Lunch during its second week in Roxbury except Crew A whose schedule is different. They cook in their first week in Roxbury. Go ahead and put a crew letter next to each Community Lunch slot in the Roxbury Weekly Schedules. Lincoln Community Lunch gets scheduled once the Roxbury schedule is set. Remember there is no Community Lunch in Lincoln during weeks one and eight.

Shelters

The last assignment you make before creating the crew rotations sheet is that of crews to shelters. Once you know which shelters crews will be serving in, it's time to match up leader pairs with shelters. To do so, consider the following criteria:

- ☐ If one of your leaders was assigned to a shelter during a previous SYP (either as a leader or a worker), and had a good experience there, assign them to that shelter again.
- ☐ Organizations appreciate continuity.
If a crew is going to have to split between two shelters, both the Crew Leader and the Assistant Crew Leader need

to be confident handling half of their crew on their own. Maturity and experience of the Assistant Crew Leader is especially important to consider in this case.

- ❑ If you or another staff person at The Food Project knows what type of leader has traditionally done well at a particular shelter, try to assign that type of leader to that shelter. Don't try to enlighten the staff of that shelter by sending in someone who is the polar opposite of the kind of leader they work with easily. That is not our mission for this program. We want the experience to go well for all involved. This is our most exposed public presence during the SYP.
- ❑ If a shelter is particularly difficult to get to, try to assign it to a leader that knows that shelter or area well.
- ❑ If a shelter is new to the SYP, send in a leader pair who will be diplomatic with the staff there and will be able to punt if the experience is not working well.



Crew Rotations Sheet

Once you have decided on leadership pairs, determined who will go to Roxbury when, and when each crew will cook Community Lunch, you are ready to make the crew rotations sheet. This one page document synthesizes all of these decisions about the crews, and is a very efficient handout for Food Project staff. Post it in each office for quick reference so the staff can figure out which crew is where, when. Place it into all staff notebooks (the creation of these notebooks is described in the infrastructure section that follows). There is a template for this document (see Attachment 12: Crew Rotations Template). All you need to do is fill in the appropriate information and save the new document into the crew folder for your SYP year. Before the SYP roll out in May, print copies of this sheet for all staff.

Attachment 12

Special Events

- *Overview*
- *Timeline*
- *Lunch from Around the World*
- *Overnight*
- *NOFA Conference*
- *Family Feast*
- *Crew Outings*



During Community Lunch crew members are interspersed with community members for lively discussions and a delicious meal.

Overview

The weeks of the Summer Youth Program roll along according to the schedules that you have already established. However, the true benchmarks of the program are provided by the special events of the summer. They have become benchmarks because they occur at key moments in the Summer Youth Program, provide extra momentum, and move the entire community forward. They are fun, moving, meaningful experiences for all involved. Those who have been to an Overnight, gone to NOFA, or attended one of our Family Feasts never forget those events. If they return to The Food Project, they look forward to participating in these events again and feed the excitement of new youth. Traditions are a great part of any youth program, and our special events are certainly highlights for everyone involved.

The current state of each of these events is the result of many years' experience. Should you wish to consider scheduling another special event during the summer, this would need quite a bit of time to prepare. Important considerations would be: is there enough energy from the staff and interest from new Crew Workers and Leaders? Would this event be an appropriate benchmark during the summer, or would it disrupt the flow of the program? Has such an event been attempted in the past?

An example of an event that was talked about but never implemented is that of weekend activities for crews. Years ago a staff member who worked primarily in the office had a great interest in organizing activities for the crews to participate in on weekends. Other staff members were interested in the idea as well, but making it a reality was not feasible. The biggest stumbling block was that of asking Crew Leaders to work on weekends, even if the activities were simply for fun. We realized that staff who did not

usually work with the crews might have a hard time leading them in activities if the Crew Leaders were not participating. We also wondered whether or not the Crew Workers would be held to the same standards that they were during the week, and if they were, who would hold them to those standards if no Crew Leaders were involved. These are good examples of the types of questions that must be addressed when considering events that go beyond the normal scope of the program schedule.

An example of a special event that we offered once and then decided not to do again was a trip to Johnny's Selected Seeds in Maine. We were offered the opportunity to speak at their annual summer gathering and jumped at the chance. In some ways, this weekend trip was a lot like the NOFA conference trip that has become a tradition at The Food Project and that you will read about in this section. However, we decided not to make the Johnny's trip a tradition because it was far too long of a drive and the event was not geared toward having young people participate. We made our own fun, and that one trip was a great event for all involved, but we did not feel that it was an event that was appropriate for the Summer Youth Program.



Serving it up at Community Lunch.

This section will guide you through the set up of each of the special events. More guidance can be found in SYP Manual Volume III, which focuses on how to actually run the event. This section focuses on preparations for each event. Due to the complexities of these activities, that involve many people from our staff and other organizations, these events require early and careful planning. Putting in the work early on will allow you to enjoy these events that often provide the most memorable moments of the summer!

Timeline

- December: Submit workshop proposals to NOFA.
 Submit table registration to NOFA.
- January: Meet with Urban Education and Outreach Coordinator and Lincoln Grower to coordinate NOFA participation by interns and Crew Workers.
 Determine the number of SYP Participants that will go to NOFA and pre-register for that number.

“Working on a farm is teaching me more than I could have imagined. I learn about the hard work of the job, I learn through fabulous people, and I learn in workshops.”

- Make camping arrangements for NOFA.
- February: Call Walden Pond about a permit for swimming on SYP afternoons, before the Overnight, and before the Family Feast.
- March: Call the Lincoln Fire Department to acquire a fire permit for the Overnight campfire.
- April: Create schedule, rules, supply list, and letter to parents for NOFA.
Create the Overnight schedule, assign staff members to roles, and prepare Overnight documents.
Create schedule and assign staff roles for the Family Feast.
- May: Ask the Lincoln Grower to contact Codman Farm about use of their hay wagon for the Overnight.
- June: Determine which SYP Leaders will attend NOFA.
Gather supplies and train Leaders for “Lunch from Around the World.”
Gather supplies and train Leaders for “Community Build.”
Create checklists for equipment and departure plans for the Overnight.
Brief Summer Leaders on their responsibilities for the Overnight and the Family Feast.
Brief Summer Leaders on the opportunities and restrictions surrounding crew outings.
Figure out a plan for a summer memories book or summer group picture.
- July: Announce opportunities for afternoon swims at Walden.
Gather supplies for the Overnight.
Select Crew Workers for NOFA trip.
Create Family Feast flyer, and mail it to all SYP parents and collaborators at the end of July.
- August: Prepare for the Family Feast rehearsal by gathering summer statistics and preparing crew skits and youth speakers.

Lunch from Around the World

During the first week of the Summer Youth Program, the Friday Community Lunch is different from any other. Rather than bringing in a chef to cook with Crew Workers, we run a lunch based on the Hunger Banquet that Oxfam designed. We call it “Lunch From Around the World.” This is an incredibly powerful workshop for all SYP staff and participants to go through during the first week. It is a visceral experience of the disparity of hunger and food around the world.

“Lunch from Around the World” is written up in *Growing Together*, which walks you through the exercise. In many ways, this workshop is just like any other workshop at The Food Project. However, there are a few unique aspects of the lunch that require preparation before the program begins. The earlier you accomplish these tasks the better. At the very least, they should be done by June, so that you start the SYP fully prepared for the workshop.



The Lunch from Around the World Workshop explores the problems of global hunger and poverty.

Staffing

Facilitator

Traditionally, the facilitator for the workshop is the Program Director: unlike the Site Supervisor or Program Coordinator, the Program Director does not have many responsibilities for program pieces during the hectic first week of the program. The Program Director has also been through this workshop before and knows it better than many other staff. Finally, “Lunch from Around the World” is a very nuanced workshop that requires excellent facilitation in order to achieve its potential impact on the community. As early as possible, determine if the Program Director will be available to run the workshop. If not, ask the Program Director whom he/she would suggest as the facilitator.

Assistants

Any Summer Leaders who have participated in the “Lunch from Around the World” in the past serve as assistants in the workshop. Before the program begins, figure out who those staff are and what roles they will play. At the beginning of the SYP, remind them not to talk about what “Lunch from Around the World” is—we want the new Leaders and Crew Workers to figure it out as they are participating.

Chef

Though this is not a traditional Community Lunch, you will need the TFP chef to prepare the food for this lunch. The menu is unusual, so go over it with the chef well in advance of the SYP. Also make it clear that the food must be prepared and be delivered to the site on time, or it will hold up the entire workshop.

Coordinator

In order to bring all of the supplies and staffing together to pull this workshop off smoothly, you will need one person to coordinate all of those details. If time permits, the Program Director can function as both the facilitator and the coordinator of Lunch From Around the World. If not, the Programs Administrator can assist you.

Supplies

The coordinator needs to gather all of the following supplies prior to “Lunch from Around the World.” Ideally, the supplies should be ready before the SYP begins. The supplies are listed in *Growing Together*. The supply that takes the most time to prepare and that needs to be assembled prior to the beginning of SYP is a set of current facts about the state of hunger in the world.

Schedule

“Lunch from Around the World” is normally scheduled for an hour and a half. In order to pull off this complex event in that amount of time, you need to strategize with your staff.

Meet with:

- ☐ Lunch from Around the World coordinator to figure out a layout for the event, including people flow through that lay out, and where every supply should be laid out.
- ☐ Lincoln Grower to figure out how the assistants for this workshop can be pulled out of field work in the morning for at least a half hour to be trained into their roles. Ideally, this would happen one hour before the activity, and then they would be available to help set up the workshop.
- ☐ Chef to figure out how to make sure that the food is on time and set up according to the layout of the workshop.
- ☐ Facilitator to figure out how they want to time each part of

the workshop so that there is plenty of time for discussion, and so that the event ends on time and the workers are back to field work on time.

Overnight

The Overnight is not only fun, it is a critical component of the Summer Youth Program. It is the only night that all of the SYP community spends together. It is often the first time that many of the Crew Workers have slept outside. It is a chance to be on the farm at times of the day, night and morning, that SYP youth otherwise never experience. And it comes at just the right time: at the end of the fourth week, when most participants are starting to get a bit weary. The Overnight brings everyone to a new level and gives the program the momentum it needs to make the last three and a half weeks just as special as the first four.



The Overnight also provides some of the most dramatic and hilarious memories of the summer. I will never forget the summer of 1999's Overnight that happened during the most intense lightning storm I've ever witnessed. The image of Crew Worker Harold wielding a metal tent pole above his head as the clouds moved in and the thunder rolled, and the sound of me screaming "Harold, put down the pole! Let's go, we've got to get out of here," as workers rushed into vans to be shuttled to St. Anne's, will never leave me. I will forever be in awe of Yvette's ability to keep the entire SYP community amused for hours on end as the storm raged on outside. She had them dancing and laughing through a lightning-plagued Overnight, which turned out to be just as beloved a memory as every other Overnight.

You can't predict a lightning storm, but you can prepare for almost everything else about the Overnight. This will be an exhausting twenty-four hours for you, but it is well worth your energy. If you plan it right, and make all the necessary preparations, the Food Project staff and your Summer Leaders will pitch in and carry the event with you. Follow the preparation guidelines below, and you'll be good to go!

1) Contact the other organizations that are critical to this event. The stipulations will affect the schedule that you create.

- ❑ Lincoln Fire Department: Let them know that we will be having a small campfire at the Baker Bridge field. Ask what safety precautions we need to have in order.
- ❑ Codman Farm: Ask if we can borrow their hay wagon for the late night hayride. Consult the Lincoln Grower before asking Codman for this favor.
- ❑ Walden Pond: Call to request a permit to bring all of the SYP community for a swim after “Community Build” and before dinner. (You will want to get one permit for all of your visits to Walden, including those described in the Family Feast and Crew Outings sections that follow).

2) Create the Overnight schedule.

Attachment 13

- ❑ Use the Overnight schedule template (see Attachment 13: Overnight Schedule Template).
- ❑ Based on your contacts with other organizations adjust the times and places.
- ❑ Find the evaluation of the previous year’s Overnight. Use that to make further adjustments in the schedule.

3) Assign staff members to roles in the Overnight.

- ❑ Fill in every parenthesis on the Overnight schedule with a staff person’s name.
- ❑ Determine who the Overnight coordinator will be. Even though many staff will help organize the various pieces of the event, someone needs to be the point person. The Programs Administrator can take on this role.
- ❑ First contact those staff people who participated the previous year, ask them if they want to do the same job again, and if not, ask whom they would recommend for the job. Often times, staff members are excited to serve in the same roles that they have in previous years.
- ❑ Try to divide up the roles so that no one is holding major activities back to back.
- ❑ Remember that the Site Supervisors must do bed checks and wake up.
- ❑ Remember that the person or people in charge of the campfire will need to leave the talent show early in order to get the fire going.
- ❑ Saturday breakfast is a great tradition for board members.



The Overnight is a time for cultural exchange and entertainment.

They come to the field early, and have the whole meal set up for the SYP community by 9AM.

4) Get a plan together for “Community Build.”

- ❑ On the afternoon of the Overnight, after Community Lunch and before the Overnight officially begins, the workshop called “Community Build” is run. The workshop is planned for this day so that all SYP staff and workers can participate. “Community Build” is an excellent workshop and an experience very appropriate to this particular point in the program. It is also a very complex event to coordinate and run. Similar to “Lunch from Around the World”, “Community Build” requires a good bit of preparation and sophisticated facilitation. We have often turned to the Program Director to run this workshop, as it is a key activity that happens at an extraordinarily busy time for SYP staff. Talk to the Program Director as early as possible about putting this on his schedule. Staff members who have participated in “Community Build” before will be assistant facilitators in this workshop; they will need some training beforehand, usually the morning before. “Community Build” is described in great detail in *Growing Together*.



During the summer youth participate in over thirty workshops.

5) Revise and print your documents for the Overnight.

- ❑ Permission Slips (see Attachment 14: Overnight Permission Slip Template).
- ❑ Handout (see Attachment 15: Overnight Handout Template).

Attachment 14

Attachment 15

6) Make checklists for camping equipment and departure plans.

The Program Coordinator and the Programs Administrator usually share this task.

- ❑ Go through all of the equipment questionnaires, and create an equipment checklist (see Attachment 16: Equipment Checklist Example). With this information determine how many tents you still need. Ask the staff if they have any extra tents (usually you can cover our bases with extras from Crew Workers and staff). If you still need more, make arrangements to rent them.
- ❑ Go through all of the permission slips and make a chart of

Attachment 16

who is leaving when and how, based on what is checked off. (This can be started as permission slips come in, but will probably need to be finished the night before or day of the Overnight).

7) Gather supplies for the Overnight.

The Programs Administrator can assist with this.

- ❑ Transportation: All SYP participants need to be shuttled from the fields to Walden and then back to the fields. Make sure all Food Project vehicles are available for this by contacting their primary drivers. Then figure out who will drive the vehicles for each of the shuttles. If you will need additional cars (only Leaders can ride in personal cars), find out who can drive their cars for the shuttles.
- ❑ Food: Find out from the person in charge of dinner if he/she needs your help with purchasing the food. Also check in with the breakfast cooks (usually board members or loyal TFP friends) to get a grocery list for the breakfast menu. Go shopping the day before the Overnight and store the food either in refrigerators or coolers. Be sure to also buy “s’mores” supplies for the campfire!



8) Brief your Summer Leaders on their responsibilities.

- ❑ Make it very clear when you hire them that all Summer Leaders are expected to attend and help supervise the entire Overnight.
- ❑ During Leader Training, ask Summer Leaders to sign up for additional roles in the Overnight.
- ❑ Ask for one or two volunteers to “emcee” the talent show. Put them in charge of creating excitement about the talent show and getting people to sign up for it in advance, so that they can figure out a schedule before the actual event.

NOFA

NOFA is awesome! The Northeast Organic Farmers’ Association holds its annual summer conference at Hampshire College on the second weekend of August. The conference offers an array of educational workshops on everything from integrated pest management to co-housing communities to humanure, in a country fair-type atmosphere of games, information booths, and healthy food.

For years, only our agriculture staff attended the conference. Then in the summer of 1998, the Summer Program Coordinator decided that she wanted to go, and that if she wanted to go, perhaps some youth might like to come along. She offered it up as an option, committing to organizing and supervising the weekend excursion herself. After she talked about it for a few weeks, three staff and eight youth agreed to come along.

That first trip to the NOFA conference convinced all involved that this was a great event for The Food Project to attend. Spreading out to various workshops, TFP participants came together after each session to report back on what they had learned. Hearing Malcolm, the consummate comedian, describe the wonders of humanure in all seriousness to his peers was truly amazing! The participants insisted that he give the same report when they returned to Lincoln the next week. One evening, TFP participants learned to contra dance and kicked up their heels and the next, invented new ways to dance to Zydeco music. The image of Sheila climbing on top of a table to shake her thing to the Cajun rhythms, with barefoot farmers cheering her on, will never leave any of the participants!

TFP participants learned a lot and had fun. As the guinea pigs, they also determined that the next summer, SYP youth and staff should work at an information table about The Food Project. This would add the missing element: *contributing* to the event. Staffing a display table at NOFA proved to be a great addition the next summer. TFP participants considered the idea of facilitating a workshop the third summer but decided that SYP youth would not be prepared to do so. However, Food Project Alumni Interns were prepared to run a workshop. So the Urban Education and Outreach Interns led a workshop on pesticides and talked about their experiences at The Food Project; this was another great success.

Organizing the NOFA trip takes a bit of preparation very early on in the year, but it is well worth your while. As you make the necessary preparations, keep in mind that NOFA is a key organization in our line of work, and we want to stay in good standing with them. We need to be respectful of their timelines in organizing this very impressive event.



Twelve SYP youth represented TFP at the 2003 NOFA conference.

Registration

There are three different registrations that you need to work on for the NOFA Conference: workshop registration, information table registration, and participant registration. The deadlines for all of these are earlier than you might expect, so you need to put them on your calendar.



Mike and Varuni dancing at NOFA!

The model that has been developed is that interns who work with either the Urban Education and Outreach Coordinator or one of the Growers facilitate a workshop. Meet with these staff in December to determine whether or not they want to work with their interns the following summer to prepare for such a workshop. If they do, hand over the workshop registration information to them and make it clear that they are responsible for following through on that registration. Remind them that the workshop proposal must be submitted by the end of December.

SYP Staff and Crew Workers take turns staffing an information table during the NOFA Conference. Registration for these tables is usually not quite as early as workshop registration. However, you should check in with NOFA in January to find out how to register for a table.

The most difficult decision you will make about NOFA is how many participants to bring along. If history repeats itself, you will have more interest than you have slots available. The most difficult part of organizing and facilitating the trip to NOFA is limiting the number of youth and staff who participate. You will want to take everyone who is excited about the trip. However, we have learned that when too many youth and staff are involved, the financial cost is high, and the quality of the experience is greatly diminished. The fourth time that we attended NOFA, in the summer of 2000, the SYP Coordinator gave in to pressure for Crew Workers and took eighteen youth along. Although the trip was fine, it was not as intimate, and most likely not as effective a learning experience, as the previous years had been.

In January, meet with the Urban Education and Outreach Coordinator and the Growers. Together, decide how many staff, interns and youth should attend NOFA. The first decision is whether all Food Project representatives will attend the conference as one

group, or whether SYP staff and Crew Workers will function as one unit and Alumni Interns and their supervisors as another. In the past, managing the two groups separately has made life easier. The two groups still have the chance to hang out during the conference, but different staff manage arrangements for their travel, housing, and participation in the conference.

Based on your decision, call NOFA to register the number of participants that you will bring from the SYP. If at all possible, try to reserve these spaces before you know the names of the participants. Explain to the Registrar that you will not know those names until a week or two before the conference. You will receive two free registrations for the information table staffers and free registration for all participants of color. You may also want to consider enrolling SYP participants in the Helping Hand Program, which lowers the registration fee in exchange for working at the conference.

Lodging

The simplest way to handle lodging is to camp on the Hampshire College grounds. You must ask the participants to bring tents and sleeping bags or borrow these from staff. One of the challenges of camping is that hundreds of other people camp too. Make a designated area for TFP tents and have group supervision in place.

Schedule and Documents

The schedule for the NOFA conference tends to be the same every year. Nevertheless, before you start creating your documents for the conference, you should get an official copy of the conference schedule. This is usually sent to you once you register.

In April put together the necessary set of documents, using the templates found in the Standard Files. Getting this out of the way will save you time and make you more relaxed come June and July. In years past we have created all of these documents during the SYP, but it means working late nights in the office after a hard day's work.

The documents are:

- NOFA Schedule: The schedule will probably not have to change much. The biggest question is the Friday afternoon



NOFA participants 1999. Participants have to write a paragraph about their interest in attending the conference before they are selected.



Sarah tries her luck at the NOFA pie eating contest.

- schedule. In order for Crew Workers who are in Roxbury to participate in NOFA, someone needs to drive them to Lincoln. This could be the Grower, Site Supervisor, or Urban Education and Outreach Coordinator. Check in with each of these staff, and together figure out a Friday afternoon plan. Once that has been determined and you have the official NOFA conference schedule, create your NOFA schedule (see Attachment 17: NOFA Schedule Template).
- Attachment 17**
- NOFA Handout: Based on your decisions about where you will be sleeping and how Friday afternoon will be scheduled, update the NOFA handout which will go to all participants (see Attachment 18: NOFA Handout Template).
- Attachment 18**
- NOFA Rules: Update the rules sheet, especially in light of where you have decided to sleep. This sheet will be handed out to the participants. Updating this before the program begins will make it easier for you to answer common questions about NOFA, such as, “Will the Standards be in effect while we are on the trip?” (See Attachment 19: NOFA Rules Template).
- Attachment 19**
- NOFA Letter to Parents: Update this letter, paying careful attention to dates, times, place where you’ll be sleeping, phone numbers and extensions, cost of registration and staff contact person (see Attachment 20: NOFA Letter to Parents Template).
- Attachment 20**
- NOFA Permission Slip: Update the dates, times and place where you will be sleeping (see Attachment 21: NOFA Permission Slip Template).
- Attachment 21**
- NOFA Table Sign-Up: This is the sign-up form for staffing the Food Project’s Information Table. Update it according to the NOFA conference schedule (see Attachment 22: NOFA Table Sign-Up Template).
- Attachment 22**

Selecting Participants

As mentioned before, the hardest part of preparing for the NOFA Conference is selecting participants from among the many who will want to go. The selection process happens during the program itself. However, you should walk into the program knowing how that selection process works so that you can tell interested workers and staff. Making up the selection process on the fly

means that it might be perceived as unfair or arbitrary.

After meeting with the Urban Education and Outreach Coordinator and the Head Grower and determining how many participants will be allowed to go, you need to consider your budget (since you will be paying for two-thirds of each registration) and the sleeping arrangements. You also want to consider staffing: are you willing to be the person in charge for the whole weekend? If not, who is? The schedule template is written with the assumption that one person coordinates the entire weekend. It is always nice to have other staff around to back up that person. Also consider the number of vehicles you will need to take and who is able to drive them.

Once you have considered those factors and determined how many staff and workers you are able to take along, you need to think about how you will select from the interested pool of people. One of the first questions to answer is whether you are willing to take staff (especially Assistant Crew Leaders) who have already attended a NOFA Conference. Having a couple of people who know the ropes is nice, but you also want to offer the experience to those who have never been there. Then you have to decide on what criteria you will base your selection. Since the youth will be presenting The Food Project to an important community, the first criteria we have used is whether or not the interested participant has any role modeling violations. You may want to consider what other types of violations would disqualify a person from participating. After cutting those who have too many violations, ask those interested to write a paragraph telling you why they want to go. You may want to consider a lottery, which is much more objective. Whatever you decide, discuss your plan with the Program Director for approval.

Supplies

If you are well prepared for this weekend trip, it will be a much more pleasant experience for all. Get the supplies together in early August with the help of the Programs Administrator. Have the supply list written up, and discuss it with the Programs Administrator at the beginning of August. This is also the time when the Programs Administrator will photocopy all of the forms that you created back in April. The last form you need to create in April is



Sarah and Makisha strike a pose for the camera after a day of harvesting.

an updated version of the supply list for the trip (see Attachment 23: NOFA Supply List Template). The Programs Administrator will put together the outreach materials for the information table.

The Family Feast

The Family Feast is the culminating event of the Summer Youth Program. It is an incredible, emotional, moving experience. It is a chance for the youth to present their many accomplishments to their friends and family, and to give testimony to the effect that their time at The Food Project has had on them.



The Family Feast pot-luck buffet is always a delight.

The Family Feast is an event that highlights all of the critical components of the Summer Youth Program. Crew Leaders, Assistant Crew Leaders, and Crew Workers give families and guests tours of the field. Many parents are flabbergasted at how much their children can tell them about each crop. Youth have a chance to explain in their own words to all guests just how much they have achieved. We all gather together around an amazing offering of food from many different backgrounds.

The final day of the Summer Youth Program is another marathon day for you as SYP Coordinator. It is akin only to the first day and the Overnight. Those are your three really high gear days. This day and evening are fraught with even more emotion than the others, as the reality of the end of the program hits home for everyone.

I will never forget seeing Adella— a tough girl from the city, who never cracked a smile all summer, who sucked her teeth at everything, who almost got herself fired many times but managed to just squeak through, who led all of us to believe that she just hated this program— crying before the Family Feast, hugging her Crew Leader and saying that she couldn't believe it was over. You don't want to miss these moments. You want to be present for all of the youth on this final day. So you need to be prepared!

In many ways, the Family Feast is what we work toward all summer. That work begins with your preparation for this event, long before the first day of the Summer Youth Program. Planning the Family Feast actually means planning for the entire last day and

evening of the program. Just like those other big days, this day will need the efforts of all Food Project youth and staff to pull it off. Getting through the following preparations before this final day will set everyone up for success.



1) Schedule

- ☐ Obtain a permit from Walden Pond that allows us to bring a group for swimming.
- ☐ Figure out transportation for guests to and from Alewife and Lincoln station.
- ☐ Revise and update the Final Day Schedule. Incorporate suggestions from the previous SYP evaluation. (See Attachment 24: Final Day Schedule Template).

Attachment 24

2) Staffing

- ☐ You are in charge of seeing all the events through, but you should parcel off many of them to other staff.
- ☐ Fill in every parenthesis on the Family Feast schedule with a staff person's name.
- ☐ Often times, staff are excited to serve in the same roles that they have in previous years. Contact those staff people who participated the previous year first, ask them if they want to do the same job again, and if not, ask whom they would recommend for the job.
- ☐ Try to divide up the roles so that no one is holding major activities back to back.

3) Brief your Summer Leaders.

- ☐ Make it very clear from the time you hire them that all Summer Leaders are expected to attend and help supervise the entire final day and Family Feast.
- ☐ Go over their roles, focusing especially on their crew presentations. Show them the other roles they can volunteer for, and have them sign up for them later on in the summer.

4) Figure out a plan for the summer memories book or summer group picture.

Every year we prepare either a picture of the entire SYP



community or a summer memories book (similar to a yearbook). We hand these out to each SYP Leader and worker on the last day. Before the SYP begins, make a plan for this with the Programs Administrator. If you want to do a picture of everyone, you will need to plan to take it during the first week or on the day of the Overnight, as that is the only time that everyone will be in one place. If you want to gather quotes or memories, you will need to come up with a format and start working on gathering such information at least mid-way through the summer. Make a plan and a timeline.

Attachment 25

5) Make Family Feast flyers and send them out.

Again, you can ask the Programs Administrator for assistance.

- ☐ Create an invitation to the Family Feast, including directions for driving and public transportation instructions (see Attachment 25: Family Feast Flyer Example).
- ☐ Copy the invitation onto bright-colored paper. Make extra copies in case some invitations get lost in the mail.
- ☐ Mail/handout this invitation two weeks before the Family Feast to all families of current Crew Workers, Alumni Interns, and Summer Leaders. Also mail it to SYP partner organizations.

Attachment 26

6) Practice for the Family Feast.

Run the Family Feast Preparation Workshop on the Tuesday before the event (see Attachment 26: Family Feast Preparation).

- ☐ Figure out the facts that each crew will present. You should start this process a week before the workshop.
- ☐ Revise and update the workshop at least a week before you run it.
- ☐ Go through the workshop with all of your Crew Leaders and with the Roxbury Site Supervisor.

Crew Outings

The Summer Youth Program has grown to what The Food Project now feels is the optimal size: sixty youth. One of the main reasons that we decided to hold at that number rather than continuing to expand was that we wanted to keep the family feel of the program. Youth and staff became convinced that if we pushed for more participants, we would lose that family feel. We also decided to keep the crews at ten members, down from twelve that we tried for a couple of years. The smaller crews add to the family feel, like

a nuclear family within a big extended family.

The days of the SYP are packed with activity. Youth and staff are hard at work at every moment, intensely engaged in field work or workshops. The opportunity for crews or small groups of youth from different crews to hang out in a more relaxed atmosphere outside of work can provide wonderful bonding experiences that are different from those offered through the program.

As mentioned earlier in the manual, we have often thought of offering structured crew outings on the weekends. These trips have never come to fruition, primarily because of the problem of asking Summer Leaders to be a part of these activities. We would need Summer Leaders in order to have the Standards in effect. Instead, spontaneous crew outings have been inspired by and carried out by Summer Leaders.



Taking a break to reflect on the day's work.

Afternoons at Walden

The Site Supervisor in Lincoln is like the grandparent of a huge extended family. Unlike the Crew Leaders who get to know their crew members very well, the Site Supervisor often ends up being an authority figure and master of ceremonies. The presence of an authority figure is necessary in this type of youth program. However, getting to know youth personally is a key to helping them grow. It is also very fulfilling for the Supervisor. There are many different ways to do this relationship building.

Malcolm, the Site Supervisor in Lincoln for many years, used to take any boys who were interested to play basketball with him after work. This activity was a part of Malcolm's life that those boys would otherwise not see, something that he loved to do, and loved to share with them. When I became Site Supervisor, I decided to include Crew Workers in one of my favorite after-work activities: swimming at Walden Pond. I offered that every Monday afternoon, up to fifteen youth and staff could stay after work to go swimming. Then I would drive them to the later train so that they could get home.

To organize such an activity, the following steps were necessary:

- ❑ Call Walden Pond before the SYP begins to get a permit for every Monday of the SYP. (Remember to do this in



conjunction with permits for the Overnight and the Family Feast).

- ❑ Announce during the first week of the program that youth and Leaders will have this opportunity every Monday.
- ❑ Remind everyone on Friday that if they want to go swimming on Monday, they should bring their swimming gear to work, and tell their family that they will be home late.
- ❑ Post a sign-up sheet with the allotted number of spaces on Monday morning. If there are more folks who want to go than spaces available, put the extra people on the list for the next week, and apologize that this time they will have to miss it. Every following Monday, those who have not gone a previous Monday get first priority over those who have.

Crew Leader-Led Outings

Often times during the SYP, Crew Leaders decide that they would like to do something with their crew outside of work, such as going to the movies or having a barbecue at a Crew Leader's house. In general, these types of activities are highly encouraged as great bonding experiences. Crew Workers get to see each other and their Leaders and Supervisors in settings that they normally would not; and as a result, these events often provide lasting memories. When a Crew Leader or even Crew Worker invites their crew to their home, these types of events can actually bridge the communities that The Food Project works with in ways not possible at work.

There are certain considerations that must be addressed with all Summer Leaders at the beginning of the SYP so that they are aware of the opportunities and restrictions surrounding outside of work activities.

- All out of work crew activities must be pre-approved by a Site Supervisor so that The Food Project is aware of the activity. Since a Site Supervisor is aware of past activities and their success or failure, he/she can give advice on shaping the activity for success.
- Crew Leaders must keep in mind that even though the crew is not technically at work, The Food Project is the way that these young people know each other. If they are in public, they are representing The Food Project, even

though they are not at work. Even if they are in private, no inappropriate behavior is acceptable. (They should refer to the Summer Leaders' Manual for more details).

- If the activity involves transportation or is to take place at a private house, the Crew Leader needs to get permission slips from every participant (see Attachment 27: Outing Permission Template).

Attachment 27

Infrastructure

- *Overview*
- *Timeline*
- *Gear*
- *Site*
- *Safety*
- *Transportation*
- *Communications*
- *Personnel*



Overview

Moving sixty young people through a complex program requires schedules that are well thought out and staff that are trained and prepared. It also requires an infrastructure of supplies that are ready to get everyone through the program. The assembly of this infrastructure actually begins in the fall when the documents for recruiting season are assembled. After years of practice, The Food Project now knows that, for example, ordering t-shirts for all Crew Workers and Summer Leaders can only happen if each potential Worker or Leader fills out his/her t-shirt size on the t-shirt order sheet.

The following sections guide you through the assembly of your infrastructure for the Summer Youth Program. They are formatted largely as checklists, with little discussion of philosophy or approach. However, as you go through your checklists, remember that every piece must be approached methodically, with the vision and mission of The Food Project in mind. Although subway passes might appear to be just another box for you to check off, if our relationship with the MBTA sours, The Food Project might as well shut down. We rely on the MBTA for our youth to travel to all of our sites. Before tackling each task on your checklists, take a moment to think about what that task means to the work of The Food Project.

Timeline

- | | |
|--------|--|
| March: | Follow-up with Doherty's about summer bus service. |
| April: | Call clothing retailer to inquire about t-shirt donations. |

Work with the Serve and Grow Coordinator to purchase water bottles.

May:

Research raingear options.

Begin assembling notebooks early in the month.

Create a T-shirt distribution list after the urban Crew Workers are hired.

Send in T-shirt order to clothing retailer. Call to confirm the order.

Order an additional port-a-potty for each site.

Order program supplies for Lincoln and Roxbury.

Research fruit suppliers in Roxbury and Lincoln.

Revise Safety Manual, and conduct a review of it for staff.

Create a transportation distribution list.

Contact the MBTA for information about the transportation order.

June:

Get a tune up for all vehicles that will be used in the SYP.

First Aid Training for all designated safety officers.

Create and/or re-stock all first aid kits.

Copy all medical forms for first aid kits and notebooks.

Work on site set up in both Lincoln and Roxbury.

Clean out all coolers and buy new ones if necessary.

Create gear order form to distribute at worker orientation day.

Finish assembling notebooks.

Call clothing retailer for a final confirmation that the t-shirts will be on time.

Fax in July's MBTA pass order.

Copy the transportation receipt forms.

Set up your cell phone communications system for the summer.

Set up youth files in a box or cabinet in the Lincoln office.

Transfer computer records from youth hiring to youth database.

Train Programs Administrator and Payroll



Loading up the truck for a shelter delivery.



Picking collard greens for the CSA.

Administrator into their responsibilities for attendance and payroll.

Create attendance and payroll forms, and make copies.

July: Fax in August's MBTA pass order.

Gear

As The Food Project has grown, so has the amount of gear that each Crew Worker, Assistant Crew Leader, and Leader receives. During the first two Summer Youth Programs, no one received any gear. In the third summer, everyone received one t-shirt that they were required to wear to their shelter. By the fifth summer, all Crew Workers, Assistant Crew Leaders, and Leaders received three t-shirts and were required to wear them every day. They also received notebooks containing informational documents and pen and paper. The seventh summer saw the advent of water bottles for everyone and in 2002 they received baseball caps. We also decided to offer raingear for youth to purchase – no more trash bags turned into rain slickers! There are many reasons behind the upgrade in gear. Experience has shown us the value of certain pieces of gear. We have become a more public program and want to represent ourselves well. Our reputation has increased, allowing us to ask for larger donations and funding for gear. Even so, each step in gear upgrades has been taken only after careful consideration. At this juncture, all Crew Leaders, Assistant Crew Leaders, and Crew Workers receive three t-shirts, one water bottle, one notebook, and the option to purchase raingear through The Food Project.

T-Shirts

The t-shirt order is done in conjunction with the Public Outreach Coordinator. In addition to ordering shirts for all Crew Leaders, Assistant Crew Leaders, and Crew Workers, we order shirts to be sold over the web and at Food Project events. We also give t-shirts out to funders and other special visitors. Ideally, we do one t-shirt order per year. In the past, a local clothing retailer has donated all of our shirts for the Summer Youth Program. Ask the Program Director about this relationship and whether the donation still stands. If it does, this company generally needs six weeks from the time they receive the order to the day the shirts arrive. Follow

these steps to order your shirts:

- ❑ Determine the date that you want to have the t-shirts in hand. You want to hand t-shirts out to Leaders on the first day of Leader Training. Factor in time for the t-shirt order to be late or for there to be mistakes in the order.
- ❑ Call the clothing retailer in April to inquire about a donation of t-shirts. Tell them your deadline, and ask when they would need your order. Ask them to send you a book of colors for both the shirt and the logo. Also ask them to quote you prices based on sizes, number of shirts ordered, and number of logos (front, back, sleeve).
- ❑ Work with the Public Outreach Coordinator to determine the color of the t-shirt for the coming SYP.
- ❑ Determine the positioning of the logo and writing on Crew Leader, Assistant Crew Leader, and Crew Worker shirts. Consult the Public Outreach Coordinator, then get final approval from the Program Director and Executive Director.
- ❑ The clothing retailer has our logo on file. Organize the order into “staff shirt” and “worker shirt” so that the difference is obvious to the retailer.
- ❑ Create a T-shirt distribution list (see Attachment 28: T-Shirt Distribution Template). This will require you to list every Crew Worker, Intern, Crew Leaders, Assistant Crew Leader and their t-shirt size. You can find these t-shirt sizes in their youth hiring records in the database, and print them in the T-shirt order layout. Full-time staff who will be working with SYP youth and Alumni Intern Supervisors also receive t-shirts. At a staff meeting, circulate a sign-up list for people to list their sizes. Those who will work with youth and/or be in public on a limited basis only need one t-shirt, while everyone else on your list will receive three.
- ❑ Create a t-shirt order letter (see Attachment 29: T-Shirt Order Letter Example). Mail a hard copy and fax a copy to the clothing retailer.
- ❑ Call to confirm that clothing retailer has received the order letter, that the order is complete and that the deadline will be met.
- ❑ Call for a final confirmation one week before your t-shirt deadline.



Attachment 28

Attachment 29

Water Bottles

Purchase water bottles in conjunction with the Serve and Grow Coordinator who gives Food Project water bottles away to volunteers and other constituents. Since you know how many water bottles you will need (one for every Crew Worker, Crew Leader, Assistant Crew Leader), and do not need to determine sizes, you can submit your order for water bottles early in the year. Place an order in February when the order for Serve and Grow goes in.



By the end of the first week youth learn and appreciate the importance of drinking water.

Notebook

Every Crew Worker, Assistant Crew Leader, Crew Leader, Site Supervisor, Program Coordinator, Program Director, Grower, and Office Manager gets a notebook. There are two basic types of notebooks: Crew Worker notebooks and Crew Leader/Assistant Crew Leader notebooks. Staff members who receive modified versions of leader notebooks. (Alumni Interns and Supervisors also receive notebooks. These notebooks should be assembled by the Alumni Internship Coordinator. Check with her/him to coordinate your efforts).

The first step in assembling notebooks is to set a deadline by which they must be completed. The deadline should be at least a week before Leader Training begins. Do not underestimate the amount of time that it will take to assemble the notebooks. This process needs to begin at least a month before your deadline. It is a complex and lengthy task. If assembled properly, these notebooks will make the program run smoothly. If not assembled properly, the notebooks can cause great confusion. They contain the results of months of preparation, so it is worth your while to see them assembled well. This is a great bonding activity for Summer Leaders and other interested office staff. Have all the contents photocopied beforehand and set three hours aside for assembling the binders. You or the Programs Administrator can see it through from start to finish, if the start date is early enough.

Order supplies for the notebooks:

- 1.5" binders for all Crew Workers
- 3" binders for all Site Supervisors, Crew Leaders, and Assistant Crew Leaders
- pencil pouches for every notebook
- one pen and one pencil for every notebook
- one set of dividers for every Crew Worker notebook

- two sets of dividers for every Site Supervisor, Leader, and Assistant Leader notebook
- one 25 page spiral notebook for every notebook

Assemble the notebook supplies:

- spiral notebook at back of every notebook
- dividers on top of spiral
- pencil pouch with pen and sharpened pencil on top of dividers

Print labels for all dividers and insert them.

- Consult the leader notebook contents to determine the tabs for leader notebooks. Regardless of the staff person, they all have the same tabs.
- Consult the worker notebook contents to determine the tabs for worker notebooks.
- Revise, print and insert the notebook tabs.

Print names for all notebooks and insert them.

- Once you know the names of Crew Workers, Crew Leaders, and Assistant Crew Leaders, print them on labels and insert them on the side of each notebook for identification.

Make copies of all documents that go in the notebooks.

Assistant/Crew Leader Notebook Contents

Pencil Pouch:

- One pen
- One sharpened pencil

Plastic Cover Sheet:

- Leadership Roster
- Roster of All Crews (Print from the Youth Database)

Spiral Notebook

Schedules:

SYP Calendar

- Crew Rotations Sheet
- First Week Schedule
- Lincoln Weekly Schedule
- Roxbury Weekly Schedule
- Final Week Schedule

Transportation



"I've seen how valuable the land is and how important it is to protect. I have a new understanding of food and the process food goes through before it gets to my plate."

- Attachment 30**
 - Crew Member Travel Plans (See Attachment 30)
 - T Schedule (Call the MBTA for current schedule)
 - Commuter Rail Schedule (Call the MBTA for current schedule)
 - T Map (Call the MBTA)

Staff Roles:

- Staff Training Schedule
- Vision/Mission Statements
- Attachment 31** • Staff Roles (See Attachment 31)
- Attachment 32** • Crew Leader Letter of Agreement, Crew Leader Job
- Attachment 33** Description (See Attachments 32 and 33)
- Attachment 34** • Assistant Crew Leader Letter of Agreement (See Attachment 34)
- Attachment 35** • Summer Staff Manual (See Attachment 35)

Agriculture: (Contact the Head Grower for these documents)

- Agricultural Maps of Lincoln and Roxbury
- "Working Well and Safely with The Food Project"
- Agricultural Role of a Crew Leader
- Farm Work Lessons
- Tools Chart and Contract
- Chore Divisions for Lincoln
- Chore Divisions for Roxbury
- Harvesting Tips/Thinning Tips
- Veggie Descriptions

Roxbury:

- Attachment 36** • Map to Langdon and West Cottage Food Lots
- Attachment 37** • Roxbury History (See Attachment 36)
- Roxbury Protocols (See Attachment 37)

Special Events:

- Attachment 38**
 - Community Lunch Protocols (See Attachment 38)
 - Overnight Schedule
 - Family Feast Schedule

Shelters:

- Shelter Q&A Sheet
- Shelter Directions (Only to their shelter)

Standards:

- Attachment 39** • Standards Agreement (See Attachment 39)
- Attachment 40** • Standards Violations Chart (See Attachment 40)
- Attachment 41** • Standards Monitoring Forms (See Attachment 41)
- Attachment 42** • Positives and Deltas Forms (See Attachment 42)
- Attachment 43** • Standards Violations Examples (See Attachment 43)
- Attachment 44** • Straight Talk Tip Sheet (See Attachment 44)

Attendance:

- Weekly Attendance Forms (Print from the Youth Database by crew)

Safety:

- Safety Manual
- Directions to Emerson Hospital and Boston Medical Center
- Medical Forms of their Crew Workers and Assistant Crew Leader (make photocopies of the original forms sent in by the Workers and ACL's)

Crew Worker Notebook Contents

Pencil Pouch:

- One pen
- One sharpened pencil
- Spiral notebook

Plastic Cover Sheet:

- Crew Roster (Print from the Youth Database. Their specific crew only).
- Vision/Mission Statement (on other side)

Schedules

- SYP Calendar
- Lincoln Weekly Schedule
- Roxbury Weekly Schedule

Crew Info

- Crew Rotations Sheet
- Crew Member Travel Plans (See Attachment 30)
- Shelter Day Q&A Sheet (See Attachment 45)
- Shelter Directions (only to their specific shelter)

Agriculture

- "Working Well and Safely with The Food Project" (See Attachment 46)

Standards

- Standards Monitoring Form (See Attachment 41)
- Positives and Deltas Form (See Attachment 42)
- Emergency Sheet (See Attachment 47)
- Commuter Rail Schedule (contact the MBTA for a copy of current schedule)
- T Schedule (contact the MBTA for a copy of current schedule)



The Head Grower assigns a task.

Attachment 30
Attachment 45

Attachment 46

Attachment 41
Attachment 42
Attachment 47



- T Map (contact the MBTA for maps)
- Directions to Food Project Sites

Staff Notebook Contents

When preparing notebooks for staff other than Crew Leaders, follow the Crew Leader Notebook Contents form, but make the following exceptions:

Program Director:

- no crew travel plans
- directions to all shelters
- no Standards Monitoring Forms
- no Positives and Deltas Forms
- no Weekly Attendance Forms
- no Medical Forms (unless requested by the Program Director)

Program Coordinator:

- no crew travel plans
- directions to all shelters
- 12 Standards Monitoring Forms
- 12 Positives and Deltas Forms
- no weekly attendance forms
- Med Forms and Consent Forms for all Crew Workers and ACL's

Site Supervisors:

- no crew travel plans (Eventually they should have a copy of all crew travel plans, once the forms have been filled out.)
- directions to all shelters
- 12 Standards Monitoring Forms
- 12 Positives and Deltas Forms
- 7 Site Supervisor Standards Logs (See Attachment 48: Site Supervisor Standards Log Template)
- Weekly Attendance Forms for all crews
- Med Forms and Consent Forms for all Crew Workers and ACL's

Attachment 48

Rural and Urban Growers:

- no crew travel plans
- directions to all shelters
- no Standards Monitoring Forms
- no Positives and Deltas Forms
- no Straight Talk Tip Sheet
- no Weekly Attendance Forms

Lincoln and Roxbury Office Managers

- no crew travel plans
- no Agriculture section

Emergency

- no Agriculture section
- directions to all shelters
- no Standards Monitoring Forms
- no Positives and Deltas Forms
- no Straight Talk Tip Sheet
- no Weekly Attendance Forms

Assistant Crew Leaders:

- Roster of their crew only
- no medical forms

Raingear

In 2001 for the first time we offered Crew Workers, Crew Leaders, and Assistant Crew Leaders the option to purchase raingear. After years of creating makeshift rain coats out of trash bags and watching Crew Workers shiver as they worked in the rain, we decided that offering quality raingear would be a healthy move on our part. If you and the Program Director decide that this opportunity should be offered again for the SYP, follow these steps:

- ☐ In May research the prices and qualities of raingear and decide what you will offer. Also factor in the turn around time from order to delivery.
- ☐ If you decide to also offer extra t-shirts for sale, factor those into your t-shirt order.
- ☐ In June hand out a gear order form to parents at the worker orientation day (see Attachment 49: Gear Order Form Template).
- ☐ Order the gear and have it ready and labeled for hand out on the first day of the SYP. It should be handed out with the t-shirts.

Sites

At both the Roxbury and Lincoln sites, there are a number of supplies that need to be in place in order for the program to run smoothly. Make arrangements for these supplies to be fully stocked and set up well before Leader Training. Prepare a supply list for the Programs Administrator so she can place the order.



A rainy day on Baker Bridge Farm.

Attachment 49

Program Supplies

Each site is equipped with supplies that will help facilitate workshops and games. These supplies are stored in a cabinet or other container that is easily accessible and will not inhibit the work of the Growers. The following list will get you started. Once you have scheduled all of your games and workshops, look through their descriptions in *Growing Together* to determine any additional program supplies that you will need.



The Food Project Farmers' Market is a busy place on a summer afternoon in the city.

- masking tape
- construction paper
- pencils (sharpened)
- pencil sharpener
- pens
- blank paper
- rubber bands
- paper clips
- scissors
- scotch tape
- chalk
- rope
- hula hoops
- stretchy bands
- tarp
- tennis balls

Site Set Up

In order for youth and staff to participate comfortably in the program, the following tasks are necessary before staff training.

Lincoln:

- ☐ Raise the tent.
- ☐ Rake the ground under the tent and spread new woodchips.
- ☐ Repair, clean and arrange all benches and tables.
- ☐ Repair and clean out all cubbies.
- ☐ Clean out and re-stock program supply cabinet.
- ☐ Cut back overgrown brush around the Tree Island.
- ☐ Remove the poison ivy near the Tree Island.
- ☐ Clear the path to the port-a-potties.

Roxbury:

- ☐ Rake the ground under the shelter and spread new woodchips.

- ☐ Repair and clean all tables and benches.
- ☐ Devise a system for storing and arranging tables and benches in the tool shed. (Consult Roxbury Grower).
- ☐ Figure out where youth and Leaders will store their personal belongings during the day, and clear that area out.
- ☐ Clean out and re-stock the program supply cabinet.
- ☐ Cut back overgrown brush.
- ☐ Clean up any graffiti or trash on the site.

Port-a-Potties

Since we have no toilet facilities on either site, we bring in port-a-potties for the SYP. Most likely, port a potties will already be on site for the AYP and Serve and Grow Programs. However, you will need to order an additional port-a-potty for Lincoln because of the large number of people who will be using them during the SYP. This additional toilet should be dropped off during Leader Training, and picked up during the ninth week. The Programs Administrator is in charge of the port a potties. The company usually needs a month's notice for additional facilities.



Fruit and Water

Youth and staff in the SYP work outside through intense heat all summer. In order to keep ourselves healthy, we always have water on site and sometimes depending on the budget, we have fruit. This cost is included or excluded from the budget each year in November.

Water:

- ☐ Clean out Igloo water coolers on both sites with bleach. Order additional coolers if necessary. (Each crew takes one into the fields for work, and there should be two additional).
- ☐ Make sure that there is a reliable source of clean drinking water on both sites that can easily fill the coolers. If you will have to go offsite for water, figure out a plan for doing so every morning.

Fruit (if budgeted):

- ☐ Clean out fruit coolers on both sites. Order additional coolers if necessary. There should be two coolers in Lincoln and one in Roxbury.

- ❑ Research the markets around both sites to find the highest quality produce that will be sold to us at the lowest price. Consult the Growers who might know of organic retailers, perhaps even someone who would barter with us. We want to pick up the fruit twice a week and keep it in coolers outside. It needs to last for a couple of days in those conditions. Oranges and bananas are long lasting and popular among the youth.
- ❑ Create a plan for picking up fruit twice a week in both sites. Make sure that the pick up dates and payment plans are understood by whoever your supplier will be.



Community Lunch Supplies

The Food Project Chef and Public Relations Coordinator are in charge of gathering supplies for the Community Lunches. However, as Program Coordinator, you should check in with them about their supply plan. Storage space is tight on both sites so you will want to coordinate storage of your supplies and theirs.

Safety

Safety is the number one priority of staff involved in the Summer Youth Program. We have youth doing hard physical labor that they are not used to and traveling to many different sites all over the greater Boston area. We cannot be overly prepared or trained when it comes to safety. To that end we take the following steps:

First Aid Training

(This training is described in full detail in the Partners Section of Set Up). In order to promote efficient, careful reactions in emergency situations, The Food Project designates certain staff members as Designated Safety Officers (DSO's). In an emergency situation, these DSO's are in charge of facilitating the response to the situation. The Lincoln Fire Department or American Red Cross trains all DSO's before the SYP begins. (For further information about safety at The Food Project, consult our Safety Manual).

Safety Manual

The Food Project Safety Manual is a comprehensive guide to preventing and reacting to emergency situations. Before copying

this manual for the Staff and Leader Notebooks, you will need to update it using the TFP Safety Manual Template. Read the manual carefully, and go over it at a program production meeting looking for any changes in safety protocols or new safety needs since the previous summer. The Safety Manual is a part of Leader Training. It should also be reviewed at a staff meeting each year. If the revised manual has not been reviewed by May, ask the Staff Meeting Facilitator to schedule an hour for review of the Safety Manual.



First Aid Kits

Create or update a first aid kit for each of the following sites, using the First Aid Kit Assembly Guide (see Attachment 50: First Aid Kit Assembly Guide).

- Every SYP vehicle
- Every production vehicle
- Baker Bridge North (to be kept in farm vehicle)
- Baker Bridge South shed
- The Roxbury sheds
- Each office
- Lincoln Greenhouse

If the first aid kit is ever removed from any of these sites, it must be returned.

- ☐ Assign one Safety Officer to every First Aid Kit.
- ☐ Label each First Aid Kit clearly on the top with the location and DSO's name.

If the supplies in a kit run low, the Programs Administrator is responsible for restocking them. Ensure that there are Accident Report Forms in all first aid kits (see Attachment 51: Accident Report Form).

Medical Forms

Every Crew Worker, Crew Leader, and Assistant Crew Leader is required to fill out a Medical Information Form. The originals of these forms are kept in the Lincoln Office in each youth's personal file. Copies of these forms are held by Crew Leaders, Site Supervisors, and the Program Coordinator in case of an emergency. In addition, every First Aid Kit contains a copy of each young person's Medical Form, Health Information Form and Parent/Guardian Consent Form. That's a lot of copies! However, youth

Attachment 50

Attachment 51

are moving all over during this program, and it is critical that a copy of their medical form be in their presence at all times in case of an emergency. As soon as you have hired all of the Crew Workers and created your crews, the Programs Administrator can begin making these copies.

- Full sets of every Crew Worker and Assistant Crew Leader's Medical Form, Health Information Form and Parent/Guardian Consent Form for every first aid kit. (Any kit that will be at a site where Alumni Interns will be working also needs to include their forms).
- A copy of every Crew Worker and Assistant Crew Leader's Medical Form for each Site Supervisor, and the Program Coordinator.
- A copy of their Crew Workers' and Assistant Crew Leaders' medical forms for every Crew Leader.



Transportation

Crew Workers, Assistant Crew Leaders, and Crew Leaders move in many different directions all over the greater Boston area every day. Transportation is the backbone of our program. If youth and Leaders cannot get to where they need to be, the program does not happen. We travel in our own vehicles, in hired buses, and by public transportation. It is a wild puzzle, but over the years we have implemented a variety of steps to coordinate the web of travel.

Our Vans

The Food Project started out with one very old pick up truck. That was our only vehicle. As the program grew, we had more youth and more produce that needed to be transported in more directions. Now we have a fleet of vans and cargo trucks. In order to maximize the use of this fleet for the SYP, take the following steps:

- ❑ The Programs Administrator is the vehicle coordinator. This person keeps track of all vehicles owned or rented by The Food Project. She/he is responsible for reminding drivers of regular vehicle inspections and making arrangements for repairs when needed.
- ❑ Designate the primary driver of each vehicle. This person will drive the vehicle most often during the SYP. Primary

drivers are responsible for keeping the vehicles clean and reporting any needed repairs to the vehicle coordinator.

- ❑ Go through your SYP Schedules. Make sure that at any point that a vehicle is needed, both the vehicle and a driver will be available. (Check with the Business Manager to determine who is legally qualified to drive our vehicles).
- ❑ Arrange for all vehicles to have tune-ups before the SYP begins.

Bus in Lincoln

When we moved onto the site at Baker Bridge Road, it became inefficient to have the Crew Workers walk both to and from the site to catch the commuter rail. We looked into hiring Doherty's Bus Service to drive the Crew Workers to and from the fields. Doherty's was willing to do the morning route at a discount, but would have to charge us the full rate for the afternoon. We decided to bus the workers to the fields in the morning and have them walk to the train in the afternoon. Doherty's also drives all of the summer camp routes in the area so making reservations with them early in the year is critical.

- ❑ Call Doherty's in February. Tell them you want to have them drive the workers to the farm in the mornings, just like in years past, and that you hope they can continue to charge us the low fee.
- ❑ Write Doherty's a letter requesting bus service. Include the dates and times (see Attachment 52: Bus Service Request Template).
- ❑ Call to follow up on your letter and confirm your reservations.



"I think that the land to me
is home and family..."

Attachment 52

Public Transportation

Most Crew Workers, Crew Leaders, and Assistant Crew Leaders travel to and from work every day by public transportation. The Food Project pays for the public transportation of anyone we hire in these roles. Coordinating the purchase and distribution of public transportation passes is quite a puzzle. Every Crew Worker, Assistant Crew Leader and Crew Leader has a unique travel plan involving a different combination of bus, subway and commuter rail.

Coordination of public transportation begins with the transportation questionnaire included in every Crew Worker and Summer Leaders' paperwork packet. The information received through this questionnaire is used to purchase passes for each Crew Worker and Summer Leader.



If The Food Project had a large budget for transportation or received donations of transportation from the MBTA, we could simplify this entire process and simply purchase combo passes for all Crew Workers and Summer Leaders. Combo passes cover transportation on buses, subways, and commuter rails.

However, we do not have a big budget and do not receive free public transportation. Therefore, we go through each Crew Worker and Summer Leader's travel questionnaire individually and figure out the cheapest way to get them where they need to go. That plan can only be outlined once we know which crew each person is in, since the crews go to Roxbury at different times. For instance, if John is from Roxbury and his crew is going to be in Roxbury for two weeks of July, then we shouldn't buy him a combo pass for July, we should get him a bus pass plus two weeks worth of subway and commuter rail passes. He will, however, receive a combo pass for August, since he will travel to Lincoln every day.

In our leaner years, we figured out each plan down to the penny. However, giving a young person an envelope filled with tokens and rail tickets can turn out to be time consuming in preparation, and it often results in lost tokens and tickets. At this point, if the difference between buying a combo pass and buying an assortment of other types of passes is not huge, we go for the combo pass, which makes everyone's life easier.

In order to prepare a transportation order for the MBTA, follow these steps:

- ☐ Consult the back of the commuter rail schedule for information about different types of passes.
- ☐ Take the transportation questionnaire from each Crew Worker and Summer Leader's file.
- ☐ Arrange the transportation questionnaires by crew.
- ☐ Create a transportation distribution list (see Attachment 53: MBTA Distribution List Template).

- ❑ Go through each Crew Worker, Assistant Crew Leader, and Crew Leader's Transportation Questionnaire, and determine the type(s) of passes they will need for July, and then for August. Crew Leaders and Assistant Crew Leader will need transportation for the last week of June as well.
- ❑ Total each crew's pass needs.
- ❑ Total all crews' pass needs.
- ❑ Create an MBTA pass order form for July, and one for August (see Attachment 54: MBTA Pass Order Template).
- ❑ Call the MBTA. Ask them when you will need to fax in your order for passes for both July and August. Also find out what times you can pick up the passes, and where.
- ❑ Figure out a system for ordering and picking up all of the passes that you will need. You may need to pick up commuter rail passes in one place and bus and subway passes in another. The Programs Administrator should do the pick-ups.

Attachment 54

Transportation Distribution

Once you have gone to all of the trouble of ordering and purchasing the various passes, you need to distribute them to the appropriate people. Assistant Leaders and Crew Leader receive their transportation on the first day of Leader Training. On the first day of the SYP, one Crew Leader rides the commuter rail from North Station holding onto all of the passes for the Crew Workers. He shows these passes to the conductor, but does not give them out to Crew Workers. Crew Workers receive their transportation envelopes on the afternoon of the first day. They must sign a transportation receipt at that time and give it to the Programs Administrator to keep on file at the office. They repeat this process again on the last day of July to receive their August passes. In order to prepare for this distribution plan:

- ❑ Put each person's passes in an envelope, label it with their name, and arrange them in piles by crew.
- ❑ Copy the transportation receipt sixty times for July and sixty times for August (see Attachment 55: Transportation Receipt Form).
- ❑ Distribute transportation receipt forms to each Crew Leader just before handing out envelopes to each Crew



Staking tomato plants is a serious task.

Attachment 55

Worker. Have the Crew Leader facilitate the process of getting receipts from each Crew Worker and returning them to the Program Coordinator.

Communications



Crew Workers entertain each other.

As The Food Project has grown, so has the necessity for better and more efficient communications systems. When we started on Drumlin Farm, communications meant shouting across the field or walking from the field to the office. Moving onto Codman Road, with our office on Lewis Street, brought about the necessity for walkie-talkies. Once we started operating on two sites, in Lincoln and in Roxbury, the need for communication rose sharply. In 1998 we decided to go with cell phones/two-way radios for key supervisory staff: with the click of a button the Site Supervisor in Lincoln could talk to the Farmers' Market Manager in Roxbury!

Having cell phones on site not only facilitates program operations, it boosts our ability to respond to emergencies. When a Crew Worker passed out in the fields during the SYP of 1999, the Lincoln Grower called 911 and notified the Lincoln Office within seconds. Our response time is exponentially faster than the old days, when we would have had to radio the office, and ask them to call 911.

At this point The Food Project owns many cell phone units. The only time when they are all in use is the Summer Youth Program. During the other nine months of the year, we turn off a number of the units.

In order to get the cell phones set up:

- ☐ Meet with the Programs Administrator to draw up a plan for SYP cell phone use.
- ☐ Assign each cell phone to a specific staff member.
- ☐ Number each cell phone, and program numbers of staff members into each unit.
- ☐ On the back of each cell phone list emergency numbers.
- ☐ Test each cell phone unit.
- ☐ Train each person assigned to a cell phone unit (or have the Programs Administrator do so).
- ☐ Clarify with all cell phone users that no young person is

ever allowed to use a cell phone. The staff member responsible for a cell phone unit can make a call for a young person in the case of an emergency.

- ❑ Clarify with all TFP cell phone users that cell phones are for TFP business only- not for personal calls.

Personnel

Sixty young people move through each Summer Youth Program. As Summer Youth Program Coordinator, you are responsible for tracking all of the information that affects their participation in the program. To prepare for this part of your job, you need to set up both a hard file and a computer file for each young person, get documents together, and train your staff.

Youth Files

Every young person who has ever worked at The Food Project has a file in our Lincoln office that contains all documents pertaining to their experience at The Food Project. Before the SYP begins, you need to create a youth file for every new Crew Worker. This process is described in detail in SYP Manual Volume I. The files that were used to manage each applicant through the recruiting process are turned into each hired Crew Worker's youth file. Before the program begins, put all of the files for Crew Workers, Assistant Crew Leaders, and Crew Leaders together in one box or filing cabinet. Every piece of information that is written down about one of those young people gets filed in their youth file.

Youth Database Set Up

Every young person who has ever worked at The Food Project also has a record in our youth database. Before the Summer Youth Program begins, transfer all accepted Workers and Leaders from the youth hiring database into the youth database. Do a find for all accepted youth for the specific year. Click on "Add all found records to the people and youth databases" on the bottom left of the screen. This will transfer the accepted workers and leaders into the youth database.

Set up the youth database at least a week prior to Leader Training. This database will be used to track the attendance and violations of every Crew Worker and Summer Leader. These will determine their pay. All payrolls are processed through the youth database.

Documents

The process of tracking attendance and violations requires that certain documents be created or revised and printed before the SYP begins.

Attachment 56

- ❑ Weekly Attendance Forms: these can only be printed once you have completed the transfer of records from the youth hiring database to the youth database. Weekly attendance forms can be printed from the youth database. Print eight copies of each crew's weekly attendance forms for each Crew Leader.
- ❑ Morning Missing List: revise this form using the Morning Missing List Template (see Attachment 57: Morning Missing List Template). Then print eight copies for the Lincoln office and seven copies for the Roxbury office. Put each set of lists on a clipboard, and hang it in a prominent place in each office.
- ❑ Standards Agreements and Violations Charts: copy each document sixty times in preparation for the SYP. These forms are signed after the workshops on the second day of the SYP. All staff and leader notebooks contain one copy of the agreement and chart for reference. Crew Workers' notebooks do not contain the Standards Agreement or the Violations Chart. We only want them to read these documents after they have gone through the workshops that help them understand their purposes. Parents should have received a copy of the Standards and Violations Charts in the orientation packet described in SYP Manual Volume I.

Training

There are four roles in the SYP that contain some responsibility for tracking attendance and payroll: Office Manager, Site Supervisor, Crew Leader and Programs Administrator. Their responsibilities are described in the document entitled Payroll/ Attendance Protocols (see Attachment 58: Payroll/ Attendance Protocols). The Programs Administrator and Office Manager need training for their responsibilities before Leader Training Week begins. The Crew Leaders and Site Supervisors will receive their training during Leader Training Week.

Attachment 57

Staff Training

- *Timeline*
- *Evaluation and Revision*
- *Collaborators*
- *Schedule*
- *Set Up*

Overview

Leader Training for the Summer Youth Program takes place primarily during Leader Training Week. While there are other opportunities for your Summer Leaders to become familiar with The Food Project, such as Worker Orientation Day, Leader Training week is designed to build on the knowledge and skills your Crew Leaders and Assistant Crew Leaders need in order to create an amazing program.

Leader Training is intense. In one week your Leaders learn and experience an incredible range of activities. They go back and forth between fieldwork and workshops. In each activity they need to engage fully as participants while keeping in mind that they will be leading those very exercises in a matter of days.

Leader Training is also a time for bonding. Your Crew Leaders and Assistant Crew Leaders are pushed to their limits during the Summer Youth Program. They need to rely on each other for support. Spending the entire week of training together helps bring them closer so that support will be possible.

Every minute of Monday through Friday will be filled with important information that the Leaders must digest. In years past when we just jumped in to that process, the bonds that needed to develop were stifled. Adding the Saturday prior to that week as a team-building day helped to kick-start those crucial relationships. As the schedule stands, the new Crew Leaders meet on the preceding Friday for an additional day of new leader orientation. All Crew Leaders, and Assistant Crew Leaders begin Leader Training on the following day. The Saturday experience acts as a catalyst for staff bonds that develop throughout the rest of the week.

As SYP Coordinator, you set the tone for Leader Training which sets the tone for the summer. Your energy and enthusiasm



The Program Director and Site Supervisors.

motivates your leaders. Your interest in each leader as an individual and in the team as a whole promotes the bonding that is necessary. Leader Training is the time to nip problems in the bud. Any unproductive attitudes or behavior patterns that develop must be addressed promptly. At the end of the week, you want to have leaders who are ready and excited to welcome their Crew Workers on the first day.

You are also responsible for the logistics of Leader Training week. Such a comprehensive orientation draws on the resources of most of the full-time staff member, and many of our collaborators. You are the link between all of the parties involved: setting up the schedule, fitting the various people and places into it, and moving your staff through the week. This section walks you through that process step by step. But only you can infuse those steps with the spirit your staff will need.



A Crew Leader and an Assistant Leader get to know each other during Leader Training.

Timeline

- January:** Set dates for the current year's Leader Training
Revise the Leader Training Schedule based on last year's evaluation.
Meet with staff and collaborators to go over their schedules and intersections with Leader Training.
- February:** Revise the Leader Training Schedule.
Distribute revised schedule to all staff and collaborators.
Announce date and time of all-staff gathering.
- May:** Remind staff of their parts in Leader Training.
Check in with staff and collaborators; make sure they are prepared for their roles.
Set up the pieces of Leader Training for which you are responsible.
Set up the infrastructure for the week.
- June:** Finalize all pieces of the week.
Make reminder calls.
Coordinate Leader Training during the week before the SYP begins.

Evaluation and Revision

As an organization, The Food Project is committed to continually evaluating and revising its programs in order to achieve excellence. Leader Training week is no exception. While the template for the week has been set, the evaluation by each year's Summer Leaders at the end of the week determines how the training week will be carried out the following year.

Evaluation

At the end of Leader Training Week, the Summer Leaders evaluate the entire experience. Include as many of the staff and collaborators in this evaluation as possible. If key staff or collaborators cannot attend the evaluation, ask them to give you a quick written evaluation.

Run the evaluation at the end of Leader Training by:

1. Creating a list of topics to be evaluated. For example:
 - Shelter day
 - Agriculture workshops
 - Fieldwork
 - Schedule in general
2. Gathering the Summer Leaders and staff, and collaborators in a circle.
3. Putting topics up on a flipchart, one topic at a time.
4. Asking for positives and deltas regarding that topic this year, and suggestions for next year.
5. Keeping discussions on each topic to a limited amount of time. (If someone has more that they want to express, they should do so in writing to you).
6. Entering all comments into the current SYP computer files under Leader Training.

At the end of the Summer Youth Program, you will run an evaluation of the entire program. That evaluation is described in the "Evaluation" chapter of SYP Manual Volume III. Leader Training should be a topic of that evaluation. At the end of the summer,

"Leadership is when a person brings out the best qualities in others. It is freedom, acceptance, openness; not rigidity and forcefulness. It is not telling but showing. It is not teaching but educating. It is understanding others and being able to try other people's ideas. It is treating all people as equal. It is setting an example for others to strive for."

your Crew Leaders and Assistant Crew Leaders will have greater clarity about the kinds of training that helped them and the pieces that were missing for them. All of the comments from the SYP evaluation are entered in the current SYP files under evaluation.

Revision

- ☐ In January, compile the comments from the two evaluations of Leader Training from the previous summer.
- ☐ Call a meeting of the Program staff.
- ☐ Review the comments, and decide together what types of changes should be made for the coming Leader Training.
- ☐ Based on those decisions, work with the Leader Training Schedule of the previous year to create a revised schedule.



Collaborators

The schedule for Leader Training includes many staff and outside collaborators who play essential roles in the week. By February, the skeleton of the Leader Training Schedule must be defined so that it can be included in the documents printed for your Summer Leaders. Therefore, in January you need to check in with each of the staff and collaborators. In most cases, you simply confirm that they will be in charge of the same piece of training, at the same time as last year.

January Check-ins

- ☐ Meet or speak with each of the staff and collaborators listed below.
- ☐ Tell them the dates of the current year's Leader Training week.
- ☐ Show or explain to them the revised Leader Training Schedule, and remind them of the part that they played last year.
- ☐ Ask if they can commit to the dates and times as they appear in the revised Leader Training Schedule.
- ☐ Work with those who may need changes in the schedule until you feel confident that you have a schedule that will work for everyone.

Roles and Responsibilities

Lincoln Grower:

- Responsible for overall agricultural training for Summer Leaders.
- Oversees the agricultural training in Lincoln and Roxbury, and the introduction to the Agriculture Curriculum.
- Conducts four agricultural training blocks in Lincoln, for a half day each on Monday, Tuesday, Thursday, and Friday.



Roxbury Grower:

- Responsible for orienting Summer Leaders to Roxbury food lot sites and work plans on Wednesday afternoon.
- Conducts an urban agriculture workshop on Thursday afternoon.

Assistant Growers:

- Conduct the introduction to the Agriculture Curriculum on Friday.

Farmers' Market Manager:

- Trains the Summer Leaders into running the market on Thursday afternoon.
- Runs a first Farmers' Market experience with Summer Leader Assistance right after that training.

Chef:

- Prepares a lunch for the Summer Leaders on Friday at noon (other staff are welcome to come).
- Introduces the Summer Leaders to Community Lunch protocols with the help of the Community Lunch Coordinator.

Outreach Coordinator:

- Briefs the Summer Leaders on interacting with the media (this occurs on Friday just after lunch).

Office Manager:

- Gives the Summer Leaders a tour of the office. (In Lincoln on Tuesday afternoon; Roxbury on Wednesday afternoon).

Executive Director:

- Welcomes the Summer Leaders on Monday morning.

Program Director:

- Welcomes the Summer Leaders with the Executive Director.

- Plays a training role in the Saturday canoe trip/outdoor adventure.
- Plays a major role in all staff gathering Monday morning.
- Participates in workshops as needed by the Program Coordinator.

All Staff:

- Attend the all staff gathering on Monday morning.

Hunger Relief Organization (HRO) Contacts:

- Welcome and train the Leaders and Assistant Crew Leaders on Wednesday morning.

Schedule

Once you have set the dates for Leader Training week, revised the previous year's schedule, and met with all staff and collaborators, you are ready to finalize the Leader Training Schedule (see Attachment 3: Leader Training Schedule Template).

Attachment 3

- ☐ Check the departure and arrival times to make sure they coordinate with the commuter rail schedule.
- ☐ Assign a staff person to lead each activity.



Logistics

Workshops and Games

Leader Training week is chock full of activities. Each tour, game, workshop, or work period must be led by someone who is well prepared. In terms of staff and collaborator preparation, activities fall into four categories and should be set up accordingly:

Activities led by staff who have led the same activity in the past.

- ☐ Give them a reminder in May that they should be preparing the activity.
- ☐ Offer to help them with a practice session.

Activities led by staff who have never led this exact activity in the past.

- ☐ Get them to participate in the activity before they lead it.
- ☐ Organize at least one practice session before Leader Training week.
- ☐ Give them feedback on their practice session.

Activities led by you.

- ☐ Follow the same guidelines that apply to other staff. If you

have led the activity in the past, start preparing for it in May, and do a practice run before Leader Training week. If you have not, meet with a staff person who has led the activity, try to participate in the activity before June, and do at least one practice run with another program staff present.

Activities led by collaborators.

- ☐ Meet with or talk to each collaborator in May.
- ☐ Go over your goals and the timeframe for the activity.
- ☐ Ask them to explain how they plan to carry out the activity.
- ☐ Give them suggestions for a successful activity, given your knowledge of The Food Project.

Supplies

The following is a list of supplies you will need for Leader Training week. You can find more information about organizing and purchasing supplies in the “Infrastructure” chapter of this manual.

- Props for all games (see *Growing Together*)
- T-shirts for all Summer Leaders (see– Infrastructure chapter)
- Transportation passes for all Summer Leaders (see– Infrastructure chapter)
- Notebooks for all Summer Leaders (see– Infrastructure chapter)
- Lots of flipchart paper and markers

Transportation

Leader Training week is a complicated production. If you figure out how each person is going to get to the right place at the right time, you’ll save yourself a lot of headaches during the week.

Go through each day of the week, and plot out transportation patterns, considering:

- ☐ You need two vans for the pick-ups Saturday morning (which means two drivers, preferably from different ends of Boston).
- ☐ You need to be clear with people who are not taking the commuter rail about the time that they must arrive at the fields on Tuesday, Thursday and Friday.



Summer Youth Program 2003.

- ❑ You need a van to pick up at the commuter rail on Tuesday, Thursday and Friday.
- ❑ All Summer Leaders need to meet at the commuter rail station in Lincoln Monday morning to walk to the fields together.
- ❑ All full-time staff need to have a way to get to the Lincoln fields Monday morning.
- ❑ Crew Leaders and Assistant Crew Leaders need clear instructions for getting to their shelters on Wednesday morning.
- ❑ You need a plan for getting the Summer Leaders to the West Cottage Garden on Wednesday afternoon. (They will all be coming from their shelters. Most can come on public transportation, but in the interest of time, some might need to be picked up in a van.)
- ❑ You need a van to get the Summer Leaders to Roxbury on Thursday.

Reminder Calls

- ❑ At the beginning of June, leave a voicemail message for all staff reminding them of the all staff gathering.
- ❑ At the same time, check in with your staff and collaborators about their pieces of Leader Training.
- ❑ One week before Leader Training, call your Summer Leaders to remind them of the dates and times.

Conclusion

The Summer Youth Program is now ready to take off. If you have done your job well, the details and great youth and staff will be in place, waiting to create a dynamic fire when they meet at Leader Training. The importance of good set up cannot be underestimated. Everything in the summer stands upon the solid ground built by you and others over the winter and spring months. Your efforts may go somewhat unnoticed once the program begins because people often do not stop to thank the ground they stand upon. Your satisfaction must come in watching 60 young people labor, learn, and produce more than anyone of them expected.

The details for how to make the summer productive, fun, and impactful can be found in Summer Program Manual Volume III. It is the final leg of the stool.

YOUTH PROGRAMS OPERATING PRINCIPLES

The safety and well being of young people is of utmost importance to us.

We are committed to developing young peoples' skills. We combine the expectations of a job environment and innovative schooling in order to fully challenge our participants.

The program and production staff members are a united team in teaching, leading, and serving the young people in the programs. They support one another in doing excellent work.

We believe young people grow and learn best when led by staff who are impeccable role models and who care deeply about the young people they are working with.

We believe all young people have the capacity to learn, serve, and lead.

We are committed to raising questions with young people rather than providing answers for them. We explore openly, honestly, and rigorously issues that face us as individuals and as a nation. We do not speak from personal ideology but instead from our personal experience.

We value experiential learning. We emphasize action and experience and use curriculum as an enrichment to the doing.

We promote excellence and high expectations in all areas of a young person's life both in the present and future.

We vigorously recruit a racially, economically and gender diverse community of young for all programs. This brings a richness to our work that is critical to mission fulfillment and learning for youth and adults.

We offer youth a wide diversity of activity. A broad spectrum of activity promotes integrated learning and creates different access points for interest.

We expect young people and staff to open themselves to honest feedback from other participants. This openness can lead to deep personal learning and help others in their personal development.

We celebrate and promote the inclusion of young people in as many aspects of the organization as possible. Out of respect to youth we involve them where they have time and the support to succeed. We are rigorous in gathering input from youth and adults and believe that great ideas travel.

Everything we do with young people is intended to help them develop personally in the present or future. We often cannot know the effect of our work until years later.

We care about the wholeness and well being of all youth now and beyond our time with them.












































We strive to create ongoing, purposeful opportunities for youth to work with us. Ideally, youth who have the commitment and interest can find continuing ways to contribute and learn.

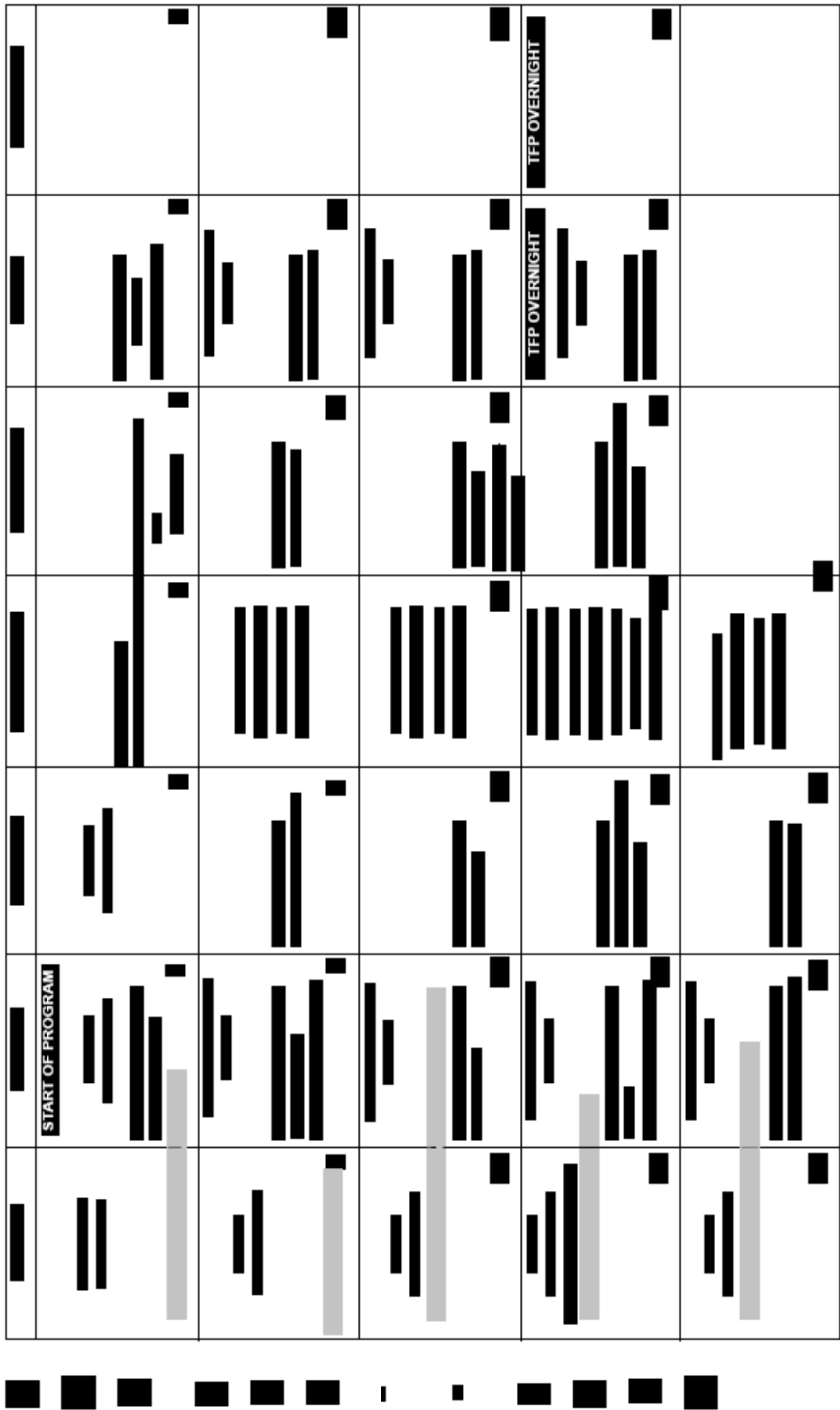
We are a land-based program that tries, whenever possible, to engage young people with the outdoors through agricultural work. We are committed to the comfort and safety of young people in the outdoors. This helps them build positive, hopefully life-long bonds with nature.

We build intentional, respectful relationships with all collaborators and invite young people into these relationships. We expect our youth to represent The Food Project well within any communities or collaborations they are a part of.

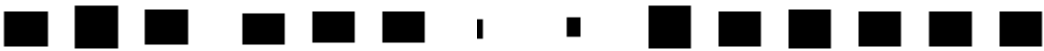
We value action and reflection. One without the other diminishes the potential power of each. All of our programs are designed to create an energetic balance between these two aspects of life.

We believe young people must be treated with respect and understand the deeper purposes of all activity. We are committed to preparing youth well for any work we are doing with them.

				 START OF SYP LEAD- ER TRAINING 	
					
					
					
					
					
					



		NOFA CONFERENCE			
		NOFA CONFERENCE			
				END OF PROGRAM	



Attachment 3 – 1

Col- umn1	Saturday, June ____ (Lincoln)	Monday, June ____ (Lincoln)	Tuesday, June ____ (Lincoln)	Wednesday, June ____ (Roxbury)	Thursday, June ____ (Roxbury)	Friday, June ____ (Lincoln)	Col- umn2
8:00 AM		ACLs/CLs arrive, walk to fields	Shuttle to fields for CLs only		Shuttle to fields (ACLs & CLs)	Shuttle to fields (CLs only)	8:00 AM
8:15 AM			Leader Meeting : What do we want to get out of Leader norming meetings, and Strategies for working successfully with ACLs (JT/ME)		Field Work	Practice Morning Mtg routine (ME/JT)	8:15 AM
8:30 AM	Train from North Station	Go through notebooks (VL)				Intro to the Media (PG)	8:30 AM
8:45 AM		Go over day/week/month schedules (JT)					8:45 AM
9:00 AM		Games: Mingle-Mingle; High 5s, Low 2s, Pair Tag	ACL Shuttle pickup (ME)		Shelter De-Brief (VL)	ACL Shuttle Pickup (ME)	9:00 AM
9:15 AM	Pick up at Donelan's parking lot, Lincoln	FP History (PG)	BingBang Boom (JT) Day/Week/Month Schedule	CLs/ACLs arrive at shelters. Call in to get in practice of Wednesday attendance		Straight Talk Workshop (ME/JT)	9:15 AM
9:30 AM	Names in the Air (ME)	Introductions & Role Descriptions	Themes and Workshops in Lincoln and Roxbury: SS writes down names of Leaders who are interested in assisting w/ wkshps (JT/ME)				9:30 AM
9:45 AM	Intro to SYP: Why I chose to work for SYP (SS)	Concentric Circles (ME)	Field Work		String Game (GG)		9:45 AM
10:00 AM	Vision/Mission: (PD)	Game: Circle the Circle (JT)	(including intro to the CSA)		Safety Manual/Med & Accident Forms (ME/JT)		10:00 AM
10:15 AM	Year-round Staff Roles (PC)	Goose Reading (JT/ME)					10:15 AM
10:30 AM	CL/ACL (ME/JT)	Field Work - Intro to Ag (DZ)				Field Work	10:30 AM
10:45 AM	Summer Staff Manual (VL)						10:45 AM
11:00 AM	Needs/Goals for Training (JT)				Ag Curriculum intro (CW/CS)		11:00 AM
11:15 AM	Leader Training Schedule (ME)						11:15 AM
11:30 AM							11:30 AM
11:45 AM							11:45 AM
12:00 PM	Lunch	Lunch	Lunch		leave for Roxbury	Lunch with Staff: Community Lunch Protocols (CW)	12:00 PM
12:15 PM							12:15 PM
12:30 PM	Ropes Course/Canoe	Goal Setting Workshop (JT/ME) (Standards and Violations Sheets)	Intro to Evaluation (JF)			First SYP Week (JT)	12:30 PM
12:45 PM					Lunch		12:45 PM
01:00 PM					(prepared by Daniel & kitchen staff)	Straight Talk Session w/ SYP Staff (JT/ME)	01:00 PM
01:15 PM				CLs/ACLs leave shelters	Game: Group Count		01:15 PM
01:30 PM			Field Work		Ag Plan in Roxbury (DA)		01:30 PM
01:45 PM							01:45 PM

[illegible]

Attachment 4 – 1

Monday

	Date:		Evaluation
8:00 AM	CLs and ACLs from the suburbs meet & park cars at Donelan's		
	CLs and ACLs coming from the city -		
	at North Station and Porter Square		
8:45 AM	() bring van to Lincoln station		
8:57 AM	Outbound/inbound train arrives		
9:05 AM	Everyone in either school bus or van		
	Drive to fields		
	(prepare site by moving all tables out from under the tent,		
	put benches in a circle, all activities in the 9:10 slot, in the arena)		
9:10 AM	Quick Attendance ()		
	Welcome, Intro the Staff ()		
	Intro to the Site ()		
	Large Group Combined Effort Name Race		
	Game: Mingle, Mingle (_		
	High 5s, Low 2s ()		
	staff and interns leave		
	Crew Split Up Game ()		
	Names In the Air ()		
10:10 AM	Overview of the Day's Schedule (JT)		
	Vision and Mission of TFP ()		
	Intro to Themes ()		
	Goose Story (summer staff)		
	Most Important Word Workshop ()		

11:45 AM	Crew Details Rotation:	6 stations	Evaluation
	(__ takes those missing critical paperwork first!)		
	1 Paperwork () & Train Passes ()		
	2 T-shirts and Waterbottles () & Digital Pics		
	3 Cubbies (Crew Leaders)		
	4 Notebooks and Name Tags ()		
	5 Transportation (2 rounds - takes a while!)		
	6 Transportation ()		
12:30 PM	Lunch - sit in crews		
01:00 PM	Week/Month Schedules ()		
	What to Bring Each Day ()		
	Work Expectations ()		
	Safety ()		
01:30 PM	Field Intro Rotations		
03:15 PM	Chores: Intro and Do Them		
03:45 PM	Announcements/Questions		
03:55 PM	Walk to Train		
04:30 PM	Inbound Train Leaves		

Tuesday

	Date:	Evaluation
8:00 AM	CLs, SYP Staff Meet at Lincoln fields	
	ACLs at North Station	
	ACLs at Porter Square	
8:45 AM	() brings van to Lincoln Station	
8:57 AM	Train arrives	
9:00 AM	Bus and van shuttle to fields	
9:10 AM	Welcome! Go over agenda for the day ()	
	Every week one crew will present the theme ()	
	Crew Definitions of Community ()	
	Crew names: must be announced by Friday afternoon ()	
	Game: Human Knot Race ()	
9:30 AM	Standards and Goal-Setting Workshop ()	
11:00 AM	Straight Talk Workshop ()	
12:15 PM	Lunch	
12:45 PM	Field Work Rotations	
02:15 PM	Shelter Preparation Workshop ()	
03:15 PM	Chores	
03:30 PM	Get in crews for travel packet hand-out	
03:55 PM	Walk to Train (ACLs take train)	
	CLs Stay for Meeting	
05:22 PM	CLs take this train	

Wednesday

	Date:	Evaluation
8:00 AM		
8:45 AM		
8:57 AM		
9:00 AM	Crews meet at their shelters.	
	Crew Leaders call in to Lincoln to report attendance.	
9:10 AM		
9:50 AM		
12:15 PM		
12:45 PM		
02:15 PM		
03:15 PM	Crews should be done with shelter work and on their way home.	
03:30 PM		
03:55 PM		
05:22 PM		

Attachment 4 – 3

Thursday

	Date:	Evaluation
8:02 AM	CLs arrive on train	
8:10 AM	CLs/SS/Grower Meeting	
8:45 AM	() leaves to bring van to Donelan's	
9:00 AM	Bus and van to fields	
9:10 AM	Welcome Back!!	
	Go over day's agenda ()	
	Reminder that crew names must be done by Fri PM.	
	Every week one crew will present the theme ()	
	Crew Definitions of Community ()	
9:45 AM	Intro to Morning File Into Fields Rotation ()	
	Field Work	
12:00 PM	Lunch	
12:30 PM	Game: Dog Chases Tail ()	
12:45 PM	Shelter De-Brief Workshop ()	
01:30 PM	Field Work	
03:30 PM		
03:50 PM	Leave for train	

Friday

	Date:	Evaluation
8:02 AM	CLs arrive on train	
8:10 AM	CLs/SS/Grower Meeting	
8:45 AM	() leaves to bring van to Donelan's	
9:00 AM	Bus and van to fields.	
9:10 AM	Go over day's agenda ()	
	Quote of the Day: MLK on community ()	
	Intro community lunch ()	
	Financial Responsibility ()	
10:00 AM	Field Work	
12:00 PM	Lunch from Around the World ()	
01:30 PM	Field Work	
	Crews A and B go with () to talk about Roxbury	
02:30 PM	Chores	
03:00 PM	Crew Name Announcements	
03:15 PM	Name Face-Off ()	
	Name Race ()	
03:55 PM	Leave for Train	

Lincoln Weekly / Daily Schedules

	Monday	Tuesday	Wednesday	Thursday	Friday
8:10 AM	Leader Meeting	Leader Meeting	Leader Meeting		
9:05 AM	Crew worker pick-up (by bus and van)	Crew worker pick-up (by bus)	Crew worker pick-up (by bus)	Leaders meet at fields.	Staff meets at fields.
				HARVEST!	FIELD WORK
9:15 AM	Workers arrive	Workers arrive	Workers arrive		
	Quote of the Day	Logistics of the Day	NAME GAMES		
	Sweet Honey in the Rock!	File Out into Fields			
9:30 AM	Field Work	Harvest Time!	Field Work		
	IST at St. Anne's:	IST at St. Anne's:			
	Crew D ()	Crew F ()			
	Crew C ()	Crew E ()			
	Ag Workshops:				
	Crews E, A, B				
12:00 PM	Lunch	Lunch	Lunch	Lunch	Lunch
12:30 PM	Game	Game	Evaluation	Evaluation	Evaluation
	IST at St. Anne's:				
	Crew A ()	Workshop	Rock Paper Scissors		
	Crew B ()	Practice for Family			
		Feast			
01:00 PM	Ag Workshops:		Reflections on Summer		
01:45 PM	Crews F, C, D				
02:15 PM		Shuttle to St. Anne's	Game Tournament		
03:00 PM		for Slide Show!	Bonuses/Pictures		
03:30 PM			Walden Pond!		
03:45 PM	Chores	Go over last day logistics			
	Announcements	Shuttle to Train			
03:55 PM	Walk to Train			Go to Mattes' for dinner and swimming.	
		CLs and ACLs stay for	5:30 Family Feast		
		contracting meeting			
		and dinner			

Attachment 6

Roxbury Weekly Schedule

	Monday	Tuesday	Thursday	Friday
8:00 AM	SS/Grower Mtg.	SS/Grower Mtg.	SS/Grower Mtg.	SS/Grower Mtg.
8:15 AM	CL/SS Meeting	CL/SS Meeting	CL/SS Meeting	CL/SS Meeting
8:30 AM				
8:45 AM	Grower/CL Meeting (SS goes to Andrew)	Grower/CL Meeting (SS goes to Andrew)	Grower/CL Meeting (SS goes to Andrew)	Grower/CL Meeting (SS goes to Andrew)
9:00 AM	Crew worker/Intern pick-up	Crew worker/Intern pick-up	Crew worker/Intern pick-up	Crew worker/Intern pick-up
9:15 AM	Welcome! Weekly Schedule and Goals	Morning Mtg: Logistics/Quote of the Day	Morning Mtg: Logistics/Quote of the Day	Morning Mtg: Logistics/Quote of the Day
9:30 AM	Ag Orientation ()	Harvest	Workshop:	Market Analysis
9:45 AM				
10:00 AM			Field Work	Field Work
10:15 AM				
10:30 AM				
10:45 AM	Roxbury Orientation ()			
11:00 AM		Workshop ()		
11:15 AM				
11:30 AM				
11:45 AM				
12:00 PM	Lunch	Lunch	Lunch	Lunch
12:15 PM				
12:30 PM	Holding Ground/Discussion ()			
12:45 PM		Games:	Games:	Games:
01:00 PM		Market Training ()	Workshop:	Urban Ed. Workshop
01:15 PM				
01:30 PM				
01:45 PM				
02:00 PM	Field Work		Field Work	Chores
02:15 PM				Journal Writing
02:30 PM				Rec Day
02:45 PM				
03:00 PM		Prepare for Market ()		
03:15 PM				
03:30 PM	Chores	Set up Market ()	Chores	
03:45 PM	Announcements		Announcements	
04:00 PM	Leave for Train	Run Market	Leave for Train	Leave for Train
04:15 PM				
04:30 PM		Elderly Pick-up ()		
06:45 PM		Suburban youth to train ()		
07:00 PM		Market Closes		

Final Week Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday
8:10 AM	Leader Meeting	Leader Meeting	Leader Meeting		
9:05 AM	Crew worker pick-up (by bus and van)	Crew worker pick-up (by bus)	Crew worker pick-up (by bus)	Leaders meet at fields.	Staff meets at fields.
				HARVEST!	FIELD WORK
9:15 AM	Workers arrive	Workers arrive	Workers arrive		
	Quote of the Day	Logistics of the Day	NAME GAMES		
	Sweet Honey in the Rock!	File Out into Fields			
9:30 AM	Field Work	Harvest Time!	Field Work		
	IST at St. Anne's:	IST at St. Anne's:			
	Crew D ()	Crew F ()			
	Crew C ()	Crew E ()			
	Ag Workshops:				
	Crews E, A, B				
12:00 PM	Lunch	Lunch	Lunch	Lunch	Lunch
12:30 PM	Game	Game	Evaluation	Evaluation	Evaluation
	IST at St. Anne's:				
	Crew A ()	Workshop	Rock Paper Scissors		
	Crew B ()	Practice for Family Feast			
01:00 PM	Ag Workshops:		Reflections on Summer		
01:45 PM	Crews F, C, D				
02:15 PM		Shuttle to St. Anne's	Game Tournament		
03:00 PM		for Slide Show!	Bonuses/Pictures		
03:30 PM			Walden Pond!		
03:45 PM	Chores	Go over last day logistics			
	Announcements	Shuttle to Train			
03:55 PM	Walk to Train			Go to Mattes' for dinner and swimming.	
		CLs and ACLs stay for contracting meeting and dinner	5:30 Family Feast		

Attachment 8

9th Week Schedule for Crew Workers:

Tuesday, August ____ 8:00 AM - 3:45 PM

- If you are taking the commuter rail, you must be on the one that gets in at 8:00 AM! It leaves North Station at 7:20 AM and Porter Square at 7:30 AM. Don't be late!
- If you are driving, either come to the commuter rail station to get picked up or meet us at the tent.
- You will be taking the 3:55 PM train home.

Wednesday, August ____ 12:00 PM - 4:15 PM

- You should take the commuter rail that leaves North Station at 11:20 AM and Porter Square at 11:30 AM.
- You will be taking the 4:35 PM train home.

Thursday, August ____ 8:00 AM - 3:45 PM

- same schedule as Tuesday

Friday, August ____ 9:00 AM - 4:15 PM

- You should take the 8:20 AM train out of North Station or the 8:30 AM train out of Porter Square.
- You will be leaving on the 4:35 PM train.

The Food Project Summer Program 2000

Information for Volunteer Coordinators

We are looking forward to working with you this summer!

Please read the following information thoroughly.

If you have any questions, please call _____ at (781) 259-8621 x__.

The Summer Schedule

This summer a crew of 10 young people will work for your organization every Wednesday, beginning July _____ and ending August _____.

Thus, they will be with you July __, __, __ and August __, __, __.

Crew Composition

The crew will include:

- 1 Crew Leader: a college-aged person who is in charge of the crew; they will be your main contact
- 1 Assistant Crew Leader: a high school student who has already been through our Summer Program
- 8 Crew Workers: 14-16 year olds working for us for the first time

Leader Training

On Wednesday, June __, the Crew Leader and Assistant Leader will come to you for an orientation.

They will be with you from 9:00 AM to 1:00 PM.

In the past, we have found that successful orientations involve a combination of two types of training:

- a presentation about your organization to the leaders, with time for discussion about their roles and responsibilities and introductions to the staff with whom they will be working
- a block of time for them to do some of the work that their crew will be doing this summer, so that they have a realistic sense of how to manage the crew

The Daily Schedule

9:00 AM-9:30 AM The crew will arrive at your organization.
(exact time depends on public transportation)
As soon as they arrive, they are ready to work.

LUNCH We ask that you provide lunch for the crew.
When and how you do so is up to you.
We encourage crew members to eat with your guests.

2:30 PM This is the ideal ending point for our crews.
We recognize that this time will vary depend on the schedule that your organization follows, but we ask that the crew not be asked to work later than this time, unless you have arranged that with _____.

Attachment 9 – 2

STRAIGHT TALK After they finish work, the crew will meet for at least an hour to hold their weekly feedback session. This meeting is critical to the success of our summer program. We ask that you provide a room for the crew to meet. Within this block of time, they are a self-sufficient unit and will not require your supervision.

The Tuesday Vegetable Delivery

One of the missions of The Food Project is to provide fresh, organic produce to populations in Boston who have limited access to this critical part of their diet.

Another mission of The Food Project is to expose young people to the cycle of the food system. Thus, the ideal situation for our youth program is that the crew be able to prepare and serve the food that they have grown!

Your organization will receive our produce, fresh from the fields, over the seven weeks of our summer program. We deliver that produce to you on Tuesday afternoons. We hope that the crew who will be working for you will be able to prepare and serve some of that produce the next day.

Drop-offs times, and types and quantities of vegetables will be arranged through our food production staff. They will contact you this Spring to set up a system which works for both of our staffs.

Goals and Expectations

In our experience, shelter work runs best when the young people are given clear and challenging work. Our crews are used to working hard, and are expected to do so whether in the fields or at your organization. They are also accustomed to reflecting on the work that they are doing, and we encourage you to share your experiences and thoughts about hunger, homelessness, and other issues with them.

We recommend that you set goals with the crew on their first day. You should discuss this with the Crew Leader and Assistant Leader on their orientation day.

We also recommend that you have a check-in with the crew half-way through their summer to assess their work so far, and to set goals for the duration of the program.

A final forum about the successes and challenges of the summer would be a powerful conclusion to your partnership.

Channels for Feedback

A critical part of The Food Project is the feedback that the Crew Workers receive from their Crew Leaders. We welcome you to give the Crew Leader assigned to your organization feedback that you would like them to deliver to a Crew Worker(s). We ask that you direct feedback to the Crew Leader rather than to the Crew Worker. Part of our youth development philosophy is not to micro-manage the Crew Workers, and to streamline their feedback into the meeting on Wednesday afternoons.

Should you have feedback for the Crew Leader or Assistant Crew Leader, feel free to have a conversation with them, preferably away from the rest of the crew.

One of our Supervisors, either _____, _____, or _____ will be visiting your organization at least once during the summer to work with the crew and get a sense of how things are going.

If a situation arises which cannot be addressed between your staff and the Crew Leader, please do not hesitate to call _____ at (781) 259-8621 x____.

What happens if you run out of things for the crews to do?

In the event that you are not able to provide food-related work for our young people during the entire service day, they may serve your organization in other ways. In the past, this work has included painting, yard and garden work, cleaning, and any other tasks you need done. We ask that you prepare a list of extra projects before the young people arrive so that there is never a Wednesday when they are underutilized. Please go over this list with the crew leader on their orientation day. Challenging situations often arise when there is not enough for our young people to do.

Can The Food Project Crew assist the organization off-site?

If you have service projects or field trips (on a Wednesday this summer) that require the transportation of our crew (ie. Haley House needed our service at the farm that grows their produce and we traveled there to help them), we can make our van available. Notify the Crew Leader and _____ at least two weeks before the service project, so that we can work on transportation and other logistics.

You Are Invited!

Each summer we end our program with a Family Feast, when parents, staff, and friends gather to celebrate a summer of hard work. We would love you to join us in congratulating these hard-working young people, while enjoying a bounteous potluck meal at our Lincoln farm. The presence of representatives from our collaborators makes a huge impression on the crews that worked for them!

We can arrange transportation from Alewife, so don't let the distance to Lincoln hold you back- it's worth the trip! (it's only 14 miles from Boston)

The Family Feast this year is on Wednesday, August _____ from 5:30-7:30 PM. Please call _____ to confirm your participation in this event.

COMMUNITY SERVICE DAY DIRECTIONS TO SHELTERS

BOSTON LIVING CENTER

29 Stanhope Street
Boston, MA 02116
(617) 236-1012

VOLUNTEER COORDINATOR: Jacquie X, (617) 236-1012

FOOD PROJECT LEADERS: Ratoya X and David X

HOW TO GET TO RED CROSS FROM A SUBURBAN AREA

1. Crew Members should meet at **Lincoln Station at 7:45 AM** to catch the **7:50 AM Commuter Rail** train from Lincoln to Porter Square in Cambridge. Crew workers will receive their train tickets prior to departure.
2. Get off at the **Porter Square Stop**. Go down the stairs to subway terminal.
3. Take the **RED LINE** to **Downtown Crossing** and get off. Find the **ORANGE LINE** going towards Forest Hills.
4. Take the **ORANGE LINE** to the **Back Bay Station** stop. Follow the exit for Columbus and Clarendon Streets. Meet your crew just outside of that exit.
5. Head towards Bertucci's and Hard Rock Cafe. Look for Stanhope Street; Boston Living Center is located at 29 Stanhope Street.
6. Go in the front door, and go to the front desk and tell the receptionist that you are from The Food Project.

HOW TO GET TO RED CROSS FROM THE CITY:

1. Take the **ORANGE LINE** that is closest to your house to the **Back Bay Station** stop. Go out the Columbus and Clarendon Streets exit, and look for your crew.
2. Follow the directions above, beginning with step 5.

THE RETURN

If you are returning to the city, you will be leaving with your leaders by 3:30 PM. Your leaders will accompany you from the Red Cross to the Back Bay Station.

If you are returning to the suburbs, you will reverse all directions to get back to Porter Square to catch the **4:10 PM** or **5:00 PM** outbound Commuter Rail Train. You will arrive at Lincoln Station at **4:38 PM** or **5:30 PM**, depending on which train you make.

April 21, 200_

(Secretary's Name)
Trinitarian Congregational Church
54 Walden St.
Concord MA 01742

Dear (),

It's that time of year again when we here at The Food Project are gearing up for another wild and wonderful summer. We are in the process of hiring sixty summer employees, and are working like busy bees to set everything up for them.

Trinitarian Church has been an amazing friend of the Food Project. Without your help our community lunches would not be such a success.

As we look ahead to the summer, we would like you to consider allowing us to use your kitchen for the following dates from 9:00am to 12:00pm:

- **Friday July __ and __.**
- **Friday August __, __, and __.**

(), our Community Lunch Coordinator, will be in town at the end of May and will get in touch with you then. In the meantime, I would be happy to answer any questions you may have. We look forward to your continued support.

Sincerely,

(Title)
The Food Project

Crew Rotations

Crew A – Crew Leader and Assistant Crew Leader

Shelter – (name of shelter)

Food Lots, Roxbury - Week 2 and Week 7 (dates)

Community Lunch, Roxbury – Week () (Monday, date)

Community Lunch, Lincoln - Week () (Friday, date)

Crew B- Crew Leader and Assistant Crew Leader

Shelter – (name of shelter)

Food Lots, Roxbury - Weeks 2 and 3 (dates)

Community Lunch, Roxbury - Week () (Monday, date)

Community Lunch, Lincoln - Week () (Friday, date)

Crew C – Crew Leader and Assistant Crew Leader

Shelter – (name of shelter)

Food Lots, Roxbury - Weeks 3 and 4 (dates)

Community Lunch, Roxbury - Week () (Monday, date)

Community Lunch, Lincoln - Week () (Friday, date) [back in Lincoln]

Crew D – Crew Leader and Assistant Crew Leader

Shelter – (name of shelter)

Food Lots, Roxbury - Weeks 4 and 5 (dates)

Community Lunch, Roxbury - Week () (Monday, date)

Community Lunch, Lincoln - Week () (Friday, date)

Crew E – Crew Leader and Assistant Crew Leader

Shelter – (name of shelter)

Food Lots, Roxbury - Weeks 5 and 6 (dates)

Community Lunch, Roxbury - Week () (Monday, date)

Community Lunch, Lincoln - Week () (Friday, date)

Crew F – Crew Leader and Assistant Crew Leader

Shelter – (name of shelter)

Food Lots, Roxbury - Weeks 6 and 7 (dates)

Community Lunch, Roxbury - Week () (Monday, date)

Community Lunch, Lincoln - Week () (Friday, date)

Overnight Schedule Template

Prep that must happen pre-4PM:

- Purchase food and store it either in coolers at the field or at St. Anne's. ()
- Meet the train at 9AM to pick up equipment in the cargo van. ()
- Get wagon from Codman and hitch it to the tractor. ()
- Talk with Grower and find a campfire site. ()

4:00 PM	<p>Crew Workers not staying for the overnight get shuttled. All who are staying gather under the tent.</p> <ul style="list-style-type: none"> • go over rules and schedule () • make a list of tents and who will be in them () • set up tents in the fields, put stuff in them ()
4:45 PM	<p>Leave for Walden Pond</p> <ul style="list-style-type: none"> • () will organize shuttling, take attendance there • (PC & Interns?) will stay behind to set up the site for dinner
6:00 PM	Leave Walden Pond, shuttle back to the fields.
6:30 PM	<p>Games at the fields: (Crew Leaders and Assistant Leaders)</p> <ul style="list-style-type: none"> • () set up campfire area
7:15 PM	<p>Dinner ()</p> <ul style="list-style-type: none"> • () will help with organizing the dinner line and serving
8:15 PM	<p>Hayride through the fields ()</p> <ul style="list-style-type: none"> • () clean up dinner both on site and at the kitchen
9:00 PM	Talent Show at the field () will MC)
10:00 PM	Campfire at the field ()
11:30 PM	<p>Return to the fields</p> <ul style="list-style-type: none"> • play flashlight tag and other games (CLs and ACLs) • those who want to sleep may, others should be quiet enough for them to do so!
1:00 AM	Bed check, quiet. ()
Saturday!	
7:00 AM	<p>Wake up those taking the 7:40 train. ()</p> <ul style="list-style-type: none"> • shuttle them to the train at 7:30
8:30 AM	<p>Wake up everyone else. ()</p> <ul style="list-style-type: none"> • pack up the tents and sleeping bags, etc. • clean up the site
9:00 AM	Breakfast at the field cooked by (Wendy, Lally, & Don?).
9:12 AM	Suburban outbound train leaves.
10:10 AM	Inbound train leaves.



(year) SUMMER YOUTH PROGRAM ANNUAL OVERNIGHT PERMISSION SLIP

• PLEASE RETURN SLIP NO LATER THAN THURSDAY, JULY () •

I hereby give permission for my child, _____

to attend the annual Summer Youth Program Overnight sponsored by The Food Project, Inc. The event will take place at The Food Project's farm in Lincoln. Youth will stay at the farm after work on July (), () (Friday), and leave the farm the morning of July (), () (Saturday). In the event of severe inclement weather, I understand that the Overnight will be cancelled.

If my child acts in a manner inappropriate to the standards of The Food Project community during the course of the Overnight, I realize that I may be contacted to pick up my child from Lincoln or to receive him/her from a Food Project staff member.

I further understand that I am giving permission for my child to participate in this event as directed by The Food Project, Inc., and agree to hold harmless The Food Project, Inc., in the case of any incident or accident that may occur on during this event.

Please indicate how your child will get home on Saturday morning:

- ☐ I will pick my child up at the Lincoln Food Project Farm at 10:30 AM.
- ☐ My child will take the 7:40 AM train into the city.
- ☐ My child will take the 9:12 AM train toward the western suburbs.
- ☐ My child will take the 10:10 AM train into the city.

Name of parent/ guardian

Signature of parent/guardian

Date

Overnight Handout Template

Overnight Supply List

1. Sleeping Bag (or a few thick blankets) and a pillow
2. Tent (if you agreed to bring one or more)
3. Bathing Suit
4. Towel
5. Toiletries-- brush/comb, deodorant, toothbrush, toothpaste
6. Sleepwear
7. A change of clothes
8. A long-sleeve shirt and pants for night activities
9. Flashlight
10. Bug Spray
11. Optional: Clothes, props, etc. for the Talent Show

Overnight Rules

1. No girls in boys' tents or vice versa.
2. No sexual contact of any kind whatsoever.
3. Everyone in their tents at 1AM and quiet.
4. After midnight, keep noise level down for those who want to sleep.
5. No shaving cream or any other kind of practical jokes.
6. Respect all of the equipment that we are using!
7. The standards apply throughout the overnight, though the staff recognizes that this is a fun event.

Attachment 16

Equipment Checklist Example

Name	# of people	sleeping bags	tent room
	1	0	0
	1	1	0
	1	1	0
	1	0	0
	1	0	0
	1	0	0
	1	0	0
	1	0	0
	1	0	0
	1	0	0
	1	0	0
	1	0	0
	1	0	0
	1	0	0
	1	1	0
	1	0	0
	1	1	0
	1	1	0
	1	1	0
	1	1	0
	1	1	0
	1	1	0
	1	0	0
	1	0	0
	1	0	0
	1	0	0
	1	1	0
	1	0	0
	1	0	0
	1	2	0
	1	1	0
	1	1	2
	1	0	0
	1	2	0
	1	3	0
	1	1	0
	1	1	0
	1	1	3
	1	2	0
	1	2	4
	1	1	0
	1	2	4
	1	2	0
	1	2	0
	1	1	3
	1	3	3
	1	1	0

(continued)

Name	# of people	sleeping bags	tent room
	1	1	2
	1	1	0
	1	2	0
	1	0	0
	1	1	0
	1	2	4
	1	1	4
	1	1	0
	1	1	0
	1	0	0
	1	1	0
	1	1	4
	1	1	0
	1	2	0
	1	1	2
	1	1	0
	1	1	0
	1	3	4
	1	1	0
	1	1	0
	1	2	2
	1	1	4
	1	1	0
	1	0	0
	1	1	0
STAFF	6	13	16
TOTALS	75	78	61
Jessica may sleep over and bring 2 extra bags and a 2 person tent.			
Julia might be able to get a 6-8 person tent			

NOFA Schedule Template

Friday, August ()

- 4:00 PM Lincoln folks clean up under tent and then go to Walden to wash off. Also, get any gear together like games, outreach stuff, first aid kits. Lay out dinner for Rox folks.
- 5:00 PM Roxbury folks arrive.
- eat dinner (pizza from Country Pizza?)
 - go over schedule and rules
 - collect permission slips
 - put all gear in back of blue van
 - go to the bathroom now!
- 5:30 PM Leave for Amherst
- 7:30 PM Arrive at Hampshire College.
- set up tents
 - decide who is sleeping where, put your stuff there
 - walk around together, get an idea where things (bathrooms) are
- 8:00 PM Register for conference.
- head over to the registration tent
 - () will register everyone while all others hang out on the green
- 8:30 PM Look over the workshops, pick what you're going to go to tomorrow.
- 9:00 PM Contradance!
- 11:00 PM or so Bed time! (we have to get up real early!)

Saturday, August ()

- 6:45 AM Wake up!
- 7:00 AM Breakfast at the van, make sure you know where your workshops will be held
- 7:30 AM Walk to main tent, set-up TFP table and quick training on selling books
- 8:00 AM First workshop starts!
- 12:00 Noon Everybody except those manning the table can go to town for lunch.
- 1:00 PM Workshops start again.
- 3:00 PM Country Fair
- 5:00 PM Swimming
- 7:00 PM Dinner in town.
- 9:00 PM Cajun dance party
- 11:00 PM Bed time!

Sunday, August ()

7:15 AM Wake up call!

7:30 AM Breakfast at van

8:00 AM First workshops start.

11:30 AM Pickup tents, Load up vans for those not manning the table.

12:00 Noon Lunch in town for those not manning the table.

1:00 PM Last workshops.

3:00 PM Leave for Boston!

NOFA Conference 200_

DETAILS:

- ☐ The conference will take place August 8-10.
- ☐ We will leave Friday after work, at 4:00 PM.
- ☐ We will be staying at Hampshire College in Amherst, MA.
- ☐ Each of us will have to pay \$15 of our own registration fee (this is less than a third of the cost).
- ☐ Everyone will need to bring cash for their own lunch and dinner (we will bring along breakfast food); We suggest bringing at least \$30 for food, though you may want to bring more. The Food Project will buy pizza for dinner for everyone Friday night.
- ☐ Everyone will take a turn manning our resource table at the conference; At all other times, you will be attending workshops at the conference.
- ☐ We will return on Sunday evening. Drop offs will be:
Lincoln 5:00 PM, Porter Square 5:30 PM, Ruggles 6:00 PM.
Times may be subject to change.

SUPPLIES:

Remember to Pack what you need,
But PACK LIGHTLY! ONE BAG ONLY!! (not including sleeping bag, pillow, and tent)

1. Sleeping Bag and a Pillow
 2. Tent (if you agreed to bring one or more)
 4. Toiletries-- brush/comb, deodorant, toothbrush, toothpaste
 5. Sleepwear
 6. Clothes to last you til Sunday
- YOU MUST BRING 2 clean Food Project shirts!
7. A long-sleeve shirt and pants for night activities
 8. Flashlight
 9. Money to buy lunch twice and dinner once

For quick trip to Walden after work on Friday:

9. Towel
10. Swim suit

Optional

Bug Spray

A little extra spending money for anything at the conference

NOFA Rules

1. Everybody must wear her/his t-shirt while at the conference.
2. The standards are in effect!
3. Remember that you are an ambassador of the Food Project the whole weekend, even when you are just walking around the conference. However you act is what people will think of the Food Project.
4. Everybody must take a shift manning the table.
5. You must attend workshops for every session, unless you are manning our table.
6. Do not fall asleep in workshops. If you feel that you are about to fall asleep, stand up to wake yourself up, or just leave quietly and walk around until you are able to return and pay attention.
7. You can choose one teen workshop to go to, but the rest should be the adult workshops.
8. After each workshop, check in with us at the Food Project booth.
9. Everybody must take a shift manning the table.
10. Everybody must help clean the campground when we leave.
11. Be sure to meet other people, try to avoid hanging out in an exclusive posse!

July 29, 200_

Dear Parent or Guardian,

Your child, as an employee of the Food Project, will have an exciting opportunity the weekend of August _-_. They will be part of a group of Food Project folk going to the Northeast Organic Farming Association's Annual Summer Conference!

This is the _____ year that the Food Project has sent a contingent to the NOFA Conference. Last year twelve of us went, and had a blast. We learned a lot, met interesting people, and had a great time together. This year we will have a resource table set up, and each of us will take turns manning it. When we are not doing that, we will attend workshops, check out Amherst for lunch, visit Northampton for dinner on Saturday night, go dancing (contradancing and Zydeco dancing with farmers!) and possibly go swimming.

The conference takes place at Hampshire College. We will be staying in tents on the campus, where we have stayed for the past three years. We will be carrying a Food Project cell phone, (617) 799-2239. If you cannot get through to us at that number, you should leave a message on my voice mail, (781) 259-8621 x___. I will check it every morning.

We will be leaving straight from work on Friday, August 8. Youth must bring all the equipment they need AND HER/HIS PERMISSION SLIP with them to work on Friday. If they do not bring the permission slip, they will not be able to go, and will be sent home after work.

We will return Sunday, August 10 by around 5:00 PM. We will drop-off at Lincoln Station at 5 PM, Porter Square at 5:30 PM, and Ruggles at 6 PM.

The cost of the conference for each participant is \$41. The Food Project cannot afford to cover all of these costs, so we are asking that each youth pay for \$15 of their registration. They also need to bring money for one dinner and two lunches (we will provide dinner Friday night and breakfasts). I would suggest bringing at least \$30-\$35 for food.

We are going to have a great time! If you have any questions, please do not hesitate to call Pertula. (781) 259-8621 x23

Sincerely,
Name
Title



200_ SUMMER YOUTH PROGRAM NOFA SUMMER CONFERENCE PERMISSION SLIP

• PLEASE RETURN SLIP NO LATER THAN FRIDAY, AUGUST _ •

I hereby give permission for my child, _____
to attend an overnight weekend trip sponsored by The Food Project, Inc.. The NOFA Conference will
take place at Hampshire College in Amherst, Massachusetts. We will be staying in tents on the campus.
We will leave after work on Friday, August _, 200_ and return on Sunday, August __, 200_ between 5-
6PM.

I further understand that I am giving permission for my child to participate in this event as directed by The Food
Project, Inc., and agree to hold harmless The Food Project, Inc., in the case of any incident or accident that may
occur on during this event.

Name of parent/ guardian

Signature of parent/guardian

Date

Name of other parent/ guardian

Signature of other parent/guardian

Date

Please drop my child off at/in: ☐ Lincoln ☐ Porter Square ☐ Ruggles Station

NOFA Sign Up for Staffing the Food Project Table

Saturday:

8:00 AM - 10:00 AM

- 1.
- 2.

10:00 AM - 12:00 PM

- 1.
- 2.

12:00 PM - 1:00 PM

- 1.
- 2.

1:00 PM - 3:00 PM

- 1.
- 2.

3:00 PM - 5:00 PM

- 1.
- 2.

Sunday:

8:00 AM - 10:00 AM

- 1.
- 2.

10:00 AM - 12:00 PM

- 1.
- 2.

12:00 PM - 1:00 PM

- 1.
- 2.

1:00 PM - 3:00 PM

- 1.
- 2.

NOFA Supply List Template

- Directions to Hampshire College and to the place you're staying
- Nextel phone (the one you told parents you'd have) with charger
- First Aid Kit
- Medical, Health, and Consent forms for each participant
- Permission Slips from each participant
- Outreach materials and cash box for the information table
- Food for breakfasts
- Money for registration (if you haven't paid already)

Final Day
August ___, 200_

- 9:10 AM Coming Full Circle: the Last Day Mirrors the First Day
- Name Gesture ()
 - Name Race (with a prize!)
- Go over the schedule for the day.
- 9:30 AM Field Work
- work hard to clean up fields
 - turn in tools to ag staff
 - Intensive Straight Talk- Crew B and F
- 12:00 PM Lunch
- 12:30 PM Evaluation (Internal forms)
- 12:45 PM Rock Paper Scissors, girls v. boys
- 1:00 PM Reflection on the End of the Summer
- have everyone close their eyes and picture the first day of the program; think about the Most Important Word exercise, what your word was, whether you've been true to it
 - today we're going to close out what we started that day
 - we want people to look within themselves and to share what they have accomplished and what they have learned
 - we want you to write to the following questions:
 How far have you come to accomplishing the goals you set for yourself at the beginning of the summer?
 How far have we come to accomplishing the goals we set at the beginning of the summer?
 What have you learned about the land this summer? How has your relationship to the land changed?
 What have you learned/experienced about service this summer?
 What has been your experience of working with people from different backgrounds and communities this summer?
- each person should share one their responses to these questions with the entire group
- 2:00 PM Game Tournament:
- Bing Bang Boom championship
 - Count Up
- (each of these played in crews, with champion from each crew entering the final championship round that everyone watches)

- 3:00 PM Recognize those who have earned the bonus award.
Give Out the Summer Book
- 3:15 PM Start shuttling to Walden
Set up the site ()
(those in the second shuttle should start setting up the site for the Family Feast)
- 4:30 PM • Start shuttling back from Walden
(those who were on the first shuttle there get in the first shuttle back)
• Once vans come back do a combined shuttle run to Alewife
(be there at 5pm; leave no later than 5:15)
- 4:30 PM Get site set up for Family Feast.
(everyone should help!)
•everyone should put on a nametag
•everyone should keep their Food Project shirts on
- 5:00 PM Family and guests start arriving.
They should be given tours of the farm.
(Food Czars – collect food from families as it arrives)
- 5:30 PM Program begins:
1. Program Coordinator, Site Supervisors introduce each other, give a big welcome.
2. Crews present themselves and their accomplishments.
3. Explanation of meal ()
4. Blessing over the meal ()
5. Crews and their related guests get in circles to introduce themselves, are called to go eat. Meanwhile, they can play a game with their circle (Predator Prey would work well.)
6. Four youth give testimonies about their growth over the summer.
7. Representatives from shelter coordinators recognize the youth.?? OR we recognize shelter coordinators??
8. Future involvement for youth. ()
9. Future involvement for parents and others. ()
10. Thank yous. ()
- 7:50 PM Catch commuter rail back to the city

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Family Feast Preparation and Rehearsal

1. Each crew will be assigned an accomplishment of the summer to present along with the presentation of their crew.

Crew A: team building and games

Crew B: learning through themes and workshops

Crew C: working in the fields in both Lincoln and Roxbury

Crew D: harvesting many pounds of produce!

Crew E: distributing food to CSA, farmers' market, and those in need

Crew F: doing service work at shelters

2. The crew should decide who will present this accomplishment, and how they will do so.

3. Each crew will be given half an hour to practice their presentation. The presentation should include the name of their crew, each member introducing their name and where they are from, and the accomplishment they are presenting. The presentation should be done for Deon and Mike to approve.

4. Walk through the entire Family Feast from start to finish.

Crew A:

You will present the team building that has gone on through the summer.

You should talk about what it means to be in a crew, and how you became tight as a crew.

You can give an example of team-building by explaining one of your favorite activities or games of the summer.

Crew B:

You will present the learning that has happened through the themes and workshops.

Someone should list the seven themes of the summer, and explain how we approached them.

You should decide together on one or two workshops to explain as examples.

Think of those that had the most impact on you.

You can come up with anecdotes to explain the power of a workshop.

Crew C:

You will present the amount of work that we have all done in the fields in Lincoln and Roxbury.

You should let people know that all together we spent approximately 3120 hours working to plant, weed, and harvest the vegetables.

You can also throw in a story about working in the fields if you would like to, but keep it brief.

Crew D:

You will present the amount of food that we have harvested.

Ask the ag staff to come up with the exact number of pounds harvested so far. Lincoln is near 51,000 lbs. Roxbury: 6,436 lbs.

Get creative with your presentation, if you want to hold up an example of each vegetable, you can do that. Do whatever will be effective.

Crew E:

You will present the different ways that we have distributed our produce: to the CSA, to the Farmers' Markets, and to shelters and food pantries.

You should explain the CSA, and mention that each crew had a share. (Ask Courtney how many shares we have and how many people are a part of those shares.)

You should also name all of the shelters that we delivered produce to (ask the ag staff).

You should also talk about your experience running the farmers' markets, and try to find out from Liz how many customers we served. (Dudley and Children's Museum). So far (not including Tues 8/19), we have had 798 customers and sold \$5114.93 of produce.

Crew F:

You will present the amount of service we have done at the shelters/hunger relief organizations.

You should talk about the different places we've volunteered: Rosie's Place, Pine Street Inn, Community Servings, The Boston Living Center, The Red Cross Food Pantry, Revision House, Women's Lunch Place and Haley House.

Someone else should let people know that we have put in 1680 hours of work for these organizations.

5. Go over the schedule for Wednesday, make sure everyone understands what to bring, what to expect. Get people to let us know if their families need a ride from Alewife. Make sure people know we'll go swimming.

Attachment 27

Date

Dear Summer Youth Program Parent(s)/Guardian(s):

On X date, crew leader X will be hosting an X at X for her crew. Youth will be transported to X by X shortly after work on X, and will be dropped off at X by X time. That train will arrive at X at X PM and at X by X PM. There is also an earlier commuter rail train that leaves X by X PM and arrives at X by X PM.

The phone number for the X residence is X. If you need to contact your child during the event, please feel free to call.

In order for your child to participate, he/she must bring the attached permission slip by X date! If you have any questions or concerns, please feel free to contact the site supervisor at X number or X at X number.

□ -----

I give permission for my child, _____, to go to a X at the X (located at X) on X date, from X time to X time. I also agree to allow X to transport my child for this event.

I agree to hold harmless The Food Project, Inc. in the case of any incident or accident that may occur during this event.

Date

Parent/Guardian Name

Parent/Guardian Signature

I would like my child to take the □ X PM □ X PM commuter rail train to X in order to get home.

T-Shirt Distribution Template

NAME	SIZE	
	M	3
	L	3
	L	3
	L	3
	L	3
	XL	3
	L	3
	XL	3
	XL	3
	XL	3
	XL	3
	L	3
	L	3
	XL	3
	L	3
	XXL	3
	L	3
	L	3
	M	3
	S	3
	S	3
	M	3
	XL	3
	XL	3
	L	3
	XXL	3
	L	3
	M	3
	S	3
	XL	3
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	M	3
	M	3
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	XL	3
	XL	3
	XL	3
	XL	3
	XL	3
	XL	3
	XL	3
	L	3
	M	3

Attachment 29

Date

Name

Company

Address

Dear name:

I am writing to provide you with the details regarding our t-shirt order for the 200_ Summer Youth Program. From the samples you sent us, we have chosen to order the **Gildan Ultra Cotton Heavyweight T-Shirt**; because we need to order some XXXL shirts however, the t-shirts must be printed on two different color shirts (instead of one color as has been done in the past). Listed below is the size, quantity, and color breakdown for The Food Project order:

SIZE	COLOR	STAFF PRINT	CREW PRINT	AMOUNT
SMALL	Eggplant	6	9	15
MEDIUM	Eggplant	15	30	45
LARGE	Eggplant	27	67	94
XL	Eggplant	28	79	107
XXL	Eggplant	12	6	18
XXXL	Forest	0	3	3
TOTALS:		88	194	282

The print color for the t-shirts should be **Pantone 1205 u/c**. We will be using the screens from last year (which, to my understanding, are in your possession); I have enclosed copies of last year's screens for your information. We would like to receive the completed t-shirts by **June __, 200_**. If you have any questions regarding this order, please call me at (781) 259-8621, ext. 23.

Yours truly,

Name

title

Enclosures (4)

CREW MEMBER TRAVEL PLANS

Name: _____

Address: _____ City: _____

Home Phone: () _____ Other Phone: () _____

MY TRAVEL PLAN TO LINCOLN:

(include times, station names, and bus numbers)

MY TRAVEL PLAN TO ROXBURY:

(include times, station names, and bus numbers)

MY TRAVEL PLAN FOR SHELTER WORK:

(include times, station names, and bus numbers)

THE FOOD PROJECT – 200_ SUMMER PROGRAM STAFF ROLES AND RESPONSIBILITIES

Beyond Crew Leaders and Assistant Leaders, there are many staff who help run the Summer Program. For job descriptions of Crew Leaders and Assistant Crew Leaders, please refer to their contracts.

() – **Director of Education and Trainings**

- Oversees the design and implementation of the summer program
- Supervises the Program Coordinator, Site Supervisors, and Growers

() – **Program Administrator**

- Coordinates Recruitment and Set-Up
- Processes payroll
- Manages lateness and attendance
- Maintains supplies/equipment in Lincoln and Roxbury
- Coordinates Tuesday evening Leader meetings
- Prepares workshop material for key workshops
- Updates bulletin boards and serves as communications manager for the summer program
- Manages youth and staff paperwork
- Organizes Family Feast in terms of outreach
- Coordinates logistics for the overnight and the family feast

() – **Program Coordinator & Site Supervisor in Lincoln**

- Trains and supervises Crew Leaders and Assistant Crew Leaders (monitor standards, give feedback weekly, run weekly violations meeting)
- With crew leaders, guides each crew through a safe, productive week at the Lincoln fields
- Leads weekly program planning sessions for Crew Leaders
- In charge of rainy days (cancellations, planning, and implementing activities)
- In charge of theme meetings, keeping schedule for the day
- Leads specific program pieces: introduction to standards and violations, intensive straight talk workshops
- Designs and implements the summer program
- Keeps site orderly
- Supervises the Site Supervisors, Crew Leaders, and Assistant Crew Leaders
- Oversees recreation
- Meets with crew leader to go over standard issues and straight talk
- Greets visitors and train youth to meet with the visitors
- Primary Designated Safety Officer at the Lincoln Site

() – **Site Supervisor in Roxbury**

- Trains and supervises Crew Leaders and Assistant Leaders

- In charge of food lot site management and implementing agriculture plan
- Organizes theme meeting, keeps schedule for the day, leads field trips
- With crew leaders, guides each crew through a safe, productive week at the Roxbury urban garden sites
- Transports youth throughout the day using the van
- Direct liaison with the Lincoln office
- Assists with farmers' market harvesting and set up at Dudley Common
- Greets all visitors and acts as ambassador for The Food Project
- Keeps site orderly and oversees recreation
- Meets with crew leader to go over standard issues and straight talk
- Primary Designated Safety Officer at the Roxbury Sites

Agriculture Staff

() – Grower in Lincoln and Director of Agriculture

- In charge of Lincoln field overview
- Responsible for field and site appearance
- Responsible for planting and harvest record keeping
- Manages overall distribution
- In charge of the box truck
- In charge of farm equipment -- maintenance and use
- Trains Crew Leaders in farming techniques
- Participates in weekly planning meeting with the leaders
- Designated Safety Officer
- Responsible for supervision and motivation of crew leaders and farm work
- CSA Manager

() – Grower in Roxbury

- In charge of Roxbury field overview
- Responsible for field appearance
- Responsible for planting and harvest record keeping
- In charge of cargo van
- Manages farmers' market harvesting in Roxbury
- In charge of farm equipment in the city -- maintenance and use
- Plans with Roxbury Site Supervisor
- Trains Crew Leaders in urban farming techniques
- Meets with Roxbury Site Supervisor and Crew Leaders in Roxbury for straight talk meeting
- Designated Safety Officer

() – Assistant Grower (Based in Lincoln)

- Assists Rural Grower in overall farm production and management
- Orchard Manager
- Potato Manager
- Responsible for Agriculture Curriculum
- Works with different crews on agriculture as needed
- Participates in weekly planning meeting with the leaders

- () – **Assistant Grower** (Based in Lincoln)
 - Assists Rural Grower in overall farm production and management
 - Coordinates food distribution to shelters
 - Manages flower garden and herb and tea gardens
 - Works with different crews on agriculture as needed
 - Participates in weekly planning meeting with the leaders

- () – **CSA and Greenhouse Manager** (Based in Lincoln)
 - Manages CSA and Greenhouse operations

- () – **Rural Enterprise Grower-** (Based in Lincoln)
 - Supervises advanced Ag. Interns

- () – **Urban Education and Outreach Coordinator**
 - Leads a team of five interns
 - Conducts soil remediation for neighborhood gardens
 - Designs and implements workshops on organic gardening for Roxbury residents

- () – **Farmers’ Market Manager**
 - Manages the Farmers’ Market, including training
 - Assists in supervision of Crew Workers during market hours
 - Supervises Market interns

- () – **Community Lunch and Outreach Coordinator**
 - Coordinates the community lunches in Lincoln

- () – **Director of Public Education Programs**
 - Develops and teaches agriculture curriculum
 - Coordinates Serve & Grow and School Partnerships Programs during the Academic year
 - Leads team of five B.L.A.S.T. interns

- () – **Alumni Intern Coordinator**
 - Oversees alumni internship program
 - Provides support to supervisors and interns
 - Coordinates interns’ payroll and logistics

- () – **Director of Enterprise**
- () – **Kitchen Fellow**
 - Leads a team of 3 interns
 - Responsible for salsa production
 - Develops products for sale
 - Prepares food for all events

There are many more folks who work behind the scenes to keep the program running! Make sure you get to know them!

- () Executive Director
- () Associate Director
- () Business Manager
- () Accountant
- () Office Manager, Roxbury
- () Grants Manager
- () Director of Development
- () Grant Writer
- () Public Outreach Associate
- () Information Technology Coordinator

**The Food Project
Summer Program 200_**

Letter of Agreement for Crew Leaders

The following document outlines the expectations that The Food Project holds for its Crew Leaders. Crew Leaders are key members of the staff who greatly define the quality and impact of the Summer Youth Program. As you read this document, keep in mind that the Crew Leader position asks you to be a responsible leader and role model. You will also be asked to read and sign a Summer Staff Manual, which explains each of these sections in more detail.

Leader Training Schedule

Leader Training will occur from June __ to June __. The goals of Leader Training are to achieve at least a basic understanding of all aspects of the job, from managing youth on a farm, to assisting with the social curriculum, to the logistics of running a crew. We also want to build a supportive community among the summer staff. Every single piece of the Leader Training program is critical to your job, and thus your presence is essential! We recognize it is a long week, so we will make the training as interactive and interesting as possible,

Saturday, June __

- 9:00 AM Pick up at Donelan's parking lot.
- 9:15 AM SYP orientation
- 12:00 PM Lunch!
- 12:30 PM Canoeing and Team Building
- 6:00 PM Back to the mainland.
- 6:30 PM Shuttle back to Ruggles, Porter Square.

Monday, June __

- 8:00 AM Pick-up at the Lincoln train station. (Crew Leaders and ACLs)
(commuter rail leaves Porter Square at 7:30 AM)
- 8:15 AM Training begins at the Lincoln fields.
- 4:00 PM Training ends for the day.
- 4:30 PM Commuter rail leaves to go back to the city.

Tuesday, June __

- 8:00 AM Pick-up at the Lincoln train station. (Crew Leaders only)
- 9:00 AM Pick-up at Lincoln train station (ACLs)
- 6:30 PM Training ends for the day. Shuttle will be available to Porter Square.

Wednesday, June __

9:00 AM Meet with your shelter Volunteer Coordinator for orientation.
Work at the shelter.

1:00 PM Leave the shelter to go to Roxbury.

2:00 PM Orientation to the Food Project in Roxbury.

4:15 PM Leave for the day. (shuttle to 5PM Porter train available)

Thursday, June __

8:00 AM Training begins at **Roxbury** fields (West Cottage).

1:00 PM Leave to go to Roxbury together.

4:00 PM Run the Farmers' Market!

7:00 PM Farmers' Market closes.

Friday, June __

8:00 AM Pick-up at the Lincoln train station. (Crew Leaders and ACLs)

8:15 AM Training begins at Lincoln fields.

4:00 PM Training ends!!!!

Normal Schedule

If you look at the schedule for Leader Training, you can tell that your average schedule will be 8:00 AM to 4:30 PM, though some days you will need to stay later. We will go over all of the details of your schedule during Leader Training Week. If you are trying to plan after-work activities, please contact the Program Coordinator to discuss the exact hours The Food Project will require of you

Special Events

There are two mandatory special events.
Those are the Overnight and the Family Feast.

The Overnight this year will be Friday, July __, when all youth and staff camp out on our farm in Lincoln. It's very fun, and also requires a lot of energy to run (curfew is at 3AM)! Everyone is gone by Noon on Saturday.

The Family Feast will be on the last day of the program, August __.

It is a potluck dinner from 5:30 PM to 8:00 PM. All families of youth and staff are asked to come and celebrate the accomplishments of the summer.

You should plan on being there, and on staying a little later to help clean up.

An optional special event will be the Northeast Organic Farming Association's Annual Conference, which will

Attachment 32 – 3

be held August __. Last summer we took ten youth to the conference and had a blast. We hope to be able to go again this summer.

Other optional special events will likely come up as the program moves along.

Evaluation

Your contract as Summer Staff runs through August __. On August __, we will meet as an entire staff to evaluate the Summer Program. Your input will be invaluable.

Absence and Lateness

Please consult your Summer Staff Manual for details on our absence and lateness policy for Summer Staff.

Leadership:

- Be responsible for the emotional and physical well being of your crew members both on and off The Food Project site.
- Be a part of the crew as well as a leader - work with the Crew Workers in the fields, food lots, soup kitchens, and farmer's market; be supportive of the crew members and strive to develop personal relationships with each of them.
- Strive to build a sense of community within and between the crews and toward that end work to resolve conflicts between crew members in a timely manner, requesting assistance from the Site Supervisor as needed.
- Help to develop leadership skills among the Crew Workers, especially the Assistant Crew Leaders, and encourage and facilitate planning and decision making within the crews.
- Implement the contract for eight Crew Workers and one Assistant Crew Leader in a fair and consistent manner.
- Work with the Site Supervisor to plan team-building, reflection, service, and educational activities and lead these activities throughout the summer.
- Come prepared for anything you are leading.
- Plan and run the morning meeting on a rotating, weekly basis.
- Have an understanding of The Food Project mission and structure and act as an ambassador for The Food Project to outside groups.

Dress:

- Wear The Food Project t-shirt during working hours in Lincoln and Roxbury.

Relationship with Crew Workers:

- Leaders may not transport Food Project workers to and from the site in their own cars.
- Relationships formed with workers should be in the best interest of the workers. No sexual relationships are allowed between Crew Leaders and any Assistant Leaders or Crew Workers - misuse of the authority by any Leader is grounds for immediate dismissal.

Supervision:

- Set personal goals during training and participate in regular meetings with the Site Supervisors to evaluate these goals.
- Ask for assistance from the Site Supervisor if unable to complete something for which The Food Project is depending on you.
- Be accountable to the Site Supervisor for meeting the above expectations.

- Ask the Summer Program Coordinator or the Executive Director for assistance if a problem cannot be resolved with the Site Supervisor.

Payroll:

- You will receive \$___ per week before taxes for the one week of training, seven weeks of the summer program and the two evaluation days.
- You will not be paid for days not worked.

Enforcement of the Agreement:

- Crew Leaders will meet weekly with the Site Supervisor to review job performance as set out in this agreement.
- Failure to meet the specifications of this agreement will result in a warning being issued the first time. Along with the warning the Site Supervisor will initiate a discussion with the Crew Leader on how the problem can be avoided in the future and note possible solutions and goals for the incident.
- A second offense for the same issue within two weeks time will result in the loss of a half day's pay (\$___), and a full day's pay (\$___) for a third offense.
- Should the problem continue and the Site Supervisor feels that sufficient efforts have been made by The Food Project staff to resolve the problem, the Site Supervisor and the Executive Director will use their discretion to decide whether to continue deducting pay or terminate employment.
- Verbal abuse, fighting, being high or intoxicated at work, stealing, lying, or having drugs, a knife or a gun at the job are all considered unacceptable for a Crew Leader and may be grounds for immediate dismissal or loss of pay at the discretion of the Site Supervisor.

Crew Leader Agreement

I have read and understand the agreement, and will abide by the expectations and guidelines for being a Crew Leader and The Food Project.

Date_____

Crew Leader Signature_____

Summer Program Coordinator Signature_____

*Please sign and send in this page. Keep the rest of the Agreement, and bring it with you on the first day of Leader Training.

Job Description
Summer Leadership Position
20-28 year olds

ORGANIZATIONAL PROFILE:

The Food Project works with teenagers from the city and suburbs of Boston to grow vegetables in Lincoln and Roxbury for the hungry. Together youth work on the farms, perform community service in soup kitchens, run farmers' markets, and participate in community building workshops throughout the seven week Summer Program.

POSITION AVAILABLE: Crew Leader

JOB DESCRIPTION:

Each Leader heads a diverse group of nine teens who work together throughout the Summer Program. Leaders work with their crew on the farm in Lincoln, in the gardens in Roxbury, in soup kitchens, at farmers' markets, and during workshops. Through group activities and feedback, leaders are responsible for building a sense of community within the crew. They act as mentors for each of their crew members. They are responsible for the safety and well-being of the crew in all settings. Crew Leaders train for a week before the Summer Program, and receive weekly feedback during the program from the Program Coordinator.

JOB REQUIREMENTS:

Applicants must have prior experience working with teens, a knowledge of Boston urban issues, interest in community service and the environment, and the ability to motivate a group of people. We are looking for people who enjoy working on a team as well as independently, who are highly dependable, organized, flexible and have a sense of humor. Applicants must be 18 years of age by June __, 200__, have a high school diploma, and be able to perform demanding physical labor. At least one year of college is preferred.

COMMITMENT/STIPEND:

Crew Leaders must be available weekdays from June __ to August __, 200__ (includes one week of paid training and two days of evaluation). Hours are approximately 8:00am to 4:30pm with some evening hours required. Stipend is \$____/week. No housing is provided. Both the Lincoln and Roxbury sites are accessible by public transportation, and we provide transportation passes.

APPLICATION PROCESS:

First, call to indicate your interest. Then, fill out and return the Summer Staff Application as soon as possible. It should be mailed to:

The Food Project
PO Box 705
Lincoln, MA 01773
(781) 259-8621 x____

The Food Project Summer 200_ Letter of Agreement for Assistant Crew Leaders

The following document outlines the expectations that The Food Project holds for Summer 200_ Assistant Crew Leaders. Assistant Crew Leaders are important members of the staff who greatly define the quality of the Summer Program. As you read this document, keep in mind that the Assistant Crew Leader position asks you to be open and ready for leadership opportunities while building new skills in working with diverse groups.

Leader Training Schedule

Leader Training will occur from June __ to June __. The goals of Leader Training are to achieve at least a basic understanding of all aspects of summer staff jobs, from managing youth on a farm, to the social curriculum we use, to the logistics of running the program. We also want to build a support community among the summer staff. Every single piece of the leader training program is critical to your job, and thus your presence is essential! We all know it is a long week, so we'll try to make it fun, and just remember, you get a four-day weekend before the program begins.

Saturday, June __

- 9:00 AM Pick up at Porter Square.
- 9:15 AM Pick up at Ruggles.
- 9:45 AM Arrive at the Thompson Island Ferry.
- 10:00 AM Ferry leaves for Thompson Island.
- 10:30 AM Arrive Thompson Island.
 - go through basics of your job, etc.
- 12:00 PM Lunch! (we will bring it for you - all other days you should bring lunch)
- 12:30 PM Ropes Course, Team-Building!
- 5:30 PM Wrap up, get to ferry.
- 6:00 PM Ferry departs for mainland.
- 6:30 PM Shuttle back to Ruggles, Porter Square.
- 7:00 PM Ruggles drop-off.
- 7:30 PM Porter Square drop-off.

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Monday, June __

- 8:00 AM Pick-up at the Lincoln train station.
(commuter rail leaves Porter Square at 7:30 AM)
- 8:15 AM Training begins at the Lincoln fields.
- 4:00 PM Training ends for the day.
- 4:30 PM Commuter rail leaves to go back to the city.

Tuesday, June __

- 8:00 AM Pick-up at the Lincoln train station.
- 8:15 AM Training begins at the Lincoln fields.
- 6:30 PM Training ends for the day.
- Shuttle will be available to Porter Square.

Wednesday, June __

- 9:00 AM Meet with your shelter Volunteer Coordinator for orientation.
Work at the shelter.
- 1:00 PM Leave the shelter to go to Roxbury.
- 2:00 PM Orientation to the Food Project in Roxbury.
- 4:15 PM Leave for the day. (shuttle to 5PM Porter train available)

Thursday, June __

- 8:00 AM Pick-up at the Lincoln train station.
- 8:15 AM Training begins at Lincoln fields.
- 1:00 PM Leave to go to Roxbury together.
- 4:00 PM Run the Farmers' Market!
- 7:00 PM Farmers' Market closes.

Friday, June __

- 8:00 AM Pick-up at the Lincoln train station.
- 8:15 AM Training begins at Lincoln fields.
- 4:00 PM Training ends!!!!

Normal Schedule

Your average schedule will be 9:00 AM to 4:30 PM, though some days you will need to stay later. We will go over all of the details of your schedule during Leader Training Week.

Special Events

There are two mandatory Special Events for Summer Staff. Those are the Overnight and the Family Feast.

The Overnight this year will be Friday, July __, when all youth and staff camp out on our farm in Lincoln. It's very fun, and also requires a lot of energy to run (curfew is at 3AM)! Everyone is gone by Noon on Saturday.

The Family Feast will be on the last day of the program, August __.

It is a potluck dinner from 5:30 PM to 8:00 PM. All families of youth and staff are asked to come and celebrate the accomplishments of the summer.

You should plan on being there, and on staying a little later to help clean up.

An optional special event will be the Northeast Organic Farming Association's Annual Conference, which will be held August _____. Last summer we took ten youth to the conference and had a blast. We hope to be able to go again this summer.

Other optional special events will likely come up as the program moves along.

Evaluation

Your contract as Summer Staff runs through August _____. On August __ and ____, we will meet as an entire staff to evaluate the Summer Program. Your input will be invaluable.

Relationship with Crew Workers:

- Relationships formed with workers should be in the best interest of the workers. No sexual relationships are allowed between ACL's and crew workers - misuse of the authority by an ACL is grounds for immediate dismissal.

Payroll:

- You will receive a stipend of \$____ per week before taxes for the one week of training, seven weeks of the summer program and the two evaluation days.
- You will not be paid for days not worked.

Supervision:

- Assistant Crew Leaders work closely with Crew Leaders and Site Supervisors who will serve as mentors. Mentors will provide guidance and structure for the ACL and will model effective leadership techniques.
- ACL's will be responsible for setting personal goals for themselves during the training week.
- Every week, ACL's will receive feedback from their crew leader.
- As often as possible, the Site Supervisor will meet with ACL's to discuss their work and share strategies for being effective leaders.

Enforcement of the Contract:

- Failure to meet the specifications of this contract will result in a warning being issued the first time. Along with the warning the Site Supervisor will initiate a discussion with the Assistant Crew Leader on how the problem can be avoided in the future and note possible solutions and goals for the incident.
- A second offense for the same issue within two weeks time will result in the loss of a half day's pay (\$___), and a full day's pay (\$___) for a third offense.
- Should the problem continue and the Site Supervisor feels that sufficient efforts have been made by The Food Project staff to resolve the problem, the Site Supervisor and Executive Director will use their discretion to decide whether to continue deducting pay or terminate employment.
- Verbal abuse, fighting, being high or intoxicated at work, stealing, lying, or having drugs, a knife or a gun at the job are all considered unacceptable for an Assistant Crew Leader and may be grounds for immediate dismissal or loss of pay at the discretion of the Site Supervisor.

Contract Agreement

I have read and understand the contract, and agree to the expectations and guidelines of The Food Project
Assistant Crew Leader.

Date_____

Assistant Crew Leader Signature_____

Program Coordinator Signature_____

THE FOOD PROJECT, INC. SUMMER STAFF MANUAL

*What have I learned? The answer is simple. On this farm...we create a better life for living. In order to do that effectively we have to have a friendly, caring, peaceful environment.
That way as the plants grow, WE grow, we learn, we produce...*

Malcolm, Somerville

Receipt & Acknowledgment of Manual

The Food Project Manual is intended to help you become acquainted with The Food Project. The Manual is a guide and not the final word in all cases.

Once you have read the manual, please read the following statements and sign below to indicate your receipt and acknowledgment of the Manual.

I have received and read a copy of The Food Project Summer Staff Manual. I understand that the policies and rules described in it are subject to change at the sole discretion of The Food Project at any time. I understand that in the event of any such changes, The Food Project may require an additional signature from me to indicate that I am aware of any new policies.

I understand that my signature below indicates that I have read and understood the above statements and that I have received a copy of The Food Project Summer Staff Manual. I agree to the conditions set forward in this manual and understand if I break policy there will be disciplinary action - up to and including termination of my employment.

Dated: _____

Signature of Employee: _____

Name (print here):

Position:

Signature of Program Coordinator:

Please sign this page and return it to the Program Coordinator, so that it can be placed in your personnel file.

Protocols for Working with Youth

As a staff member for the Summer Youth Program, your primary responsibility is the health and well being of the young people working for and with you. This should always be first and foremost in your mind. The Food Project has built its reputation for excellent youthwork through a very purposeful approach to all of our interactions with youth. The following protocols are to be followed by all staff who work at the Food Project, whether full-time or seasonal. By following these protocols, we will provide a unique environment in which all youth have the opportunity to work, learn and grow in a safe and supportive context.

Youth Protocols:

1. The safety and well being of the youth in the program should be your top priority at all times. (Be sure you are familiar with the Safety Manual.)
2. Respect each individual youth in both your actions and your words. Always expect the best from them.
3. Be consistent in your treatment of all youth; avoid developing favorites or pigeonholing particular youth.
4. Be sure to personally follow all guidelines, expectations and rules set for the youth. (Be sure you are very familiar with the Crew Worker Contract). Model hard work and engagement in all aspects of the program.
5. Always keep in mind that youth in our programs are being trained into professional job skills. You should hold them to professional conduct with each other, and should maintain professional conduct yourself.
6. In your role as a motivator, prioritize positive reinforcement over punishment for infractions.
7. Maintain confidentiality. Do not discuss conversations had in confidence with other youth. Do not discuss staff issues with youth.
8. Should you learn of any issues in a youth's life that might indicate that their safety or well-being is in danger, report that issue immediately to the Program Coordinator.
9. Do not encourage youth to engage in illegal or dangerous activity either at work or in the rest of their lives. Report any such activity that you hear of to the Program Coordinator.
10. Never invite youth to events or places where drinking or any other drug use is occurring.
11. You should never be alone (out of sight of anyone else) with a youth unless permission is granted beforehand or it is an emergency.
12. Never let the youth in your crew out of your sight, unless you are sure that they are in sight of another staff member who has told you that they are taking charge of them. You must be aware of where your crew members are at all times.
13. Never engage in physical contact of a sexual nature with any youth. Sexual harassment of any kind will not be tolerated. Be aware that your actions can be misinterpreted, and that youth are coming from a variety of life experiences.

14. Crew leaders are not allowed to date assistant leaders or crew workers. Assistant leaders are not allowed to date crew workers. Any personal relationships between peers must be left outside of the workplace.

GENERAL EMPLOYMENT MATTERS

Employment Status

From time to time, The Food Project may hire employees for specific periods of time or for the completion of a specific project. Any employee hired under these conditions will be considered a temporary employee. At the time of hire, summer staff are classified as temporary employees. Federal regulations require that: (1) all job applicants complete and sign a Federal Form I-9 (an employment eligibility verification form); and (2) any hired applicants present documents of identity and eligibility to work in the United States.

Generally, a temporary position will not exceed nine (9) months in duration, unless specifically extended in writing. **Summer employees and interns participating in a work-study capacity are considered temporary employees, regardless of the number of hours worked per week.** Temporary employees are not eligible for paid vacation and cannot participate in the Food Project health Insurance plan. They will be paid for The Food Project recognized holiday to the extent they would have been paid if they had worked.

Work Schedule:

General Schedule

The work schedule of summer staff from July 5th to August 25th is fairly standardized, though at certain points you may be asked to work extra hours in order to pull off critical aspects of the program. In general, the hours for crew leaders are 8:00 AM to 4:00 PM, and for assistant leaders they are 9:00 AM to 4:00 PM (these do not include travel to and from the sites). When your crew is in Lincoln, you will stay late (until 7:00 PM at the latest) for a contract/ feedback meeting every Tuesday. When your crew is in Roxbury, you will stay late (until 7:30 PM) on either Tuesday or Thursday in order to help run and supervise the Farmers' Market. All staff should be prepared to stay in Lincoln the night of July 28th for the annual Overnight, and should plan on working until at least 8:00 PM on the August 23rd for the Family Feast (end of the program celebration).

Leader Training

Leader Training will occur from June 21 to June 27. The goals of Leader Training are to achieve at least a basic understanding of all aspects of summer staff jobs, from managing youth on a farm, to the social curriculum we use, to the logistics of running the program. We also want to build a support community among the summer staff. Every single piece of the leader training program is critical to your job, and thus your presence is essential! We all know it is a long week, so we'll try to make it fun. Please see your contract for a detailed schedule of Leader Training week.

Absence or Lateness

It is absolutely critical that crew leaders and assistant leaders be present every day of the program unless there is an extreme situation. Your presence is essential for building the community at the Food Project. All personal business should be scheduled outside of work hours. If you are having difficulty doing so, please consult one of the Program Coordinators immediately, we will be happy to help you come up with a solution. We do understand that it may be necessary for you to be absent from work due to emergencies or illnesses. If you know in advance that you will not be at work, you must request time off directly from the Program Coordinators. You must give us at least 48 hours notice. Although pre-approved absences are not paid, they do not result in a violation of your contract.

If you cannot report to work or if you will arrive late, you must contact the Site Supervisor as soon as possible. If you do not call by the time you are supposed to report to work, you will be considered in violation of your contract. (In the case that an assistant leader does not call before 9:00 AM, the Program staff will call your Parent/Guardian to inform of your absence.) If you cannot call in yourself because of an illness, emergency or for some other reason, be sure to have someone call on your behalf. If the Site Supervisor is not available when you call, leave a message. Then call The Food Project Office at (781) 259-8621 and hit “zero” to get a staff member and tell them the situation. Upon your return, you are expected to provide your Site Supervisor with proper documentation authorizing your absence. Absence from work for three (3) consecutive days, without notifying the Program Coordinator, will be considered a voluntary resignation.

WAGE & SALARY POLICIES

All staff are carried directly on our payroll. No person may be paid for work performed directly out of petty cash or any other such fund, except where a contract relationship exists with a bona fide contractor.

Our payroll work week begins on Sunday at 12:01 a.m. and ends on Saturday at 12:00 midnight. Paychecks are distributed every other Friday afternoon for services performed for the two (2) week period ending the prior week’s Saturday at 12:00 midnight. Any changes in payroll or paycheck distribution will be made and announced in advance whenever holidays or closings interfere with the normal payday. If you believe an error in your paycheck has been made, please inform the Program Coordinators immediately, who will research the problem and make any necessary correction properly and promptly.

Computing Pay

As summer staff, you will receive a two week stipend, which means you will earn a set amount to offset basic expenses incurred. Your stipend will be adjusted for partial or full day absence by the same formula that was used to calculate your pay.

No Overtime Pay

From time to time, it may be necessary for you to perform overtime work in order to complete a job on time. Since The Food Project is in the business of running a farm, under federal and state standards Food Project employees, including summer staff, are not eligible for overtime pay.

Reporting Time Pay - Inclement Weather & “Acts of Nature”

You will not be compensated when work is not available due to circumstances beyond The Food Project’s control; such circumstances include, but are not limited to, the following:

- operations cannot commence or continue due to threats to employees or property or when recommended by civil authorities
- public utilities fail to supply electricity, water, or gas, or there is a failure in the public utilities, or sewer system
- the interruption of work is caused by an “Act of Nature” (inclement weather, fire, flood, earthquake, avalanche, etc.) or some other cause not within The Food Project’s control.

Mandatory Deductions From Paycheck

The Food Project is required by law to make certain deductions from your paycheck, which includes your contribution to Social Security. Unless you are “exempt” from filing taxes, the Food Project is also required to deduct federal, state and local income taxes. These deductions will be itemized on your

check stub. The amount of the deductions depend on your earnings and on the information you furnish on your W-4 form regarding the number of dependents and/or exemptions you claim. Please report to the Program Coordinator immediately any change in name, address, telephone number, marital status or number of exemptions, to ensure proper credit for tax purposes. The W-2 form you receive for each year indicates precisely how much of your earnings were deducted for these purposes.

PERSONNEL ADMINISTRATION

The Program Coordinators and Business Manager are responsible for handling personnel records and performing related personnel administration functions. Please direct any questions regarding insurance, wages, and interpretation of policies to the Program Coordinators. Your concerns/situation will be addressed at his/her earliest convenience.

Your Personnel File

It is important that your personnel file remains up-to-date with respect to pay, deductions, benefits and other matters. Please notify the Program Coordinator as soon as possible of any change in any of the following items:

- Legal name
- Home address
- Home telephone number
- Person to call in case of emergency
- Marital status
- Driving record or status of driver's license, if you operate any Food Project vehicles
- Military or draft status
- Exemptions on your W-4 tax form

You have the right to see any information in your personnel file and to receive copies of any documents you have signed.

Weekly Feedback Sessions

Site Supervisors will conduct feedback sessions to assist summer staff in assessing their performance and personal development. During each session, the staff will receive positive and constructive feedback in areas s/he is performing in as well as those areas that need improvement. This is also the time when issues of contract violations will be addressed. Time will also be provided for assistant leaders and crew leaders to give each other feedback in order to develop their working partnership.

HOLIDAYS

No employee will receive holiday pay during a leave of absence.

All employees (full-time, part-time and temporary) are immediately eligible for holiday pay. Temporary, full-time (working a full-time schedule) employees will receive holiday pay for a full 8-hour day. Temporary, part-time employees will receive holiday pay if the holiday falls on a day within their part-time schedule and equal to the amount of pay normally received for that day. Part-time workers without a set schedule will not receive holiday pay.

Floating Holidays

A staff member may observe additional religious holidays, provided that the staff member notifies his or her supervisor at least 10 business days in advance. The employee will receive payment for such holiday if the holiday can be counted as a floating holiday (if one is due to the employee). If no such time is available, then the employee will not receive payment for his or her day of absence.

WORKERS' COMPENSATION

Massachusetts Workers' Compensation Law requires the provision of a no-fault insurance plan that guarantees prompt, automatic benefits to workers injured on the job. The plan is fully paid for by The Food Project and supervised by the State. This law was designed to provide you with benefits for any injury that you suffer in connection with your employment. The insurance plan will take care of any medical expenses arising from any such injury and compensate an injured employee until he or she can return to work.

Our workers' compensation plan covers every Food Project employee for any injury caused by the employee's employment, regardless of the severity of injury, so long as such injury or illness resulted from the performance of that employee's job.

Coverage begins the first minute you're on the job and continues anytime you're working for The Food Project. You don't have to work a certain length of time, and there's no need to earn any minimum amount of wages before you're protected.

Workers' Compensation Benefits

Massachusetts law guarantees you three kinds of workers' compensation benefits:

Medical care. Your coverage includes doctor bills, medication, hospital costs, lab fees, x-rays and crutches. All costs are paid directly through our insurance carrier. If you do receive a bill, please submit it to the Business Manager.

Rehabilitation services. This includes an extension of medical treatment, or if the injury keeps you from returning to your usual job, you may qualify for vocational rehabilitation and retraining, too. Again, all costs are paid directly through our insurance carrier.

Lost wages. You will receive lost wages for "temporary disability" for any period during which a doctor verifies that you are unable to work. In addition, you may receive additional cash payments if there's a permanent handicap. If a work-related injury results in death, then payments will be paid to surviving dependents.

Obtaining Benefits

To assure consideration under our workers' compensation insurance, you must report *all* injuries to a Program Coordinator immediately, no matter how slight. They will see that you receive medical attention. In an emergency, you may go directly to one of the medical facilities nearby. Later, you may be required to furnish your supervisor with written statements regarding the on-the-job accident so that we may accurately document the incident, and so that you may receive all the benefits to which you are entitled. (Failure to do this could result in loss of benefits.)

HEALTH INSURANCE

Temporary employees are not eligible to participate in the Food Project's group health insurance program.

SOCIAL SECURITY

The United States Government operates a system of contributory insurance known as Social Security. As a wage earner, you are required by law to contribute a set amount of your weekly wages to the trust fund from which benefits are paid. As your employer, The Food Project is required to deduct this amount from each paycheck you receive. In addition, The Food Project matches your contribution dollar for dollar, thereby paying one-half of the cost of your Social Security benefits.

FOOD PROJECT POLICIES

CONFIDENTIAL INFORMATION

All research, data and concepts and materials related to The Food Project are **automatically copyrighted and cannot be duplicated elsewhere** without explicit permission from the Executive Director and its Board of Directors. *Your employment with The Food Project assumes an obligation to maintain confidentiality -- disclosure of confidential information could lead to dismissal.*

If you take home any Food Project information, either on computer disk or in written form, please comply with the following instructions:

- 1) **Check with the Program Coordinators first.** If permission is given, there may be an internal tracking system to comply with, make sure to follow all Food Project policies in this regard.
- 2) **Never take home originals.** Please make copies, on computer disk (make a copy on a blank disk) or use our photocopier. When done with the copies, please make sure that you return them or dispose of them in a secure way.
- 3) **Maintain the confidentiality of the information.** Information from The Food Project is available only for your review and use in relation to our business. Never give out information to individuals or other organizations outside of The Food Project, even for review, without the express permission of the Executive Director.
- 4) **Never take any sensitive records home, even copies.** Sensitive material, i.e. personnel records and financial data, should never leave The Food Project, even in copy form. When you deal with sensitive material, please show the staff, volunteers and program participants the courtesy of keeping this information private and out of public view.
- 5) **Respect the privacy of others.** Please do not discuss The Food Project business with anyone who does not work for us, and at all times respect privacy of the young people in the programs by never discussing personal information with anyone not directly associated with program overview. Even casual remarks can be misinterpreted and repeated, so develop the personal discipline necessary to maintain confidentiality. If you hear, see or become aware of anyone else breaking this trust, consider what they might do with information they receive from you.

6) Refer requests for confidential information to the Executive Director. If someone outside The Food Project asks you for information that you think may be sensitive or confidential, remember that you are not required to answer, and that we do not wish you to do so. Instead, please refer the request to the Executive Director.

EQUAL EMPLOYMENT OPPORTUNITY

It is the policy of The Food Project to provide equal employment opportunities without regard to race, color, sex, age, disability, religion, national origin, marital status, sexual orientation, ancestry, political belief or activity, or status as a veteran. This policy applies to all areas of employment, including recruitment, hiring, training and development, promotion, transfer, termination, layoff, compensation benefits, social and recreational programs, and all other conditions and privileges of employment in accordance with applicable federal, state and local laws.

In addition, it is our policy to comply with all the relevant and applicable provisions of the Americans with Disabilities Act (ADA). We will not discriminate against any qualified employee or job applicant with respect to any terms, privileges or conditions of employment because of a person's physical or mental disability. In addition, we will make reasonable accommodations wherever necessary for all employees or applicants with disabilities, provided that the individual is otherwise qualified to safely perform the duties and assignments connected with the job and provided that any accommodations made do not require significant difficulty or expense.

We post equal employment opportunity notices on the employee bulletin board as required by law. These notices summarize your rights to equal opportunity in employment and lists those government agencies that may be contacted in the event that any person believes he or she has been the subject of discrimination.

Management is primarily responsible for seeing that The Food Project's equal employment opportunity policies are implemented, but all members of the staff share the responsibility of assuring that their personal actions do not violate our opportunity policies. Any employees, including directors, involved in discriminatory practices will be subject to discharge.

HARASSMENT POLICY

The Food Project intends to provide a work environment that is pleasant, healthful, comfortable and free from intimidation, hostility or other offenses that might interfere with work performance. We will not tolerate harassment of any sort, nor will we tolerate any methods of retaliation made against any individual making a claim or complaint of harassment.

What Is Harassment?

Harassment can take many forms. It may be verbal, physical or visual and may include words, signs, jokes, pranks, intimidation, physical contact or violence. Harassment is not necessarily sexual in nature. We expect all Food Project employees, including summer staff, to maintain a work environment free of harassment of all forms. Please note, however, that our policy will not limit The Food Project's authority to discipline or take remedial action for workplace conduct that we deem unacceptable.

Standards of Conduct

By accepting employment with us, you have a responsibility to The Food Project and to your fellow employees to adhere to certain rules of behavior and conduct. The purpose of these rules is not to restrict your rights, but rather to be certain that you understand what conduct is expected and necessary. Such standards help to make our organization a better place to work for everyone.

Sexual Harassment

The legal definition of sexual harassment includes sexual advances, requests for sexual favors and verbal or physical conduct of a sexual nature in both of the following situations:

- when one's response to such advances, requests or conduct becomes or is (explicitly or implicitly) a condition of employment or a basis for employment decisions.
- Direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increase, promotions, increased benefits, or continued employment constitutes harassment.
- when such advances, requests or conduct create an intimidating, hostile, humiliating or sexually offensive work environment that has the purpose or effect of unreasonably interfering with an individual's work performance.
- The following are some examples of conduct that may constitute sexual harassment depending upon the totality of circumstances, including the severity of the conduct and its persuasiveness:
 - Unwelcome sexual advances (whether they involve touching or not)
 - Sexual epithets, jokes, written or oral references to sexual conduct; gossip regarding one's sex life; comment on an individual's body, comment about an individual's sexual activity, deficiencies, or prowess
 - Displaying sexually suggestive objects, pictures or cartoons
 - Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments
 - Inquiries into one's sexual experiences and discussion of one's sexual activities
 - Requests for sexual favors

The Food Project will not tolerate any verbal or physical contact of a sexual or non-sexual nature that prevents an individual from effectively performing his or her work or that creates an intimidating, hostile or offensive working environment, or when such conduct is made a condition of employment or compensation.

Complaints

If you believe that you have been subjected to harassment (sexual or otherwise), you have the right to file a complaint with our organization. This may be done in writing or orally.

To file a complaint, please contact either Pat Gray, Executive Director, or Greg Gale, Director of Programs.

OR: you may contact any member of the Board of Trustees; a current listing is kept on the office bulletin board.

Investigation

Any complaints received by The Food Project will be investigated promptly in a fair and expeditious manner that, to the extent possible, will maintain the confidentiality of the complaint and investigation. Such investigation will include:

- a private interview with the person filing the complaint;
- a private interview with each witness (if any); and

- a private interview with the person alleged to have committed the harassment

Both the person filing the complaint and the person alleged to have committed the unacceptable conduct will be informed, to the extent that is appropriate, of the results of the investigation. If it is determined that inappropriate conduct has occurred, then prompt action will be taken to eliminate the offending conduct, and where appropriate, disciplinary action will be implemented.

Disciplinary Action

If it is determined that a Food Project employee's action constitutes harassment or is otherwise inappropriate, then The Food Project will respond in a manner appropriate under the circumstances, which can include counseling and other forms of disciplinary action, or it may result in termination from employment.

State and Federal Remedies

In addition, you may file a formal complaint of discrimination or harassment with the government agencies set forth below. Using The Food Project's complaint process does not prohibit you from filing a complaint with these agencies. Please note, however, that you must file your complaint with certain time limits — 180 days for the EEOC and 6 months for MCAD.

The United States Equal Employment Opportunity Commission (EEOC)

10 Congress Street - 10th floor
Boston, MA 02114
(617) 565-3200

The Massachusetts Commission Against Discrimination (MCAD)

Boston Office:	Springfield Office:
One Ashburton Place - Rm 601	424 Dwight Street Rm 220
Boston, MA 02108	Springfield, MA 01103
(617) 727-3990	(413) 739-2145

The Food Project accepts no liability for the harassment of one employee by another employee. Any individual who makes unwelcome advances, threatens or in any way harasses another employee is personally liable for such actions and their consequences. The Food Project will not provide legal, financial or any other assistance to an individual accused of harassment if a legal complaint is filed.

DISCIPLINARY ACTIONS

To insure that Food Project business is conducted properly and efficiently, you must conform to certain standards of attendance, conduct, work performance and other work rules and regulations.

Typically, when a problem does arise, the Program Coordinators will work with you to mutually develop an effective solution. If, however, you fail to respond to coaching or counseling, or an incident occurs requiring formal discipline, the following procedures occur.

Typically, a Program Coordinator will follow the three-step procedure outlined in your employee contract. There may be particular situations, however, where the seriousness of the offense may justify the omission of one or more of the steps in the procedure. Likewise, there may be times when the organization may decide to repeat a disciplinary step.

Our disciplinary policy pertains to matters of conduct as well as employee competence. *However, The Food Project reserves the right to dismiss an employee for unsatisfactory work performance without resorting to the steps set forth in this policy.*

Certain Serious Offenses

If you are accused of any of the serious offenses listed below, or any other similar action not specified below, then you will be suspended without pay pending an investigation of the situation. If such investigation determines that you have in fact committed a serious offense, then you may be terminated without any previous disciplinary action having been taken.

- Theft
- Falsification of Company records
- Failure to follow safety practices
- Conflict of interest
- Threat of, or the act of doing bodily harm
- Willful or negligent destruction of property
- Use and/or possession of intoxicants, drugs or narcotics
- Neglect of duty
- Refusal to perform assigned work or to follow a direct order
- Possession of a gun or a knife

GRIEVANCES

We strive to maintain a comfortable working environment for everybody. We hope to achieve this through the following ways:

- by treating you as an individual and encouraging your maximum development;
- by recognizing you as an essential component to our success and growth; and
- by maintaining direct communications with all of our employees and ensuring that you can speak directly and openly with our management team.

Please remember you will always find an open door and an attentive ear. As time goes by and The Food Project grows, we will continue to listen and respond to your questions and comments.

Resolving Problems

Whenever you have a problem or complaint, we expect you to speak up and communicate directly with us. You can take the following steps:

- **Talk to your immediate supervisor.** The Program Coordinators are most familiar with you and your job and is, therefore, in the best position to assist you. They work closely with you, and are interested in seeing that you are treated fairly and properly.
- **Talk to the Executive Director.** If your supervisor cannot help you resolve the matter, you may speak with our Executive Director who will give your problem or complaint prompt consideration.
- **Go to the Board.** If the Executive Director feels that the situation warrants further review, he or she will ask the Company's Board of Trustees for assistance.

We encourage you to contact us right away so that we can resolve any problem. Little problems tend to turn into big problems; facts become confused; resentment and anger builds up. We would like to address your concerns as soon as possible.

RESIGNATION AND EXIT INTERVIEWS

While we hope both you and The Food Project will mutually benefit from your continued employment, we realize that at some point it may become necessary for you to terminate your employment with us. In instances where an employee voluntarily leaves our employ, The Food Project management would like to discuss your reasons for leaving and your impressions about The Food Project. If you decide to leave, you will be asked to grant us the privilege of an exit interview. During the exit interview, you may express yourself freely. We hope the exit interview will maintain our relationship with you, as well as make any suggested improvements. All information will be kept strictly confidential and in no way shall affect any reference information that The Food Project management will provide to another employer about you.

OTHER POLICIES

Use of Computer Software (Unauthorized Copying)

The Food Project licenses the use of computer software from a variety of outside companies. The Food Project does not own this software or its related documentation and, unless authorized by the software manufacturer, does not have the right to reproduce it. Accordingly, Food Project employees using such software at the Food Project's offices shall use the software only in accordance with the license agreement. Any employees learning of any misuse of software or related documentation shall notify the Executive Director.

Unauthorized duplication of software may be subject to civil damages and criminal penalties, including fines and imprisonment. The Food Project employees who make, acquire or use unauthorized copies of computer software shall be disciplined as appropriate under the circumstance, and may result in termination of employment.

Expense Reimbursement

To be reimbursed for all authorized expenses, you must submit a Personal Expense Request accompanied by receipts and approved by your supervisor. Please submit your expense reimbursement request monthly, as you incur authorized reimbursable expenses.

If you are asked to conduct company business using your personal vehicle, you can choose to be reimbursed at the current rate (mileage reimbursement rate) per mile, if you keep a mileage log (which can be obtained from your supervisor.) Please attach this form to your Personal Expense Request.

Safety and Job-Related Accidents and Illnesses

The Food Project maintains a detailed Safety Manual, which is updated annually. It is a requirement of your job to read and understand this manual, and translate its information into your daily work. A signed receipt for this manual will be kept in your personnel file.

The Food Project is required by federal law (OSHA) to maintain records of all illnesses and accidents that occur during the workday. In addition, you are required by The Commonwealth of Massachusetts Workers' Compensation Act to report any illness or injury on the job, no matter how slight. What to do if you, or any program participants in your charge get hurt or become ill, is detailed in The Food Project's Safety Manual.

If you fail to report an injury, you may jeopardize your right to collect workers' compensation payments as well as health benefits. Failure to report a young person's injury has the same, and even more serious consequences, and would require immediate investigation of the incident by senior management.

OSHA also provides for your right to know about any health hazards, which might be present on the job. This information is posted on the Employee Bulletin Board. If you have any questions or concerns, contact the Business Manager or your supervisor for more information.

Personal Telephone Calls & Mail

Summer staff will not make personal phone calls at work, nor will they give out their work number for incoming personal calls. Emergency calls regarding illness or injury to family members, changed family plans, or calls for similar reasons may be made, and should be routed through the Site Supervisor. You may give your family the main Food Project phone number (781) 259-8621 to call in the case of an emergency. Incoming urgent calls will be directed to you. Please do not abuse this policy, since continued abuse of the policy may result in the removal of telephone privileges for everyone. You may not use The Food Project as a personal mailing address, and you may not use Food Project stamps for personal mail.

Personal Use of Company Property

If you want to use The Food Project equipment or tools during or after work hours for personal benefit, you must have the approval of a Co-Director. You understand and agree that The Food Project is not liable for personal injury incurred during the use of company property for personal projects. As a Food Project employee, you accept full responsibility for any and all liabilities for injuries or losses which occur, or for the malfunction of equipment. You are responsible for returning the equipment or tools in good condition, and you agree that you are required to pay for any damages that occur while using the equipment or tools for personal projects. Depending on the type of equipment or tools, there may be an internal tracking system to comply with, make sure to follow all Food Project policies in this regard.

Property & Equipment Care

It is your responsibility to understand the equipment, tools or vehicles you need to use to perform your duties. If you find that any equipment tool or vehicle is not working properly or in any way appears unsafe, please notify your supervisor immediately so that repairs or adjustments may be made.

The Food Project Recycling Program

Each office has containers for recycling and for trash. When you are through using any paper, simply put it into the appropriate container -- please try not to crumple up paper, as it takes up much less space when flat. Cans, bottles and plastic containers go in the kitchen. Cardboard, packing materials and boxes are stored in the supply area for further use or recycling. Please keep all "contaminants," including soda cans, half-eaten sandwiches, etc., out of the paper recycling containers.

Please do your part to recycle reusable materials. Please reuse items until they genuinely need to be replaced. Also, please pay attention to ways of conserving energy. Some of the easiest ways to do this are to make sure lights, equipment and faucets are turned off during the day when not in use, or if you are the last person to leave and all doors and windows are closed whenever practical.

Waste of time, materials, equipment and utilities is costly to you and The Food Project. You can help make every minute count. Eliminate waste whenever possible. In the long run, you will benefit by helping to reduce operating costs. The money saved by eliminating waste can be passed along to sustaining the work of The Food Project into the future.

The Food Project actively recycles as many materials as possible, which include the following:

- **Acceptable (please place these in the proper recycling bins):**

Aluminum cans, Plastic containers, glass bottles
 All Paper (including colored paper and newspapers staples and metal clips can remain)
 Laser Printer Cartridges
 Shipping Cartons & Packing Materials and cardboard

- **Unacceptable (please keep these contaminants out of the recycling bins):**

Carbons
Food
Paper, contaminated with foodstuffs

Smoking

The Food Project aims to provide a workplace free of exposure to hazardous substances and have accordingly established our office and field sites as smoke-free work environments. Smoking by employees under legal age (18 years old) will not be tolerated. All employees are expected to abide by this policy while at work. Summer staff are considered to be “at work” as soon as they begin their travels to work, and should therefore not smoke at any point from when they begin their travel to work to when they finish their travel home from work.

Substance Abuse

The Food Project has a vital interest in maintaining safe, healthful, and efficient working conditions for its employees and the youth it serves. Being under the influence of a drug or alcohol on the job may pose serious safety and health risks not only to the user, but to all those who work with the user, as well as our young people. Accordingly, The Food Project has established the following guidelines with regard to use, possession or sale of alcohol or drugs:

- **Drug screening.** The Food Project maintains the right to implement pre-employment screening practices designed to prevent hiring individuals who use illegal drugs or individuals whose use of legal drugs or alcohol indicates a potential for impaired or unsafe job performance.
- **No alcohol or illegal drugs permitted.** The manufacture, possession, use, distribution, sale, purchase, or transfer of, or being under the influence of, alcohol or illegal drugs is strictly prohibited while on Food Project premises or while performing company business.
- **Fitness for duty evaluation.** Employees will not be permitted to work while under the influence of drugs or alcohol. Individuals who appear to be unfit for duty may be subject to a medical evaluation that may include drug or alcohol screening. Refusal to comply with a fitness-for-duty evaluation may result in disciplinary action up to and including discharge.
- **Off-duty illegal drug use.** The Food Project will not tolerate off-the-job illegal drug use when such use could adversely affect an employee’s job performance, jeopardize the safety of other employees, the public or company facilities, jeopardize the security of company finances or business records or adversely affect the public’s trust in the ability of The Food Project to carry out its responsibilities. Employees who are involved in or suspected of involvement in off-the-job drug activity will be considered in violation of this policy.
- **Prescribed medical treatment.** Employees undergoing prescribed medical treatment with a controlled substance that may affect the safe performance of their duties must report such medical treatment to the Executive Director, which may include oral or written communication with the prescribing physician.

The Food Project recognizes that alcoholism and other forms of drug abuse are treatable illnesses. The company shall not discriminate against employees based on the nature of an illness, and an employee’s seeking of assistance for a substance abuse problem will not threaten that employee’s job security.

- The Company shall work with and assist any employee with a substance abuse problem to seek and obtain treatment without undue delay.
- An employee who voluntarily seeks treatment for a substance abuse problem and requires a leave of absence for treatment shall be granted such leave of absence.

Nothing in this policy is construed to prohibit the corporation from its responsibility to maintain a safe and secure work environment for its employees and the young people that work with us or from invoking such disciplinary actions as may be deemed appropriate for actions of misconduct by virtue of their having arisen out of the use or abuse of alcohol or drugs or both.

Use of Company Vehicle

Summer staff should never drive Food Project vehicles except for in the case of an emergency. If you are authorized to use a The Food Project vehicle by a Program Coordinator, you must adhere to the following rules:

1. You must be a licensed driver.
2. You will be responsible for paying any moving violation tickets or any parking violation tickets, unless an exception is made by the Executive Director.
3. You must keep the vehicle clean as possible, and washed and vacuumed as often as necessary. You will be reimbursed for your reasonable expense of keeping the vehicle clean. Please retain receipts for reimbursement.
4. You must not allow persons not authorized or employed by The Food Project to operate in a company vehicle.

Traffic Violations

If you are authorized to operate a company vehicle in the course of your assigned work, or if you operate your own vehicle in performing your job, you will be considered completely responsible for any accidents, fines or traffic violations incurred. Exceptions to this rule can be made with approval from the Executive Director. The Program Coordinators will advise you on what procedures to follow in the event of a vehicular accident.

Violations of Policies

You are expected to abide by the policies in this Manual. Failure to do so will lead to appropriate disciplinary action. A written record of all policy violations is maintained in each individual's personnel file. It is our aim to be a model of bridging communities and sharing our love for land and people. We are committed to supporting you in your personal development. It is our hope that this Manual will clarify your role as employee and the Food Project's role as employer so we can devote our energies to this important work.

Roxbury History

The Roxbury and Dorchester Neighborhoods

Roxbury's agricultural history reaches back to pre-Civil War times, when apple and pear orchards were established in the area. The Russett apple and the Bartlett pear were first grown in Roxbury, one of the oldest communities in Boston. After the Civil War, Roxbury became a center of commerce as orchards were replaced with businesses and residences. It remained this way until the 1960s. At that time the neighborhoods of Roxbury and Dorchester suffered from the weight of disinvestment and policy-making, that did not favor the health of the people or the environment. What remained was a community without economic stability or a way of organizing to make their lives better.

Revitalization in the Community of Roxbury

After forty years of community and environmental degradation (burning down of houses by absentee landlords to collect insurance, illegal toxic dumping in vacant lots, looting and vandalizing), the residents of Roxbury came together to do something about their neighborhoods. They formed a community-driven organization, the Dudley Street Neighborhood Initiative (DSNI), a non-profit planning and organizing entity, based in the Roxbury/North Dorchester area of Boston. DSNI's Mission was to "empower Dudley residents to organize, plan for, create, and control a vibrant, diverse, and high quality neighborhood in collaboration with community partners." They gained, through the power of eminent domain, a three square mile area with the hopes of transforming it into the cultural center of Roxbury. To date, DSNI has reconnected members of the community to the land, schools, parks, organizational collaborators, and government officials, in order to carry out its mission. New residences and community centers have been constructed over the course of the 90's as a way of revitalizing the area. A 10,000 square foot greenhouse will one day, link the community, yet again, to its agricultural roots.

Agriculture in the Community

Due to the high population of Cape Verdean and West Indian people living in Roxbury, food production is alive and well. These people have a deep connection to farming and producing their own food, and will do so in any space available. The Food Project shares this commitment and has grown food in this community since 1995, when we remediated a half-acre of formerly vacant and contaminated land into a highly productive food lot. The Food Project now farms 2 1/2 acres of urban land and continues to develop a vision and action plan around urban agriculture.

Through our work on the land and the farmers' markets, The Food Project is appreciated by the neighbors around our food lots. Clarimundo Silva, a neighbor of our Langdon Street Garden expresses the benefits of the lot as follows:

"We the residents of George, Langdon, and Dudley Streets appreciate what has become of the Street! The Food Project turned our abandoned lot into a beautiful farm. This land was frequently used for hiding drug deals, the abandonment of cars, and sometimes for hideouts. This lot has brought a lot of people together. Now you have people using this lot for a good and positive reason. We look after the farm, as it is one of our kids. Every kid on our street participated on this farm, so now they brag to other kids that they planted a seed at this lot, pointing to the specific spot they seeded. We would like to thank each one of you from The Food Project. You have made our community what it should be. In the Cape Verdean community, "obrigado" (thank you) from the bottom of our heart." -Clarimundo Silva, Langdon Street, Roxbury

The Food Project also hires 55-60% of youth from Roxbury and adjacent communities, linking youth from the neighborhood to positive work and environmental experiences within their own neighborhoods. Youth from the suburbs also have the opportunity to view differently how land in the city is used.

In the future, The Food Project hopes to supply the farmers' market with food grown in the city and to encourage more residents to start vending stands at the farmers' market. The Food Project will continue to secure more vacant land for food production. We are also working with residents to learn more sustainable techniques for growing food on the land, so precious to them, in order to maintain the quality of the soil and the health of Roxbury residents.

Protocol at the Food Lots

1. If somebody stops by the Food Lot to say “hello”

- Crew Leaders, Assistant Crew Leaders, and Crew Workers are not allowed to socialize with friends who come by and should not invite them to come during work.
[remind visitors this is a job site and people are being paid to work from 9 - 4:30]
- Individuals who stop by to talk about The Food Project, ask about what we are doing, or ask if they can help should be directed to speak with the Site Supervisor.
- When at the Food Lot, crew members are expected to work and not socialize with neighbors

2. Behavior Issues:

- Rough play cannot be permitted-- no tossing or throwing objects.
- Workers and volunteers should refrain from approaching or calling out to passersby unless directed to do so by a crew leader or Site Supervisor.
- If the Site Supervisor is busy talking to a visitor, the crew is expected to keep working on their own.
- No one from the crew should leave the site for any reason other than a programmed activity or as directed by the Site Supervisor in the event of an emergency.

3. Health Issues:

- Asthma is a common problem in the city. Crew leaders should be aware of those in their crew who have asthma and carry an inhaler.
- Urban soils can contain contaminants such as lead, cadmium, arsenic, petroleum and pet feces. When in the city, workers should wash hands thoroughly before handling food or putting fingers in their mouths. Small children on the Food Lot should not put soil or toys that have been lying on the ground in their mouths.
- When cleaning up debris on site, care should be taken to prevent cuts and scratches from sharp or abrasive objects. Wear gloves and look closely before reaching for anything, in order to prevent accidents. If anyone is injured by a suspicious-looking object (especially anything resembling a syringe or needle), the Site Supervisor and Crew Leader should be notified immediately and the object retained in a safe place for inspection.

4. Travel Issues:

- Each worker should have a clear plan for getting to and from the Food Lot. The Crew Leader should be aware of each of those plans. Regardless of how they travel to the Food Lot, no one should leave for the day without letting their Crew Leader know that they are leaving.
- Those crew workers who will travel to the Food Lot by bus or foot should try to find a buddy to travel with.

COMMUNITY LUNCH PROTOCOLS

- Everyone in your crew will cook, either in Lincoln or Roxbury.
- The chef who will be cooking with you will provide the menu, which will include vegetables from our fields.
- Six of the crew workers and the Crew Leader will cook in Lincoln. The other two crew workers and the Assistant Crew Leader will cook in Roxbury. Those who are not cooking will be doing field work, but will end early to help set up the site for lunch and greet arriving guests.

Goals for Community Lunch:

1. To give our youth an opportunity to cook the vegetables they are growing.
2. To teach our youth practical skills in the kitchen.
3. To increase the youths' understanding of nutrition and health.
4. To create a fun and informative event through which people from the outside community can be welcomed to The Food Project.
5. To provide leadership and public speaking opportunities for the crew, who will introduce and serve the meal to the entire community and our guests.

Schedules for Community Lunch:

Preparing the Meal

- 9:30 AM* Cooking crew members meet with the Food Project's Chef and the visiting chef.
- These two chefs will be waiting for you: don't be late!
 - Come ready to get to work immediately!
- 11:45 AM* SYP Coordinator or Site Supervisor arrives to work with crew members on their speaking presentation.
- Crew members should be available to step away from the kitchen at this time.
- 12:00 PM* Meal gets loaded into vehicles to be driven to the site.
- 12:15 PM* Cooking crew members arrange the meal on the buffet tables, and go over their serving roles with the chefs.
- 12:30 PM* Site Supervisor rings the bell and asks everyone to take a seat at a table.

Preparing the Site

- 11:00 AM** The Outreach Coordinator arrives at the site to set up the registration table.
- CL or ACL who is with the two non-cooking crew members checks in with the Outreach Coordinator. The Outreach Coordinator gives that leader a list of site set up tasks that need to be done. The leader then manages that set of tasks, working together with the two non-cooking crew members to get them done.
- 12:00 PM** Non-cooking crew members and leader are ready to greet arriving guests and offer them a tour around the farm.

Presentation and Meal

- 12:30 PM** Site Supervisor rings the bell and asks everyone to take a seat at a table.
- 12:35 PM** Site Supervisor captures attention of everyone (clapping often helps). They extend a welcome to the Food Project, and ask that the next three minutes be devoted to introductions.

Jobs for Community Lunch:

- It is critical that each of the following jobs be assigned to a crew worker, and that they understand how to do the job.
- The jobs are listed in the order they should be done at the meal.
- Everyone should practice what they are going to say (it would be a great idea to write it down before speaking).
- It is the responsibility of the CL and the ACL to facilitate this process. Jobs with a * next to them should be assigned to those staying to do field work.

___ * Set up the site before the lunch arrives, pulling one table aside and laying out utensils, plates, etc. Once the lunch arrives, help the people carrying it set it up in a way that makes sense. *(1-2 people)*

___ Site Supervisor will get everyone's attention. CL will briefly introduce their crew name.

___ ACL will ask guests to stand up and briefly introduce themselves, including their name and how they came to be at the Food Project.

___ Introduce the meal to everyone at lunch. This should include the names of the different dishes, and which vegetables in the dishes came from our fields. *(1 person)*

___ Explain the nutritional lesson of the day. *(1 person)*

___ Introduce the crew members and tell what they did to help cook the meal. *(1 person)*

Attachment 38 – 3

- ___ Ask the chef and visitors to introduce themselves. (1 person)
- ___ * Show everyone where to put trash, recycling, and compost. (1 person)
- ___ Ask guests to come and eat first, then crew members to come after they have been served. (1 person)
(Site Supervisor will call crew members up by table.)
- ___ Serve the meal. (2-3 people)

Everyone in the crew should find a visitor to sit with for lunch!

Everyone in the crew must clean up lunch!

Those who set up at the site should clean up the site.

Those who cooked should go back and clean up the church.

THE FOOD PROJECT SUMMER WORKER STANDARDS AGREEMENT

Our Community	The Food Project Summer Program is based on core values of community, responsibility, service, initiative, commitment, hope and courage. All participants and staff work together to promote these values. We recognize that this work is a struggle, and requires us to hold ourselves and each other accountable. Each of us signs a Standards Sheet which commits us to upholding the core values.
Standards	<p>In order to be the community that is possible at the Food Project, we expect the following from each other:</p> <ul style="list-style-type: none"> •to be role models •to work hard and be motivated •to have a positive attitude •to be honest •to arrive on time for work •to handle all food and equipment properly •to respect the land and not litter on it •to act responsibly and appropriately on all public transportation •to wear Food Project t-shirts to work, and bring our notebooks •to not use walkmen, pagers, cell phones or sunglasses at work •to not leave work without notice •to not steal, vandalize, fight, or commit verbal abuse •to not have, deal or be under the influence of drugs •to not have a knife or gun
Scope of the Standards	The Standards are in effect for all staff and workers from the time they get on public transportation to come to the Food Project to the time they leave public transportation to get home.
Earning Pay	Youth program participants earn money for their field work and full participation in our programs.
Losing Pay	Youth program participants will receive warnings for violating the expectations of the Standards Sheet. Continued violations will result in lost pay. The number of warnings before pay is lost depends on the expectation violated. There are a few violations which result in immediate loss of pay, or immediate firing. The variations in warning and violations are explained on the back of the Standards Sheet.
Earning Back Lost Pay	Youth may earn back lost pay from certain Standards Sheet violations. In order to do so, they must work for two weeks from the day that they learn of the violation without committing the same violation. They will then earn back the amount of money the step they are on is worth, and move one step to the left on the Violations Chart.
Absence and Lateness	Youth are paid only for time worked. Any pay lost for violations due to unexcused absence or lateness is in addition to not being paid for time not worked. Excused absences are not considered violations, but must be arranged by a parent or guardian before 9:00 AM on the day of absence, or evidenced by a doctor's note within one week of the absence. Extended absences are not allowed except in the case of illness or family emergency.

1. Unexcused Absence: If you call before 9:00 AM to let us know you will be absent, you move one step on the contract. If you do not call before 9:00 AM, you move two steps on the contract.
2. Lateness: If you call before 9:00 AM to let us know you will be late, you move one step on the contract. If you do not call before 9:00AM, you move two steps on the contract.
3. Payment for Days You Arrive Late or Leave Early:
 - If you arrive after 11:00AM, you will be paid for a half day.
 - If you arrive after 1:00 PM, you will not be paid for that day.
 - If you leave before 11:00 AM, you will not be paid for that day.
 - If you leave after 1:00 PM, you will be paid for a half day.

Reapplication Policy If a Food Project youth is fired, he or she can apply to be rehired by:

- 1) Working as a volunteer with the Food Project for two days without any violations on the Standards Sheet.
- 2) Writing a statement about why he or she wants to rejoin the Food Project.
- 3) Reading the statement to a re-hiring committee of Food Project youth and staff. The re-hiring committee will decide whether to accept the reapplication.

Violations of the Standards The following chart is used to track violations of the Standards Sheet and explain their consequences. Each violation moves a crew worker one step further to the right, and results in an additional consequence.

Use of the Violation Chart Each week when the crew leader gives Straight Talk, they will use this chart to determine if the crew worker has acquired any warnings or lost any pay.

Irrevocable Violations Those violations which appear beneath the dotted line are such serious offenses that their consequences cannot be earned back.

Worker's Signature

Date

[illegible]

[illegible]

THE FOOD PROJECT
STANDARDS MONITORING FORM

CREW _____ CREW LEADER _____ YOUTH NAME _____

Date of Infraction	Infraction (include brief description)	Step Moved To On Chart	Penalty, or Amount of pay lost	Date of Straight Talk Session when violation reported to youth	Date Eligible for Earn-Back (if possible)	Date Earn-Back was Achieved (if achieved)
<i>Thurs 7/5/05 (Week 1)</i>	<i>Littering Meg saw Bob throw a candy wrapper out the van window on the way to the field Thursday morning.</i>	<i>1</i>	<i>Lose 1 day's pay (\$30.00)</i>	<i>Wed 7/6/05</i>	<i>Wed 7/20/05</i>	

The Food Project, Inc. Standards & Straight Talk Notes

Crew Member:
Leader:

Date (*usually Wednesdays*):

+

Δ

Standards Violations Examples from The Food Project

Unexcused Absence:

“My friends got tickets to a concert in Connecticut and we had to leave real early to get there on time. I had to miss work.”

“My mom wanted to do something special for my birthday so she surprised me by taking the day off and telling me not to go to work. We went out to lunch.”

Arriving Late:

“I fell asleep on the commuter rail. I woke up in a place called Fitchburg. I had to come all the way back to Lincoln.”

“I was waiting for someone in my crew because we wanted to talk on the train. She never showed up and I missed my train. I shouldn’t be responsible for my being late.”

Poor attitude:

“Why do we have to sit here doing this? Workshops suck!”

A shelter coordinator asks someone to grab a bucket and mop the bathroom. The worker says, ‘I don’t do bathrooms’.

Poor role model:

At the overnight someone decides that Truth or Dare would be fun and gets others involved.

The crew leader is trying to get the crew’s attention to give instructions. Bill and Roxanne are talking, joking, and whispering with each other over and over.

Being unmotivated:

Rick is hot and decides he will weed the part of the bed that is in the shade. Thirty minutes later he has only weeded six feet of bed and claims he has been working hard.

During a workshop Joanne puts her head on her arms and pretends she is writing. She dozes off and needs to be awoken by her crew members.

Not wearing t-shirt:

“I lost it!”

“All my shirts are dirty.”

“Someone in my crew took my shirt.”

Missing notebook:

“I lost it.”

“I didn’t think we needed it today.”

“It got run over by the van.”

Misuse of food or equipment:

“Watch me dice and slice this zucchini with my harvest knife.”

“Watch me hit Jacob with this rotten tomato.”

A crew worker has a co-linear hoe and uses it to chop huge weeds, swinging from shoulder height.

Wearing sunglasses:

Using a walkman, pager, cell phone:

These are not allowed once you get off your final stop on the T or commuter rail.

Not wearing t-shirt or issued work uniform:

You must wear your t-shirt whenever you are using public transportation to and from The Food Project. You are representing The Food Project when you are using public transportation.

Smoking:

Smoking is illegal for minors. You will receive a violation if you smoke while on public transportation, during work hours, or when wearing a Food Project t-shirt.

Littering:

A crew is in the van and Melissa unwraps a piece of gum. She puts it out the window or on the floor.

Mike is walking on the path back to the train and figures no one will see him toss a wrapper.

Lunch ends and Mikala leaves her food wrappers on a picnic table because she is in a hurry to do something else.

NO EARNBACKS

Inappropriate behavior on the train:

“Watch me play chicken with the incoming train.”

On the train a youth worker jumps over the seats, yells to others and tries to outsmart the conductor by saying they already had their ticket punched.

Lying:

Mark decides he will not go to his shelter so he can hang out with his friends. He tells his parents he is going to work but never shows.

A worker is angry at his leader and behind the leader’s back swears at the leader. Problem is, another staff is nearby and hears. The worker denies they said anything.

Leaving without notice:

A worker has had enough and is feeling aggravated. She goes into the tall rye grass to get away and cannot be found by her leader.

At a shelter, all crew members are on the third floor cleaning. A member is missing and is found lying on the first floor couch reading a bible. The worker claims he was praying.

Vandalism:

Mark has a tag he likes to use. He decides to leave the tag carved into the picnic table. He loses money and ends up sanding the table all morning.

Verbal or physical abuse:

Two workers get in an argument. They start to insult each other and it becomes a yelling match where they throw the greatest insults they can think of at one another.

“Shut up you bitch.”

Being high or intoxicated:

Never happened that we know.

Stealing:

A crew worker goes into the Lincoln pharmacy and takes ice cream for his friends without paying.

A member of a crew takes \$40 from a fellow crew workers wallet.

The corn is finally ripe and a crew worker goes out with their backpack and loads up without asking.

Fighting:

A guy and girl are messing with each other on the train. He thinks she likes his playing. She finally smacks him in the face with a coke can. He grabs her by the neck. Both receive violations.

Having or dealing drugs or alcohol:

Never happened that we know.

Having a knife or gun:

“Look at this cool knife. I need it for work on the farm. Wrong.”

STRAIGHT TALK TIPS

Make sure you are in a quiet room with a closed door.

Get everyone to sit in a circle where you can see each of them. You should be a part of the circle.

Ask all of the youth to do the following:

1. Put away all notebooks, Walkmen, or any other distractions.
2. Respect each other: don't make any comments or laugh or make other noises in response to Straight Talk.
3. Be quiet and pay attention to the leader.
4. Maintain confidentiality: nothing said in the room leaves the room.

Begin with one youth (ask for a volunteer) and go around the circle, giving Straight Talk (first positives, then deltas) to each person and then telling them about any Standards Violations.

Ask the youth to hold any disagreements or questions until you have finished giving Straight Talk to each person.

MAKE EYE CONTACT with each youth as you talk to them. Ask them to make eye contact with you also.

Make sure to have at least as many positives as deltas for each person. It is a good idea to have a few more positives than deltas.

Speak slowly, clearly, and loud enough. Pause between each youth to let it sink in, and to collect your thoughts for the next youth. Do not rush.

Be confident! Speak from the heart! Don't make excuses!

Any major disagreements which could result in changes of Standard Violations should be brought to the Site Supervisor the next day. Do not feel that you have to resolve them on the spot. It is your right to say to a youth that they will need to discuss their problem with you and the Site Supervisor the next day.

Summer Youth Program Shelter/Community Service Day Questions & Answers

1. When is Community Service Day?

Food Project participants spend each Wednesday in Boston acting as community service volunteers at the following organizations: Rosie's Place, Pine Street Inn, Community Servings, Red Cross Food Pantry, Ruggles Affordable Assisted Living Community, Boston Living Center, and Revision House.

2. What time does the day begin?

Meet your Crew Leader at **9:00 AM** outside the T stop nearest your organization:

Community Servings: Andrews Station (Red Line)

Ruggles Affordable Assisted Living: Ruggles (Orange Line)

Revision House:

Pine Street Inn: New England Medical Center (Orange Line)

Red Cross Food Pantry/Boston Living Center: Back Bay Station (Orange Line)

Rosie's Place: Massachusetts Avenue (Orange Line)

Your Crew Leader will accompany you from the T stop to the organization.

3. What should I wear?

You will be working in kitchens preparing and serving food, cleaning, painting, and gardening. So wear comfortable clothes that can get dirty **as well as your Food Project t-shirt**. In addition, most of the organizations require that you wear long pants and close-toed shoes. Please wear those on the first day, and ask the staff if you need to continue to wear them throughout the summer.

4. Should I bring lunch?

If you work at the Red Cross Food Pantry and the Food Bank, you do need to bring a lunch with you. At all other sites, they will provide your lunch.

5. What if someone needs to call me while I am at a organization?

In an emergency, you can be reached through the Volunteer Coordinator at the organization. Please see your directions sheet for the contact person at your organization. They may also contact The Food Project office; our number is (781) 259-8621 (dial zero after you hear the message).

6. What if I am late or get lost?

If you are lost or miss your crew at the T stop, find a phone. Call the Volunteer Coordinator at your organization and tell them you are with The Food Project. Ask to speak with your Crew Leader who will give you instructions. Don't leave a message — make sure you talk directly with the Crew Leader. If you cannot get through to the Crew Leader, call the Food Project office at (781) 259-8621 and hit zero after you hear the message. Tell the staff person who answers the phone your name, your crew, where you are, and to what organization you are going.

7. What time will we be finished for the day?

The organizations that you are working for know that you are available to work for them until 2:30 PM. The actual finish time will be different for each organization. After you finish work, you will have a Standards and Straight-Talk meeting with your crew for an hour. At the end of the day, your Crew Leader will accompany you back to the nearest T stop. If possible, workers will travel in pairs on public transportation. Workers taking the 4:10 or 5:00 PM commuter rail train back to Lincoln will meet at the Porter Square T stop. You will arrive at Lincoln Station at 4:38 or 5:30 PM, depending on which train you take.

Working Well & Working Safely at The Food Project

Pace Yourself

- If you work too fast, you won't last!
- Set a pace you can maintain.
- Get in rhythm: moving smoothly protects bodies and calms minds.
- Work in blocks of time: learn to pause without tuning out — drink water, sharpen a tool, check your progress.
- Work cooperatively; it speeds up the job and lightens the load.

Protect Yourself

- Wear the right clothing: light fabrics that aren't too tight will keep you cooler!
- Layering your clothing helps you adjust from a cold, foggy morning to a warm, sunny afternoon in a snap.
- Long pants and sleeves keep off bugs and scratches.
- Sturdy shoes keep feet safe!
- Bring raingear if there is a chance of rain!
- Carry your water bottle and use it daily! Dehydration can creep up fast.
- Wear a wide-brimmed hat to protect yourself from the sun.
- Wear sunscreen/sunblock every day; sun burn (which could develop into skin cancer later) is always a danger.
- Stretch and shake out your muscles before working to prevent injuries
- Be aware of your surroundings: look before you reach for anything, and watch where you are walking.

Use Tools Effectively

- Tools are an extension of your body's natural movements.
- Practice skillful methods — speed, thoroughness, and efficiency go together with safety!
- Use the best tool for the job — it will always save time and prevent injury to yourself or to others.

Know What's Happening

- Ask questions and communicate.
- Concentrate while working and stay aware while resting.
- Be sure everyone knows the goals and the plans for reaching them!

The Food Project
Summer Youth Program ()
IN CASE OF EMERGENCY

MY IMPORTANT NUMBERS

Mother/Guardian Work Phone: () _____

Mother/Guardian Other Phone: () _____ ☐ cellular ☐ pager

Father/Guardian Work Phone: () _____

Father/Guardian Other Phone: () _____ ☐ cellular ☐ pager

The person I am supposed to contact if I can't reach my parent(s)/guardian(s):

Name: _____ Work Phone: () _____

Other Phone: () _____ ☐ cellular ☐ pager

For medical emergencies or serious safety concerns:

1. Find out where you are located (street name and address) and call 911 for assistance.
2. Then call the Food Project Office at (781) 259-8621; after you hear the message, press zero (0). Tell the staff person that you reach that you have called 911, and explain the emergency.

If you are lost, have missed your train, or need other assistance:

1. Call the Food Project Office at (781) 259-8621; after you hear the message, press zero (0). Inform the staff person on the phone that you work for the Food Project and you need some assistance.
2. If you are unable to contact someone at the Food Project, call your parent or guardian for assistance.

Attachment 48

[illegible]

July ____

Dear Summer Program Participants:

Many of you have indicated to me that you wish to buy rainsuits and/or additional t-shirts. If you wish to purchase rain gear, please return this form to Rachel Fouché **no later than Friday, July ____**.

You may pay by check or cash (unfortunately, we cannot deduct the payment for work gear out of your paychecks). Here's to (mostly) sunny skies and warm summer days, folks!

Name
Title

Name: _____ Phone: _____

Descriptions and pictures of the rainsuits and chore boots are on the back of this letter. Please indicate your interest in purchasing raingear below:

☐ NO, I do not wish to purchase raingear from The Food Project. I do understand that we occasionally will work under wet weather conditions and will supply my own raingear.

☐ YES, I would like to purchase raingear from The Food Project. I need:

☐ BOOTS, SIZE: _____ in ☐ Women's ☐ Men's for \$9.00

☐ RAINSUIT, SIZE: ☐ S ☐ M ☐ L ☐ XL ☐ XXL for \$20.00

☐ T-SHIRT, SIZE: ☐ S ☐ M ☐ L ☐ XL ☐ XXL for \$10.00

COLOR: ☐ cream ☐ bright yellow ☐ purple (limited qty)

I would like to purchase _____ t-shirts at \$_____

TOTAL \$_____

Please enclose a check for the amount(s) listed; if we are able to get enough orders for the lower prices, we will readjust the totals and make any necessary reimbursements.

First Aid Kit Assembly Guide

Medical Supplies:

(those that are purchased in bulk or are not labeled need to be clearly labeled)

- ☐ Bug Spray
- ☐ First Aid Manual
- ☐ Bandana and sling
- ☐ Instant ice packs (2)
- ☐ Elastic bandage
- ☐ Ipecac syrup
- ☐ Plastic gloves
- ☐ Sunscreen
- ☐ CPR microshields (2)
- ☐ Tampons (4)
- ☐ Plastic baggies
- ☐ Sanitary napkins (2)
- ☐ Bee sting kit
- ☐ Eyewash
- ☐ Caladryl ointment
- ☐ Sterile pads (1 1/2 x 2)
- ☐ Scissors
- ☐ Non-adhering sterile pads (2 x 3)
- ☐ Alcohol prep pads
- ☐ Band-aids (regular and extra large)
- ☐ Butterfly closures
- ☐ Cotton balls
- ☐ Gauze
- ☐ Hydrogen peroxide
- ☐ Moleskin
- ☐ Rubbing alcohol
- ☐ Adhesive tape
- ☐ Tweezers
- ☐ Bacitracin ointment

Accident Report Forms:

(one big Ziploc bag containing the following supplies)

- ☐ pens and pencils
- ☐ 10 blank Accident Report Forms

Medical Forms:

An alphabetized folder containing the Medical Forms, Health Information Forms and Parent/Guardian Consent Forms of all Crew Workers and Assistant Crew Leaders. If Alumni Interns will be at a particular site, that kit needs to also include their forms.

Accident Report Form

Injured Individual Information

Date of Accident: ____ / ____ / ____

Time of Accident: _____ ☐ AM ☐ PM

Name of Injured Individual: _____

Location of Accident: _____

Position of Injured Individual: ☐ Worker ☐ Leader ☐ ACL ☐ Staff ☐ volunteer ☐ guest

If volunteer or guest, please fill out the address and personal information below

Address: _____

City: _____ State: _____ ZIP: _____

Telephone: () _____ Date of Birth: ____ / ____ / ____

(If Under 18) Parent / Guardian Name: _____

Accident Narrative

Describe what happened in detail: _____

Describe any treatment required: _____

Hospital person was taken to: ☐ Emerson Hospital ☐ Boston Medical Center ☐ Other: _____

Name of attending physicians: _____

Was parent / guardian notified? ☐ yes ☐ no If yes, by whom? _____

Name of reporting staff: _____

Attachment 51 – 2

Accident Narrative

Describe what happened in detail: _____

Describe any treatment required: _____

Hospital person was taken to: ☐ Emerson Hospital ☐ Boston Medical Center ☐ Other: _____

Name of attending physicians: _____

Was parent/guardian notified? ☐ yes ☐ no If yes, by whom? _____

Name of reporting staff: _____

April 4, 2003

Dear Diana,

As per our telephone conversation, the following are the dates that we will need a bus to pick up our youth from the Lincoln commuter rail station this summer:

Start Date: June 30th, 9:00 AM

Continuing every Monday, Tuesday, Thursday, Friday at 9:00 AM until August 20th.

End Date: August 20th, 9:00 AM

One Wednesday requiring service: August 20st.

I hope that is not too confusing. Basically, the only Wednesday we will need the bus is the last day of the program. Otherwise, we need it on Monday, Tuesday, Thursday and Friday, but NOT on Wednesday.

In terms of the price, last year you charged us \$25 per day, which was very reasonable and generous. We very much appreciate your efforts to support the Food Project! I know that there might be an increase in bus rates this year due to rising diesel prices. I wonder if you might consider allowing us to pay the same price as last year anyway, as it was a discounted rate for us, and about the most that we can afford.

Thank you for your consideration. And again, thanks for all of your support. As always, we have been very impressed by your extremely reliable service.

Talk to you soon.

Sincerely,

Pertula George
(781) 259-8621 x(23)

Attachment 53

MBTA Distribution List Template

[illegible]

June 25,2003

To Jim McCarry:

I would like to purchase the following:

TYPE	PRICE PER UNIT	AMOUNT	TOTAL
Z4PASS	\$119.00	61	\$7259.0
Z5 PASS	\$136.00	5	\$680.00
Z1 PASS	\$85.00	1	\$85.00
Z4 12 RIDE PASS	\$38.50	1	\$38.50
Z6 PASS	\$145.00	1	\$145.00
Z4 SINGLE RIDE TICKET	\$3.50	198	\$693.00
Z5 SINGLE RIDE TICKET	\$4.00	8	\$32.00
SUBWAY PASS	\$35.00	1	\$35.00
COMBO PASS	\$57.00	9	\$513.00
	TOTAL:		\$9480.50

I will be coming in on Thursday morning, June 26, to purchase the passes and tickets with a certified check.

If there are any problems with this order, please contact me by phone or Lis Cahill at extension 18.

Yours truly,

Pertula George
Program Administrator
The Food Project
(781) 259-8621 x23

**THE FOOD PROJECT
TRANSPORTATION RECEIPT**

I, _____, acknowledge receipt of my transportation packet for the month of _____ (year). I understand that these passes/tickets/tokens belong to The Food Project, Inc., and can only be used by me.

If my employment with the Food Project, Inc., is terminated for any reason, I understand that I must give my passes/tickets/tokens back to my Site Supervisor. If I fail to do so, the cost of those items will be deducted from my final paycheck.

I further acknowledge that if I lose or mutilate these passes/tickets/tokens, I will be responsible for paying for my own transportation for the rest of the month.

Signed: _____ Date: _____

**THE FOOD PROJECT
TRANSPORTATION RECEIPT**

I, _____, acknowledge receipt of my transportation packet for the month of _____ (year). I understand that these passes/tickets/tokens belong to The Food Project, Inc., and can only be used by me.

If my employment with the Food Project, Inc., is terminated for any reason, I understand that I must surrender my passes/tickets/tokens to my Site Supervisor. If I fail to do so, the cost of those items will be deducted from my final paycheck.

I further acknowledge that if I lose or mutilate these passes/tickets/tokens, I will be responsible for paying for my own transportation for the rest of the month.

Signed: _____ Date: _____

The Food Project -- 200_ Summer Youth Program -- Morning Missing List				
WEEK OF:				
MONDAY				
Name	Crew	Time of Call	Status:	
TUESDAY				
Name	Crew	Time of Call	Status:	
WEDNESDAY				
Name	Crew	Time of Call	Status:	
THURSDAY				
Name	Crew	Time of Call	Status:	
FRIDAY				
Name	Crew	Time of Call	Status:	

Payroll and Attendance Protocol, Summer 200_:

Program Intern:

1. Each morning, the Program Intern must come to the field and find out if anyone is missing from the Lincoln site. They then go to the office and check in with the Roxbury site supervisor about anyone missing from the Roxbury site. They then check to see if there are any messages from missing participants. Then they call parents of participants to let them know that their child is not at work. Finally, they radio the two site supervisors to let them know what the situation is regarding each missing participant. The site supervisors should then inform the crew leaders of the status of their crew members.
2. Every Monday, the Intern will collect weekly attendance lists from the summer program crew leaders and enter it into the youth attendance database. This means that the attendance lists from the crew leaders in Roxbury must be faxed in Monday morning.
3. Intern is also responsible for collecting the standards issue sheets from both supervisors every Tuesday and entering those into the database on Wednesday mornings. This should happen during the staff meeting, while the intern waits for crew leaders to call in their attendance from their shelters.
4. Payroll must be called in every other Wednesday. The intern must ensure that the payroll gets in correctly and on time so that all workers and interns will get paid on time. This requires that attendance and standards issues are entered thoroughly and carefully. A payroll report for all participants should be printed and given to the Office Manager every other Wednesday by noon.
5. On Fridays when the paychecks arrive, the Program Intern must divide them into crews, work with the Office Manager to get them distributed, and enter the amounts of the actual checks into the database to “generate checks.”

Crew Leaders:

1. Crew leaders are responsible for maintaining the weekly attendance lists.
2. Every morning, the crew leader must take attendance. They must note attendance on the weekly attendance lists. They must also report any missing youth to the Program Intern (Lincoln) or Site Supervisor (Roxbury).
3. At the end of each day (or the next morning at the latest), the crew leader must update the day's attendance, noting when a late youth arrived, or any other changes to attendance that occurred through the day. (For example, once the Program Intern has called the parent of a missing youth, he will be able to tell the crew leader whether the absence should be noted as excused or unexcused.)
4. Crew leaders are also responsible for recording all of the standards issues for their crew workers, and reporting those issues to the site supervisor on Tuesdays.

Site Supervisors - Lincoln

1. Though not directly responsible for attendance, site supervisors should always be aware of who is absent or late each day, and should be informed by the Program Intern about the reasons behind those attendance issues.

2. The Site Supervisors will compile a master list of standards issues each Tuesday evening through conversation with the crew leaders. On Tuesday night or first thing Wednesday morning, they will give this list to the Program Intern, and make sure that the Intern understands all of the details of the list.
3. Site supervisors will be available on Friday to talk to youth who are concerned about their paychecks, and will do so with the help of the Program Intern.

Site Supervisor - Roxbury

1. The site supervisor must find out from crew leaders each morning who is missing. They must then wait for a call from the Program Intern, and let them know who is missing. The Program Intern will call the site supervisor as soon as they have checked messages and called parents to determine where the missing youth are.
2. Every Monday, the Site Supervisor will fax the weekly attendance lists of the two crew leaders (for the previous week) to the Program Intern in Lincoln.
3. The Site Supervisor will meet with the two crew leaders in Roxbury each Tuesday just after lunch to go over standards issues. The supervisor will compile a master list of the standards issues, and fax it to the Program Intern in Lincoln on Tuesday afternoon. (if the supervisor is going to attend the staff meeting on Wednesday morning in Lincoln, they may bring the list to the intern then, but that is the absolute latest it can be turned over).
4. The Site Supervisor will work with the Lincoln office to make sure that paychecks get distributed to the crews in Roxbury on Fridays, and will answer or at least record any questions youth may have.

Office Staff

1. There will be a phone message clipboard in the Lincoln office for staff to record any messages from youth who call in. If a message is urgent, the Site Supervisor should be notified immediately once the message is recorded on the phone log. However, if the message is not urgent, it should be recorded in detail on the phone log, and the Program Intern will deal with it.
2. If a youth arrives late to Lincoln and needs to walk to the field, the Site Supervisor should be notified when they leave the office so that they know when to expect them at the field. If the Program Intern is in the office, he will notify the Site Supervisor. Otherwise, any available staff should do so.