

# Summer Youth Program Manual

## Volume 1: Recruitment

Meg Coward



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*(mailing address)*

The Food Project, Inc.  
P.O. Box 705  
Lincoln, MA 01773  
781-259-8621

*(urban office)*

The Food Project, Inc.  
555 Dudley Street  
Dorchester, MA 02124  
617-442-1322

*[www.thefoodproject.org](http://www.thefoodproject.org)*

*email: [publications@thefoodproject.org](mailto:publications@thefoodproject.org)*

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Design: Jennifer James & Michael Iceland

Editor: Helen Willett

Photographs: John Walker, Greig Cranna, The Food Project Staff

## **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 and a half acres of farmland. It was a small, noisy, and energetic community of young people from very different races and backgrounds, working side by side with adults growing and distributing food to the hungry.

In the process of growing food together, we created a community which bridges the city and 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 four sites 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 1,500 volunteers, grow 200,000 pounds of food for fifteen shelters, our two farmers' markets in low-income neighborhoods, and over three hundred Community Supported Agriculture shareholders. Alumni interns are agricultural apprentices, support our technology, pilot food enterprise with our chef, and play pivotal roles in outreach and education. Alumni are also Food Project Staff, Trustees, and Advisors.

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

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



Patricia Gray  
Former Executive Director  
The Food Project, Inc.



# Acknowledgments

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, an incredibly 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 fifteen years of creating personal and social change through sustainable agriculture, The Food Project continues to document its programs, so that the struggle is sure to continue. Thankfully, the W.K. 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 amazing. For five years, my life was 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 Leaders, past, present and future. And to all of the young people of The Food Project, the Crew Workers and Interns, 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  
Athol, Massachusetts, July 2001





# Additional Resources from The Food Project

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

This agricultural curriculum features powerful, original lessons written and developed by The Food Project's growers and educators. Organized by seasons, the material teaches youth how to develop a deep understanding of and appreciation for the land and local food systems. Personal, first-hand stories of learning in the field complement each lesson and 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, including the Summer Program, the Academic Year Program, the Volunteer Program, Farmers' Markets, Rural Agriculture, Urban Agriculture, and Management. All together, these describe, in detail, the implementation and management of The Food Project. These manuals will assist those who want to develop similar work in their own communities.

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

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

## **Time for Change:**

This musical CD is a call for change to our current food reality. You will hear the thoughts of a young man who has dedicated his life to spreading the message of not just healthy eating but healthy living. Wil Bullock believes that it is "Time for Change" in our communities, homes, and schools. He tells us that the good seeds we sow are beginning to reap an abundant harvest and asks us to "Follow Me" on a musical journey about one young man's food reality and the future we can create together.

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The Food Project, Inc.  
Attn: Publications  
P.O. Box 705  
Lincoln, MA 01773

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

[www.thefoodproject.org](http://www.thefoodproject.org)  
[publications@thefoodproject.org](mailto:publications@thefoodproject.org)

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# Introduction

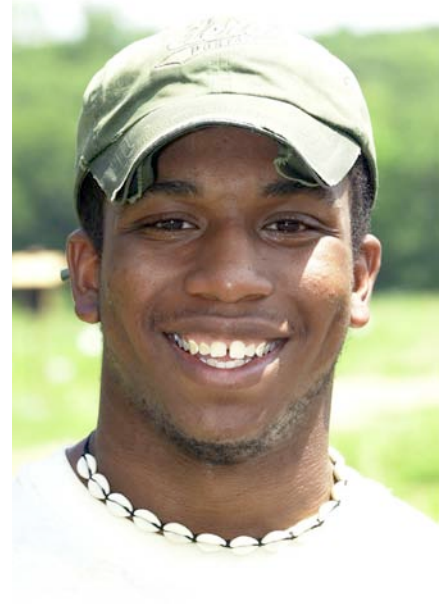
- *Welcome*
- *Vision of the Program*
- *History of the Program*
- *Using this Manual*

## Welcome

At nine o'clock in the morning, a few days after school has let out for the summer, nervous teenagers gather on a piece of conservation land. They stand in a circle, concerned with the dust covering their new tennis shoes, sneaking glances at those around them. Many wonder if they've made a big mistake: whether a summer with the dirt and bugs, in this heat, amongst these strangers, is really worth giving up sleeping until noon, and hanging out at the pool, the mall or on the streets. Some are still half asleep, having left at the crack of dawn to make their way from the bus to the subway to the commuter rail and arriving in Lincoln, a suburb fourteen miles west of Boston. A few make promises to themselves that tomorrow morning they will stay in bed, pretending not to hear their mother calling, and playing sick until it's too late to come back to this weird place called The Food Project.

At sunset on one of the last days of August, excitement fills the air. Cars pull onto that same piece of conservation land, jockeying for makeshift parking spaces, as concerned youth point out the borders of the strawberry patch and the bean fields. Families and friends spill onto the farm, loaded with food. They are barely able to put the dishes down before they are dragged out onto the farm for a tour of the crops that have been under the care of sixty teenagers for the last two months. Those whose families have not yet arrived can hardly contain themselves, writing on each other's shirts, exchanging phone numbers, shedding an early tear, finding a secluded spot to practice their skit. It is starting to sink in that this is indeed the last day.

In just seven short weeks, a community has formed. A community composed of youth from every walk of life, united by their common labor and service on a thirty-one acre farm in Lincoln and four urban food lots in Roxbury and Dorchester.



These young people have become friends. They have become caretakers. They will never be the same.

You have the chance of a lifetime. As coordinator of the Summer Youth Program at The Food Project, you have the opportunity to facilitate a remarkable process. You will bring sixty young people together and guide them from their first nervous day to their last tearful one. Tears will be shed in sadness and joy as the young people leave the community you have created: one that is productive and safe, where youth can work hard, learn, test themselves, develop friendships and give back to their community. In order to achieve these objectives, each moment of the seven weeks of the program must be maximized. Do not underestimate the amount of preparation, focus, and love this will require of you! You are undertaking a job that will demand more of you than you can imagine. It will also reward you like no other.

This manual has been created to guide you through every stage of running a successful Summer Youth Program (SYP). (The three volumes of the manual together guide you through the entire process of coordinating the Summer Youth Program. This first volume, Recruitment, can be used on its own, but should ideally be used in conjunction with the others.) You are inheriting a program created through the blood, sweat, tears, laughter, joy, wisdom and thoughtfulness of many wonderful people. When you encounter the temptation to cut corners or strike out on your own, remember that the experiences of fifteen summers have gone into this manual.

Dot every *i*, cross every *t*, and know that The Food Project is nothing without heart. You will create a community that will join the larger Food Project family, one that has been growing for the past fifteen years. We are a people united by the vision of creating personal and social change through sustainable agriculture. The soul of The Food Project's work must permeate everything you do, from a recruiting presentation, to rejecting an applicant, to greeting a reporter, to



leading a game, to harvesting carrots. As you carry the vision and mission with you, the young people will adopt it as their own. And after those tearful good-byes, they will bring it out into the world, a world in need of such a vision.

## **Vision of the Program**

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 and mission 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: Youth Programs Operating Principles.)

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



**Attachment 1**

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 gateway opportunity for youth to serve through The Food Project. Those youth will hopefully go on to participate in the Academic Year Program, be Alumni Interns, or serve on the Board. 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. Set them up for success!

## **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. The model he knew offered teens a job on a farm and had them learn side by side with a farmer. Ward sensed greater possibilities for this work, so he started asking questions. How could young people working on a farm serve the needs of the greater 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 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.

### **Attachment 2**

In January of 1992, Ward brought the first vision and mission statements of The Food Project to the Massachusetts Audubon Society (See Attachment 2: Original Vision and Mission Statements). 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, and Rob Traver of the Harvard Graduate School of Education to create farm education lessons. He also hired three interns to serve as the first staff. All winter and spring, Stanley, Ward, Rob and the new staff met to craft the first Summer Youth Program. 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 this process created an excellent program, though the time committed to it created a harried race to plant the farm, recruit youth, and have everything in place for the summer.

The first summer was full of energy and challenge. The Food Project had two acres of land in Lincoln, a rototiller, a used wedding tent, and twenty youth from all over greater Boston. Despite all the mistakes and challenges of a start up, the first summer 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, each other, their community, and the land.

When the first summer ended we were relieved. The Food Project had survived periodic 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. Yet 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.

As we prepared for the second summer, we made many changes, each of which went before the small staff committed to building the program. This attention to intent 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 marching 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. Young people worked hard but more out of compliance than deep motivation. The experience was unnerving because it did not feel like The Food Project of the first two summers.

Analyzing that lifeless summer, we recognized that our staffing pattern needed attention. Due to budget shortfalls we had combined the grower and site supervisor roles, which led to a lack of focus in both areas. We created distinctions between the grower, site supervisor, and 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 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, The Food Project was \$50,000 in debt 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.

The fourth Summer Youth Program began under those

conditions. By all counts, it could have been a disaster. To avoid such a tragedy, we drew solid boundaries between our organizational challenges and the operations of the Summer Youth Program. Our approach was a success: summer staff members were able to focus on the important tasks at hand, without encountering the chaos at the organizational level. The fourth summer program 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 years ago, we asked questions: How could we care for more land? How could we increase our urban presence? How could we feed more people?

This inquiry led to a major initiative in the fifth summer program: creating a half-acre food production lot in the Dudley Street area of Roxbury. This came about because many of the youth who worked with us were from that community, and we wanted to further demonstrate our commitment to care for all types of land, create a bridge between the city and suburbs, and build a program that addressed the needs and interests of all youth. Working with our collaborator, the Dudley Street Neighborhood Initiative, we secured a vacant lot that had been used for illegal dumping for years. The fifth Summer Youth Program included a rotation in Roxbury for each crew. The forty young people in the program began transforming a half acre polluted parcel of land into a food production lot.

Between the sixth and seventh summers, The Food Project was awarded the largest grant in its history from the W.K. Kellogg Foundation. Along with other resources, this offered us the opportunity to make major changes in the seventh summer. A second food lot was opened in Roxbury, and at one and a half acres, it was twice as large as our original lot. We also moved from an eight-acre to a twenty-one acre site in Lincoln. To support this growth in land base and an increase in programs, the agricultural and program staff grew.





For the eighth Summer Youth Program, we increased the number of youth to sixty. This was a big decision, and many staff had concerns that the intimacy of the Summer Youth Program would be lost. This did not happen, though the demands on the site supervisor grew. At the end of the eighth summer, however, there was strong feedback from the summer staff about the need for smaller crews and more time in the city. We decided to stay at sixty youth during the ninth summer, but acted on the two suggestions by going from 5 crews of 12 to 6 crews of 10, and rearranging the schedule to include two weeks in Roxbury for each crew. The effect of these changes and the summer staff's positive spirit filled the ninth summer with energy and excitement.

Now, entering the sixteenth year of The Food Project, the Summer Youth Program is an established and remarkable 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 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*

## Using this Manual

Though the operations of the SYP take place over seven 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 is written in sections according to the chronology of the effort. The general calendar for coordination of the SYP can be understood as follows:

**September - June:** Recruitment and Training

**January - June:** Set Up

**July and August:** Operations

**August and September:** Evaluation and Archiving

This first volume of the manual covers Recruitment, which in and of itself is a nine-month venture. There are many timelines within each of these sections. 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 you will be very useful come February.

For instance, in the fall of 1999, we brought Paul Marcus of Community Change to an Academic Year Program (AYP) Retreat. The workshop that he led on racism was well received by youth and staff. We all agreed that part of the workshop would be very appropriate for the SYP. Though the SYP curriculum would not be outlined in detail until the beginning of 2000, the SYP Coordinator recognized this opportunity, and booked Paul for the summer as soon as the retreat was over. Had she waited until 2000, it is likely that Paul would not have been available for that summer!

Once you have read the entire manual, create your own timelines for the year. For example, when the manual says that recruiting packets for suburban schools should be mailed out in the first week of January, assign a specific day in January by which they must be mailed out. Go through the manual assigning specific dates, then pass them by the Program



*From the thirteen corps programs that I visited, I thought this program (The Food Project) was probably one of the best examples of how a youth corps could successfully integrate service and learning.*

LuAnn Pengidore, in a report to the  
Commission on National and  
Community Service



Director for review. Once they 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 narrative explaining each task. You will also find documents necessary for completing those tasks. Most of the documents are found in the Attachments section at the end of this manual.

### **Linking Hard Files with Computer Files**

Each of the attachments in the SYP Manual can also be found on the server in The Food Project computer system. All SYP files are located in the Local Youth Program files, in the SYP Folder (inside Youth Development).

Within each SYP Folder, you will find historical files for each year. As you start work in a particular folder, copy the folder from the previous year and update it for the coming year. For example, if you are beginning Worker Recruitment in 2007, open that folder. You will see:

- Worker Recruitment
  - Standard Files
    - 2004
    - 2005
    - 2006

Copy the 2006 folder for Worker Recruitment and rename the copy for 2007. Revise each document for your year and save it in your new folder.

### **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's 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. To do so, 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.

# Worker Recruitment

- *Overview*
- *Timeline*
- *Evaluation of Previous SYP Recruiting Materials*
- *Updating the Recruiter Database*
- *Creation of New Materials*
- *Processing Application Requests*
- *Recruiter Packets*
- *Recruiter Follow-Up Calls*
- *Presentations*
- *Media*
- *Processing Applications*
- *Interviews*
- *Selection of Workers*



## Overview

Bringing together the best possible group of young people for the summer is vital for the lifeline of The Food Project, for they will be the next generation of the organization. The Food Project's approach to recruitment is unique, and is guided by the following principles: public relations, youth development, community dynamics, and demographic goals.

## Public Relations

As we all know, first impressions last. More often than not, a young person's first impression of The Food Project comes from our recruitment efforts. Recruiting the crew workers for each SYP is a process that The Food Project takes very seriously. Every advertisement, every presentation, every phone conversation has to represent The Food Project. The target audience of worker recruitment is young people and their families. Yet this project is also an important public relations vehicle that many others in the Boston area will encounter. Every task is undertaken with the assumption it might be the opportunity for a potential funder, volunteer leader, or staff member to learn of The Food Project.

## Youth Development

Keeping in mind the operating principles of The Food Project, worker recruitment is not a means to the end of youth development, but is itself an opportunity for young people to

grow. Even those who do not end up becoming crew workers can benefit from being a part of the recruitment process. Recruitment presentations are geared toward encouraging youth to apply to The Food Project. However, they also promote the values of The Food Project (service, community, responsibility) in a manner that might encourage a young person to pursue some other worthwhile activity during the summer if they are unable to work for The Food Project. The process of filling out an application, getting a reference, and coming to an interview is designed to teach young people valuable skills that they can carry with them beyond The Food Project.

### **Community Dynamics**

You will learn a great deal about the communities we work with while you lead the worker recruitment efforts. Over the fifteen years that we have recruited young people from many different communities, we have encountered dynamics that have influenced our approach. The first of these is that people in our target suburban communities often plan their summers in the winter months, while people in our target urban communities often plan their summers in the spring. Therefore, we have split our recruiting efforts into two cycles. Each cycle contains the same activities undertaken at different times of the year. The second is that urban youth are often less familiar with the types of paperwork we require, and may have fewer resources at home and school to support them. Therefore, we prepare ourselves to offer intensive support for urban youth to get them through the paperwork process.

### **Demographic Goals**

The three unwavering goals for SYP worker recruitment are:

- Sixty percent of crew workers should come from the city, while forty percent should come from the suburbs. (Recently there has been a discussion of changing this goal to fifty-five percent urban and forty-five percent suburban. For the purposes of consistency in this manual, the percentages will refer to the current policy of sixty/forty urban/suburban. However, you should consult the Executive Director and Program Director to confirm the percentage goals before beginning recruitment.)



- The gender balance of the crew workers should be even: fifty percent boys, fifty percent girls.
- The overall composition of the group of crew workers should be as diverse as possible. We define diversity very broadly. We strive to bring together youth from different socio-economic, educational, racial and ethnic backgrounds who have varying skills and gifts.

## Timeline

Timing is essential to recruiting crew workers for the summer. At the beginning of September we tend to feel relieved that the SYP is over for the year. Yet work begins at that very time in order to recruit sixty youth for the next summer!

**Attachment 3** The Worker Recruitment Timeline (See Attachment 3: Worker Recruitment Timeline) outlines the times of the year when the major tasks involved in worker recruitment must be accomplished. Go through the timeline, and assign a specific date of the year to each task. Then show those dates to the Program Director for approval.



Each task in the Worker Recruitment Timeline is explained in detail in the documents that follow. The tasks are presented according to the order in which they should occur. Many of the projects involved in worker recruitment include series of tasks that overlap. Therefore, it is important to understand the multiple timelines and tasks that need to occur simultaneously.

## Evaluation of Previous SYP Recruiting Materials

The Food Project spends a good deal of money on recruiting materials and allocates a large percentage of staff time toward recruiting efforts. These resources are necessary to recruit an entirely new group of young people for each summer. We also have goals for the composition of that group that make our recruiting process more complicated than some. In order to achieve the mission of the SYP, we

need to bring together a diverse group of young people from both the city and suburbs of Boston. Therefore, we cannot simply recruit from one particular population. Our materials must be distributed all over the Boston area, and our staff must make presentations in many different settings.

Since our programs require an extensive recruiting process, we recognize that evaluating that process is critical. If we send out thousands of brochures and posters every year without finding out whether or not they are effective recruiting tools, we are wasting our time and money. Therefore each year, we evaluate the previous year's recruiting efforts in order to adjust our strategy for the upcoming summer.

### **Evaluation by the Staff**

The first evaluation comes from the staff. Worker recruitment at The Food Project is one of the few projects that involves every staff member. Whether they have answered a phone call, interviewed young people, manned the registration table, or greeted a parent, every staff member has input that is valuable. June is a frantic month at The Food Project, and you will be tempted to let this task slip through the cracks. Don't do it! By July, all of the valuable information stored in the memories of the staff will be gone, swept away by the SYP.

In June:

- ☐ Ask for an hour-long slot at a staff meeting.
- ☐ Lead the entire staff in evaluation of the worker recruitment process.

Leading an evaluation with the staff can be a very efficient process. It can also be tedious and worthless. In order to maximize the time you have with the staff, prepare for the evaluation two weeks ahead.

- ☐ Determine the topics that you feel need the most attention.
- ☐ Distribute a list of those topics to the staff (email is a great way to do so).
- ☐ Ask that each staff member prepare comments before the staff meeting. Preparation includes a list of positives and deltas, and also a list of sugges-

tions for next year. If there are topics with which they did not have any interaction, they should feel free to skip those. If there are topics which they feel should be added to the list, they may also do that.

When you come together at the staff meeting, go through the evaluation by topic. Start with one staff person's comments on that topic and go around in a circle. Ask that if a comment has already been made, it not be repeated (if a person feels very strongly about a comment, they may ask to have a ditto or check mark put next to it). If there is time after all of the comments have been compiled on flipchart paper, divide the staff into small groups to go over the suggestions made and come to a consensus on whether or not to adopt them. Once the evaluation is over, type all of the comments into your computer files for safekeeping.



Contact parents who offered to help with recruitment at last summer's mid-summer parent event. Send them recruiter packets.

### **Updating the Recruiter Database**

Each year, The Food Project sends out hundreds of packets of recruiting materials to people and organizations throughout the Boston area. These packets have been valuable recruiting tools over the last nine years. Yet our staff members often have nightmares of Food Project recruiting packets lying on office floors, stuck in unused mailboxes, or even going directly into the trash.

You will spend a great deal of time getting the materials together to send out to recruiters. The Food Project will spend a fair amount of money on those materials. If you have ever worked in a school or church, you know that teachers, youth ministers, and other youth workers change positions fairly often. A teacher who was a great contact for you one year may be gone the next, or may have switched jobs to a position that no longer allows them access to the young people we wish to recruit. If you send recruiting



materials to that teacher, those materials will likely never see the light of day. Schools and churches are often far too busy to figure out where mail should be re-routed. Make sure that the nightmare does not become a reality--update your recruiter database!

The month of October is a great time to update your recruiter database. September is a chaotic month at schools and churches, but by October, most of these organizations have found a rhythm, and can field the kinds of questions you will need to ask. It is also a good month for you, because you will have the time to devote to this process. Calling every recruiter in the database will take a good deal of time. But it is worth that time!

### **Locating Recruiters in the Database**

Though most recruiters are affiliated with an organization, a handful are not. In order to find all of them, start your search in the People Database. You will learn how to do this in your IT database training. Contact the IT Coordinator with any and all questions regarding the database.

### **Preparing for Updating Calls**

Print out recruiter lists for yourself. Print lists of suburban recruiters separate from urban recruiters. Each list should include the organization, the individual who is our contact there, and the phone number.

- ☐ Start with the suburban recruiters. Once you have updated their information, move on to urban recruiters.
- ☐ Practice making these calls a few times with other staff, using the prepared outline. (See Attachment 4: Recruiter Update Phone Protocol)
- ☐ Schedule blocks of time to make calls when you know most of these organizations will be open. Most of our recruiters are employed at schools and churches, which are generally open during the week from the early morning to the early afternoon. You will not be able to make these calls late at night.

**Attachment 4**



## Involving Food Project Youth

One way to make the updating process more efficient is to involve Food Project youth. Request an Alumni Intern to work exclusively on this project, or request that DIRT Crew members sign up for after-school hours to work with you. Be selective in your hiring for this type of work. These phone calls are public relations efforts for The Food Project. It takes a certain level of sophistication and maturity to handle them. If you hire a young person who is not savvy enough to work a conversation well, the time they put into phone calls will make your updating process *less* efficient if you have to repeat their calls.

If you hire young people for this project, train them well up front. Go through the Recruiter Update Phone Protocol sheet with them. Conduct mock phone conversations with them. Then listen while they make their first few calls, and give feedback on each of those calls. Allow them to proceed on their own only when you are confident that they are extracting enough information and representing The Food Project well. Even at that point, make sure that you are nearby to help solve any problems while they are calling.

## Finalizing the Project

Go through your recruiter lists until you have called everyone. This will require you to re-read the lists many times, to be sure that you have called those with ANSWERING MACHINE or CALL BACK written next to them.

Those recruiters who have NO PHONE NUMBER written next to them might be obsolete. However, erasing a record from the database is a big deal.

- ☐ Make a list of recruiters who you think should no longer be listed as recruiters. Circulate that list at a staff meeting.
- ☐ Ask that staff make check marks next to organizations and people whom they are sure are still important to The Food Project.
- ☐ Retain every organization or person who gets



such a check in the database, but delete their identification as a recruiter so that they no longer appear on your lists.

- ❑ Ask permission from the IT Coordinator and the Executive Director to erase the records of organizations and staff who could not be contacted and whom no staff member has heard of.

## Creation of New Materials

In preparation for recruiting season, gather and organize the materials you will need. Find space in the office where you can place all recruiting materials. A couple of bookcase shelves and some floor space usually work just fine.

The recruiting materials that you will need to update and print are the applications, brochure, and poster. Updating these may sound simple, but has overtaken the days and nights of many previous SYP Coordinators! All three forms must be revised and printed by early November. Start in October, and you'll actually have the materials done in time. Otherwise, your holidays won't feel so joyous.

Before you start revising, meet with the Public Outreach Coordinator to determine the most efficient way for revisions to be made. Many a program staff has been swallowed into graphic design in an effort to handle all of the revisions. Make all revisions on paper, and hand them to the Public Outreach Coordinator to work into the application's computer file. Whatever your decision, have it approved by the Program Director so that everyone is aware of the staffing pattern.

Keep in mind that the recruiting materials improve each year, but they also *work* each year. Do not be tempted to completely revamp any of these materials. Your job is not to produce the most cutting edge graphic design, but to coordinate the production of functional recruiting materials on a timely basis. Be realistic about what changes can be implemented this year. If there are other changes which you feel strongly about, speak to the Program Director about how to ensure their achievement in the future. (An idea that has been revisited many times is the creation of separate materials for suburban and urban



youth, which would emphasize their different interests in our programs. This would be a significant change and has many potential ramifications. Check with the Executive Director and Program Director about the current perspective on this project.)

## **Applications**

**Attachment 5**  
**Attachment 6**

Begin by revising the applications. They are the most complex of the three materials, and you need to revise three different applications. Before December is over, stacks of applications must be ready. (See Attachment 5: Crew Worker Application and see attachment 6: Crew Leader Application). All of the applications should have a similar format so that there is a coherence to our materials.

## **CREATING APPLICATIONS**

Revise each application.

- ☐ Implement all suggestions from parents and staff that the Program Director has agreed are appropriate for this year.
- ☐ Check with The Food Project's Evaluator or Development Staff to see if we need to change application questions to facilitate evaluation of the SYP, such as demographic information.
- ☐ Put in all new dates for this year: due dates, interview dates, program dates, year of program.
- ☐ Make sure that the directions are correct and clear for the interviews.
- ☐ The Public Outreach Coordinator will make all changes to the application.
- ☐ Look at last year's numbers of how many applications in total we ended up printing. Print that many the first time because printing more than once becomes time consuming.
- ☐ Copy the applications on 11 x 17 paper so its final folded size is 8 1/2 x 11.
- ☐ Revise interview sheet and reference form and copy them in-house.  
(Copying these forms and applications is a great project for DIRT Crew members.)

## **Brochure**

The brochure for the SYP is directed toward potential crew workers and their families, as well as recruiters. It does not specifically address potential summer staff and crew leaders,

but is often included in their application to help them understand how we address potential crew workers.

## **CREATING NEW BROCHURES**

Revise the brochure.

- ☐ Implement all suggestions from staff that the Program Director has agreed are appropriate for this year.
- ☐ Make changes to a hard copy of the brochure. Put in all new dates for this year.
- ☐ Update pictures and quotes.
- ☐ Update contact information: your name, etc.
- ☐ Work with Public Outreach Coordinator to get brochure updated and saved as a PDF.

Get the brochure printed at Print4Less, VistaPrint, PrintPlace, or a similar online printing source.

- ☐ Print brochures on normal stock paper, not thick paper.
- ☐ Print the total number of brochures printed last year; again, we want to avoid having to make additional copies.

Collate the brochure with the applications.

- ☐ Each application must have a brochure wrapped on the left side.  
This is another great job for DIRT Crew, and it is helpful to have this completed before the mailing party in December (though if you get in a pinch, you can have this be one of the jobs at the mailing party).

Store extra brochures in the space you have reserved for recruiting materials.

## **Poster**

The Poster for the SYP is the most advanced graphic design piece of all the recruiting materials. Revising the poster is the job of the Public Outreach Coordinator. The printing of the poster is also more complicated than either the application or the brochure. There are very few printing shops that can produce posters with postcards attached at the small count that we want. Thus, you should start searching for the best printer early in the fall. Again, the Public Outreach Coordinator will be a great resource in this search.

Revise the poster and postcards.

- ☐ Implement all of the suggestions from staff members that the Program Director has agreed are appropriate for this year.
- ☐ The Outreach Coordinator will put in all new dates for this year and will update contact information.

Print the poster.

- ☐ Print enough posters to go in all the recruiter packets, plus extra to give to staff and youth to put up in the suburbs and the city. Watch your budget on printing the posters: the prices might surprise you if you're not paying attention.



Get posters out into the public.

- ☐ Save enough posters so that each recruiter packet will get one.
- ☐ Put up 50-70 posters in Lincoln, Concord and the surrounding areas, as well as in Roxbury and Dorchester. This is a 2-3 day job.
- ☐ Make an announcement at the staff meeting and ask all staff to put 2-3 posters up in places in their own neighborhoods where they know parents and youth would see them; also give posters to DIRT Crew youth and have them do the same.
- ☐ Put signs up in both offices reminding staff to take posters.
- ☐ Ask that anyone who puts up a poster lets you know where they put it by completing the sign up sheet; keep a list of these locations to review each year.

## Processing Application Requests

Processing application requests is a year-round activity.

Youth generally think to call about summer jobs during the peak-recruiting season: January through April. However, many youth call during off-peak times. Be prepared to process requests at any time of the year. During the off-peak recruiting season (May through December), you are responsible for processing all requests for applications. The number of requests you receive in December will be small enough that processing them will not take much of your time. However, during the peak season, the volume of requests will be too high for you to be the sole contact. You will need to train all staff members to take application requests. Have a trained

youth process requests in the database and send out mailings.

Requests will come in a variety of ways, but the information that they contain all ends up in the same place: the Youth Database.

This section explains each type of request, how each request should be handled, the process of putting the information into the database, and how to use the database to send out applications. The following instructions apply to requests for crew worker applications and crew leader applications.

## **Types of Requests**

### **PHONE CALLS**

Your voicemail message should always include instructions for callers who are requesting an application. Those instructions must be specific and clear. You will be amazed at the messages that are left: many will be indecipherable, but you can cut down on those by leaving good instructions. For example: “If you are calling to request an application, leave your first and last name and spell both for me; also leave your street address including house and apartment number, city, and zip code; please also leave your phone number including area code. If you do not leave all of this information, we cannot guarantee that you will receive an application.”

Your voicemail (or phone conversation) should also give the caller a realistic idea of how long it might take to receive an application. This estimate will help avoid callers who leave multiple impatient messages. During the peak season, it is very reasonable to tell a caller that it may take up to a week for them to receive an application.

Any other information that you can leave on your outgoing voicemail message will help-- such as informing the caller that they can also download the application from our website. For example, if the application deadline for the summer has passed, let callers know that, but tell them that if they leave their information, they will be put on a list to receive an application for the following summer.





To avoid falling behind, input all voicemail and phone requests for applications into the Youth Interested Database every day. If someone reaches you by phone (rather than getting your voicemail), chat with them for a minute while you get a blank record from the Youth Interested Database on your computer. That way you can put their information directly into the database, avoiding the inefficiency of writing it down and then entering it into the database. You also have the chance to get to know the caller a little bit: remember that these calls are important first impressions.

During off-peak times, processing the information left on your voicemail will be manageable. However, during peak recruiting season, it will not. You could easily spend half of every day processing voicemail requests. This is not efficient, so this is the time to enlist the help of the DIRT Crew:

- ☐ Create clipboards to hang in a central location in each office. On the back of each clipboard, tape a timeline for recruitment for referral purposes. On the front, clip a stack of blank Youth Interested DB Forms.
- ☐ Request time at a staff meeting in December to train the entire staff to fill out the blank Youth Interested Forms.

Direct staff members who receive application requests by phone to:

- ☐ Introduce himself or herself to the caller.
- ☐ Ask that the caller wait while they grab the clipboard.
- ☐ Fill out a blank Youth Interested Form for the caller. Be sure to get every piece of information so that the entire form is filled out. If it is a parent or teacher calling, put their name in the Notes box of the form.
- ☐ Answer any questions they feel confident about fielding.
- ☐ Remind the caller of the deadlines, using the timeline on the back of the clipboard.
- ☐ Direct the caller to your voicemail should they have questions that the staff person does not feel confident answering.
- ☐ After the call, put the completed form in your mailbox. (If the staff member is in the Roxbury

office, they should fax you the completed form. Ask that someone in that office be responsible for bringing you the hard copies of completed forms to the Wednesday staff meetings or by sending them via the green bag that travels between both offices.

## **POSTCARDS**

Most of the postcard requests that you receive will come in during the peak season, after the posters have gone up. However, you will continue to receive a small number of postcards throughout the year. Again, process these requests as quickly as you can. When there are only a few postcards coming in, put them into the database the day they arrive. Once they start arriving en mass, set up a regular schedule for putting them into the database.

Processing postcards is another great task for DIRT Crew youth. If you can find a youth who is computer savvy, types well, and can come in on a regular basis, hire them to assist you in this effort. Train them well up front, processing at least five to ten postcards with them before allowing them to work on their own. To maximize efficiency, have the youth put aside cards they can't decipher to go through with you at the end of each work session.

In order to ensure the quality of our request processing, keep all postcards that come in during the recruiting season. That way you can refer to them if an application comes back. You can also count the number of postcard requests at the end of the recruiting season, and record it so that you will have that number for next year's recruiting season (to determine the number of posters and cards which should be printed, etc.).

## **WORD OF MOUTH**

During peak recruiting season, all staff should be scouting for the SYP. Whenever they encounter a teenager, parent, teacher, or youth worker, they should mention the SYP and ask if that person would like recruiting materials. They should get as much contact information from that person as possible. Ideally, staff members should carry blank Youth Interested Forms, brochures, applications with them at all times.



Should a staff member get contact information from someone they encounter out in the world, they should get it to you as soon as possible. If they have time to write it down on a blank Youth Interested Form, it will make your life easier. Often times this is not possible. Either way, they should get the info to you in one of four ways: putting it in your mailbox, faxing it to you, emailing it to you, or leaving you a voicemail message. Voice mail is the least efficient of those options, and should be avoided if possible.

### **EMAIL**

You will not receive very many requests by email. However, if your email address and mailing address are published in the materials that you create, you will increase the chances of receiving such requests. This could boost the number of requests, but it could also create a lot more work for you. The decision of whether or not to give out this information should be made with the guidance of the Program Director and the program team.

In the event that you do receive requests by email, process them just as you would postcard requests. Print out any email requests. Save all written requests until the end of the recruiting season.

### **WEB SITE**

Once the application has been updated by the Outreach Coordinator, you should request that the application be posted on the website. Remember to upload all related information as well (letter to crew workers, brochure, etc.) Also, inform the Outreach Coordinator that the application should be removed on the deadline.

### **Youth Database**

For every youth who requests an application, a record is created in the Youth Database. When a candidate turns in an application, the applicant is entered into the database. If they are hired into a youth program, they are entered into the Youth Database.



You will be trained by the IT Coordinator on the database including: how to manage requests for applications, how to process new applications, how to do mailings, and how to schedule interviews.

## **Mailings**

Processing the records from the Youth Database into mailing labels for applications occurs in two stages.

### **STAGE ONE**

Packets of recruiting materials are mailed to suburban recruiters in the first week of December, and to Urban Recruiters at the end of February. Applications go out to youth from the Youth Database at the same times.

Prior to December, all suburban youth who request an application are told that they will receive an application in December. Just before the November mailing party, mailing labels for all suburban youth in the Youth Database are printed. The mailing party not only assembles recruiter packets, but also puts applications in envelopes for the youth on those labels.



Prior to the end of February, all urban youth who request an application are told that they will receive an application at the end of February. Just as the November mailing party included applications for suburban youth, the February mailing party includes applications for urban youth.

### **STAGE TWO**

After suburban recruiter packets and youth interested applications have gone out, process requests for applications that come from suburban youth as quickly as possible. Set up a cycle for sending out applications to these youth at least once a week. As you get closer to the application deadline, start processing them more frequently. Record the date each time you send out a batch of these applications. The next time you print mailing labels for applications, do a “find” for requests that have come in after that date.

After urban recruiter packets and youth interested applications

have gone out, process requests for applications from urban youth as quickly as possible. Follow the same pattern you set up for suburban requests.



### **Requests After the Deadline**

Inevitably there will be youth who call to request an application after the deadlines for submitting applications have passed. Enter these youth into the Youth Database. Their fate as applicants is dependent on the recruitment profile at that moment.

If you are sure that you have enough applicants (to the point that you will have a significant back-up list), tell the young person that they will receive an application for the next SYP at the beginning of the new year.

If you are worried that you may not have enough applicants, send the young person an application. Ask that they fill it out, but let them know that they will only be called for an interview if a space opens up. Assure them that you will keep their application for the following year.

Whatever your decision is, make a note of it in the record of that youth to remind yourself of the situation when you reach the next recruiting season.

### **Recruiter Packets**

Once you have revised and printed the recruitment materials, and have updated the recruiter database, you are ready to put recruiter packets together.

### **Supplies**

- Applications
- Brochures
- Posters
- Letters to recruiters (see Attachment 7: Letter to Recruiters)
- 11x13 gray envelopes: you will need enough for each recruiter in the database, each youth in the youth interested database, plus 500 for incoming requests
- Mailing labels: recruiter and youth interested names and addresses printed on Avery 5160 labels; order the same number of labels as you do envelopes

**Attachment 7**

- Postage labels: be sure that there is a good supply of labels for the postage machine; the recruiter packets will not fit through the machine
- Mail crates: go to the Post Office; tell them that you are planning a mass mailing (which has been done every year) and that you need crates for your mailing; ask them if they would prefer that you bring the filled crates to the back door; ask if there are any special instructions for this mailing
- Talk with the accountant about using the bulk mailing rate for this mailing.

## Contents

Assemble the recruiter packets as follows:

- Place a completed address label in the middle of the envelope. Make sure it is straight as the Post Office is picky about this.
- Stamp The Food Project return address on the upper left-hand corner.
- Place a poster in the envelope.
- Place two applications with brochures in front of the poster in the envelope, so that they face the addressee as she opens the envelope.
- Place a recruiter letter in front of the applications, also facing the addressee.
- Close and clasp the envelope.
- Place a stamped postage label on the upper right-hand corner of the envelope.
- [Note: *Packets have to be mailed on the date printed on their postmark.*]

## Timing

*Remember that there are two cycles of recruiting: suburban/urban.*

Second week of October:

- ☐ Order all supplies through the Office Manager.
- ☐ Set up a day in December and in early February for the DIRT Crew mailing parties; announce this day and time to the staff to make sure it does not conflict for anyone.
- ☐ Ask the AYP Coordinator to have youth sign up for the mailing party; get the list of names from him as soon as possible. Aim for 90% of DIRT by having the AYP Coordinator explain the significance of the mailings and how important it is to finish in one day.

Third week of November / Fourth week of January:

- ☐ Organize all of your supplies.
- ☐ Create an agenda for the mailing party.

- ☐ Call DIRT Crew members who have signed up to remind them.

Fourth week of November / First week of February:

- ☐ Hold mailing party.
- ☐ If there are any tasks left incomplete after the party, finish them by the end of the week.

First week of December / Third week of February:

- ☐ Mail out recruiter packets and youth interested applications

## Mailing Parties

DIRT Crew mailing parties are a wonderful tradition at The Food Project. They are a chance for DIRT Crew members to get together over school breaks, and to make a significant contribution to the SYP recruitment efforts. If these events are organized well, both of those goals will be accomplished.

**Attachment 8** Set the agenda (See Attachment 8: DIRT Crew Mailing Party Agenda). for these parties well in advance. Important considerations in the agenda are linking times to the commuter rail schedule, training the youth up front, including scheduled breaks with snacks and games, a long lunch break (they buy or bring lunch), and a fun outing after the workday.



Youth who sign up need to come for the entire day. Ask the AYP Coordinator to be very clear about the date and times with youth and that youth must come for the entire day.

Remind the office staff a couple of days before the mailing parties that the front of the office will be occupied, and DIRT Crew will be in the office all day. Some staff may want to take time from their workday to sit with the DIRT Crew. Ask that they engage in the mailing project as they do so.

The day before the mailing party, buy supplies (snacks and drinks). Set up the office for the mailing party the night before, or in the morning before the youth arrive. Arrange the supplies in an assembly line format. Place signs (see Attachment 9: DIRT Crew Mailing Party Sign) in easy to spot places.

**Attachment 9**

Supervise closely in the beginning. It is not necessary that you are actually involved in the work of the mailing party. Once you are confident that the assembly line is moving smoothly, you should be able to supervise from afar while doing other work. Let the youth know that after each break they will have the chance to switch jobs. You will coordinate this process, and the person whose job they are switching to will train them.

## **Recruiter Follow-Up Calls**

After recruiter packets have been mailed, call the recruiters to make sure they have received their packet. This call is an opportunity to schedule a recruiting presentation, and to remind them to promote our program by hanging up the poster and distributing applications. These calls are just as important and time-consuming as the recruiter updating calls. If you wish to enlist the help of DIRT Crew, follow the same protocols that were set for the recruiter updating calls. Questions to ask:

- Did you receive the packet we sent you?
- Have the materials we sent been useful: did you hang up the poster and distribute applications?
- Do you need any additional materials? If so, how many of each?
- Could we make a presentation to youth in your school/program?
- (Try to schedule the presentation during this call. If that is not possible, make a specific appointment to call back and schedule it.)
- Will you please remind students of the application deadline, which is \_\_\_\_\_?



## **Making Calls**

Make sure to introduce yourself, identify that you work for The Food Project, and remind them that we employ teenagers for the summer. If you get an answering machine, leave a message saying that you are calling to see if they received the poster and applications for our summer program. Leave your name, number and extension, but let them know that you will call back. Call until you reach a person, rather than a machine. Take extensive notes about your conversations;



there may be folks who we should take off of our recruiter list, and there may be some whom we should know are important recruiters for us.

## **Presentations**

Youth are much more likely to apply to the SYP if they meet a staff member or Food Project youth in person. Presentations bring the idea of this summer job to life. Each year we strive to meet as many young people as possible by returning to presentation sites that have been productive in the past, as well as trying new sites. Presentations generally fall into one of two categories: Speaking Engagements (classrooms, assemblies, etc.) and Staffing a Display Table (job fairs, cafeterias, etc). The latter are considered presentations because essentially you will be giving mini-talks during the event. All presentations are scheduled in the Events Database, and reviews of presentations can be found in these records.

## **Speaking Engagements**

The opportunity to speak directly to a group of young people and/or parents is priceless. Speaking engagements are undoubtedly an incredibly effective recruiting tool. They are exponentially more effective when you are able to include a Food Project youth or parent in the presentation: always make this a priority. When you call a recruiter, your first priority should be to schedule a speaking engagement. Due to time constraints in most organizations that work with youth, you will only succeed in scheduling speaking engagements in a few places. However, you should always start with that request: you never know!

Set a goal for yourself of scheduling at least three speaking engagements in the city and at least 25 in the suburbs. As the SYP Recruiter, you will be in contact primarily with schools and churches. When you begin contacting recruiters, meet with the Public Outreach Coordinator and devise a strategy for scheduling presentations for adults as well. Any type of presentation to an entirely adult group, such as a gathering in a current parent's home or a civic group meeting, needs to be facilitated in conjunction with the Public Outreach Coordinator and the Executive Director.

## CRITERIA FOR ACCEPTING SPEAKING ENGAGEMENTS:

- Have we spoken there before? Was it successful?
- How many young people ages 14-17, or parents of such youth, will be present (it is not worth your time if this is less than ten, unless each of them is already genuinely interested)?
- How far away is the site? (If it is farther than would be a reasonable commute to Lincoln and Roxbury during the SYP, don't go)
- Date of engagement: if past the application deadline, or more than two months ahead of it, don't go (try to find a better date if possible).

## INCLUDING YOUTH:

If at all possible, schedule a speaking engagement at a time that will make it possible to bring a Food Project youth with you. Coordinate the selection of a young person with the AYP Coordinator, or Alumni Coordinator if DIRT Crew members are not available.

- ☐ Meet with The Food Project youth at least once before the date of the engagement: go over the agenda, and practice your individual parts.
- ☐ Make it clear what the dress code is for the speaking engagement: usually a Food Project t-shirt and nice pants are fine.
- ☐ Rehearse with The Food Project youth half an hour before the event.
- ☐ Do a search in the database for youth who attend the school you will be visiting. Enlist that young person to help with recruitment.



## INCLUDING PARENTS:

Bring a parent with you if you are speaking to a group of adults, or one that includes adults. Coordinate the selection of a parent with the Program Director, or program staff person who is in charge of parent relations

- ☐ Schedule a phone conversation with the parent at least once before the engagement to go over the agenda and advise them on the content of their speaking part(s).
- ☐ Give them an idea of the dress code.
- ☐ Meet with The Food Project parent at least half an hour before the speaking engagement to rehearse.
- ☐ Send them a thank you note within a week.



**Creating an Agenda:**

Look in the events database to determine whether TFP has done a speaking engagement at this site in the past: if so, find the agenda, so that you can be sure not to do the same presentation. Look through the agendas in the Example Speaking Engagement Agendas folder in the Standard Files.

**Attachment 10**

Use these as models for your agenda. (See Attachment 10: Sample Speaking Engagement Agenda.) Think about the message that you want them to leave remembering. Think about the facts you must get across: eligible ages, amount of pay, dates of program, etc. Consider how much time you have. Figure out how to make it interactive. Figure out the best way to include youth/parent if they are available. Try to work in time for a video clip and remember to leave time for questions. Leave time at the end to explain next steps: when applications are due, need for a reference, and so on.

**Supplies:**

- Tri-fold presentation board (make sure it is set up the way you want it)
- Applications (number depends on where you are going)
- Sign-in list for kids who don't get applications
- Volunteer brochures
- Postcards
- PR packets for recruiter types (get these from Public Outreach Coordinator)
- Video and TV/VCR

**Staffing a Display Table**

Staffing a table at a summer job fair or other such event can be an amazing way to get recruitment materials into the hands of a large number of people. It can also be a waste of time: selection of which events to table is critical. If the event itself is well-attended and organized, you can maximize the time by bringing lots of eye-catching materials and being ready to "press the flesh."

**REGISTERING FOR SUMMER JOB FAIRS:**

We attend a number of key summer fairs each year: Concord Carlisle High School, Brookline High, Dudley Street Neighborhood Initiative, etc. Check the database early in the fall (October) to determine which fairs were successful last year.

- ❑ Register for these fairs in the fall— many have early deadlines.
- ❑ Always ask whether the registration fee can be waived for a non-profit, or at least reduced.

**CRITERIA FOR ACCEPTING INVITATIONS TO STAFF A DISPLAY TABLE:**

Check the database to see whether we have presented at that site before, and whether or not it was successful: if not, do not accept the invitation— ask whether another venue at the same site is available. Be wary of presenting in a school cafeteria or hallway; most students are not thinking about summer jobs when they are changing classes or eating with their friends— only accept these invitations if the school insists that students are accustomed to finding out about summer opportunities in this way, and that this method has been effective in the past. Be open to trying new summer job fairs: attendees are there for a purpose!



**INVOLVING YOUTH:**

- ❑ Get a Food Project youth to staff a table with you whenever possible.
- ❑ Make a reminder call to the youth before the event.
- ❑ Tell them what kind of dress will be appropriate.
- ❑ Meet with them ahead of the event to talk about their role. They should be pro-active about greeting people and offering to talk to them about the SYP as a past participant. They should answer as many questions as they can, only deferring to you if they are stumped.

**INVOLVING PARENTS:**

In general, working at a table does not make parents feel that their time was used as effectively as participating in a speaking engagement does. Do not make specific efforts to involve them. If a parent approaches you about representing The Food Project at a table, gladly accept. Offer to meet with them beforehand to go over details of the SYP so that they will feel more comfortable answering questions. Emphasize that the most precious thing they have to offer is their personal experience of The Food Project.

### **PROTOCOLS FOR STAFFING A DISPLAY TABLE:**

One person should be standing at all times. If you have a youth or parent with you, you can trade off. Representatives who are sitting give off the impression of being unapproachable. In order to make the event worth your time, be proactive in talking to people. A good lead in is “Have you heard of The Food Project before? Can I tell you a bit about us?” If you sense that there is a good possibility that a young person might apply, strongly encourage them or their parents to take an application and brochure. Explain how to fill out the application, and remind them of the due date. Do not waste applications by pushing them onto people who aren’t interested. If someone is a potential recruiter, or knows a young person who would be eligible next year, have them write down their information on the sign-in list. The sign-in list is also great for potential funders or folks who just want to be on the mailing list. After someone has put their name on the list, make a note of their interest next to their name. Concentrate your efforts on the SYP, but don’t hesitate to plug the other programs of The Food Project (Serve and Grow, CSA, farmers’ market).



### **SUPPLIES:**

- Tri-fold presentation board (make sure it is set up the way you want it)
- Applications (number depending on where you are going)
- Sign-in list and pens
- Serve and Grow brochures
- Postcards (and any other give-away items)
- PR packets for recruiter types (get these from the Public Outreach Coordinator)
- Video and TV/VCR

### **Using the Events Database**

As you can tell, keeping track of presentations year after year is very important. The Events Database allows you to record many different types of information, and links that information to the appropriate records in the People and Organization Databases. Enter information on presentations into the Events Database on a regular basis, using the following protocols:

## **BEFORE THE PRESENTATION:**

- ☐ Create a new record in the Events Database for the presentation.
- ☐ Start this record through the events layout of the record of the presentation site in the Organization Database. Link your contact person at the site through their record in the People database.
- ☐ Starting the record from the Organization Database is more efficient, and will also allow you to read over the history of The Food Project's collaboration with this organization: Have we done presentations there before? Have they volunteered with us?
- ☐ Creating this record while you are on the phone scheduling the presentation will guarantee that you get all the information you need.

## **AFTER THE PRESENTATION:**

- ☐ Fill out the Post-Event Data Collection form, which is a layout for the event's record in the database.
- ☐ Note the major points of your agenda: the theme of it, any games played, videos shown, etc.
- ☐ Make a recommendation somewhere on the form about whether or not to return to this presentation site the next year.
- ☐ Enter everyone on the sign-in list into the appropriate database (People or Youth Interested). Make notes in their records of where you met them, and any particular interests they have. Do a "find" for them first to make sure they aren't already in the database.
- ☐ If you met anyone who might be important for another staff member to contact, pass that information along.

## **Media**

Years ago, when we asked parents what type of recruitment tools we were overlooking, many of them suggested that we advertise in school newspapers. Thus began a full-fledged effort to get our job announcements out through whatever media might be available. We now advertise the SYP in magazines, newspapers, and on radio stations: all very efficient and cost-effective ways to get the word out.

## Updating Media Contacts

People who are in charge of putting Public Service Announcements (PSAs) in newspapers, magazines and on the air are labeled as Youth Recruitment Media Contacts in the People Database. Our advertisements qualify as PSAs because we are a non-profit. Media contacts at organizations that also recruit for us should have already been updated during the recruiter updating process.

- ❑ At the beginning of December, call all the other media contacts to update their name/address/fax. Also check in with them about the deadlines for submission, and how often we need to submit our announcement. Make sure that you will be submitting at a time that will ensure our announcement get out before the application deadline(s). Using the information you have gathered, update the Media Contacts in the database.



## Prioritizing Media Contacts

The most important publication we advertise in is “Summer Stuff”, a publication of the Boston Public School System. “Summer Stuff” comes out in April, is distributed to every BPS high school student, and is the way that most BPS students find summer jobs. Set the urban application deadline based on the day that “Summer Stuff” is distributed: the deadline has to be at least a week after that day, so that students who hear of us in “Summer Stuff” have a chance to apply. Make sure to get in touch with the “Summer Stuff” editor at the BPS Publication Office early in the fall.

Do not pay for advertising. One year we spent fifty dollars on a small advertisement in a teen magazine. Though the magazine graciously cut the cost of the advertisement by two-thirds for us, we determined after the recruiting season that it was not worth the money. The majority of newspapers and radio stations will run our announcements for free, labeling them Public Service Announcements because we are a non-profit.

New media contacts are great resources. If they don’t



require us to create special advertisements for them, go for it. The key to the efficiency of using media contacts is sending the same information to each contact. Those who have very specific needs, especially in terms of graphic design, are usually not worth the time.

## Getting the Word Out

Using the media checklist, send or fax the following documents. Revise the names and dates before sending them out.

### NEWSPAPERS:

- Media Cover Letter (see Attachment 11)
- Newspaper Announcement (see Attachment 12)

**Attachment 11**  
**Attachment 12**

### MAGAZINES:

- Media Cover Letter (see Attachment 11)
- Magazine Advertisement (see Attachment 13)

**Attachment 11**  
**Attachment 13**

### RADIO STATIONS:

- Radio Station Cover Letter (see Attachment 14)
- Radio Station Announcement (see Attachment 15)

**Attachment 14**  
**Attachment 15**

Be sure to separate the urban and suburban media contacts and send them the appropriate dates for applications.

Be sure to separate the urban and suburban media contacts and send them the appropriate dates for applications.

Every time you send out an announcement, call the media contact to make sure they received it, and that it will be published or put on the air.

## Processing Applications

### Entering Information Into the Database

The SYP crew worker applications were designed in coordination with the Data Entry layout of the Youth Hiring Database. When you start receiving lots of applications, set up a daily schedule for processing them. Never wait longer than twenty-four hours to process an application. Entering information into the database is a great job for DIRT Crew members, if you can find someone who has the time to be trained and can commit to regular hours. As soon as you receive an application, follow these steps:



- ☐ Create a new record for the applicant in the Youth Hiring Database.
- ☐ Input all information from the front page of the application into the database record.
- ☐ Contact the applicant to find any information missing from the front page.

### **Assigning Youth to Interview Dates and Times**

Each applicant is asked to rank the interview dates and times in order of preference. When you enter an applicant into the Youth Hiring Database, assign them to a date and time. Give applicants their first choice, as long as there is an equal balance of gender and youth in each time slot.

### **Sending Out Letters**

After entering their information and assigning them to an interview slot, send the applicants a letter confirming the receipt of their application and the date and time of their interview.

Pull up the applicant's record in the Youth Hiring Database. Choose the Suburban Interview Letter or Urban Interview Letter layout, depending on the address of the applicant.

**Attachment 16** (See Attachment 16: Suburban Interview Letter). Print that letter out on Food Project stationery.

### **Incomplete Applications**

You will receive some applications that are not complete. For many youth, this is the first application they have ever attempted to fill out. Guiding them through this process offers them job skills that will be useful whether or not they are accepted to work at The Food Project.

If they have not completed the front of the application, a quick call to the applicant is usually sufficient to track down the information.

If they have not completed one or more of the essay questions and it seems that they simply did not understand that they



needed to answer the questions, send them a blank set of questions with their interview letter and ask that they answer them and send them back to you. If it seems that they have great difficulty writing, you have two options.

In years past, we have not had the staffing to offer help sessions for youth. However, if you do, set up a couple of help sessions. Call the applicants who have had trouble with the writing section, and offer them the opportunity to come to one of these sessions. Tell them that their chances for getting a job will be greatly increased. If you do not have time to set up help sessions, be sure to tell the interviewer for this young person that the information they get out of them in the interview is especially essential because the young person has difficulty writing.

The most common problem with applications is the lack of a reference. Many young people do not understand what getting a reference means, or why it is important. We require them not only because it is a job skill to be able to get one, but also because having another adult as a contact person is often a critical resource as we work with a young person.

When you send such an applicant their Interview Letter, include a Need Reference Letter (see Attachment 17: Need Reference Letter) and a blank Reference Form.

**Attachment 17**

If they did not specify their interview preference and they are going to be out of town during the possible interview slots, set up an alternative interview session (consult Worker Recruitment -Interview section). If they have simply left this section blank, assign them to the interview time that best suits you.

Along the way, you will encounter youth who have a very hard time figuring out how to follow the directions. Youth development is our business, and that includes time spent with these youth helping them go through the application. However, you will have to make judgment calls about certain youth. If you make valiant attempts to help them, and they



still can't seem to get it together, you will have to let them go. The time that you put into them is time you don't give to other applicants; in addition, a young person who struggles intensely with the application process will more than likely have a very hard time getting through the complicated logistics of the SYP. Let the struggling applicant know that you will send them an application for the next summer: hopefully by then, they will have gained the skills necessary to complete the process. You can also direct them toward other summer opportunities if you are aware of some that might be appropriate.

### **Keeping Track of Applications**

Losing an application is not an option! Before they start coming in, set up five boxes in a safe space in the office, preferably near your desk. The first box will be for applications that have not been processed yet (hopefully it won't ever get too full). The other four boxes should be labeled with the four different interview slots. Once you have processed an application, put it in the box for the interview slot you have assigned it.

### **Interviews**

Though the first official day of the SYP is in late June, the program really begins at the interview sessions. When run well, these sessions result in the first bonds being formed between and among youth and staff. Through a mixture of one-on-one and group activities, the interview sessions provide The Food Project with a well-rounded impression of a young person. Whether or not they go well, the interview sessions are the first impression that all applicants have of The Food Project. The sessions themselves should strive to achieve the feel of The Food Project community.

Coordinating the interview sessions for the SYP is a complex, exhausting project. But the hard work you put in up front will have gratifying results. The sessions are some of the most moving events that occur all year at The Food Project. Many staff members clear their schedules in order to take part in the interviews because they have found the experi-

ence so valuable. It is truly amazing to work with a young person after they have been involved with The Food Project for a few years, and think back to the day that you interviewed them.

### Setting Up the Location

The Food Project does not have the space to host up to twenty-five applicants and ten to fifteen staff and youth at one time. We rely on the kindness of collaborating organizations to provide us with the infrastructure we need. For many years, the interviews were hosted at the Cambridge Friends Meeting House. While the space was ideal, the logistics of shuttling youth from the Harvard Square T Stop to the Meeting House were not. In 1999, we were invited to host our interviews at a space shared by a number of non-profits in Davis Square. The location was much more appropriate: youth could walk one block from the T Stop to the building, or could park in the lot behind the building. However, the space itself was difficult for us and for our hosts because it was located in the middle of many offices. The noise and activity of the Interview Sessions was just too great for that setting. The most recent location of the interviews has proven to be optimal on all counts. In the Spring of 2000, we held our interviews at the City Year Headquarters in downtown Boston. Their space is accessible by T, and is designed specifically for large groups of youth.



From these experiences, we have determined that the factors to consider when finding a space for the interview sessions are as follows:

- COST:** Do not pay for a space. If appropriate, offer the services of The Food Project in exchange for use of a space.
- ROOMS:** You will need:
- a main room which holds at least fifty people comfortably
  - a smaller room for parents that will hold twenty people comfortably (both of these rooms must have electric outlets for a TV / VCR / DVD player)

- a space to set up a registration table that people will encounter before either of these two rooms
- six other locations near that room where two people can sit and talk privately

**SUPPLIES:** You will need at least fifty chairs for the Youth Room, and twenty chairs for the Parent Room. It is also very helpful, though not necessary, if they have two TV/VCRs you can use, and a kitchen.

**ACCESSIBILITY:** Space should be T and car accessible.

**YOUTH-FRIENDLY:** If people who use the space are not used to having lots of youth around, you could run into uncomfortable situations.

**HOURS AVAILABLE:** You will need to be in the space from 3PM until at least 9PM on each day of an Interview Session. If you will be the last one out, be sure that you know how to lock up.

**DAYS AVAILABLE:** You are looking for Wednesday and Thursday of the second week of March and the third week of April.

Finding the right location for the interviews is always tricky. In many ways, holding the interview sessions in Cambridge or Somerville was ideal because they are halfway between the areas of the city and the suburbs where most of our youth are from. Youth from both areas had to travel to get to the interviews. Their ability to do so was a good litmus test of whether they would be able to navigate the complexities of the SYP logistics. When we held interviews for urban youth at City Year, most youth reacted positively to that location, but it remains to be seen how that would go over with suburban youth.

With these factors in mind, go to work in November to reserve space for March and April. If the last location at which interview sessions were held was successful, start with that possibility. If that does not work out, ask other staff for ideas, reminding them of the factors above. At the end of Febru-

ary or the beginning of March, make an appointment to walk through the space, so that you can figure out how everything will be set up. Also at that time, find out from the host organization what you should do in terms of cleaning and locking up.

## Creating Agendas

Interview sessions are held four times during the spring: twice for suburban applicants, and twice for urban applicants. The suburban interview sessions are held on the Wednesday and Thursday of the second week of March. Applicants are assigned to one of two time slots each day: 4PM or 6PM. The same pattern is repeated for urban interviews during the third week of April. Staff and DIRT Crew who participate in the Interview Sessions must be there from 3:30 PM to 9:00 PM. Staff members who are interviewers must also attend a meeting on the Friday after each set of interviews, held from 9AM to 12PM at one of The Food Project offices.

Each interview time slot follows the same basic pattern:

<b>WELCOME/ARRIVAL</b>	Youth and parents arrive, register, and are escorted to the Youth Room and the Parent Room.
<b>INTRO PROGRAM</b>	The Food Project is introduced to applicants through speaking presentations, video clips, and games.
<b>INDIVIDUAL INTERVIEWS</b>	Each applicant is taken from the youth room for a one-on-one interview with a staff member. Before and after youth are called for their interviews, they stay in the youth room and participate in interactive games run by DIRT members.
<b>STAFF DE-BRIEF</b>	Interviewers meet to discuss the applicants whom they interviewed.



This simple overview makes the agenda sound simple: it is anything but! There are many people with different roles going different directions throughout the event. In order to truly



**Attachment 18**

**Attachment 19**

**Attachment 20**

understand how an interview session works, you need to understand the staffing pattern: how various people flow in and out of the event (see Attachment 18: DIRT Interview Roles 1-4, Attachment 19: Staff Interview Roles 1-5 and Attachment 20: Board Member Interview Role). Read over the job descriptions and schedules for each DIRT Crew member, staff person and board member involved in the interviews. This information will make the schedule come to life.

**Attachment 21**

Once you have read through the job descriptions and schedules, you should be ready to create agendas for the Interview Sessions. The agendas for the suburban interview sessions need to be created by the end of February, and the urban interview agendas by the end of April. The agenda is a template (see Attachment 21: Worker Interview Agenda Template). All you have to do is fill in the specific date and time, and the names of the staff, DIRT Crew members, and board member who will be involved. Which brings us to recruiting and training those wonderful folks.

## **Recruiting Staff, Youth and Board Members**

### **STAFF:**

- ☐ In December, present the overview of SYP recruitment, including a run-down of staff roles in worker interview sessions.
- ☐ In January, remind everyone to put the dates and times of the interviews in their new calendars.
- ☐ At the beginning of February, take a few minutes at a staff meeting to go over the staff roles again and ask folks to figure out when they can help.
- ☐ In the middle of February, get confirmations from staff as to the dates they are available and the roles they are interested in.
- ☐ At the end of February, make an announcement of who will be in what role on which days
- ☐ In April, repeat this process for urban interviews.

### **YOUTH:**

Only four youth are allowed to participate in each of the interview sessions. Those who have been selected as assistant crew leaders (ACLs) for the SYP get priority for interview roles. If there is enough interest, there can be four different youth each day. However, this requires that all those youth be strong speakers and role models. If that is not the case,

have at least one strong person come two days in a row to help acclimate other youth.

- ❑ At the beginning of February and April, have the AYP Coordinator announce the roles that are available during the interview session. Give them handouts of the DIRT Interview Roles to look over and a letter home to their parents explaining the opportunity and responsibilities of working the interviews (See Attachment 22: Letter to DIRT Parents Explaining Interview Sessions, which will need to be revised and printed on formal Food Project stationery).
- ❑ In the middle of February and March, have DIRT Crew sign up for the roles they are interested in and the days they are available.
- ❑ Work with the AYP Coordinator to determine which DIRT Crew members should be assigned to which roles on which days.
- ❑ Announce role assignments to the DIRT Crew at the end of February and March. Give them a copy of their job description and schedule at that time, and announce the training session: the following Saturday after work from 4-5 PM.

## Attachment 22

### **BOARD MEMBER:**

Serving as parent host is a great opportunity for a Food Project Board Member. It is a critical role that will give them the sense that they have made a significant contribution. The parent host is primarily a PR role. Board members who enjoy “pressing the flesh” will enjoy it the most. This is a very significant time commitment: 3:30 PM to 9:00 PM. To be respectful, recruiting for this role must start in January so that interested board members can clear their schedules.

Lally Stowell has taken this role on for many years. She is a wonderful parent host. Contact her first to see if she is interested. If she is not, or can only do certain days, ask the Executive Director for recommendations of another board member.

If you are having trouble recruiting for this role, board members can sign up to do one time slot per day (3:30 PM to 5:30 PM or 5:30 PM to 7:30 PM). This situation will require that the board members have a clear understanding of the role and schedule and are punctual, because you will not be avail-



able to facilitate the transition. Keep the Executive Director abreast of how recruiting for this role is going: she is the staff member responsible for relations with the board. If a board member is not available ask a Managing Director to be the parent host.

## Training Staff, Youth and Board Members

### STAFF:

- ☐ Schedule thirty minutes of interview training time in the staff meetings of the first weeks of February and March.
- ☐ Take the staff through an understanding of the interview sessions. (See Attachment 23: Staff Interview Training Agenda, Attachment 24: Interviewer Protocol, and Attachment 25: Youth Interview Form). The April meeting can be simplified as a reminder session, but is definitely necessary!

Attachment 23  
Attachment 24  
Attachment 25

### YOUTH:

- ☐ Hold training sessions the first Saturday of February and April after work from 4-5PM.
- ☐ Guide the youth through an understanding of the interview sessions and their roles (see Attachment 26: DIRT Interview Training Agenda)

Attachment 26

### BOARD MEMBER:

- ☐ Send the job description, schedule, and FAQs and Answers Sheet (see Attachment 20) as soon as you've chosen someone.
- ☐ Call to make sure they've received it, and go over it with them.
- ☐ Ask if they would like a reminder call closer to the Interview dates.

Attachment 20



## Supplies/Preparation

As soon as you secure space for the interviews, do a walk through of the space. If this is your first interview session, take a staff member with you who has done it before. Schedule the walk through at a time when a staff member of the host organization can be available. On your walk through, look for the following:

- Where youth should stand to greet folks
- Where the registration table will be set up
- Where the youth room will be
- Where the parent room will be
- Where all six interview spaces will be

- What types of signs you might need for this space (quiet, etc.)
- Where the bathrooms are
- Where the kitchen is, whether or not we can use it
- Where staff and DIRT should put their coats/bags
- Where you can store materials overnight between Wednesday and Thursday sessions
- How to work the lock/alarm system
- How to clean up and where the cleaning supplies are
- Where there is a good pizza or sandwich place nearby

Planning early will allow for the possibility that the space you have secured will not work for the interview sessions. If you notice a glaring problem, start looking for other space. Do not fall into the trap of trying to make a space work that simply won't.

Start getting your materials together a few weeks before the interview sessions. (See Attachment 27: Interview Session Attendance List and Attachment 28: Parent Information Sheet,) The supply list (see Attachment 29: Interview Supply List) is organized based on the locations where different supplies will be needed during the sessions. This should facilitate more efficient set up on the day of the interviews.

**Attachment 27**

**Attachment 28**

**Attachment 29**

## **Reminder Calls**

Applicants should receive a reminder call before their interview. While this may sound excessive, in years past we have found that if we don't make these calls, attendance at the interviews plummets. (Many young people do not receive their mail or get phone messages. Be sure you speak to each young person directly.) Start making these calls a few days before the interview sessions. It will take you a while to get through to every applicant.

Information to get across in the reminder call:

- Day and time of their interview slot
- They will be with us for two hours
- They must be on time
- Do they understand the directions?
- If they don't come, they can't get a job

If a young person is waffling about coming, take the time to convince them to come. Going through an interview is a very

valuable experience for a young person. If they don't come, they won't have the option of having the job. On the other hand, if they interview and are accepted, they can still turn the job down.

### **The Day of a Session**

#### **Attachment 30**

On the day of interview sessions, be sure to arrive at the interview space by 3:00 PM at the latest (See Attachment 30: Coordinator Interview Role). Check in with the staff of the host organization, and put the supplies in their designated spaces. Set up the youth room so that there is a circle of chairs (enough for staff, youth and applicants) facing the flipchart easel and TV/VCR. Then you will be ready to greet your staff!



#### **Attachment 31**

After the interview sessions are over, make sure that the space is completely cleaned. It should look better than when you arrived. Take the file box of applications with you for safekeeping. If it is Wednesday, leave the rest of the supplies at the interview space (assuming you are allowed to). Make a note of any supplies that need to be restocked before the next day. If it is Thursday, be sure you have everything you came with. Leave a thank you note for your hosts, and lock up.

### **Alternative Sessions**

Though you try to schedule the interview sessions for times when no schools are on vacation, inevitably there will be a couple of youth who are going to be out of town. In that case, you should set up an alternative interview session for them before the regularly scheduled interview sessions (see Attachment 31: Alternative Interview Agenda and Supply List). Schedule this session for a weekday evening when The Food Project office space is free. The best time to hold the session is usually from 5-6PM.

Do not offer any applicant except those who will be out of town the opportunity to come to the alternative interview session. Also, do not create more than one suburban alternative session and one urban alternative session.

Recruit one to two DIRT Crew members to assist with the interviews. Have them come a half hour before the session starts to rehearse their parts, and ask them to wear a Food Project T-shirt. Be sure that they know how they will get to and from the office.

If you are going to interview more than two applicants, recruit a staff member to assist you with the session. Even if you are only interviewing two, another staff person is helpful. These are also great training moments for new program staff.

## **Selection of Workers**

### **Schedule and Staffing**

The selection of workers happens on the Friday following the interview sessions. Since the interviews are Wednesday and Thursday night, the interviews will still be fresh in the minds of the staff. Staff members who agree to interview crew workers must also agree to be present at the Friday selection meetings (there will be one for urban crew workers and one for suburban crew workers.) The Program Director and Executive Director must be present at the selection meetings regardless of whether they participated in the interviews, for they will represent the interests of the organization as a whole. Give the Executive Director a list of all suburban and urban applicants before making decisions as she will highlight any TFP connections of which you should be aware.

### **Criteria**

The three unwavering goals for SYP worker recruitment are: sixty percent of crew workers should come from the city, while forty percent should come from the suburbs.

Two, the gender balance of the crew workers should be even: fifty percent boys, fifty percent girls. Third, the overall composition of the group of crew workers should be as diverse as possible. We define diversity very broadly. We strive to bring together youth from different socio-economic, educational, racial/ethnic backgrounds who have varying skills and gifts. It is good to restate this at the beginning of the selection process to ensure that staff members remember this crucial guideline.



Determining which applicants to accept is always a difficult process. It never feels good to tell a young person that they did not get the job. However, decisions must be made. The Food Project has developed criteria for selecting workers. What follows is a list of those criteria, and the rationale behind them. The criteria are ranked in order from greatest to least importance. Begin with the first criteria, and continue to move down the list, using each criteria to make further selections. (Because we have separated the recruiting cycles for urban and suburban youth, the decision making is also done separately. Therefore, the criteria of achieving a ratio of 60% urban youth to 40% suburban youth is not mentioned on this list. The rationale behind that is as follows: Part of our mission is to bring urban and suburban youth together. The ratio is slightly skewed toward urban youth, in part because they often have fewer opportunities for work and enrichment, and in part because we always have many more urban applicants.)

**Logistical ability to complete the program:** Youth must be available for the entire program. Anyone who cannot attend the entire program, or whose commute will be basically impossible, cannot be considered. On the other hand, those who live in areas, which are easily accessible by public transportation that can bring them to our sites, should get high priority.

*Rationale: Attendance of all youth throughout the program is critical to building community. In years past, when we allowed certain youth to leave for short periods of time, the community suffered. And you do not want to play the game of whose reason for missing part of the program is legitimate and whose is not.*

**Interest in the program:** We want youth who, for whatever reason, truly yearn to do the SYP.

*Rationale: The intensity of the SYP- from paperwork to commuting to physical labor to heat is a shock to most youth, and those who aren't fired up for it are much more likely to drop out.*

**Gender balance:** The program must be 50% male, 50% female.

*Rationale: The Food Project strongly believes in the equal abilities of males and females. If this ratio is off, that belief cannot be fully actualized. When for some reason it has been thrown off, the feel of the community is not the same.*



**Racial diversity:** Youth should come from every possible racial and ethnic background. When selecting suburban workers, do not take too many people of color, because most of the urban applicants will be from non-white backgrounds.

*Rationale: One of the missions of The Food Project is to bring together youth from different backgrounds who would normally not know each other. Race continues to be a dividing line in our country, one that The Food Project community aims to cross.*

**Mix of high, middle, low achievers:** We want a good mix of youth who have already succeeded in many aspects of life, those who are just getting by, and those are really struggling. While we recognize that passing these judgments on youth whom we have just met is difficult, we do our best with what we know.

*Rationale: The Food Project is a rare opportunity for these youth, who are most likely very separated in school, to interact. Working on a farm, something that none of them have done before, evens the playing field. We can offer all of these youth opportunities to succeed in ways they have not before.*

**Friends and siblings:** We hardly ever accept two people who are good friends, or are siblings, into the same program. If two such people apply, we usually only accept one of them. On the other hand, friends and siblings of Food Project alumni are a natural extension of our community.

*Rationale: We want all youth to enter the SYP as individuals, so that they are forced to form relationships with those whom they might not otherwise. Friends or siblings tend to stick together, which compromises both their own and others' experiences.*

**Neighbors:** We want representatives from our two neighborhoods – Lincoln and the Dudley Street area of Roxbury – in all of our youth programs.

*Rationale: The Food Project is invested in continuing to strengthen our presence and role in both of our host communities, and enrolling youth from those neighborhoods is one of the best ways to do so.*

**Potential for staying on in other TFP programs:** We need youth who are not overly committed to other programs or sports, and who don't go to boarding school.

*Rationale: The Summer Youth Program is the training ground for all other Food Project youth programs. We want to make sure that when the SYP ends, we have plenty of candidates for the Academic Year Program.*

**Need for the program:** We want youth who have a great need for the SYP. Needs vary widely: the need for a structured

environment, the need for a new environment, the need for new perspectives, the need for responsibility, the need to prove or challenge oneself, the need for money.

*Rationale: The resources available to youth through The Food Project are vast. We want to make sure that they are used to the fullest extent possible.*

**Gifts to offer the program:** We want youth from all walks of life, who bring an array of skills, talents, and energy with them.

*Rationale: Everyone in the community benefits from exposure to diverse interests and gifts.*

**Other opportunities:** If a young person has many other opportunities available for the summer, we can reject them more easily. If they do not have any other opportunities, we should think twice before rejecting them.

*Rationale: While we have to turn down some youth, we want to avoid turning away those who will otherwise end up doing something unproductive, or even dangerous.*

**Socio-economic diversity:** We want to achieve a mix of folks from upper, middle and lower income levels. We don't know the applicants' particular economic situation, so it is impossible to make decisions based on this criteria. However, as the composite picture of the group starts to form, use your judgment to make sure you are not creating a community that is heavily weighted toward one end of the economic scale or the other.

*Rationale: If there is one thing that stratifies life in America today, it is income level. It is one of the touchiest subjects around, for that very reason. In striving to create a diverse community, this is one of the most important criteria, but it is also one of the most elusive.*

**Educational diversity:** We want youth who attend many different schools throughout the Boston area, and many different types of schools (public, private, vocational).

*Rationale: Achieving this type of mix will help to break down stereotypes that young people have of other schools and other types of schools. It will also put everyone on a more even playing ground, since one particular school or type of school will not be over-represented.*

**Whether they could apply again:** If a young person could potentially apply next summer or in the fall, and seems eager enough to do so, we can reject them more easily.

*Rationale: When it is down to the wire, if you are deciding between two applicants, and one would not be qualified to apply for a future program, you should accept that person.*





**Maturity:** If a young person seems that they might be less or more mature than the average crew worker, this might not be the right summer for them.

*Rationale: We want to accept young people who are at the developmental stage to be able to benefit from everything The Food Project has to offer. Additionally, youth who are more or less mature than the rest of their crew often have a hard time fitting in.*

**Whether this might be the first thing that gives them a**

**niche:** If we sense that The Food Project could be a place for a certain applicant to finally feel a sense of unique identity, we should seriously consider hiring them.

*Rationale: We can have a huge impact on these youth, and they are likely to stay with The Food Project for a long time.*

**Collaborators:** When applicants come to us through individuals and organizations who are a part of the larger Food Project community, we often take that into consideration.

*Rationale: Historically, it has been important for the organization to build strong ties with collaborators, long-time recruiters and others who support our work. The Executive Director and Program Director should be consulted as to our current policy regarding these connections, as it has changed every year.*



## Process

### BEFORE THE FRIDAY MEETING:

- ☐ Write the criteria for selection up on a flipchart.
- ☐ Have handouts available that go over the rationale behind the criteria, in case staff need to remind themselves.
- ☐ Lay all of the applications out on a table.
- ☐ Divide them by gender.
- ☐ Within the gender groups, organize them from “highly recommend” to “would not recommend.”
- ☐ Be sure that each picture can be seen.
- ☐ Tag each applicant who has come to us from a significant recruiter or collaborator.
- ☐ Have a space laid aside for applications that will go on the waiting list.
- ☐ Have post-it notes of three different colors ready to label the applications.

This meeting usually takes place from 9AM to 12PM. It is helpful to have it as soon as possible after the interviews and to keep the rest of the day open for difficult decisions to be

hammered out. If a different time of day is necessary to get the entire group together, be sure that you schedule a three hour block of time, and that you will have time afterward for the extended decisions.

Let the staff know how many we can accept. That number should be calculated in the following way:

- Total number of crew workers we want
- 60% of them should be urban/ 40% suburban
- Should accept 10% extra suburban and 20% extra urban
- If none of the extra suburban drop, decrease the number of extra urban you accept

Go over the criteria for selecting crew workers. Remind them that this is an emotional process, and that in fact there never are any right decisions. We just have to do the best we can given what we know.

First of all, have folks take out any applications of youth whom they know cannot complete the entire program. These youth are rejected and not put on the waiting list. Have the interviewers help you sort the two groups into high, middle, and low achievers. Within those groups, keep it organized from highly recommend to wouldn't recommend. Put one color of post-it note on high, another on middle, and another on low. Write all comments that come up about individual applicants on those post-it notes. It is especially important to write down why you are putting an applicant on a waiting list, so that you can explain it to them. Start taking the "wouldn't recommends" away. As you move to put each one into the waiting list pile, ask if there are any reasons (considering the criteria) that you shouldn't do so. Continue to take applicants out, working from the *wouldn'ts* to the *coulds*. Again, ask for input on each one. If this does not result in the number you need by 11:30 AM, stop the process; go around and let each interviewer give you their parting recommendations. Always remember to respect the interviewers' need to end on time.

**AFTER THE FRIDAY MEETING:**

If the meeting has not resulted in narrowing applicants down to the numbers you need, you and the Program Director must finish the job. (Remind the Program Director a week in advance that they need to have the entire day committed to this process.) Continuing to go on the criteria listed above, and with the other staffs' comments and recommendations in mind, cut down the pool to the number that you need. Be sure to finish by Friday evening. You could easily think through these decisions for a year and not come up with the "right" ones. At some point, you just have to call it quits. Put all applications into three folders marked accept/reject/waiting list. The waiting list must be separated by gender, and prioritized according to who should be first off the list if a job opens up.

You are now ready to begin the worker paperwork project.



# Worker Paperwork

- *Timeline*
- *Accept/Reject/Waiting List*
- *Paperwork Packets*
- *Collecting Paperwork*
- *Missing Paperwork*
- *Fast Tracking Late Hires*

## Overview

As adults, we become accustomed to the amount of paperwork required when beginning a new job. However, for teenagers starting their first job, the stack of documents to be filled out can be overwhelming. Indeed, since Food Project youth are minors, they have to fill out even more paperwork than would an adult.

Many youth assume that once they are accepted as a crew worker, they are “home free.” They do not understand that their job is contingent upon completion of their paperwork, that they cannot walk onto the fields the first day of the program unless they have a Work Permit, health forms, parent consent, and many other documents.

The project of guiding young people through the paperwork process is another opportunity for youth development. Every young person you encounter through the paperwork process can learn a life skill from you, whether that involves filling out tax forms or making an appointment to get a physical. Even those whom you cannot accept into the SYP can benefit from your efforts: you can offer these young people the chance to learn how to gracefully face rejection, and to explore other options rather than letting self-pity drag them down.

This section of the manual guides you from accepting and rejecting applicants, through every item of their paperwork, to collecting paperwork and tracking down missing paperwork. The paperwork trail begins in March, and ends during the first week of the Summer Youth Program.

Note: If you are using this manual outside the state of Massachusetts, you should research the documents that your state requires. We can only verify that the documents included as attachments in this manual are those required by the state of Massachusetts. Please seek legal counsel when determining the documents you will need to use.

## **Timeline**

February	Revise and print all paperwork documents
March	After the selection of workers, go through accept/reject/back-up list procedures. Send out paperwork packets to accepted crew workers. Set up systems for collecting paperwork.
April	Focus on getting all suburban paperwork collected. Hold help sessions in Lincoln. After the selection of workers, go through accept/reject/back-up list procedures. Send out paperwork packets to accepted crew workers.
May	Work intensely to get paperwork from crew workers. Hold help sessions in Roxbury.
June	Paperwork deadline is the end of the second week of June. Fast Track Youth Paperwork deadline is the end of the second week of June.

## **Accept/Reject/Waiting List**

Once the selection of crew workers has been completed, the process of informing all applicants of our decisions happens immediately. Though we guard our decision process by telling applicants that they will hear from us within two weeks, contact them as soon as decisions are made. This allows you to start the lengthy paperwork process with each accepted young person, and is respectful of the efforts that each youth has put into the application process.



The youth are contacted in a specific order- acceptance, waiting list, and rejection- as explained below. In all hiring processes, it is critical to inform all applicants as soon as possible. This becomes extremely sensitive when decisions involve youth who are currently involved in our programs, who are likely talking to each other about these decisions and who have invested themselves in The Food Project already. However, new applicants often know others who have applied to the SYP, and so the same care to inform them as quickly as possible should be taken.

### **Entering Decisions Into the Computer**

At the end of the selection of workers project, you have three folders of applications, marked “Accept,” “Reject,” and “Waiting List.” The next step is labeling the applicants’ records in the Youth Hiring Database to indicate which of these three categories they have been placed in.

- ☐ Go through each folder, starting with “Accept”.
- ☐ Pull out each application. Find that youth’s record in the Youth Database.
- ☐ Fill in the field labeled “Our Decision.”
- ☐ Enter the reasons behind our decision in the Notes field.
- ☐ After you have gone through all three folders, print out a list to go on the front of each folder that lists the names, addresses and phone numbers of the youth in that folder.

### **Calling Accepted Workers**

Calling a young person to tell them that they have been accepted is one of the great pleasures of worker recruitment. These calls must be made as soon as possible after decisions have been made. In the event that a young person declines the offer, you will need to go to the waiting list. Calling the “accept” list first allows you to accept someone off the waiting list without them ever knowing that that’s where they were first placed. Follow these guidelines for each “accept” call:

Have the young person’s Youth Database record open in front of you if you are in the office. Call in the afternoon



or evening when you have a good chance of speaking directly to the young person. If you do not reach that young person, leave a message that you are calling from The Food Project and will call again. Ask when a good time to reach her would be. Make every attempt to tell her directly, and leave a message with the good news only if you've tried for a couple of days.

When you reach the young person, introduce yourself again. Tell her that The Food Project is very excited to be able to offer her a job for the summer. Record her reaction in the Notes field of her Youth record. (If you are not in the office, write down her reaction and enter it later.) Remind her of the dates of the program, and that she will have to be there the entire time. Ask if she knows right then whether she will accept the job, or if she needs to talk to her family. If she declines the job, ask her to talk to you about why she is doing so. Use your judgment about whether or not to apply pressure for her to reconsider. If she is firm, enter her answer in the "Their Response" field of her Youth Database record.

If she says she needs time, ask her to call you the next day to tell you her answer. Only extend this to two days if necessary. Make it clear that if she does not call, her job will go to someone else. Remind her of your phone number and extension, and tell her to leave a message if she doesn't reach you directly.

If she says yes, express your enthusiasm for the experience she is going to have! Enter her answer in the "Their Response" field of her record in the Youth Database. Then explain what is going to happen next:

- She will receive a packet of paperwork in the mail.
- As soon as she gets it, she should open it and go through it with her parents. It involves medical forms, tax forms, permission slips and other forms.
- The first piece of paperwork, the Letter of Confirmation, must be sent in right away in order to secure her job.
- The rest of it should be sent in as soon as possible. The deadline for paperwork is \_\_\_\_\_. After that date, if all her paperwork is not in, her job will be

given to someone else.

- She should mark her calendar for the June Worker Orientation Day. This is mandatory for new crew workers and their families.
- If she has any questions at all, she should call you immediately!
- If she realizes that she cannot do the job, she must call immediately. There are many young people on the waiting list who would love her job, but can only take it if given enough time.

### Mailing Acceptance Packets

- ☐ Mail acceptance packets to all youth who accepted the job the same day. From their record in the Youth Database, print out an Acceptance Letter from special formats. Check off the date mailed. Print address labels for all accepted youth. Mail packets 2-3 days after you've started making calls. If you do not reach a few youth at that time, mail them individually once you have communicated with them. (See Attachment 32: Sample Acceptance Letter)
- ☐ The acceptance packet is mailed in an 11 x 13 gray envelope, with The Food Project's return address clearly marked.
- ☐ Write "Urgent" on the outside of the envelope.
- ☐ Print a label for the young person from the Youth Database.
- ☐ The paperwork that goes inside is outlined in the next section: "Worker Paperwork - Paperwork Packets."

#### Attachment 32



### Contacting Youth on Waiting List

Telling a young person that they have not been accepted, but are on the waiting list, is not fun. There will be great temptation to put it off, which is not fair to young people waiting to hear from you.

- ☐ Adjust the waiting list after your "Accept" calls. If any accepted youth have declined the job, decide which youth from the waiting list will be offered their job. Change the "Our Decision" field in their Youth record. Go through the Calling Accepted Workers procedure for them. Keep going until you have the number of accepted workers you need.
- ☐ Once you have the desired number of accepted crew workers, you will be left with an adjusted

waiting list. Send waiting list letters to each young person. (See Attachment 33: Sample Waiting List Letter.) There is a waiting list letter layout in the special formats section of the Youth database. Print out the letters, print out mailing labels, and send them in Food Project business envelopes. In the letter, it asks the recipient to call you if they want to be on the waiting list. As the calls come in, change the "Their Response" field in each callers' Youth record.

### Attachment 33

- ❑ A few days after the letters go out, start calling the top applicants on your waiting list. Be pro-active about getting them to agree to be on the waiting list. (If you have time, calling each person on the waiting list is ideal, but not always possible.) Remember that this is a hard call for a young person to receive. Have the young person's application in front of you when you call. Before making the call, review the young person's application to remind yourself of the specifics of our decision, so that you can offer them ideas of why they have not been accepted. What you choose to tell them must be carefully considered. Limit yourself to comments which could be productive for them in future interviews, or which help to explain our decision criteria. Also, remember that these youth may eventually be accepted into the program, and we want them to know that they are fully capable. If this is your first time making these calls, practice a few mock phone calls with the Program Director.

Call in the afternoon or evening when you have a good chance of speaking directly to the young person. If you do not reach that young person, leave a message that you are calling from The Food Project and will call again. Ask when a good time to reach them would be. Make every attempt to tell them directly, and leave a message with the news only if you've tried for a couple of days. Explain that we had to make very hard decisions this year. Tell them that they are on the waiting list, but there is a good chance, though no guarantee, that they will eventually be offered a job before the summer. Ask them if they want to stay on the waiting list. Tell them that you will call them as soon as a job opens up.



### Mailing Rejection Letters

Those youth who have been rejected receive a letter:

## Attachment 34

- ☐ Find the Rejection Letter layout in the special formats section of the Youth Database. (See Attachment 34: Sample Rejection Letter).
- ☐ Update the dates, contact information, and Other Options section of the letter.
- ☐ Print out rejection letters for each young person and mail them in Food Project business envelopes.

Since there are usually very few outright rejections, and the reasons for rejection are fairly cut and dry – such as not being able to attend the whole program – write a short note on the letter to each rejected young person explaining why they were rejected.

## Paperwork Packets

The Food Project is a job organized within a camp-like structure. Therefore, in order to cover ourselves legally, we require the documents that both a camp and a job would. Asking youth to fill out all of this paperwork may seem overbearing, but it protects the rights of the crew workers, provides complete information to staff, and lowers the insurance rates for The Food Project.

Each accepted crew worker receives the following documents:

- Personalized Acceptance Letter
- Letter of Confirmation
- Job Acceptance Checklist
- Medical Information Form
- Promise of Employment Form (filled out for each youth specifically)
- Health Emergency Form
- Parent/Guardian Consent & Agreement Form
- Payroll Forms Instructions and Forms
- Demographic Questionnaire
- Equipment Questionnaire
- Transportation Questionnaire
- Orientation Flyer
- Rooftop Permission Form
- Alumni Tracking Form
- Vehicle Permission Form
- Seasonal Determination Form
- T-Shirt and Rain gear Form

## Preparing the Documents

Before the interview sessions begin, revise and print the paperwork documents. Print them on different colors of paper so that they are more easily distinguishable.

Reserve the brightest colors for the most critical documents, such as the Job Acceptance Checklist. Print documents that will be reviewed by officials, such as the Medical Information Form, Promise of Employment and all tax forms, on white paper. Unless otherwise specified, make fifteen extra acceptance packets for waitlist hires. Set all of the documents aside in the space you've reserved for recruiting materials. For all of these forms, update with current dates and contact information.

### ACCEPTANCE LETTERS

- ☐ This letter is revised in the Youth Database. Do not print any letters. You will print a letter for each accepted youth to go in their particular packet.

**LETTER OF CONFIRMATION** (See Attachment 35: Letter of Confirmation Template):

**Attachment 35**

**JOB ACCEPTANCE CHECKLIST TEMPLATE** (See Attachment 36: Job Acceptance Checklist):

**Attachment 36**

- ☐ You will need to print two different checklists: one suburban and one urban: the only difference will be the paperwork deadline. Use the Job Acceptance Checklist Template.
- ☐ The paperwork deadline should be a week after the Worker Orientation, usually the beginning of the second week of June. The deadline for accepting a job should be no more than a week after you begin acceptance calls. Be sure that you send the correct checklist (suburban or urban) to each youth.

**MEDICAL INFORMATION FORM** (see Attachment 37):

**Attachment 37**

- ☐ Find the computer file: Worker Paperwork.

### PROMISE OF EMPLOYMENT FORM:

- ☐ Copy this form. (*The original of this form comes from the Public School System. It can be copied, but if the copies are fading in quality, request more original from the school system. This form is either a card or a paper form.*)

- ☐ Fill out all of the information on the front of the cards except the youth's name. The name will have to be filled out as the packets are assembled: make sure that happens, otherwise it's the equivalent of a blank check.

**Attachment 38 HEALTH/EMERGENCY FORM (Attachment 38):**

- ☐ Ask the Business Manager (liaison to our lawyer) if there are any necessary updates.

**PARENT/GUARDIAN CONSENT & AGREEMENT FORM**

**Attachment 39 (Attachment 39):**

- ☐ This form is found in the file, Youth Development, Consent Forms.
- ☐ Ask the Business Manager (liaison to our lawyer) if there are any necessary updates.

**PAYROLL INSTRUCTIONS AND FORMS:**

- ☐ Consult the Business Manager to be sure you have up to date I-9, M-4 and W-4 Forms and correct Payroll Instructions.

**DEMOGRAPHIC QUESTIONNAIRE:**

- ☐ Fill in the names of current staff, have them sign the letter.

**Attachment 40 EQUIPMENT QUESTIONNAIRE (Attachment 40):**

- ☐ Fill in the dates of the Overnight.

**Attachment 41 TRANSPORTATION QUESTIONNAIRE (Attachment 41):**

- ☐ Revise according to current pick up/ drop off sites.

**Attachment 42**

- ☐ Attach map of T (see attachment 42: Subway Map) and commuter rail to each questionnaire.

**Attachment 43 ORIENTATION FLYER (Attachment 43):**

- ☐ Enlist the help of the Outreach Coordinator to revise date and contact information. Update the picture and print on brightly colored paper.

**Paperwork from Funding Organizations**

From time to time outside funders will either fully or partially fund youth stipends by paying directly. In the event that we accept such funding, Food Project staff should make every effort to integrate the payroll procedures into our standard internal policies so paychecks are distributed uniformly.



In addition, any additional paperwork requirements required by the funder should be facilitated by The Food Project to make sure all goes smoothly. In no way should The Food Project waive any of our own paperwork requirements in lieu of outside paperwork. The Food Project still needs a complete set for their records.

## **Collecting Paperwork**

### **Creating File Folders**

After the paperwork packets have been sent out, transfer the applications into the black box, in order to keep track of each youth's paperwork as it arrives.

- ☐ Label a manila file folder with the accepted crew worker's name "Last Name, First Name."
- ☐ Put their application and any other materials you have on them in their folder.
- ☐ Organize the folders alphabetically.

Note: These files will become our archival record of everything involving each of these youth. During the summer they will remain in the black box next to your desk. After the summer, they will move into the Youth Files Archive or DIRT files.

### **Creating Checklists**

Monitor incoming paperwork through the use of the database.

- ☐ Print a copy of the checklist and attach it to the top of the file folder box where it is easily visible.

(see Attachment 44: Worker Paperwork Checklist Template) **Attachment 44**

### **Incoming Paperwork**

When paperwork arrives, check to see if it is complete (all signatures, all information, etc.). If it is not complete, see "Worker Paperwork - Missing Paperwork" for instruction. If it is complete, put it in the youth's file folder. Make a mark on the paper checklist and the checklist in the database.

### **Orientation Day**

The June Worker Orientation is a great opportunity to collect paperwork from new workers. The Orientation Flyer advises youth and families to bring any paperwork that they have not

already turned in. The orientation occurs a week before the paperwork deadline, and reminder announcements are made at the orientation. In order to maximize paperwork collection and reminders at the orientation:

Assign one staff member to paperwork collection and reminders and set them up at the registration table. Give them the most up to date copies. Highlight the documents that each youth is missing, so it will be easy to read across the checklist and see those empty boxes. Give the staff member a box for paperwork collecting. (Do not bring the actual file folder boxes. Put the paperwork into file folders the day after the Orientation.)



Give the staff person the following directions:

- Speak to each young person as he registers.
- *(Talk to each young person and his family, but do not talk to anyone for too long, or the line will back up, people will become frustrated, and some will simply skip this step.)*
- Ask the young person to drop his paperwork in the box.
- Check the paperwork list, and remind that young person of the documents that he is missing, and of the deadline for getting all paperwork in (or else we will have to give his job away).
- Advise any young person or family member who has a specific question or problem to wait until after the Orientation is over. At that point, they should return to the registration table, and you will either answer their question right then or write it down for the SYP Coordinator to follow up.
- Do not check off paperwork on the checklist, as it is being dropped off- there will not be time.
- Go through the paperwork box, and make marks on the checklists - only do this if there is time during the orientation. Otherwise, this will be done the next day at the office.
- If you are trained to determine whether a document has been completed, try to track youth and families down after the Orientation to tell them which documents are incomplete.
- Keep your eyes on the paperwork box at all times, and see that it is returned to The Food Project office safely. Worker Orientation is a chaotic day, and paperwork cannot be lost in the shuffle.
- The day after the orientation, put the paperwork that has been collected into the appropriate youth file folders. If the checklists have not been updated, do so.

## Missing Paperwork

Oh, how you will love those angels who get all of their paperwork in on time, complete. They will be so few and far between! Most young people will be tripped up by some part of the paperwork. The following guidelines will help you help them.

### Incomplete Paperwork

Upon receiving an incomplete piece of paperwork, your action depends on what document it is and which part is incomplete. (Be advised that under no circumstances should you give legal or tax advice to people filling out paperwork.) First, consult the Incomplete Paperwork Guidelines in the SYP standard files.

You can:

- Fill in the missing information for them. If the piece of information is easily accessible, such as a date or name, and does not legally require that it is written by the applicant, you should fill it in for them.
- Send the paperwork back to them. If there is no way for you to access the information, or it legally must be filled in by them. Make a copy of the document, so that you have that in their file in case it gets lost (some information is better than none!)
- Highlight the area where information is missing. Include a cover letter explaining that their paperwork is incomplete (see Attachment 45: Incomplete Paperwork Letter Example). Call to let them know that the paperwork is coming back to them.
- Help them set up necessary appointments. If they cannot get in to see a doctor, help them get an appointment; we have a list of doctors and health clinics who give free physicals. If their school is not helpful turning a Promise of Employment into a Work Permit, call the school and find out what the process is for doing so, then explain it to the young person.



**Attachment 45**

Offer a help session if there are multiple documents that are not complete, and it seems that this young person is having trouble with the whole paperwork process rather than just one document. Offer it to young people if you have sent back paperwork already, and it is still coming back incomplete. If the deadline is fast approaching and you are worried that they will not be able to turn the paperwork around quickly enough on their own, invite them to attend.

### **Help Sessions**

When we have had enough staff resources to hold help sessions, we have found them to be very productive. Set dates early, so that you will be able to point young people toward the help sessions as soon as the paperwork collection process begins. Make sure to have help sessions both in Lincoln and in Roxbury. Set them up on different weekday afternoons—many youth have obligations on certain afternoons. Set up at least one weekend session. Have a few sessions set up before the paperwork deadline, and a few after the paperwork deadline (for youth whom you hire off the waiting list).

As always, enlist the help of other staff or DIRT Crew. Hold a training session for them to go through the documents and show them how to help a young person fill them out. Go over confidentiality rules, especially with DIRT Crew. Stagger arrival times if you anticipate a large number of youth will be attending a session, so that they all get the attention they need. Have them check in with YOU personally before they leave the Help Session; for each incomplete document they came in with, they must either turn it in to you complete or tell you their next steps.

### **Reminder Calls**

As the deadline for paperwork approaches, make reminder calls to youth with outstanding paperwork. Though it is their responsibility to meet the deadline, one call might be enough to get their paperwork in. When you call, make it clear that the deadline is hard and fast, and that they will not have a job if they do not turn in their paperwork.

### **Deadlines and Terminations**

Hold fast to your paperwork deadline: the end of the second week of June! You will be tempted to bend the deadline for certain youth. Do not do this. Offer as much help to all accepted crew workers up until the deadline. The day after the deadline, make calls to the parents of those whose paperwork is not complete and tell them that they do not have a job, if their paperwork's not in. If someone has not turned in any piece of paperwork by the deadline then they've probably withdrawn from the job. Confirm this as early as possible. Youth usually communicate this withdrawal to us; however, a few choose not to and we have to track them down.

If you wait too long for accepted youth to get their paperwork in, suitable candidates off the waiting list will have found other jobs for the summer. Though a young person might guarantee you that they will have their paperwork in just a few days late, this is not acceptable. Truth be told, the paperwork can be done in one day. At the end of the 2000 SYP, we looked back and realized that the youth who had the most trouble during the program were the ones who had bent the rules around paperwork and handed everything in late. Trouble with paperwork can be a foreshadowing for trouble to come in the program!

Youth who are hired off the waiting list before the paperwork deadline are still held to it. Though this schedule might be tight, if you inform them as soon as you hire them, they should be able to meet the deadline.

Youth who are hired after the paperwork deadline are held to the fast track deadline: the end of the last week of June. Though it is very late in the game, the paperwork can be done in a day.

### **Collecting During the First Week of the SYP**

Though we hold to our deadlines, there are usually a few youth who show up on the first day of the SYP without all of their completed documents.



**NO WORK PERMIT:** A young person cannot work without a Work Permit. Let them stay through the morning of the first day. Then send them home with the forms they need. Give them a single ride pass to take the commuter rail home. Give them another single ride pass to get back. They cannot come back until they have the Work Permit.



**NO MEDICAL INFORMATION FORM:** If they have an appointment already set up with a doctor for later in the summer, have their guardian fill out the rest of the form to the best of their ability. Make a copy of that form.

**NO HEALTH/EMERGENCY FORM, PARENT CONSENT FORM, OR TAX FORMS:** Send them home at the end of the first day with a letter to their parent/ guardian explaining that these must be filled out, and that if they are not in by the next day, the young person no longer has a job. (If there are dire circumstances, offer as much help as you can.)

Any other missing paperwork must be in by the end of the first week, or the young person cannot come back.

### **Fast Tracking Late Hires**

Youth who are hired off of the waiting list will not have much time to get the paperwork done. Thus, the deadline for their paperwork must be very clear, and the instructions for how to complete it even more clear. Each time that a spot opens up for a crew worker to be hired, follow this process:

Determine who the next person to be hired off of the waiting list should be. Choose the person who most closely resembles the youth who has dropped out, in terms of background, personality, and high/ middle/low achiever. The new person should also be someone who seemed committed to being on the waiting list and would likely make great efforts to get through the paperwork in order to get the job.

- ❑ Call that person, following the instructions for accepting a crew worker in the “Worker Recruitment - Accept/Reject/Waiting List” section.



- ❑ Make it very clear whether the deadline for paperwork is the second or last week of June.
- ❑ Send them the Paperwork Packet. Include a cover letter (see Attachment 46: Fast Track Youth Paperwork Letter).
- ❑ Create a file folder for the youth, put all their information in it, and file it with the other accepted youth's files.
- ❑ Every summer we lose youth to summer school. This sometimes happens in the first week of the program. Depending on how many youth drop out in the first week, we usually hire youth until the first week. Ideally we would hire in the first 1-2 days. However, in certain years, we have hired on Thursday and Friday of that first week.
- ❑ Do not hire anyone in the second week. Once a young person has missed the critical first week of orientation, training and crew bonding, it is difficult to catch up in the second week.

**Attachment 46**

# Worker Orientation

- *Goals*
- *Timeline*
- *Schedule*
- *Staffing*
- *Supplies*
- *Preparation*
- *Event and Follow Up*

## Overview

Worker Orientation Day is a wonderful and critical event at The Food Project. After the interview sessions, it is the next step in building the Summer Program community. Crew workers are welcomed into The Food Project by youth who have come before them. The staff and youth of The Food Project who create the Worker Orientation Day set the tone for the rest of the summer. For some parents, Orientation is the only time they will be at The Food Project other than the mid-summer event and the Family Feast.

You are responsible for Worker Orientation Day. The integration of the DIRT Crew will be the responsibility of the Academic Year Coordinator, so you will need to work closely with that person. You will also need to enlist the support of other staff who will be happy to help out: like the Interview Sessions, Worker Orientation Day can be very powerful. It is an incredibly moving experience to watch the DIRT Crew explain their accomplishments and learning, and welcome new youth to their community.

## Goals

If the following statements are true at the end of Worker Orientation Day, you will have pulled off a successful event!

- Everyone knows what to do the first day of the SYP.
- Paperwork has been collected from the youth.
- Everyone is excited about the summer.
- Everyone understands that the SYP requires hard work and commitment.
- Parents have a sense of what their children will be doing and how to support them through the summer.
- New youth and parents feel at home at our Roxbury site.

- Parents and youth have met The Food Project staff.
- Parents and youth have a sense that there are many possibilities at The Food Project, and the SYP is just the first step.
- Summer staff members have met the new crew workers.
- New parents have been given advice from current parents and have had a chance to ask them questions.
- New crew workers have witnessed the accomplishments of current Food Project youth and have had a chance to ask them questions.

## Timeline

- December: Remind all staff of the Worker Orientation date, and give them a sense of who will be involved. Get them pumped!
- February: When revising and printing the paperwork documents, include the Orientation Flyer in that process.
- April: Create a schedule for the orientation.  
Recruit staff to work the orientation.  
Meet with AYP Coordinator to plan DIRT Crew's involvement.  
Recruit parents of current youth to attend the orientation.  
Order any supplies that need advance preparation.  
Revise and print hand outs for the orientation.  
Meet with the chef to plan the menu, staffing, and supplies for the.
- May: Attend DIRT Crew Saturday when they train for Worker Orientation, to help with training and get the youth psyched.  
Train staff for their roles.  
Start making reminder calls to youth and parents.
- June: Finish reminder calls.  
Hold the orientation on the first Saturday of the month.  
Put collected paperwork in the appropriate places.  
Write thank you notes to current parents who attended the orientation.



## Schedule

### Creating a Schedule

#### Attachment 47

Create the schedule for Worker Orientation Day (see Attachment 47: Worker Orientation Agenda Template). Meet with the following people to turn the template into a schedule.

AYP Coordinator:

- Go over their role in the event.
- Go over how DIRT Crew will be involved, how they will sign up for roles, and how they will be trained.
- Agree on goals for DIRT Crew speaking parts.
- Make sure the schedule is coordinated with the DIRT Crew morning.
- Consider not having DIRT lead volunteers in the morning so that they can be well-rested for the orientation.
- Be sure that each of your responsibilities is clear.

Roxbury Grower:

- Go over the schedule.
- Find out how much work they are counting on being done that day.
- Figure out a site plan that will work for them.
- Find out which supplies they have on site, and which you will need to bring.

Chef:

- Figure out the menu by consulting the budget and referring to last year's menu. SYP Coordinator is in charge of other food such as chips, cookies, drinks.
- Go over schedule, especially when the food must arrive.

Program Director:

- Go over their roles during the event, especially in leading the parent group once it has split.

## Staffing

### Staff Roles and Training

In April, take time at a staff meeting to get folks to sign up for Worker Orientation Day roles. Encourage people to take on more than one role. Roles with a "\*" next to them require that you train the person before the event. Usually this can just be a quick meeting or phone conversation, but do not skip the training. Even folks who think they know what they are going to say often get in front of people and stumble. Do



at least one dress rehearsal with each speaker.

Job Title: *Set Up*

Number of People: 4

Start Time: 12:00

Possible Candidate: *Anyone who is punctual and can lift tables and tents*

Training: *Check in with SYP Coordinator at 12:00 to find out what to do*

Tasks: *Putting all tables, chairs, tents and other supplies in their proper places*

Job Title: *Lunch Assistant*

Number of People: 1 person

Start Time: 12:30

Possible Candidate: *Grower's Assistant*

Training: N/A

Tasks: *Prepare the drinks in Igloo coolers. When chef and alum arrive, coordinate getting food to the buffet tables. When folks start eating, help keep the lines moving and in order.*

Job Title: *Registration Table\**

Number of People: 3

Start Time: 1:00

Possible Candidate: *Office Manager, Business Manager*

Training: *Needs to be trained by SYP Coordinator (see Collecting Paperwork)*

Tasks: *Greet all youth and parents, give them name tags, collect their paperwork, record who is present, give them hand outs, point them toward the food. Return to the table at 3:30 to answer questions*

Job Title: *Information Table*

Number of People: 1

Start Time: 1:00

Possible Candidate: *Great job for Public Outreach Coordinator*

Training: N/A

Tasks: *Staff table full of TFP information and paraphernalia*

Job Title: *Staff Introductions\**

Number of People: 1

Start Time: 1:50

Possible Candidate: *Can be done by SYP Coordinator; if someone else wants to do it, that's great*

Training: *One dress rehearsal with the SYP Coordinator should do*

Tasks: *Gets all full time and summer staff to come forward and facilitates them introducing themselves to the crowd.*

Job Title: *Site Supervisor\**

Number of People: 1

Start Time: 2:10

Possible Candidate: *One of the two site supervisors*

Training: *At least one dress rehearsal with the SYP Coordinator.*

Tasks: *Explains what their role is during the program.*

Job Title: *Crew Leader\**

Number of People: 1

Start Time: 2:10

Possible Candidate: *One of the crew leaders for the coming summer.*

Training: *Best if this person has been a crew leader or assistant leader before; even if that is true, they will need at least one dress rehearsal.*

Tasks: *Explains what their role is during the program.*



Job Title: *Group Count Leaders\**

Number of People: 4

Start Time: 2:40

Possible Candidate: *Folks who know the game well.*

Training: *Dress rehearsal, practicing explaining the game*

Tasks: *Lead the game for parents.*

Job Title: *Best Advice Exercise Facilitator\**

Number of People: 1

Start Time: 2:50

Possible Candidate: *Program Director and/ or SYP Coordinator*

Training: *Dress rehearsal focusing on giving clear directions, and on facilitating a group of strangers.*

Tasks: *Facilitates this exercise in which parents offer stories of the best advice they've ever been given.*

Job Title: *Clean Up Coordinator\**

Number of People: 1

Start Time: 3:30

Possible Candidate: *Roxbury Grower (someone who knows the site well)*

Training: *Needs to understand each clean-up task and the level to which it needs to be done; should be given a task list and a list of their clean up crew.*

Tasks: *Coordinate the clean up effort which begins right after the orientation, give each Clean Up Crew member a task, supervise, make sure all tasks are done well, watch for those who have finished, and give them new tasks.*

Job Title: *Clean Up Crew*

Number of People: 6

Start Time: 3:30

Possible Candidate: *Staff or board members who do not have other major responsibilities during the event; DIRT are also part of this team.*

Training: *N/A*

Tasks: *Check in with Clean Up Coordinator promptly at 3:30, when one task is done, check in with Coordinator for a new one.*



## DIRT Roles and Training

Job Title: *AYP Coordinator*

Number of People: 1

Start Time: *Weeks before the event*

Possible Candidate: *AYP Coordinator*

Training: *Works with SYP Coordinator to prep for their role.*

Tasks: *In charge of all DIRT Crew roles for the day, get DIRT Crew to volunteer for the various roles, trains all DIRT Crew, rehearses with DIRT Crew the morning of the orientation.*

Job Title: *All DIRT Crew*

Number of People: 16

Start Time: 1:00

Possible Candidate: *DIRT Crew*

Training: *AYP Coordinator will train them and facilitate a dress rehearsal.*

Tasks: *Greeters at the beginning of the event, introduce themselves to the audience, participate in a skit, and clean up at the end of the event.*

Job Title: *DIRT Crew Additional Roles*

Number of People: 5

Start Time: *Various*

Possible Candidate: *DIRT members who have proven strong public speaking skills*

Training: *AYP Coordinator will handle this.*

Tasks: *Explanation of DIRT and Why They Are Part of It (2)*

*Speaker 1*

*Speaker 2*

*Closing Quote*



## Parent Involvement

Worker Orientation Day started in 1997 as a way to introduce new parents to current parents. The idea came from interviews of current parents, who indicated that such an event would have been very helpful before their child began the Summer Youth Program. Thus, recruiting current parents to come to the Worker Orientation Day and talk to new parents is a key to the success of the day.

Recognizing that parents' lives are very busy, The Food Project strives to only ask for their participation in events that will have a large impact in a short period of time. Worker Orientation Day is probably the best example of such an event.

Start recruiting parents for this event in April. Your goal should be to get four parents committed. Any more, and individual parents will not feel that they got to speak enough. If you feel that any of your four parents might not show, recruit a fifth.



Goals for recruiting parents:

- Balance between urban and suburban parents.
- Balance of mothers and fathers.
- Parents whom you (or other staff) have heard speak before and know will represent The Food Project honestly and well.
- Parents who are reliable and will be on time.
- Parents who you feel have already contributed a lot to The Food Project and should be recognized for their efforts.
- Parents who signed up to help out at the previous year's mid-summer event.

When parents commit to Worker Orientation Day:

- ☐ Send them an Orientation Flyer to use as a reminder.
- ☐ Ask them to arrive by 1:15 so that they can get a name tag before the rush.
- ☐ Ask them to greet other parents as they arrive.
- ☐ Explain the schedule of the event to them.
- ☐ Tell them the questions the staff will ask them as part of the panel, so that they can be prepared (we are not going to steer their answers at all).
- ☐ Prepare them that they will also be answering questions from new parents.
- ☐ Ask that they stay until 3:30 PM (it would be great if they could stay until 4PM to answer questions and help clean up).

Recruit one parent to speak with the Program Director about the uniqueness of The Food Project experience. This person should be a strong speaker. Ask them to arrive at 1:00 to meet with the Program Director and go over what to say. Ask them to offer a few minutes of personal testimony of how The Food Project has affected their child, especially in terms of how hard the child was pushed and what they got out of it.

You can also ask them to serve on the panel of current parents.

## Supplies

The flyer (see Attachment 43: Orientation Flyer) is the invitation to the Worker Orientation, and needs to be eye-catching for youth and parents. Create it in February (see Worker Paperwork - Paperwork Packets), and bring it to the interview sessions to show to parents and give them a heads up. It then goes out in the paperwork packets of all accepted crew workers.

**Attachment 43**

Consult the supply list (see Attachment 48: Orientation Day Supply List). As you continue to plan, you may want to add to the list.

**Attachment 48**

Creating the hand outs: remember to revise all dates, times, and contact information and print them on Food Project stationery.

- ☐ First Day Protocol (see Attachment 49)

**Attachment 49**

This includes an events calendar and very important dates for crew workers.

Update picture (should have lots of energy).

- ☐ Monthly, Weekly, and Daily Schedules (see Attachment 50: Lincoln Daily Schedule).

**Attachment 50**

- ☐ Standards Letter to Parents, Letter of Agreement and Standards Chart

- ☐ Events calendar for parents and workers

## Food

The general idea of having food at the Worker Orientation Day is to provide everyone with a healthy snack, focused on food that The Food Project has or will be growing. Any crops that are ready by June should be used. The food should be easy to eat standing up. Since some folks haven't come around to healthy eating, we also provide chips and cookies. Drinks are made in Igloo coolers, and the lunch assistant refills them as necessary.

Preparing and cooking the lunch is an ideal way for the kitchen interns to be involved in the event.

## **Preparation**

### **Site Set Up**

When meeting with the Roxbury Grower, develop a site plan for the event which includes the following:

- An area large enough for everyone (~150 people) to gather, with shade over at least part of it, and potential for shelter from rain. This area also needs to face an area where presentations can be made. This is where the PA system will be set up, so it will need access to an electrical outlet.
- A food buffet area where four tables can be lined up, and folks can easily flow through to pick up lunch.
- A drink area near but not next to the food tables.
- A break out area where youth can move when they are asked to separate from the parents; must be big enough for 70 or so people to sit, and have an area where presenters can stand.
- A practical place to put recycling, trash and compost bins.
- A site for registration table that will force all guests to stop there before moving to any of the other areas.
- A site for information table which will be easily accessible.
- A place to hang The Food Project banner where it will be noticeable.

### **Reminder Calls**

In order to ensure attendance at the Worker Orientation Day, call each accepted crew worker in the week before the Orientation to remind them that attendance is mandatory (barring exceptional circumstances). Also remind them that their parents should come with them, and that they should bring any paperwork they haven't turned in yet.

These calls will take a while, but are necessary. If possible, have an intern or DIRT Crew member assist you in making these calls. Be sure to train them. Explain how to be effective on the phone, and what the goal of each phone call is. Give them a script and a systematized way to jot down notes for you on the outcomes of each call.

## Event and Follow Up

### The Big Day

Worker Orientation Day will feel like a whirlwind while you are in it. Here are some tips for making it a success:

- ☐ Make reminder calls to all staff, parents, DIRT and alum.
- ☐ Get all supplies together a couple of days beforehand.
- ☐ Make task lists for staff to remind them of their roles.
- ☐ Arrive in Roxbury by at least 11:00 to get everything in order.
- ☐ Start on time, even if not everyone has arrived: it is a long program! Have the registration table staff greet latecomers.
- ☐ Serve as the emcee of the whole event; have the next speaker on deck so that the program goes as quickly and smoothly as possible.
- ☐ Remind all speakers to speak loudly. Noise pollution is a big problem in Roxbury. Make sure each speaker steps right up to the microphone. Step in to ask them to pause when loud airplanes go overhead.
- ☐ When going over agenda, explain where people will be at each point, emphasizing that at the end, we all come back together.
- ☐ Make sure parents understand that during the SYP, youth only need to get to Andrew Station in order to come to the Roxbury site.



### Clean Up

Your Clean Up Coordinator is in charge of assigning tasks for clean up. Give them a list of tasks before the event begins.

The AYP Coordinator should check in with the Clean Up Coordinator at the same time to find out what DIRT Crew should be doing to contribute. The AYP Coordinator is in charge of organizing DIRT Crew to accomplish these tasks.

### Follow Up

On the workday following the Worker Orientation Day, process paperwork that was handed in and send an orientation packet to the crew workers and parents who did not attend. Make calls to answer any outstanding questions (have registration table staffers write down questions they can't answer, along with the person's name and phone number).

Send thank you notes to current parents who were speakers and thank staff members who helped out. Lastly, put away all supplies.





# Staff Recruitment

- *Goals*
- *Timeline*
- *Creation of New Materials*
- *Alumni*
- *Recruiters*
- *Processing Application Requests*
- *Processing Applications*
- *Interviews*
- *Selection of Staff*

## Overview

The key to the success of the Summer Youth Program is the staff. A staff that is reliable, hard working, positive and energetic can create an incredible community. The number of summer staff you have to recruit is much smaller than the number of crew workers. Yet the care that must go into the creation of a powerful Summer Staff is just as great, if not greater than that which goes into recruiting crew workers.

There are three different positions in the summer staff: Site supervisor (SS), crew leader (CL), and assistant crew leader (ACL). (See Attachment 51: CL Job Description Template). The site supervisors in Lincoln and Roxbury are full-time program staff or are very experienced youth workers who are hired seasonally. The two site supervisors are responsible for guiding the entire SYP community through the program. They manage the summer staff team of crew leaders and assistant leaders. Crew leaders are paired with assistant crew leaders, and each pair works with eight crew workers, forming a crew of ten. Thus, if you are recruiting forty-eight crew workers, you will need to recruit six crew leaders and six assistant leaders. In years past, the SYP Coordinator has served as Lincoln Site Supervisor, and therefore we hired a Program Intern, who assisted the SYP Coordinator in all facets of making the program run smoothly. Since 2002, we have had a full-time Program Administrator who does all of the behind the scenes work to make the program a success.

## Attachment 51

Recruiting summer staff for the SYP is not as straightforward as worker recruitment, especially when it comes to crew

leaders. Though deadlines are important, the priorities in summer staff recruitment are hiring the best youth workers, from backgrounds that represent the community of youth participants. That may mean bending deadlines. In years past, we have had no problem recruiting white suburban college students for crew leader positions. In fact, we usually have to turn away many people from that background, though our only recruiting for them is by word of mouth. However, recruiting crew leaders from urban areas has proved more challenging. In our quest to assemble the best staff, we interview many candidates before making a decision. This often means that those who interview early have to wait a while for our decision.

Recruiting assistant crew leaders has also become more complex. Until a few years ago, an ACL position was the only option for a young person who had been through the SYP and the Academic Year Program and wished to continue with The Food Project. In that situation, we were able to identify the strongest leaders from the AYP and recruit them into ACL positions. The scenario is very different today, as we have developed an extensive menu of Alumni Internships for graduates of the SYP and AYP to choose from. Staff members who serve as mentors for Alumni Interns may have their eyes on the same young people that you hope to recruit for ACL positions. While keeping the interests of the entire organization in mind, your particular agenda must be to hire the best slate of assistant crew leaders possible.

For all of the summer staff positions, priority is given to alumni of The Food Project. No experience can better prepare a young person to be a staff member in the Summer Youth Program than having gone through the program themselves. We hire from our alumni first, and then turn to outside applicants to fill the spots left open. You will need to coordinate your staff recruitment efforts with those of the Alumni Coordinator. This section of the manual will go through the tasks that you are responsible for in that coordinated effort, but will often refer you to the Alumni Manual

for details of the tasks that the Alumni Coordinator will carry out.

Before beginning staff recruitment, think about the kind of staff you want to assemble. Take the time to envision how that staff will work together with you as their leader. As SYP Coordinator, you are essentially the crew leader of the summer staff. Just as your staff will mentor the crew workers, you will mentor the staff. Think about the qualities that people need to bring to the staff as a whole in order to create a powerful team. Then go find those folks!

## Goals

Your goal in hiring the summer leadership team is to build an effective, fun, hard working, and diverse group of people. This team will make or break a great summer, so when hiring imagine you are gathering others to join you in a life raft, or on an island, or for a secret mission that requires bringing along 50 adolescents.

## Site Supervisors

You want to hire supervisors who are intimately familiar with The Food Project. Only in rare cases would you hire someone new to the organization. There is just too much to learn and on the job training is too risky in such an important role. The supervisor must be able to create a safe, fun, and hard working community, and assume leadership for the youth on a daily basis. The person must be positive, high energy, organized, punctual and capable of inspiring the community around the vision of The Food Project.

The supervisor's role requires balance, adaptability and grace with both youth and adults. The person must understand how to be a strong authority figure, but also know how to have fun. The supervisor must be able to jump from role-modeling hard work in the fields to leading a workshop, and should demonstrate the ability to multi-task. In the morning this person might be meeting one on one with a youth who is having personal struggles, at lunch publicly greeting 80 people, and at day's end organizing a trip to Walden Pond or troubleshooting



youth payroll problems with the office manager.

Ideally, you would hire a pair of supervisors who are as representative as possible of the backgrounds of the crew workers in terms of race, gender, economics, and life experience in the city and suburbs. This contributes to the motivation and sense of belonging for all youth.



This profile may sound like a tall order, and it is, but if these candidates are not gifted with people, highly organized, and totally committed to success, the summer will suffer. The two supervisor roles do vary in their demands and require different capabilities as listed below.

#### **Lincoln Site Supervisor must be**

- Able to hold the attention of a large group of youth (sixty or more) for an extended period of time (often two hours).
- Ready to set the tone for the entire community

#### **Roxbury Site Supervisor must be**

- Able to function independently of the Lincoln Site Supervisor while creating the same tone in a smaller setting
- Familiar with and excited to be a part of the Roxbury neighborhood

#### **Crew Leaders**

The crew leaders are the front line of the summer youth program. You can do a great job hiring youth and supervisors, but if the crew leaders cannot reach and motivate the youth there will be problems and lost opportunity. Hiring leaders is one of the most important jobs you do. Leaders should be:

- Representative of the backgrounds of the crew workers:
  - 60% from urban backgrounds, and 40% from suburban backgrounds (These percentages should be consistent with those of the crew workers, and adjusted accordingly if different percentages have been established for crew workers.)
  - Racially diverse
  - Gender balanced
  - From the same or similar communities as the crew workers
- Experienced in youth work, or very comfortable with

- youth and excited about working with them.
- Recommended strongly by references.
- Interested in youth work as a career.
- Excited about doing physical labor all summer.
- Ready to give their all to the SYP for the summer.
- Available for the entire program, plus training and evaluation (watch out for people going back to school)
- Genuinely interested in the vision and mission of The Food Project
- Great communicators

### **Assistant Crew Leaders**

This position is one of the hardest and most rewarding in the organization. Youth hired as assistant leaders have to be capable of supporting, connecting with, motivating and disciplining their peers. It takes a mature young person to handle this role well, but when they do it is a beautiful sight. Imagine a teen who the summer before was a crew worker, leading, cajoling, and inspiring youth their own age to work hard for the mission. That is what an assistant leader can be. Below are the criteria for selection.

- Alumni of the Academic Year Program.
- Proven in peer leadership.
- Representative of the backgrounds of crew workers.
- Paired with a crew leader who is of opposite gender, and from a different geographic background (urban/suburban).
- Self-motivated and independent.
- Team players and community builders.
- Excited and willing to be mentored by their crew leader.

In order to assess the candidates, seek the perspectives of other staff and youth who have worked with or met them. Your own thoughts are a good place to start, but never end with them. A candidate might have behaved one way with you, and an entirely different way with someone else. Each member of your SYP Staff must develop productive relationships not only with you, but also with many other adult and young people. You need to trust that, even when not in your presence, they are interacting with others with the best interests of The Food Project community in mind.

## Timeline

October:	Begin revising staff application. Revise and print job description for crew leaders. Revise crew leader and assistant crew leader job description blurbs for the Alumni newsletter and the job description insert for the alumni application.
November:	Determine where the applications will be printed.
December:	Get applications to the printer, to be ready by the end of the month.
January:	Mail staff applications to people in Youth Interested Database. Mail applications to all alumni.
February:	Mail out crew leader job descriptions to diversity contacts. Alumni applications begin coming in; they are due prior to the interviews, which are held in the middle of the month. Make alumni decisions at the end of the month.
March:	Make calls to diversity contacts during the third week.
April, May, June:	Aggressively pursue all candidates. Interview crew leader applicants as applications come in.

## Creation of New Materials

All of the materials used to recruit SYP staff should be revised and printed in conjunction with the crew worker recruitment materials, so that they are ready to go by the end of December.

## Applications

The directions for revising and printing applications are found in the “Worker Recruitment - Creation of New Materials” section of this manual. Coordinate the creation of worker and staff applications (see Attachments 5 & 6) in order to make recruitment as efficient as possible. Print fifty staff applications.

**Attachments 5 & 6**



## Job Descriptions

The job description is the best recruiting material for finding crew leaders. Using job descriptions as the primary recruitment material for crew leaders avoids wasting more costly staff applications. Staff can carry job descriptions with them, and distribute them liberally. Job descriptions can be sent out to many recruiters. Young adults who are interested in the crew leader position should know how to go through the process of calling to request an application. Thus a job description is a great initial recruiting material.

To update the crew leader job description:

- Use the CL Job description
- Update the dates, salary (see Payroll section), and contact information.
- Print on formal Food Project stationery.
- Copy on brightly colored paper.

## Letter to Recruiters

Most youth workers won't need a cover letter in order to understand that a job description sent by The Food Project means that we are asking them to help recruit our staff. However, if you are worried about staff recruitment and want to make sure that your recruiters take swift action, a cover letter would be a good idea. (See Attachment 7: Letter to Recruiters.)



**Attachment 7**

Follow these guidelines to create an effective Letter to Recruiters:

- Keep the text to a minimum.
- Get your point across quickly.
- Make it clear what you want from them.
- Use bold type and graphics to get their attention.
- Put a deadline front and center.
- Invite them to recruit for you as a way of supporting and continuing the work of The Food Project.
- Promote the job as an excellent opportunity for youth workers.

## Alumni Job Descriptions

The Winter Alumni Newsletter contains job descriptions for all positions available to alumni, including crew leader, assistant crew leader, and site supervisor (if needed). These job descriptions are very brief, just a couple of lines announcing the age and date requirements, and basic job duties. Work with the

Alumni Coordinator to update the blurbs from the previous year.

SYP applications are mailed to all alumni of The Food Project. Inside the application is an alumni job description sheet. This document gives much more detailed descriptions of the positions available. Again, work with the Alumni Coordinator to update these longer blurbs.

## **Alumni**

The Alumni Coordinator is responsible for all efforts involved in recruiting alumni into internships. However, you must be involved at key points as alumni that are not accepted as SYP Staff will be encouraged to apply for Alumni Internships.

### **Setting Deadlines**

Work with the Alumni Coordinator to set the deadline for applications and interviews. Applications for SYP Staff positions and Alumni Internships go out in January. Sending the applications with Alumni Newsletters saves postage. Interviews for internships and Assistant Crew Leaders are held together. Final decisions regarding the Assistant Crew Leader positions are usually made at the same time as internship decisions. The deadline should be the beginning of February, and the interviews held during the second week of February.

### **Recruiting Specific Alumni**

Unlike worker recruitment, alumni recruitment involves a finite pool of people, most of whom we know how to locate. However, locating alumni and giving them applications is not enough to recruit the best team of SYP Staff. Many young people with extraordinary talent do not recognize their own gifts until someone else points them out. In order to recruit the people you want, you will have to go after many of them.

Once the applications have gone out to alumni, the Program and Production team holds a brainstorming session, through which top candidates for internships and SYP Staff positions

surface. Undoubtedly, you will already have thoughts about Alumni who are excellent candidates for your SYP Staff, but the input of other staff members is invaluable.

Once you have done your own thinking and heard the ideas of other staff, approach each of the candidates you are interested in for the SYP Staff. Suggest that the young person apply for the position, but be clear that your recommendation is not a guarantee, rather that it indicates your belief that they would be a good candidate. Ask them to be respectful of other youth who may not have been approached by not discussing this invitation.

When talking to a potential candidate, consider what you think they have to offer. Ask them to provide specific examples of how they have proved themselves to you. Discussing what challenges you think they would face and how you would support them can often bring out a person's character.

### **Interviewing**

The ideal situation would be for the Program Administrator, the AYP Coordinator and the Site Supervisors to interview all candidates for crew leader or assistant crew leader. However, there is a good chance that there will be too many applicants for this to be possible (or else you would be there until midnight!). In that case, crew leader applicants may be interviewed by the Program Director. Assistant crew leader applicants may be interviewed by the AYP Coordinator and the Program Administrator. If anyone other than you is interviewing someone for your SYP Staff, be sure to give them specific questions that you have for that candidate. Crew leader interviews can be scheduled on an individual basis. We have done phone interviews in the past with candidates who are out of town and cannot get to our offices.

Ideally, all alumni applicants attend the Interview Session. However, if some alumni are away at college, set up separate interviews for them. These interviews should happen before the Interview Session so that their candidacy can be considered amongst the other alumni applicants.





## Recruiters

This section focuses on how to recruit crew leaders. Because of the success of the Academic Year Program and the Summer Youth Program, we do not have to recruit outside of The Food Project community for assistant crew leaders. If you are in the position of needing to hire seasonal site supervisors, you should treat that as a staff search, and work with the Human Resources Coordinator. Hopefully the best candidates for the site supervisor positions will be obvious standouts from our alumni.

Again, the more crew leaders who are alumni of The Food Project, the better. As discussed in the “Staff Recruitment - Alumni” section, even alumni will need to be pro-actively recruited. Recruitment for crew leaders from outside of The Food Project must happen at the same time. We have never staffed an SYP with all alumni crew leaders, and non-alumni leaders take much more time to locate and recruit.

## Word of Mouth

By far the most effective staff recruiting tool is word of mouth. Encourage staff, board members, and any others who know The Food Project well to be on the look out for excellent candidates.

### Attachment 51

Make copies of the crew leader job description (see Attachment 51: CL Job Description Template) and distribute them to staff and board members in January. Ask that they carry these job descriptions with them at all times, and keep their eyes and ears open for potential crew leader candidates. Request that they get as much contact information from potential candidates as possible: name, address, phone number, email address. Finally, ask that any candidate that surfaces be directed toward you immediately.

## Diversity Contacts

If after the alumni decisions have been made, you still have crew leader positions open, you need to employ a new recruiting strategy. You can no longer rely on word of mouth

or alumni. You must turn to our collaborators and colleagues.

Over the years, recruiting crew leaders from urban backgrounds has been a weak spot for The Food Project. In order to compensate, we have developed a network of what we call “Diversity Contacts,” people in the greater Boston area who have better connections to young adults from urban backgrounds and are willing to serve as recruiters for us. As soon as the alumni decisions are made, begin working intensely with these recruiters:

- ❑ Mail crew leader job descriptions to all Diversity Contacts in January. You can find them in the People Database, labeled in the “Individual Functions and Codes” field as “Diversity Contact.”

Mailing job descriptions in January may seem premature. However, you want the diversity contacts to be aware of the position before you call them at the beginning of March. In the unlikely situation that there are no crew leader positions available after the alumni decisions, it will not have hurt to spread the word that these types of positions are available every summer.

Refresh your understanding of The Food Project’s relationship with each diversity contact before beginning your work with them. Meet with the Executive Director and/or the Program Director in order to get an up to date picture of the relationship.

Call each diversity contact as soon as you know how many crew leader positions you have available (which should be the second week of March).

In your conversation with each person:

- Introduce yourself.
- Ask if they received the job description.
- Offer your perspective of why youth workers they know should be interested in the position.
- Ask if they have any candidates in mind. If they do, ask for that person’s contact information.
- Request that they think of other candidates for you.
- Ask if you can call back in one week to see if they have more candidates for you.



- Tell them the day and approximate time you will be calling.
- Make sure you have all of their contact information, including the phone number where they will be when you call back in a week.



Remain in conversation with all diversity contacts whom you sense are going to recruit for you. Call them on a regular basis. While you don't want to be a pest, regular (weekly at least) contact is the only way that you will stay on a busy youth worker's radar screen. Be polite but persistent. If there are any diversity contacts that are not enthusiastic about suggesting possible applicants, speak to the Executive Director and the Program Director. The Directors might be able to motivate any of these people based on personal, long-standing relationships. Send a thank you note to any diversity contact who produces a candidate for you. Regardless of whether you end up hiring that candidate, people who produce candidates are valuable and need to know that.

### **Recruiting Services**

Our philosophy of staff recruitment relies heavily on our network of collaborators. This situation is purposeful, as it strengthens our role in the communities of greater Boston. We do not need or want to use headhunters to find our SYP staff. Our staff and collaborators know us in a way that an outside headhunter could not.

### **Processing Application Requests**

If the person requesting an application is an Alumni, update the contact information in their record in the Youth Database. Assure them that they will be receiving an application when they are mailed out.

For non-alumni requesting applications, you can find instructions for handling requests for applications in the "Worker Recruitment - Processing Application Requests" section. Follow the same pattern for summer staff application requests, with only these differences:



- ❑ Change the field entitled “Position Interested In” to read “Crew Leader” in the record of each summer staff candidate.
- ❑ Train those staff and youth who are assisting in processing requests to alert you when someone requests a staff application. You need to be aware of your pool of staff candidates. (Other than that, they should follow exactly the same procedures for processing requests.)
- ❑ Read through the files of the previous year’s candidates for crew leaders. If there were any candidates who clearly would not be hired this year, take them out of the Youth Interested Database before sending out the first mailing of applications. There is no sense sending an application to someone who you are not going to hire.
- ❑ Mail staff applications to all candidates in the Youth Database when the first recruiter packets go out in January.
- ❑ Call each candidate that surfaces after the first mailing of applications. As soon as you hear of a candidate for a crew leader position, call and introduce yourself. Let them know that you will be mailing them an application. Explain that we hire from alumni first, but that they should mail in the application as soon as possible.

## Processing Applications

### Entering Information Into the Database

Just like the crew worker applications, the staff applications are designed to mirror the format of the Youth Hiring Database.

When you receive an application:

- ❑ Create a new record for the applicant in the Youth Hiring Database.
- ❑ Input all information from the front page of the application into the database record.
- ❑ Contact the applicant to confirm that you have received their application. Ask them to give you any information missing from their application.



## **Setting Up Interviews**

If an application comes in before the alumni decisions are made, inform the candidate that you will call them once that happens to let them know if you want to interview them.

## **Interviews**

### **Alumni Interviews**

When interviewing alumni for SYP Staff positions, approach the conversation as a very honest discussion of whether any of the positions would be a fit for them at that particular time.

Prepare for the interview by reflecting on your own experience of the candidate. Consider their strengths and weaknesses both in terms of how these would affect the SYP and how they could be developed through the SYP. Make notes of these ideas so that you can discuss them with the candidate.

Ask other staff members for their input. The perspective of the production staff is especially important. They likely have a different experience of the candidate than you. Ask them for questions pertaining to the candidate's relationship to agriculture.

### **Attachment 52**

Read through the candidate's application. Come up with questions specific to their answers. During the interview, use both the prepared questions (see Attachment 52: ACL (Alumni) Interview Questions) and any questions you have come up with for that particular candidate.

### **Non-Alumni Interviews**

If after the alumni decisions are made, you have SYP Crew Leader positions open, set up interviews for all candidates whose applications you already have. As more applications come in, set up an interview for each person as their application arrives. Use the following guidelines to set up and conduct a summer staff interview:

- Conduct the interview in person. (Never hire anyone without meeting them in person. If they are out of

town and cannot interview in person, interview them over the phone. If they are a serious contender, they must find a way to meet you in person in order to be hired.)

- Try to conduct multiple interviews at the same location, back to back. This will be more efficient, and will allow you to get into a groove.
- Pick an interview location that affords privacy. You will be asking personal questions, and want to get the most honest answers.
- Both the Program Administrator and the Site Supervisor should interview crew leaders. Crew leaders are too important to our community to be selected by one person. (If this is not possible, interview the candidate on your own. If you determine that they are a serious contender, request that they come to a DIRT Crew Saturday and meet youth and staff.)
- Read the candidate's application and reference thoroughly, and prepare questions based on them. Use both your questions and the prepared questions (see Attachment 53: Crew Leader Interview Questions) when conducting the interview.
- Allot at least a half hour for each interview. Most will take longer, so allot an hour if you can afford it.
- Use your time with the candidate to get to know them. Move beyond your questions, and let the conversation flow.
- Allow for plenty of time for them to ask you questions.
- Bring Food Project materials for them, to flesh out their understanding of the organization.

When the interview ends, give the candidate a sense of your timeline. Tell them when you will be calling them to let them know if there will be a next step. Record that information yourself so that you hold to your own deadline!

## Selection of Staff

### Alumni Decisions

#### ASSISTANT CREW LEADERS

When deciding on your top choices, first take stock of your overall understanding of the coming SYP: Will you have the time and resources to support assistant crew leaders who will be challenged in the role? Even if you are confident that you will, you should only accept one or two of these young people at the most, and only those with whom you have a relationship that makes you confident that you can set them up for success.

Attachment 53



In general, you want ACLs who will easily rise to the challenge of their job.

By the time the crew leader decisions have been made, you should know who your assistant crew leaders will be. This information will inform your decisions about crew leaders as you consider the pairing of ACLs and CLs.

### **CREW LEADERS**

Being an alum is an excellent qualification for being a crew leader, but it cannot be the only reason for hiring a candidate. Hire alumni who are obvious standouts right away, but put the *maybes* on a waiting list.



### **Non-Alumni Decisions**

All decisions regarding SYP staff must be approved by the Program Director. In the case of alumni, this happens through the alumni decisions process. However, in the case of non-alum, set up a system of regular check-ins with the Program Director. Prepare for the check-ins by compiling briefs on each interviewed candidate, with your suggestions for decisions. Together, put each candidate in one of three categories, and then follow the appropriate steps:

- |                |   |
|----------------|---|
| Reject         | Call the candidate and let them know we do not have a job for them this summer. Thank them for applying, and inform them of other ways to stay involved.  |
| Waiting List   | Call the candidate and tell them that we cannot offer them the job at this moment, but that we would like to keep them on our waiting list.   |
| Potential Hire | Call the candidate's reference and have a more in depth conversation with them. Assure them that helping you understand the candidate's challenges and weaknesses will be beneficial if they are hired. |
- Begin a background check on the candidate. This is required of every staff member. The Human Resources Coordinator (usually the Office Manager in Lincoln) will process the check for you. They will need you to send

the candidate the Background Check Form and Cover Letter. The process will take a while. You can hire a crew leader before the check is complete, but they must clear through the check before the start date of the program. (The background check can be very intimidating, but it is a standard procedure for a youth organization. Make sure that the candidate does not take offense; explain that all Food Project staff members have gone through the process.)

- Check with any staff or youth who encountered the candidate, and get input.
- Finally, call the candidate and offer them the job.

### **Managing the Waiting Lists**

One downfall of being highly selective in your search for the best SYP summer staff is the potential for stringing candidates along. If you do end up creating waiting lists as you interview other candidates, follow these guidelines in order to respect those who are on those lists:

1. Call all waiting list candidates every two weeks to inform them of your progress and ask them to call you before they accept another job. This will help safeguard you from losing a good candidate while you continue to interview others. Also ask each candidate to tell you any known deadlines that they are facing in their search for a summer job. Make notes of these deadlines, and respect them. If by someone's deadline you cannot make a decision about their candidacy, let them know that they are welcome to stay on the Waiting List but you cannot guarantee that they will have a job.
2. Move people off the waiting list as fast as possible. If you realize that there is no way you are going to hire someone, call that person and let them know that. Do not leave them on the list just so it is longer. If you realize that you want to hire someone, do it as quickly as possible. Be sure that the waiting list candidates understand that your slow decision process is a result of the need to form a particular group profile of staff, not just a great collection of individual profiles.



# Staff Paperwork

- *Timeline*
- *Accept/Reject/Waiting List*
- *Paperwork Packets*
- *Collecting Paperwork*
- *Missing Paperwork*

## Overview

Unlike the worker paperwork effort, collecting paperwork from your SYP staff is not a youth development project. You shouldn't need to teach the crew leaders how to fill out these types of forms, as all of them have held jobs in the past. Ironically, the problem you will likely face with staff paperwork is a result of *overconfidence*. Many staff members of years past (especially assistant crew leaders!) have been lackadaisical about their paperwork, waiting until the last minute because they feel that they know how to do it. In fact, many of them will need to see a doctor or find documents in order to fill out their paperwork. Don't let them wait until the last minute to do so!

## Timeline

- February:      Revise and print all paperwork documents.
- March:          After all decisions are made, go through accept/reject/waiting list procedures.  
Send out paperwork packets to accepted staff.  
Set up a system for collecting paperwork.
- April - June:    As you accept more staff, continue to send out paperwork packets.  
Paperwork deadline is the end of the second week of June.

## Accept/Reject/Waiting List

Once you have made a decision about an applicant, label the application clearly as accept, reject or waiting list. Keep all applications for SYP staff positions together once the staff decisions have been made.

## Entering Decisions Into the Computer

Whenever you make or change a decision, follow these steps: Find the applicant's record in the Youth Hiring Database and at the bottom of the Data Entry Form layout, fill in the field



labeled “Our Decision.” Enter the reasons behind our decision in the Notes field.

### Calling Alumni

Guidelines for making phone calls to all applicants for summer staff positions, including alumni are contained in the next sections. However, calling the alumni applicants is a particularly delicate process and must be handled very carefully. Many alumni are still in touch with each other and will quickly hear of each other’s fates. Alumni also have personal investment in The Food Project, which increases the impact of the decisions. Follow these guidelines when calling alumni candidates:

- ❑ Once you begin your calls, call everybody. Take particular care to call everybody who is still enrolled in a Food Project program, and to call them before the next scheduled program activity. Leaving a message that you called is not sufficient in this case: it will inform the young person that a decision has been made, but they will not know the decision, which will likely make them anxious and likely to call other Food Project youth. Call until you get through, even if that means calling late at night. It will be worth your while to work after hours in order to handle this project well: its ramifications will affect the entire Food Project community.
- ❑ Before each call, take the time to carefully consider what you want to say to the applicant. This should be a productive conversation, and you will have to figure out how to make it so based on your knowledge of the applicant. That may mean pointing out the progress they have made or it may mean pointing out challenges they need to face. Be as specific as possible.
- ❑ Create goals for each conversation, and do not allow the applicant to sway you into negative conversation. Engage them honestly, but remember that your job is to make it a productive conversation.
- ❑ Keep the interests of the current youth programs in mind. In your conversation with each currently enrolled applicant, have a discussion of how their reaction to this decision can positively impact the program. Ask them to commit to



sion, and tell her to leave a message if she doesn't reach you directly.

If she says yes, express your excitement about working with her this summer!

Record her answer in the "Their Response" field of her record in the Youth Hiring Database. Then explain what is going to happen next:

- She will receive a packet of paperwork in the mail.
- As soon as she gets it, she should start filling out the forms. Some of the forms need to be returned immediately.
- The first piece of paperwork, the letter of agreement, must be sent in right away in order to secure her job.
- The rest of it should be sent in as soon as possible. The deadline for paperwork is \_\_\_\_\_. After that date, if all her paperwork is not in, her job will be given to someone else.
- She should mark her calendar for the June Worker Orientation Day. This is mandatory for new crew workers and their families, and is a great chance to meet The Food Project community.
- Remind her of the first day of Leader Training.
- If she has any questions at all, she should call you immediately.
- If she realizes that she cannot do the job, she should call immediately.

### **Mailing Acceptance Packets**

Mail an acceptance packet to an accepted crew leader on the same day that they accept the job. In the database, check off the date you are mailing their acceptance packet.

The acceptance packet is mailed in an 11 x 13 gray envelope, with The Food Project's return address clearly marked.

- ☐ Write "Urgent" on the outside of the envelope.
- ☐ Print a label for the staff member from the Youth Hiring Database.

The paperwork that goes inside is outlined in the next section: "Staff Paperwork - Paperwork Packets."

### **Calling Staff for the Waiting List**

If you decide to place an alumni or a new staff applicant on a waiting list, call her as soon as you reach that decision.

Call until you reach her. Explaining how the waiting list works requires a conversation, not just a message. Explain that you cannot offer her a job at this moment, but that you would like to put her on a waiting list if she is interested.

Give her an honest assessment of where staff recruitment is at the moment: how many positions are still available, who would be your ideal candidates for those positions, what percentage chance the applicant has of securing one of those positions. If she is willing to be on the waiting list, you will call her every two weeks to give her an update. Ask if she has any deadlines you should be aware of, such as other jobs or potential housing situations.

### **Calling Rejected Staff**

As soon as you decide that an applicant is no longer in the running for any SYP staff position, call to inform her of your decision. This is a dreadful task, but you must do it in a timely fashion in order to respect the applicant.

Take the time before calling to think about the applicant. Consider both what impressed you about her, and why you are not accepting her. Do not leave a message. Wait to tell her of your decision until you get her in person, unless you try repeatedly and cannot reach her. Be honest with the applicant. Share your thoughts with her, and be willing to have a conversation with her about how she could improve her skill base to qualify for such a position in the future.

### **Paperwork Packets**

Staff paperwork packets differ from worker paperwork Packets in that they are not uniform. Based on age, whether or not they are alumni, and which positions they have been offered, SYP staff members receive different paperwork documents. When preparing paperwork packets for alumni, look through their files carefully to determine which documents they need. There are differences in paperwork requirements throughout The Food Project youth programs (see Attachment 54: Paperwork Protocols Document). In specific, your staff should receive the following documents:



**Attachment 54**

#### **ASSISTANT CREW LEADER:**

- Attachment 55** ☐ ACL Acceptance Letter (Attachment 55)
- Attachment 56** ☐ ACL Job Acceptance Checklist (Attachment 56)
- Attachment 57** ☐ ACL Letter of Agreement (Attachment 57)
- Attachment 37** ☐ Medical Information Form (Attachment 37) You only need to include this if the medical form you have on file for them has expired.
- ☐ Promise of Employment Form (if they are 16 or under, and do not have a Work Permit that will cover them through the summer)
- Attachment 38** ☐ Health Emergency Form (Attachment 38) You only need to include this if the medical form you have on file for them has expired.
- Attachment 39** ☐ Parent/Guardian Consent & Agreement Form (Attachment 39) You only need to include this, if they are not an alumni, or if the medical form you have on file for them has expired.
- ☐ Payroll Instructions and Forms
- ☐ Vehicle Permission Form
- Attachment 40** ☐ Equipment Questionnaire (Attachment 40)
- Attachment 41** ☐ Transportation Questionnaire (Attachment 41)
- Attachment 43** ☐ Orientation Flyer (Attachment 43)
- ☐ Seasonal Determination Form
- ☐ Summer Staff Manual

#### **CREW LEADER**

- Attachment 58** ☐ CL Acceptance Letter (Attachment 58)
- Attachment 59** ☐ CL Job Acceptance Checklist (Attachment 59)
- Attachment 60** ☐ CL Letter of Agreement (Attachment 60)
- Attachment 61** ☐ Staff Health & Emergency Form (Attachment 61)
- ☐ Payroll Instructions and Forms
- ☐ Demographic Questionnaire
- Attachment 40** ☐ Equipment Questionnaire (Attachment 40)
- Attachment 41** ☐ Transportation Questionnaire (Attachment 41)
- Attachment 43** ☐ Orientation Flyer (Attachment 43)
- ☐ Safety Manual
- ☐ Typical Day at TFP in SYP
- ☐ Seasonal Determination
- ☐ Summer Staff Manual
- ☐ Background Check Form (CORI + SORI) and Cover Letter (if not already sent)

#### **Preparing the Documents**

Before the interview sessions begin, revise and print the paperwork documents. Many of the documents will already be printed in preparation for Worker Paperwork Packets. (See “Worker Paperwork - Paperwork Packets.”)

For the previous documents, print a few more than the number of crew leaders you are going to hire, unless otherwise specified. Be sure to revise all dates and contact information. Check with the Business Manager to see whether any of the forms need to be updated from a legal point of view.

### **Paperwork from Funding Organizations**

From time to time outside funders will either fully or partially fund staff stipends by paying directly. In the event that we accept such funding, make every effort to integrate the payroll procedures into our standard internal policies so paychecks are distributed uniformly. Also, any additional paperwork requirements required by the funder should be facilitated by The Food Project to make sure all goes smoothly. In no way should The Food Project waive any of our own paperwork requirements in lieu of outside paperwork. The Food Project still needs a complete set for their records.

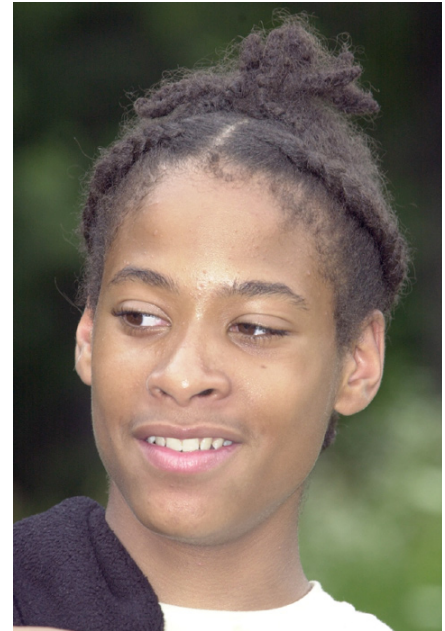
## **Collecting Paperwork**

### **Creating File Folders**

Each crew leader needs a file folder just as the crew workers do. Staff members who are alumni already have file folders. New crew leaders will need file folders created for them. File folders of all SYP crew leaders live together in one place during the program, and then are returned to the Youth Program Files Archive.

As soon as you hire a crew leader:

- If they are alumni, pull their file folder from the Archives or from the current program they are enrolled in. Go through all of the documents in their file carefully, noting which of them are out of date. Make a list of the documents that they need, and prepare their paperwork packet accordingly (see Attachment 59: Crew Leader Job Acceptance Checklist Template).
- If they are new, label a manila file folder with their “Last Name, First Name.” Put their application and any other materials you have on them in their file folder.



**Attachment 59**



## Creating A Checklist

Incoming paperwork is monitored through the use of the database.

## Incoming Paperwork

When a document arrives:

- ☐ Check to see if it is complete—all signatures, information, etc.
- ☐ If it is not complete, see “Crew Leader Paperwork - Missing Paperwork” for instruction.
- ☐ If it is complete, put it in the crew leader’s file folder.
- ☐ Make a mark on the paper checklist and the checklist in the computer.

## Orientation Day

Though the focus of Worker Orientation Day paperwork collection is on Worker Paperwork, this is also a great opportunity for staff to hand you paperwork. They should place their paperwork in the same collection box as the crew workers.

## Missing Paperwork

SYP staff whom you hire are precious commodities, and threatening to revoke their job if they don’t get their paperwork in is disconcerting. However, if a staff member can’t get their paperwork in, there’s a good chance that they will not come through for you during the SYP. Going soft on them will not set up the trust and high expectations that you want to establish for your working relationship. They are held to the same paperwork deadlines as the crew workers, which is only fair. Those hired before the first week of June must have their paperwork in by the end of the second week of June. Those hired after that date must have their paperwork in by the end of June.



## Incomplete Paperwork

If a staff member sends in paperwork that is incomplete, you can proceed in a number of ways, depending on what document it is and which part is incomplete. (Be advised that under no circumstance should you give legal or tax advice to people filling out forms.)



You can fill in the missing information for them. If the piece of information is easily accessible, such as a date or name, and does not legally require that it be written by the applicant, you should fill it in for them.

You can send the paperwork back to them. If there is no way for you to access the information, or it legally must be filled in by them. Make a copy of the document, so that you have that in their file in case it gets lost (some information is better than none!)

Highlight the area where information is missing. Include a cover letter explaining that their paperwork is incomplete. Call to let them know that the paperwork is coming back to them.

Help them set up necessary appointments. If they cannot get in to see a doctor, help them get an appointment; we have a list of doctors and health clinics that give free physicals. If their school is not helpful turning a Promise of Employment into a Work Permit; call the school and find out what the process is for doing so, then explain it to the young person.

### **Reminder Calls**

As the paperwork deadline approaches, make reminder calls to your staff with outstanding paperwork. Though it is their responsibility to meet the deadline, one call might be enough to get their paperwork in. When you call, make it clear that the deadline is hard and fast, and that they will not have a job if they do not turn in their paperwork.

# Evaluation

- *Philosophy and History*
- *Implementation*

## Philosophy and History



In all areas of The Food Project, evaluation serves to improve our work and give us feedback about the outcome of our efforts. The Summer Youth Program has changed dramatically over the years and continues to evolve, even if the changes are smaller and subtler than in the programs early stages. Its continued vibrancy and health, like every area of The Food Project, depends on ongoing evaluation.

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

## Implementation

In addition, staff in all areas of the organization now keep track of statistics through quarterly reports and are implementing evaluation measures created through the comprehensive evaluation funded by the W.K. Kellogg Foundation. Key questions about the outcomes of the Program are addressed by implementing the tools and measures set up in the evaluation framework. These tools were developed by the senior program staff and evaluator. They need to be consistently implemented in order to get the ongoing insight and data we want on the program's effectiveness for young people and other stakeholders.

## 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.

## Attachment 1-2

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.

**Original Vision and Mission Statements**  
Ward Cheney, 1991

**VISION:**

For the love of land and people,  
For the good of the community.

**MISSION:**

The Food Project brings together people of diverse backgrounds – particularly youth – to grow and distribute food in Greater Boston, practicing care for land and community.

## Worker Recruitment Timeline

### September:

- Have parents from the SYP that has just ended, review the SYP recruitment materials. Gather their comments by the end of the month.

### October:

- Call all recruiters in the database to update their contact information.
- Begin scheduling presentations through this process.
- Meet with the Communications Coordinator to strategize the scheduling of presentations to adults.
- Begin revising application, brochure and poster (recruitment materials).

### November:

- Call to reserve interview space for the spring.
- Determine where the recruitment materials will be printed.
- Call all suburban schools where presentations were done the previous year and schedule similar presentations for this year.

### December:

- Begin working on media contacts.
- Get recruitment materials to the printer by the beginning of the month, to be ready by the end of the month.
- Brief staff on recruiting dates and process.
- Organize a mailing party for the DIRT Crew during their Christmas Break (recruitment materials must be ready for this).

### January:

- Suburban recruitment packets must be mailed at the first of the year, along with suburban youth interested applications.
- Do follow-up calls to all suburban recruiters.
- Begin suburban presentations.

### February:

- Recruit staff and DIRT to work the Suburban Interview Sessions.
- Organize a mailing party for the DIRT Crew over February Break.
- Mail out urban recruiter packets and urban youth interested applications right after February Break.
- Re-confirm interview space with host organization.
- Create agenda for Suburban Interview Sessions.
- Begin urban recruitment presentations.

### March:

- Train staff and DIRT Crew to work interview sessions during the first week of March.
- Application deadline for suburban crew workers is the end of the first week of March.
- Call all interviewees to remind them of interviews.
- Hold interview sessions in the third week of March (be sure not to conflict with school break!).



- Select suburban crew workers, make accept and reject calls, begin their paperwork process.

**April:**

- Recruit staff and DIRT Crew to work the Urban Interview Sessions.
- Continue urban presentations.
- Call urban recruiters to ask for assistance in bringing in applications, especially after spring break.
- Application deadline for urban crew workers is the last week of April. [Set the date after checking with the Boston Public School Publication Office: The date must be at least a week after Summer Stuff comes out.]
- Create agenda for Urban Interview Sessions.

**May:**

- Call urban interviewees to remind them of interviews.
- First week of May: train staff and DIRT Crew to work interview sessions.
- Hold interview sessions during the second week of May.
- Select urban crew workers, make accept and reject calls, begin their paperwork process.

**June:**

- Schedule time at a staff meeting for feedback on this year's worker recruitment process.

## Recruiter Update Phone Protocol

The purpose of making these calls is to ask each of our recruiters the following questions:

- Would you/your organization like to receive our recruiting materials this year? Has it been productive to receive them in previous years?
- Who is the person who we should send our summer job materials to?
- Do we have your correct address? Is this the best phone number?
- Can we have your email and fax numbers?
- Could we do a presentation for you/your students? When?
- Do you have a publication or radio station that would announce our job opportunities? If so, who is the contact person and what is the deadline?
- Do you know anyone else we should contact for recruiting?

**In order to get these questions answered, follow these steps:**

### Before You Make the Call

1. Have your list of recruiters in front of you.
2. Open the database to the record of the recruiter you are about to call.
3. Read through all the information in that record: look at the information we already have on this person and organization; get to know what kinds of interactions we have had with them in the past. Have we done presentations for them? Have they run our announcements in their paper or on a radio station? Have they volunteered for us? Keep these things in mind as you talk with them.

### Making the Call

1. Call the phone number listed in the database.
  - If the phone number is not correct, try to find the correct number. Look it up in the phone book. If it is not there, call information. If you get the correct number, change the one in the database. If you cannot get the correct number, write NO PHONE NUMBER in the notes field of the database record, and next to the recruiter on your printed list.
2. If you get an answering machine, give them the following information:
  - your name
  - calling from The Food Project
  - calling regarding summer jobs for teenagers
  - will call back

Then write ANSWERING MACHINE down on your printed recruiter list.

3. If a person answers:

- Tell them your name.
- Say that you are calling from the Food Project, an organization that employs teenagers for the summer.
- Ask to speak to the person who is listed as the recruiter contact.

4. If the person listed as the recruiter contact is not there:

• Ask the person you are talking to if they can answer a few basic questions for you. If they say yes, explain that their organization has helped the Food Project recruit youth for summer jobs in the past, and that you are updating the recruiter database. Then ask them the seven questions at the top of the page.

• If the person on the phone cannot answer your questions, or does not know the answers to all of them, ask when a good time to reach the recruiter contact would be. Next to that recruiter contact's name on your printed list, write CALL BACK ON \_\_\_\_ / \_\_\_\_ AT \_\_\_\_:\_\_\_\_.

5. If the recruiter contact is available:

• Ask them the seven questions listed at the top of the page. Change the second question slightly: "Are you still the best person to send our summer job materials to?"

### Recording the Answers

While you are on the phone with a recruiter, you should have their database record in front of you. All of the information they give you should go directly into that record as you talk. If you cannot type that fast, write down everything they say, and enter it into the database after you have hung up.

If the recruiter says that they or their organization should no longer receive recruiting materials, delete the title Youth Program Recruiter from their record. Then write Former Youth Program Recruiter in the notes field of their record.

Once a recruiter's information has been updated, write DONE next to their name on your printed list.



[PLEASE PRINT CLEARLY]

How did you find out about us?: \_\_\_\_\_

## APPLICATION QUESTIONS

*We want to know who you are! Think carefully about your personal answers to these questions. Write as completely as you can, and try to use all of the space provided. You may attach a separate sheet if you need more room.*

**1. Why do you want to be a member of The Food Project's Summer Program?  
What interests you about The Food Project?**

**2. Tell about a time when you helped a friend, family member, or someone in your community. What was the situation and what did you do? How did you feel about it?**

**3. What do you think will be your biggest challenge working at The Food Project this summer?**

**4. What would you like to achieve this summer? How can The Food Project help you do that? What do you want to get out of this job?**

*Thank you! If there is anything else you would like us to know, feel free to attach another sheet of paper.*

**APPLICATION DIRECTIONS ARE ON THE BACK OF THIS PAGE**



## APPLICATION DIRECTIONS

- ✓ To apply, you must be 14 years old by January 1, 2007.
- ✓ You must be able to attend the entire Summer Program from June 26 through August 15, 2007.

*Follow the directions listed below. To apply for the Summer Youth Program, you must complete each task. Check off the boxes as you go.*

- ✓ Read the Summer Youth Program Brochure
- ✓ Fill out the front page of the application
- ✓ Answer the questions on pages 2 and 3

### For Those Who Live OUTSIDE The City of Boston

(This also means that you *do not* live in one of Boston's neighborhoods, including Allston, Back Bay, Beacon Hill, Brighton, Charlestown, Dorchester, East Boston, Hyde Park, Jamaica Plain, Mattapan, North End, Roslindale, Roxbury, South Boston, South End, and West Roxbury.)

- ☐ Give the Reference Letter to an adult who knows you well but is NOT in your family (for example, a teacher). Make sure they know it is due March 2.
- ☐ Read the Interview Information Sheet. Keep it at home with you, don't lose it.
- ☐ Tell us when you want to come for an interview:

Put a "1" in the box next to your first choice, and a "2" next to your second choice

March 7 (Wed.) ☐ 4PM ☐ 6PM

March 8 (Thurs.) ☐ 4PM ☐ 6PM

- ☐ Get your application to The Food Project! We MUST have it by March 2, 2007!

### For Those Who Live INSIDE The City of Boston

(This also means that you live in one of Boston's neighborhoods, including Allston, Back Bay, Beacon Hill, Brighton, Charlestown, Dorchester, East Boston, Hyde Park, Jamaica Plain, Mattapan, North End, Roslindale, Roxbury, South Boston, South End, and West Roxbury.)

- ☐ Give the Reference Letter to an adult who knows you well but is NOT in your family (for example, a teacher). Make sure they know it is due April 2.
- ☐ Read the Interview Information Sheet. Keep it at home with you, don't lose it.
- ☐ Tell us when you want to come for an interview:

Put a "1" in the box next to your first choice, and a "2" next to your second choice

April 10 (Tues.) ☐ 4PM ☐ 6PM

April 11 (Wed.) ☐ 4PM ☐ 6PM

- ☐ Get your application to The Food Project! We MUST have it by April 2, 2007!

**MAIL COMPLETED APPLICATIONS TO:**  
The Food Project, P.O. Box 705  
Lincoln, MA 01773

After we receive your application, we will send you a letter telling you the day, time and location of your interview. See you there!



P.O. Box 705 • Lincoln, MA 01773 • (781) 259-8621

## SUMMER YOUTH PROGRAM CREW WORKER REFERENCE

1. Put **YOUR NAME HERE:** \_\_\_\_\_
2. Mark one of the white boxes below to show where you live.
3. Give this form to an adult who knows you well but who is not a member of your family, such as a teacher, coach, employer, minister, etc. You may make copies of this form to give to more than one adult.
4. Explain to that person why you want to work for The Food Project.
5. Ask that person to fill out the reference and mail it to The Food Project.

I LIVE:

☐

**OUTSIDE Boston**

This means that you do not live in one of the neighborhoods listed to the right

**REFERENCE  
IS DUE BY:**

**MARCH 2**

☐

**INSIDE Boston**

Including Allston, B. Bay, Brigh-ton, Charlestown, Dorchester, E. Boston, Hyde Park, J.P., Mattapan, N. End, Roslindale, Roxbury, S. Boston,

**REFERENCE  
IS DUE BY:**

**APRIL 2**

### REFERENCE WRITER:

Thank you for taking the time to offer your perspective on this youth! Please follow these steps:

1. Read the fact sheet on the back of this page.
2. Fill in the requested information below and answer the four questions at the bottom of the page.
3. Mail this form and your reference to The Food Project., P.O. Box 705, Lincoln, MA 01773. Or, if you prefer, fax the form and reference to (781) 259-9659.

If you have any questions, contact Joanne, Program Administrator, at (781) 259-8621, x 23.

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

Title: \_\_\_\_\_ Organization/School: \_\_\_\_\_

Address: \_\_\_\_\_ Telephone: (       ) \_\_\_\_\_

Please answer the following questions as fully as possible. Attach your answers to this sheet.

1. How long and in what capacity have you known this young person? What do you know about the applicant's work habits, learning style, and role in group dynamics?
2. How do you feel The Food Project could serve this young person?
3. In your opinion, how could this young person serve The Food Project?
4. Please give us any other information that might be useful to working with this young person.



P.O. Box 705 • Lincoln, MA 01773 • (781) 259-8621

## SUMMER YOUTH PROGRAM FACT SHEET FOR REFERENCE WRITERS

*Now in our sixteenth year, The Food Project brings together youth from the city and the suburbs to make a difference in the lives of people in the Greater Boston area. By growing fresh, organic vegetables, young people work together as a team to serve others, learn farming and business skills, experience nature, explore issues of hunger and community, challenge themselves, and have fun!*

### Who Do We Hire?

- 50 youth, ages 14-16
- 60% come from the City of Boston, 40% come from the suburbs

### Why Do We Hire Them?

- One of our missions is to bring together the most diverse group of youth that we can
- We hire a mix of high-achievers, youth struggling to get by, and youth walking the middle road: our goal is to break down the walls that exist between these youth by having them work together
- We are looking for a commitment to the mission of the Food Project, and a willingness to work hard

### What Do They Do?

- Work full-time for eight weeks, from June 26 to August 15, 2006
- Spend five weeks in Lincoln and two weeks in Roxbury (both sites are accessible by public transportation and youth often travel to work together)
- Learn to grow vegetables on our 31-acre farm and 3 urban gardens
- Spend each Wednesday in a homeless shelter preparing the food they have grown
- Help run our farmers' markets in Roxbury and Dorchester

### How is the Program Structured?

- Youth work in crews of ten: one college-aged leader, one assistant leader, and eight crew workers
- Crews stay together for the entire summer — and each crew is very diverse
- Each youth signs a contract at the beginning of the summer, and receives weekly feedback from their leader; each youth receives feedback from their peers twice during the summer as well
- The Summer Youth Program is highly structured and supervised
- Youth receive a \$150 stipend every week, which is paid out biweekly

### What Happens Over the Summer?

- This is a youth development program as well as a job
- We hold workshops on diversity issues — stereotypes, personal identity, and group affiliation
- Each week focuses on a theme ranging from community to initiative to courage
- We are constantly engaged in team-building activities
- At the beginning of the summer, each youth sets personal goals and we support each other in reaching them

### How Can You Help?

Each year we receive many more applications than we can accept. We have to give preference to applicants whose materials, including their reference, arrive on time. *For the sake of this young person, please be sure to get your reference to us as soon as possible.* We also encourage you to check in with this young person throughout the summer, should they be accepted. You are welcome to attend our Community Lunches during the program on Mondays in Roxbury, and Fridays in Lincoln; please call us for more information if you wish to attend. Thanks for all your help!

## INTERVIEW INFORMATION

- ✓ **Read this information carefully – it's important!**
- ✓ **Don't lose this sheet! Keep it at home or somewhere safe**

### ATTACH YOUR INTERVIEW FLYER TO THIS PAPER!

- You will get a flyer in the mail telling you the date, time, and location of your interview.
- Do not lose it! Staple or clip it to this sheet, and keep them both in a safe place.
- If you lose the flyer or this sheet, you should call us immediately at (781) 259-8621, ext. 23.

### WHY DO I NEED TO INTERVIEW?

- We do not hire anyone who does not interview with us.
- We want to get to know you better!
- We want you to understand what The Food Project is all about!
- We can only get to know each other if we meet face to face!

### WHAT WILL THE INTERVIEW BE LIKE?

- First, there will be a group interview. You will learn more about The Food Project from staff and youth who have been through the Summer Program. Then you will play games and share experiences with other youth who are applying to work with us.
- Then, you will have a one-on-one interview with a Food Project staff member. We will be interested in what you can contribute to the Summer Program, and what you hope to get out of the experience!

### WHERE WILL THE INTERVIEW BE?

- All interviews will be held at The Food Project's office or another T accessible location.

### HOW DO I GET THERE?

- We strongly encourage you to take the MBTA to the interviews, as on-street parking is sometimes difficult.
- Refer to information available at MBTA stations or online at [www.mbta.com](http://www.mbta.com) to plan your travel route.

**Please plan your travel route at least TWO DAYS before your interview.  
Call us if you need help. Do not wait until the day of the interview to call us!**

**If you have any questions, call Joanne at (781) 259-8621, ext. 23**

## DIRECTIONS TO INTERVIEW LOCATIONS

### For Those Who Live OUTSIDE The City of Boston

(This also means that you *do not* live in one of Boston's neighborhoods, including Allston, Back Bay, Beacon Hill, Brighton, Charlestown, Dorchester, East Boston, Hyde Park, Jamaica Plain, Mattapan, North End, Roslindale, Roxbury, South Boston, South End, and West Roxbury.)

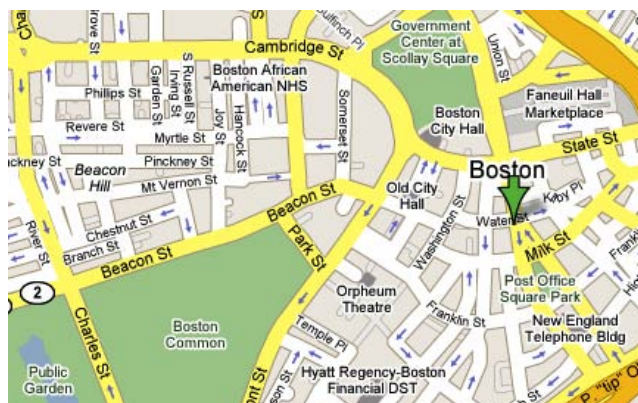
**The Food Project**  
10 Lewis Street  
Lincoln, MA 01773



### For Those Who Live INSIDE The City of Boston

(This also means that you live in one of Boston's neighborhoods, including Allston, Back Bay, Beacon Hill, Brighton, Charlestown, Dorchester, East Boston, Hyde Park, Jamaica Plain, Mattapan, North End, Roslindale, Roxbury, South Boston, South End, and West Roxbury.)

**Putnam Investments**  
8th Floor  
1 Post Office Square  
Boston, MA 02109



## MBTA Directions:

### Commuter Rail - Fitchburg Line

- Get off the train at the Lincoln train stop.
- Once you are off the train, walk to the road.
- Cross the tracks and walk along Lincoln Road up the hill.
- Before reaching the gas station, take a left onto Lewis Street.
- The office is at 10 Lewis Street.

*If you plan to get here by car, directions are available from internet mapping sites (yahoo, google, etc.) or on our website at:*

[www.thefoodproject.org/contact](http://www.thefoodproject.org/contact)

### Red Line or Green Line

- Exit at Park Street Station.
- Proceed one block down Winter Street toward Downtown Crossing.
- Turn left onto Washington Street.
- Turn right onto Milk Street and go five blocks.
- One Post Office Square will be on your right.

### Blue Line or Orange Line

- Exit at State Street Station.
- Take a right down Congress Street. Take a left onto Milk Street and proceed one block.
- One Post Office Square will be on your right.

*If you plan to get here by car, directions are available from internet mapping sites or you can find information at:*

[www.posquare.com](http://www.posquare.com)





P.O. Box 256141 Dorchester, MA 02125  
TEL. 617.442.1322 | FAX. 617.442.7918



## APPLICATION QUESTIONS

*We want to know who you are! Think carefully about your personal answers to these questions. Write as completely as you can, and try to use all of the space provided. You may attach a separate sheet if you need more room.*

**1. Why do you want to work for The Food Project?**

**2. How have your past experience and skills prepared you for the particular role for which you are applying? What do you think you will add to the Summer Youth Program in this role?**

**3. What do you think will be challenging about this job? What do you want to learn this summer? What skills do you want to develop?**

**4. Describe a time when you succeeded in leadership, and a time when you failed in leadership. What did you learn from each experience?**

*Thank you! If there is anything else you would like us to know, feel free to attach another sheet of paper.*

**APPLICATION DIRECTIONS ARE ON THE BACK OF THIS PAGE**

## APPLICATION DIRECTIONS

- ✓ You must be able to attend the entire Summer Program from June 26 through August 15, 2007
- ✓ You must also be available for Crew Leader Training (June 15-22, 2007) and Summer Program Evaluation (August 17, 2007).

*Follow the directions listed below.*

*To apply for a Crew Leader position, you must complete each task.*

### Application Checklist

#### You are applying for the Crew Leader Position!

##### ☐ **Crew Leaders: Ages 20-28**

Each crew leader will be responsible for a crew of nine teenagers in all parts of the Summer Program, from the farms to the homeless shelters to the farmers' markets to diversity workshops and everywhere in between. The crew leader serves as both a mentor and community builder for the crew, motivating them to work hard and grow! The crew leaders set the tone for the whole program! We will hire six crew leaders.

- ☐ Read the Summer Youth Program Brochure for crew workers, and The Food Project Fact and Reference Sheet. They'll help you better understand The Food Project and Summer Program.
- ☐ Fill out the front page of the application.
- ☐ Answer the questions on pages 2 and 3
- ☐ Include a resume if you have one
- ☐ Give the Reference Letter to an adult who knows you well but is NOT in your family (for example, a teacher).
- ☐ We do not hire anyone whom we do not interview. We give preference to those whom we interviewed in person, but we will arrange a phone interview if it is impossible for you to meet with us. We do not interview everyone. We will be in touch to let you know if the application process will continue with an interview or not.
- ☐ **Send in your application as soon as possible.** We start hiring other people on a rolling admissions basis. *We encourage you to send in your application before March 2, 2007.*

#### MAIL COMPLETED APPLICATIONS TO:

The Food Project ATTN:Program Administrator  
P.O. Box 705, Lincoln, MA 01773

The Food Project will call to let you know  
that we have received your application.



P.O. Box 705 • Lincoln, MA 01773 • (781) 259-8621

## SUMMER YOUTH PROGRAM CREW LEADER REFERENCE

### APPLICANT:

1. Put **YOUR NAME HERE**: \_\_\_\_\_
2. Give this form to an adult who knows you well but who is not a member of your family, such as a teacher, coach, employer, minister, etc. You may make copies of this form to give to more than one adult.
3. Explain to that person why you want to work for The Food Project.
4. Ask that person to fill out the reference and mail it to The Food Project as soon as possible.

### REFERENCE WRITER:

Thank you for taking the time to offer your perspective on this person! Please follow these steps:

1. Read the fact sheet on the back of this page.
2. Fill in the requested information below and answer the four questions at the bottom of the page.
3. Mail this form and your reference to The Food Project., P.O. Box 705, Lincoln, MA 01773. Or, if you prefer, fax the form and reference to (781) 259-9659.

If you have any questions contact Joanne, Programs Administrator, at (781) 259-8621, ext. 23.

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

Title: \_\_\_\_\_ Organization/School: \_\_\_\_\_

Address: \_\_\_\_\_ Telephone: (        ) \_\_\_\_\_

*Please answer the following questions as fully as possible. Attach your answers to this sheet.*

1. How long and in what capacity have you known this person?
2. Please give your assessment of this person in terms of responsibility, accountability, organization, preparation for work, and communication skills.
3. Keeping in mind that this person will have significant responsibility for a group of teenagers, how would you assess their leadership capacity, ability to motivate young people, and appropriateness of behavior with young people?
4. What do you think this person could contribute to The Food Project? What challenges do you think they would face working with us (please be honest and candid)?
5. What other information do you think we should know when considering this person for a position at The Food Project?



P.O. Box 705 • Lincoln, MA 01773 • (781) 259-8621

## SUMMER YOUTH PROGRAM FACT SHEET FOR REFERENCE WRITERS

*Now in our 16th year, The Food Project brings together youth from the city and the suburbs to make a difference in the lives of people in the Greater Boston area. By growing fresh, organic vegetables, young people work together as a team to serve others, learn farming and business skills, experience nature, explore issues of hunger and community, challenge themselves, and have fun!*

### Who Do We Hire?

- 60 youth, ages 14-17
- 60% come from the City of Boston, 40% come from the suburbs

### Why Do We Hire Them?

- One of our missions is to bring together the most diverse group of youth that we can
- We hire a mix of high-achievers, youth struggling to get by, and youth walking the middle road: our goal is to break down the walls that exist between these youth by having them work together
- We are looking for a commitment to the mission of the Food Project, and a willingness to work hard

### What Do They Do?

- Work full-time for seven weeks, from June 26 to August 15, 2007
- Spend five weeks in Lincoln and two weeks in Roxbury (both sites are accessible by public transportation and youth often travel to work together)
- Learn to grow vegetables on our 31-acre farm and 3 urban food lots
- Spend each Wednesday in a homeless shelter preparing the food they have grown
- Help run our farmers' markets in Roxbury and Dorchester

### How is the Program Structured?

- Youth work in crews of ten: one college-aged leader, one assistant leader, and nine crew workers
- Crews stay together for the entire summer — and each crew is very diverse
- Each youth signs a contract at the beginning of the summer, and receives weekly feedback from their leader; each youth receives feedback from their peers twice during the summer as well
- The Summer Youth Program is highly structured and supervised
- Youth receive a \$150 stipend every week, which is paid out biweekly

### What Happens Over the Summer?

- This is a youth development program as well as a job
- We hold workshops on diversity issues — stereotypes, personal identity, and group affiliation
- Each week focuses on a theme ranging from community to initiative to courage
- We are constantly engaged in team-building activities
- At the beginning of the summer, each youth sets personal goals and we support each other in reaching them

### How Can You Help?

Each year we receive many more applications than we can accept. We have to give preference to applicants whose materials, including their reference, arrive on time. *For the sake of this person, please be sure to get your reference to us as soon as possible.* We also encourage you to check in with this young person throughout the summer, should they be accepted. You are welcome to attend our Community Lunches during the program on Mondays in Roxbury, and Fridays in Lincoln; please call us for more information if you wish to attend. Thanks for all your help!

## Attachment 7-1

December \_\_, 200\_\_

Dear Recruiter:

I am writing to share with you the successes of The Food Project growing season and to ask for your help in recruiting young people for our **200\_\_ Summer Youth Program!** As you know, The Food Project is a nationally recognized non-profit organization that inspires youth to grow as leaders and involved citizens while motivating others to create change in their own communities. The Food Project connects people to each other, the land, and the food we eat.

Last summer was the \_\_\_\_\_nth season for our youth and agriculture programs, and it was a very fruitful one – both for the youth in the Summer Program and the vegetables! Catering to a diverse mix of youth from cities and towns throughout the region – from Boston to Sudbury and anywhere in between – The Food Project saw the hard work and commitment of 60 youth lead to the production of more than 250,000 pounds of produce that went to places like the Pine Street Inn, Rosie's Place, American Red Cross, Community Servings, Haley House, The Women's Lunch Place and Farmers Markets in Roxbury and to the residents of the suburbs.

The Food Project's **Summer Youth Program** brings together young people from different communities to grow and distribute fresh produce as part of a summer job. Youth work in teams planting and harvesting vegetables, selling at our farmers' markets, exploring issues in the community, and serving their produce at food pantries. The 200\_\_ Summer Youth Program will run from June \_\_\_\_<sup>th</sup> to August \_\_\_\_<sup>th</sup>. Youth must commit to the entire seven and a half weeks.

We need your help finding interested youth to apply for the 200\_\_ Summer Youth Program. We hire 14-16 year olds to be Crew Workers, and 20-28 year olds to be Supervisors. This season, we will be hiring **60 Crew Workers** and **six Crew Leaders**. Our activities will take place in Lincoln, and Boston.

I have enclosed application materials and flyers for you to distribute to youth who may be interested. Candidates interested in the Crew Leader position should contact me directly at our Lincoln office. Feel free to refer youth to our website at [www.thefoodproject.org](http://www.thefoodproject.org). Information about the Summer Youth Program is listed under "Youth Changing Communities".

If you have any questions or comments, please feel free to contact me at (781) 259-8621 x 23 or via email at [programs@thefoodproject.org](mailto:programs@thefoodproject.org). Thank you for your help in identifying young people to take part in The Food Project's Summer Youth Program!

Best Regards,

Program Coordinator



## SUMMER JOBS FOR TEENS!

The Food Project brings together young people from different communities to grow and distribute fresh produce as part of a summer job. Youth work in teams planting and harvesting vegetables, selling at our farmers' market, exploring issues of community, and serving their produce at shelters in Boston. The Summer Program will run from July \_\_\_ to August \_\_\_, 200\_\_\_. Youth must commit to working the entire seven weeks.

We hire 14 - 16 year olds to be Crew Workers,  
and 20 - 28 year olds to be Supervisors.

## HERE'S HOW YOU CAN HELP...

### Hang Our Poster Where Youth Will See It

Make sure that the postcards attached to the poster are easily accessible. This is the easiest way for youth to request an application from us.

### Distribute Brochures and Applications

We hire the most diverse group of young people that we can. Youth are selected based on their level of commitment. We hire a mix of high-achievers, youth struggling to get by, and youth walking the middle road: our goal is to break down the walls that exist between these youth by having them work together. We are looking for a commitment to the mission of the Food Project, and a willingness to work hard. It is critical that any young person who takes an application also has a brochure, as it contains important job information. Please send all interested youth our way.

### Call Us to Request More Materials

We will gladly send you more brochures and applications! We ask that you not make your own photocopies of the application unless absolutely necessary. Our turn-around time on getting you materials will be speedy! You can also download the materials from our website: [www.thefoodproject.org](http://www.thefoodproject.org). If you know someone else who should receive our materials, please let us know.

### Mentor a Young Person Through the Application Process

Many of the youth who work with us have never applied for a job before, and it can be a difficult process. Your assistance will be invaluable to them. In order to secure a job with us, they need to fill out the application completely, have an adult outside of their family write a reference for them, and attend an interview.

### Remind Youth to Get Their Materials in On Time

We receive many more applications than we can accept, and have to prioritize those who get all of their materials to us by the deadline. For youth outside the City of Boston, that deadline is March 1. For those who live within the city of limits, that deadline is April 1.

Thank You! Please contact me with any questions!

Sincerely, \_\_\_\_\_, Program Coordinator

(781) 259-8621 x 23

[programs@thefoodproject.org](mailto:programs@thefoodproject.org)

## DIRT Crew Mailing Party Agenda

### 9:00 Welcome and Training

- Have everyone put their stuff somewhere out of the way, so that the office can function normally.
- Go over the agenda for the day.
- Go over each document that will go in the Recruiter Packets.
- Go over each type of packet, and its contents.
- Explain each task involved with packet assembly.
- Assign each person a task, and explain that they will have the option of switching after each break.  
(You are in charge of making these switches.)

### 9:30 Work!

### 10:30 Break: Quick Game: \_\_\_\_\_ Snack

### 10:45 Work!

### 12:00 Lunch

### 12:30 Game: \_\_\_\_\_

### 12:45 Work!

### 3:00 Break: Quick Game: \_\_\_\_\_ Snack

### 4:45 Wrap Up

- Organize all materials.
- Make note of any incomplete tasks.

### 5:00 Leave for Fun Outing Together

## DIRT Crew Mailing Party Sign

### DIRT Crew Recruitment Help Day

December \_\_, 200\_\_

**Remember:** This is an OFFICE. People are trying to work, so have fun but keep your voices down to a whisper!

Please do not place drinks or food near the recruiting materials.

#### Goals for the Day:

1. Tri-fold all of the brochures.
2. Insert reference form and interview sheet in all applications.
3. Insert applications into brochures.
4. Put two applications (with brochures) into each gray envelope going to a recruiter.
5. Put a recruiter letter in each gray envelope going to a recruiter.
6. Put one application (with brochure) into each gray envelope going to an interested youth.
7. Put mailing labels on gray envelopes.
8. Stamp The Food Project return address on all gray envelopes.

## Sample Speaking Engagement Agenda

Rivers School Presentation 1/6/00

- Context:** All school assembly; 7th - 12th graders; 300 kids  
Auditorium-style room  
(This is a group I spoke to last year, so have to come up with something different)
- Requirements:** Two minute presentation to the whole group  
Staff a table to answer questions afterwards  
(There will be six to eight groups there)  
They want to know about volunteer opportunities and summer employment
- Supplies:** TV and DIRT video  
Applications and brochures  
Volunteer brochures  
Sign-in list  
Tri-fold presentation board (need to set up)

### Presentation:

How many people watched TV on New Year's Eve? (Raise hands)  
Which countries did you see celebrate the New Year? (Shout it out)  
Now, think about a town or neighborhood just a few miles from where you live: (shout out names)  
Do you know what folks in that town did on New Year's? (Raise hands)

The point is that in this day and age, we know more about what's going on in other countries than we do about the folks living right down the road.  
One of the missions of the Food Project is to bring people together, to have them get to know each other through something common to all of us: food.

We grow vegetables in both Lincoln and Roxbury.  
We work with people from all different backgrounds throughout the Boston area.

We give about 60% of our produce to homeless shelters and soup kitchens.  
We sell the rest through farmers' markets in Roxbury and Dorchester, and through a Community Supported Agriculture program in Lincoln.

We rely on the help of 1,000 volunteers a year.  
During the summer, we hire sixty teenagers, 14-16, to work with us.

If you'd like to make a difference in your own backyard, we'd love to talk to you.

## Media Cover Letter

\_\_\_\_\_, 200\_\_\_\_

To the Editor,

Attached you will find an announcement of a unique summer opportunity for youth in the Boston area. We would very much appreciate it if you would run this announcement in your publication for January through April.

Applications for summer jobs at The Food Project will be sent out beginning in January, and will be due by the end of March. Your publication will be of great help to us in our recruitment process!

While we recognize that the text of this announcement is lengthy, all of the information is important for prospective youth employees. If you find it necessary to edit the announcements, we would be eager to help you do so.

Thank you very much for including us in your publication. We appreciate your help.

Sincerely,

Program Coordinator  
(781) 259-8621 x 23

## Newspaper Announcement

### Press Release:

“Are you 14 to 17 years old? Looking for a job? Do something DIFFERENT this summer!

The Food Project brings together youth from urban and suburban communities in the Boston area to plant, grow and harvest vegetables for homeless shelters, farmers’ markets, and local businesses. Youth take on substantial responsibility for the operation, learn about successful work habits and agricultural practices, build community through reflection on personal and social topics, and provide important services to many different communities.

We are now accepting job applications for the 200\_\_ Summer Youth Program. This seven-week program, based in both Lincoln and Roxbury, runs from July \_\_ st through August \_\_st, Monday to Friday, 9:00 AM to 4:30 PM. Summer Crew Workers will receive a weekly stipend of approximately \$150.00 (before taxes). All transportation expenses are covered.

If you are interested in applying to work with The Food Project, please call the Program Coordinator at (781) 259-8621 x23. You must be 14 years old by July 1, 200\_\_ to apply. Applications are due by March 1 for those who live outside the city of Boston and April 1 for Boston residents, so call today!”



## Magazine Advertisement

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**DO SOMETHING DIFFERENT THIS SUMMER!**



**Youth • Growing • Together**

**Do you live in the Boston area?**

**Are you 14 to 16 years old and looking for a job?**

The Food Project brings together youth from urban and suburban communities in the Boston area to plant, grow and harvest vegetables for soup kitchens, farmers' markets and local businesses.

The program runs 6/28-8/13, Monday-Friday, 9 AM to 4:30 PM.

Workers receive a weekly stipend of at least \$135.

Applications are due mid-March so call soon. 781-259-8621 x 23.

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## Radio Cover Letter

\_\_\_\_\_, 200\_\_\_\_

To The Program Director:

We know that you get a ton of public service announcements every day, and have to sift through them. But before you file this one away, let us tell you why you should

## CHECK THIS OUT!

**YOUTH** This program provides one of the most unique opportunities available for youth in the Boston area. How many programs unite urban and suburban teenagers in meaningful, productive work?

**COMMUNITY** Our program touches the lives of people in almost every community in the Boston area. From Lincoln and Concord to Roxbury and Dorchester, our youth are making a difference!

**CHANGE** Organic vegetables for low-income and homeless people, vacant lots turned into beautiful gardens, the lives of teenagers forever transformed, The Food Project is making all of these things happen!

This year we want to reach as many youth as possible. Airtime on your station would help us immensely. Please consider programming our PSA into your schedule! We would love for our PSA to run from now through the end of April.

If you do program our PSA, please let us know. If you have any questions, feel free to contact us. Thanks very much!

Sincerely,

Program Coordinator  
(781) 259-8621 x 23

## Radio Announcement (PSA)

### **45 seconds:**

Are you fourteen to sixteen years old and looking for a job? The Food Project is now accepting applications for a unique seven-week Summer work experience. The Food Project hires youth from urban and suburban communities to grow 40,000 pounds of vegetables and distribute them to soup kitchens, farmers' markets and local businesses. Teens will farm on 21 acres in Lincoln and 2 acres in Roxbury, serve at homeless shelters, and work at farmers' markets. Youth are given substantial responsibility for the operation. Along the way, they learn about successful work habits and agricultural practices, and provide important services to many different communities. Youth will be paid a weekly stipend of approximately \$150.00, and all travel expenses are covered. For more information and an application call 781-259-8621 x23. Applications are due mid-March so call today!

### **30 seconds:**

The Food Project in Lincoln is now accepting applications for its unique summer experience. If you are fourteen to sixteen years old and are looking for a job the Food Project may be just for you. They hire urban and suburban teens to grow vegetables and distribute them to soup kitchens, farmers' markets and local businesses in the Boston area. The teens they hire will work on farms in Lincoln and Roxbury, help at shelters, and operate a Farmers' market. They will be paid a weekly stipend of approximately \$150.00, and all travel expenses are covered. Applications are due mid-March so call today at 781-259-8621 x23.

### **15 seconds:**

The Food Project is now accepting applications for its unique summer work experience. The Food Project hires fourteen to sixteen year olds from urban and suburban communities for a seven-week Summer job program. Participants grow vegetables and distribute them to soup kitchens and farmers' markets in the Boston area. For more information and an application call today at 781-259-8621 x23.

### **10 seconds:**

The Food Project is hiring urban and suburban teens aged fourteen to sixteen for a seven-week Summer job program. Teens will grow vegetables for distribution to soup kitchens, farmers' markets and local businesses. For more information call today at 781-259-8621 x23.

Suburban Interview Letter

**Betu!**

**We have received your application!**

**Thank you!**

**Now you need to come to an interview!**

**Your interview is on  
\_\_\_\_\_ March \_\_\_, 200\_\_ at \_\_: \_\_ PM**

**Things to Remember About Your Interview:**

- You will be with us for two hours.
- All interviews will be held at The Food Project Office, Lincoln.
- The address of the office is 10 Lewis Street.
- The Food Project is a quick walk from the Lincoln Center stop on the Train. You should have directions on your Interview Information Sheet. If you don't have that sheet, call us immediately.
- Plan how you are going to get to the interview at least two days before the interview. Call us then if you have any questions. It will be hard to reach us on the day of the interview!

**Your parents are invited to come to the interview!  
We would love to meet them and introduce them to The Food Project.**

**You have to come to the interview to get a job!  
We look forward to meeting you!  
If you have any questions, call the Program Coordinator at (781) 259-8621 x 23**

\_\_\_\_\_, 200\_\_

Kailah Hayden-Karp  
153 River Street  
Cambridge, MA 02139

Dear Kailah,

Thank you for sending us your application! We are excited to meet you.

**BUT, your application does not have a reference.**

**We cannot hire you for a job if you do not get a reference.**

**THIS IS WHAT YOU SHOULD DO:**

1. Find the paper in this envelope that says “Summer Crew Worker Reference.”  
Put your name in the long white box at the top of that paper.  
Check off one of the small boxes to tell if you live in the city of Boston or not.
2. Find an adult who knows you well, but is not in your family.
3. Tell them why you want to work for The Food Project.
4. Give them the paper that says “Summer Crew Worker Reference” on the top.
5. Ask them to fill out the paper. They should mail it to us.  
Our address is at the top of the paper.

You have been scheduled for an interview on \_\_\_\_\_ at \_\_\_\_ : \_\_\_\_\_

Your reference must be sent to our office before \_\_\_\_\_ March \_\_\_\_\_, 200\_\_.

**IF YOU HAVE ANY QUESTIONS, PLEASE CALL ME!**

Sincerely,

Program Coordinator  
781-259-8621 x 23

## DIRT Interview Role 1

**Greeter outside building/ game leader:** *(DIRT crew member)*

### Job Description:

- Holding a Food Project sign or banner, this person roams the immediate area in front of the building looking for lost applicants: this person must be excited to find people!
- During the introductory program, they lead the second game
- During the individual interviews, they lead the first game
- Offers their observations of applicants

### SCHEDULE:

- |                |   |
|----------------|---|
| <b>3:30 PM</b> | Check in with SYP Coordinator; rehearse directions for their games, gather necessary props.   |
| <b>3:45 PM</b> | Go outside to round up lost applicants.   |
| <b>4:10 PM</b> | Come inside and quietly join the Introductory Program.  |
| <b>4:35 PM</b> | Lead the second game.   |
| <b>4:45 PM</b> | Stay in Youth Room when interviews start. As soon as the first set of applicants leave the room, lead the game.   |
| <b>5:40 PM</b> | Go outside to look for lost applicants.   |
| <b>6:10 PM</b> | Come inside and quietly join the Introductory Program.  |
| <b>6:35 PM</b> | Lead the second game.   |
| <b>6:45 PM</b> | Stay in Youth Room when interviews start. As soon as the first set of applicants leave the room, lead the game.   |
| <b>7:30 PM</b> | Join the rest of the staff and youth over pizza to discuss the applicants. Give your perspective on each applicant, trying to be as fair and specific as possible. This means that during the entire event, you have to be watching the applicants and thinking how they might fit in the Food Project community. |
| <b>9:00 PM</b> | After helping to clean, head for home. Make sure you have a safe way of getting home!   |



## DIRT Interview Role 2

**Welcome person in lobby/speaker/game leader:** (*DIRT Crew member*)

### Job Description:

- Pro-actively greets people when they walk into the building, introduces themselves, and points applicants in the direction of the interviews
- During the introductory program, go over the various schedules of the SYP; the schedules will be written on a flipchart; make them come alive by adding personal twists “Lunch is at 12:30, and you are SO ready for it!”
- Leads the second game during the individual interviews time
- Offers their observations of applicants

### SCHEDULE:

- |                |   |
|----------------|---|
| <b>3:30 PM</b> | Check in with SYP Coordinator; rehearse speaking role and game directions, gather necessary props.  |
| <b>3:45 PM</b> | Go to lobby to greet applicants.  |
| <b>4:10 PM</b> | Quietly join the Introductory Program.  |
| <b>4:30 PM</b> | Go over summer schedules.   |
| <b>4:45 PM</b> | Stay in Youth Room when interviews start.<br>Lead the second game.  |
| <b>5:40 PM</b> | Go to lobby to greet applicants.  |
| <b>6:10 PM</b> | Quietly join the Introductory Program.  |
| <b>6:30 PM</b> | Go over the summer schedules.   |
| <b>6:45 PM</b> | Stay in Youth Room when interviews start.<br>Lead the second game.  |
| <b>7:30 PM</b> | Join the rest of the staff and youth over pizza to discuss the applicants. Give your perspective on each applicant, trying to be as fair and specific as possible. This means that during the entire event, you have to be watching the applicants and thinking how they might fit in the Food Project community. |
| <b>9:00 PM</b> | After helping to clean, head for home. Make sure you have a safe way of getting home!   |

## DIRT Interview Role 3

**Escort/game leader/parent host:** (*DIRT Crew member*)

Job Description:

- Bring youth and parents to the Youth Room and Parent Room after they have registered and had their picture taken; introduce yourself and introduce them to the Youth Host and Parent Host
- Lead the first game during the introductory program
- Go to the Parent Room during the Individual Interviews, tell the parents about yourself and how long you've been involved, answer any questions they have; if there is time, lead a game (be ready to lead Predator Prey, Group Count, Human Knot or Tennis Ball Toss)
- Offers their observations of applicants

### SCHEDULE:

- 3:30 PM** Check in with SYP Coordinator; rehearse game directions, gather necessary props, and check in with Parent Host.
- 3:45 PM** Go to registration table to start escorting applicants & parents.
- 4:00 PM** Be on time to the Introductory Program: you're up first!
- 4:05 PM** Lead the first game.
- 4:45 PM** When the Individual Interviews start, go to the Parent Room
- 5:45 PM** Go to registration table to start escorting applicants & parents.
- 6:00 PM** Be on time to the Introductory Program: you're up first!
- 6:05 PM** Lead the first game.
- 6:45 PM** When the Individual Interviews start, go to the Parent Room
- 7:30 PM** Join the rest of the staff and youth over pizza to discuss the applicants. Give your perspective on each applicant, trying to be as fair and specific as possible. This means that during the entire event, you have to be watching the applicants and thinking how they might fit in the Food Project community.
- 9:00 PM** After helping to clean, head for home. Make sure you have a safe way of getting home!

## DIRT Interview Role 4

### Youth host/speaker/game leader:

#### Job Description:

- Hang out in the Youth Room before the Introductory Program and strike up conversation with applicants; try to include as many applicants as possible in the conversation
- During the introductory program, go over the cycle of programs at the Food Project (using the tri-fold that Team Captains have on Saturdays during the AYP)
- Lead the third game during the Individual Interviews
- Offers their observations of applicants

#### SCHEDULE:

- |                |   |
|----------------|---|
| <b>3:30 PM</b> | Check in with SYP Coordinator; rehearse speaking part and game directions, gather necessary props.  |
| <b>3:45 PM</b> | Stay in Youth Room to greet arriving applicants.  |
| <b>4:15 PM</b> | Go over the cycle of programs at the Food Project.  |
| <b>4:45 PM</b> | When the Individual Interviews start, stay in the Youth Room.<br>Lead the third game.   |
| <b>5:45 PM</b> | Stay in Youth Room to greet arriving applicants.  |
| <b>6:15 PM</b> | Go over the cycle of programs at the Food Project.  |
| <b>6:45 PM</b> | When the Individual Interviews start, stay in the Youth Room.<br>Lead the third game.   |
| <b>7:30 PM</b> | Join the rest of the staff and youth over pizza to discuss the applicants. Give your perspective on each applicant, trying to be as fair and specific as possible. This means that during the entire event, you have to be watching the applicants and thinking how they might fit in the Food Project community. |
| <b>9:00 PM</b> | After helping to clean, head for home. Make sure you have a safe way of getting home!   |

## Staff Interview Role 1

### Registrar: (staff)

- Staff the registration table; greet applicants and parents, get them registered
- Organize applications, hand them to Interviewers
- Help the Timekeeper during Individual Interviews

### SCHEDULE:

- 3:30 PM** Check in with SYP Coordinator. Start setting up registration:
- Banner hung on front of table
  - Interview Attendance sheets laid out on table
  - Nametags with names of applicants all ready, divided 4PM and 6PM sessions
  - Applications for that day, separated into 4PM and 6PM by interviewer
- 3:45 PM** Start registering applicants:
- Checks off next to applicant's name on the Interview Lists
  - Gives them a nametag
  - Hands them their application with a paper clip and guides them to the Photo Taker
- 4:25 PM** Re-organize applications.
- If some applicants haven't shown by this time, reshuffle the applicants assigned to each interviewer to give each interviewer the same number; makes notes of those who haven't shown.
- 4:35 PM** Bring applications to interviewers (in the Youth Room).
- 4:45 PM** Help Photo Taker with Timekeeper job.
- 5:30 PM** Be in place ready to register next batch of applicants.
- Checks off next to applicant's name on the Interview Lists
  - Gives them a nametag
  - Hands them their application with a paper clip and guides them to the Photo Taker
- 6:25 PM** Re-organize applications.
- If some applicants haven't shown by this time, reshuffles the applicants assigned to each interviewer to give each interviewer the same number; makes notes of those who haven't shown.
- 6:35 PM** Bring applications to interviewers (in the Youth Room).
- 6:45 PM** Help Photo Taker with Timekeeper job.
- 7:30 PM** If possible, stay to give input during discussion of each applicant. If not, or if this does not seem productive, go home at this point. Clean up and organize Registration Table materials before doing so, and give them to SYP Coordinator.

## Staff Interview Role 2

### Photo taker/timekeeper: (staff)

- Take an up-close Polaroid of each applicant when they arrive (so that we can remember who they are as we go through selection and paperwork)
- Help registrar if they are overwhelmed
- Serve as Timekeeper during Individual Interviews
- Order pizza during second set of interviews and pick it up or have it delivered by the time the second session is over

### SCHEDULE:

- 3:30 PM** Check in with SYP Coordinator.  
Get a tour of interview locations in preparation for being Timekeeper.  
Get photo station ready:
- Find a space near the registration table where an applicant can stand against a clean surface, out of the way of those at the registration table
  - Get Polaroid film and camera ready
  - Take a few practice shots: make sure it is easy to tell who the person is (a headshot is usually best)
  - Practice writing names on the bottom of the pictures: a Sharpie usually works best
- 3:45 PM** Start taking photos:
- Show the applicant where to stand
  - Take their picture
  - Write their name on the picture
  - Paperclip the picture to the application
  - Either hand the application back to the registrar or make a pile to give them after everyone is registered
- 4:25 PM** Help registrar re-organize applications.
- 4:40 PM** Go to Youth Room to be there when the first interviews start.
- 4:45 PM** Start keeping time.
- the length of time allotted to each interview is based on the number of applicants and the number of interviewers, given forty-five minutes
- EX: If there are five interviewers and twenty-five applicants, each interview should be no longer than seven minutes, given that there needs to be at least one minute on either side of that for the interviewer to find their next applicant.
- Give each interviewer a two-minute warning
  - Thirty seconds before the interview must be done, tell them to wrap up
  - Enlist the help of the Registrar: this is no easy task!

## Staff Interview Role 2 (cont'd)

- 5:30 PM** Start taking photos:
- Show the applicant where to stand
  - Take their picture
  - Write their name on the picture
  - Paperclip the picture to the application • Either hand the application back to the registrar or make a pile to give them after everyone is registered
- 6:25 PM** Help registrar re-organize applications.
- 6:40 PM** Go to Youth Room to be there when the first interviews start.
- 6:45 PM** Start keeping time.
- The length of time allotted to each interview is based on the number of applicants and the number of interviewers, given forty-five minutes
- EX: If there are five interviewers and twenty-five applicants, each interview should be no longer than seven minutes, given that there needs to be at least one minute on either side of that for the interviewer to find their next applicant.
- give each interviewer a two-minute warning
  - thirty seconds before the interview must be done, tell them to wrap up
  - Enlist the help of the Registrar: this is no easy task!
- 7:30 PM** If possible, stays to give input during discussion of each applicant. If not, or if this does not seem productive, can go home at this point. Clean up and organize Photo Station materials before doing so, and give them to SYP Coordinator.



## Staff Interview Role 3

### Interviewers: (5-6 staff members)

- Must have extensive experience with Food Project youth (can be former crew leaders, former staff, or current grad school interns)
- Must commit to read applications before the Interview Sessions
- Must be available Wednesday 3-9PM, Thursday 3-9PM, and Friday 9AM - 12
- Ideally should be available for both Suburban and Urban Interview Sessions; can do one or the other if necessary (but must do all three days for either)

### SCHEDULE:

- 3:30 PM** Check in with SYP Coordinator.
- Find out where you will be holding your one-on-one interviews
  - Set up the space to be conducive for interviews
- 3:45 PM** Go to Youth Room.
- Help the Youth Host greet incoming applicants
  - Go over the Interviewer Protocol sheet
  - If you have not finished reading your applications, and you have copies of them (do not take them from the registrar), read them at this point
- 4:00 PM** Introductory Program
- Participate in the games, watch your applicants closely
- 4:45 PM** Introduce yourself to your first applicant, and take them to your designated interview space.
- Be mindful of time, be courteous to the timekeeper!
- 5:30 PM** Make further comments on applicants.
- Take the time in between interview sessions to make extensive notes on those whom you have just interviewed
- 5:45 PM** Go to Youth Room.
- Help the Youth Host greet incoming applicants
  - Go over the Interviewer Protocol sheet
  - If you have not finished reading your applications, and you have copies of them (do not take them from the registrar), read them at this point
- 6:00 PM** Introductory Program
- Participate in the games, watch your applicants closely
- 6:45 PM** Introduce yourself to your first applicant, and take them to your designated interview space.
- Be mindful of time, be courteous to the timekeeper!

## Staff Interview Role 3 (cont'd)

- 7:30 PM** Prepare for dinner discussion.
- Make extensive comments about second group of applicants
  - Get ready to present your applicants to the whole group
- 7:45 PM** Present applicants.
- Think of three key words for each applicant
  - Hold up their picture, say their name, give 3 words
  - Ask for input from DIRT Crew or any staff members who have critical insights; take notes from these comments, put them on applicant's interview sheet
- 9:00 PM** After helping with clean up, you may go home and collapse!

## Staff Interview Role 4

### Game host: (staff member)

- If there are enough interviewers, this is a perfect job for the AYP Coordinator; has to be someone with extensive youth experience
- Trains DIRT Crewmembers when they arrive
- Hosts the games in the Youth Room while Individual Interviews are going on

### SCHEDULE:

- 3:30 PM** Train DIRT Crew.
- Bring DIRT members into Youth Room
  - Go over each of their parts, have them rehearse in front of each other
  - Go over the schedule, remind DIRT of the critical importance of their behavior
- 3:45 PM** Finish set up.
- If Youth Room is not entirely set up, help get it together
- 4:00 PM** Introductory Program
- Participate
  - Roam around the room, giving DIRT behavior reminders if they need them, or taking care of any discipline issues that arise
- 4:45 PM** Introduction to games.
- Introduce yourself again
  - Point out three DIRT Crewmembers who will be leading games
  - Tell them that if they are pulled out for an interview or return from one, they should simply fold in or out of the game in progress
- 4:50 PM** Let the games begin!
- When it is obvious that a game needs to end, let the DIRT Crew member who is leading it know that so they can wrap up and process it
  - Handle any discipline problems that arise
- 5:30 PM** Clean up for the next session.
- Get Youth Room arranged again
- 6:00 PM** Introductory Program
- Participate
  - Roam around the room, giving DIRT behavior reminders if they need them, or taking care of any discipline issues that arise
- 6:45 PM** Introduction to games.
- Introduce yourself again
  - Point out three DIRT Crewmembers who will be leading games
  - Tell them that if they are pulled out for an interview or return from one, they should simply fold in or out of the game in progress

## **Staff Interview Role 4 (cont'd)**

- 6:50 PM** Let the games begin!
- When it is obvious that a game needs to end, let the DIRT Crew member who is leading it know that so they can wrap up and process it
  - Handle any discipline problems that arise
- 7:30 PM** Participate in discussion of applicants.
- Your insights of each applicant's role in group dynamics will be critical.
- 9:00 PM** After helping to clean up, you are free to go!

## Board Member Interview Role

**Parent host:** (*board member*)

- Wait with parents in the Parent Room
- Offer them information and personal experience of the Food Project
- Show the DIRT Crew Video or Basic Black video
- Offer insights to interviewers about applicants based on your interactions with their parents
- Can organize games if parents seem into it

### SCHEDULE:

- 3:30 PM** Check in with SYP Coordinator.  
Set up Parent Room:
- Lay out food and drinks (put half away for second group)
  - Make a circle of chairs
  - Lay out Food Project information
  - Set up TV / VCR, do a video test
- 3:45 PM** Greet arriving parents.
- Make small talk!
  - Offer them food, drink, and Food Project materials.
  - Ask them to sign in as they arrive, so we know who was there.
- 4:15 PM** Introduction
- Get everyone's attention.
  - Introduce yourself, explain your involvement.
  - Tell the parents what is going on in the Youth Room: introductory program, then individual interviews and games.
  - Tell them what you will be doing in this room.
  - Ask if anyone has questions right up front.
- 4:30 PM** Video: DIRT The Next Generation
- Introduce the video before you put it on: made by youth about the Academic Year Program (explain what that is).
- 5:00 PM** Discussion
- Use Viewers' Guide to facilitate conversation
  - At this point, DIRT Crew member should be there; have them introduce themselves and answer questions
- 5:15 PM** Game
- If parents are up for it, DIRT Crew member can lead them in a game.
- Low Risk: Predator Prey, Tennis Ball Toss  
High Risk: Human Knot, Group Count
- 5:30 PM** Thanks!
- Interviews should be done by this time
  - If they are not, keep the parents in the room until youth start coming out of the Youth Room (they will all be dismissed at once)

## Board Member Interview Role (cont'd)

- 5:35 PM** Re-set room.
- Rewind video
  - Put out next batch of food
  - Straighten up room
- 5:45 PM** Greet arriving parents.
- Make small talk!
  - Offer them food, drink, and Food Project materials.
  - Ask them to sign in as they arrive so we know who was there.
- 6:15 PM** Introduction
- Get everyone's attention.
  - Introduce yourself, explain your involvement.
  - Tell the parents what is going on in the Youth Room: introductory program, then individual interviews and games.
  - Tell them what you will be doing in this room.
  - Ask if anyone has questions right up front.
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- 7:00 PM** Discussion
- Use Viewers' Guide to facilitate conversation
  - At this point, DIRT Crew member should be there; have them introduce themselves and answer questions
- 7:15 PM** Game
- If parents are up for it, DIRT Crew member can lead them in a game.
- Low Risk: Predator Prey, Tennis Ball Toss  
High Risk: Human Knot, Group Count
- 7:30 PM** Thanks!
- Interviews should be done by this time
  - If they are not, keep the parents in the room until youth start coming out of the Youth Room (they will all be dismissed at once)
- 7:40 PM** Discussion of Applicants
- Please stay and have some pizza
  - Before you leave, offer the interviewers any insights you gained on particular applicants from talking to their parents
  - After you've given your comments, you're free to go! THANK YOU



## Worker Interview Agenda Template

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

Location: \_\_\_\_\_

3:30 PM: Welcome and Arrival

Registrar: (staff) \_\_\_\_\_

Photo Taker: (staff) \_\_\_\_\_

Welcome Person in Lobby: (DIRT) \_\_\_\_\_

Escort: (DIRT) \_\_\_\_\_

Youth Host: (DIRT)

Greeter Outside of Building: (DIRT)

Parent Host: (staff or board member) \_\_\_\_\_

### 4:00 PM Introductory Program

Welcome: (SYP Coordinator) \_\_\_\_\_ (2 min.)

Game (Windblows): (DIRT) \_\_\_\_\_ (10 min.)

Video: (SYP Coordinator or Site Supervisor) \_\_\_\_\_ (10 min.)

Vision and Mission: (Program Director) \_\_\_\_\_ (2 min.)

Summer Schedules/ Weekly Schedule/Special Events: (DIRT) \_\_\_\_\_ (5 min.)

Game (Name Crossword): (DIRT) \_\_\_\_\_ (10 min.)

Questions? (SYP Coordinator) \_\_\_\_\_ (2 min.)

### 4:45 PM Individual Interviews

Interviewers: (6 staff) \_\_\_\_\_

Timekeeper: (staff) \_\_\_\_\_ (interviews to be limited to 5-6 minutes each)

Parent Host: (DIRT - leaves to join staff/board member) \_\_\_\_\_

Game Room Host: (SYP Coordinator/experienced program staff) \_\_\_\_\_

Game Leaders: (3 DIRT) \_\_\_\_\_

Game 1: Predator Prey (DIRT) \_\_\_\_\_, 10-15 minutes

## Attachment 21-2

Game 2: Human Knot (DIRT) \_\_\_\_\_, 10-15 minutes

Game 3: Face to Face/Back to Back (DIRT), \_\_\_\_\_ 10-15 minutes

### 5:30 PM Wrap-Up of First Session/Transition Time

Congratulations: (Program Director) \_\_\_\_\_

Next Steps: (SYP Coordinator) \_\_\_\_\_

### 5:40 PM Transition!

Interviewers sit together and reflect on youth they interviewed.

Registrar: (staff) \_\_\_\_\_

Photo Taker: (staff) \_\_\_\_\_

Welcome Person in Lobby: (DIRT) \_\_\_\_\_

Escort: (DIRT) \_\_\_\_\_

Youth Host: (DIRT)

Greeter Outside of Building: (DIRT)

Parent Host: (staff or board member) \_\_\_\_\_

### 6:00 PM Introductory Program

Welcome: (SYP Coordinator) \_\_\_\_\_ (2 min.)

Game (Windblows): (DIRT) \_\_\_\_\_ (10 min.)

Vision and Mission: (Program Director) \_\_\_\_\_ (2 min.)

Program Calendar: (DIRT) \_\_\_\_\_ (2 min.)

Video: (SYP Coord. or Site Supervisor) \_\_\_\_\_ (10 min.)

Summer Schedules: (DIRT) \_\_\_\_\_ (5 min.)

Committed to Your Growth: (SYP Coordinator or Site Supervisor) \_\_\_\_\_ (2 min.)

Game (Name Crossword): (DIRT) \_\_\_\_\_ (10 min.)

Questions? (SYP Coordinator) \_\_\_\_\_ (2 min.)

6:45 PM Individual Interviews

Interviewers: (6 staff) \_\_\_\_\_

Timekeeper: (staff) \_\_\_\_\_ (interviews to be limited to 5-6 minutes each)

Parent Host: (DIRT - leaves to join staff/board member) \_\_\_\_\_

Game Room Host: (SYP Coordinator/experienced program staff) \_\_\_\_\_

Game Leaders: (3 DIRT) \_\_\_\_\_

Game 1: Predator Prey (DIRT) \_\_\_\_\_, 10-15 minutes

Game 2: Human Knot (DIRT) \_\_\_\_\_, 10-15 minutes

Game 3: Face to Face/Back to Back (DIRT), \_\_\_\_\_, 10-15 minutes

7:30 PM Wrap Up

Pizza Duty: (Timekeeper) \_\_\_\_\_

Congratulations: (Program Director) \_\_\_\_\_

Next Steps: (SYP Coordinator) \_\_\_\_\_

7:45 PM Interview De-Brief

All staff and youth gather for pizza and talk about each youth interviewed.

9:00 PM WE ARE DONE

## Letter to DIRT Parents

Dear Parent,

It's that time of year again when we are gearing up to interview hundreds of young people who are interested in participating in the Summer Program. It may not seem that long ago that your child came to interview with us, nervous, anxious, excited, hopeful. Since then, they have contributed so much to the efforts of the Food Project. Now it is their turn to introduce other young people to the Food Project!

Your child has expressed interest in serving in one of the four DIRT Crew roles at the Interview Sessions. Each of these roles is critical to the success of the interviews. The DIRT Crewmembers who serve in these roles are the first Food Project youth whom the applicants meet, and they set the tone for the youth community that will be created during the coming SYP. New crew workers often retain very strong memories of the first Food Project youth they met at their interview!

We recognize that working the Interview Session is a major time commitment. However, if your child can afford the time to take on one of these roles, the experience will be invaluable. Attached you will find an example of one of the DIRT Crew roles for the Interview Sessions. If your child signs up for one of these roles, they will have to be at the Interview site by 3:30 PM. They will be done at 9:00 PM.

Please have a conversation with your child about whether they can participate in the Interview Sessions. If they are available, please figure out a safe way for them to get home after the interviews. If you need help with this, contact me as soon as possible.

On Saturday, \_\_\_\_\_, the AYP Coordinator will ask for DIRT Crew members to let him know their availability for the Interview Sessions. Roles will be announced the following Saturday.

Thank you so much for your continued support of your child and the work of the Food Project.

Sincerely,

SYP Coordinator  
(781) 259-8621 x23

## Staff Interview Training Agenda

30 minutes

Led by SYP Coordinator

Handouts: Interview Agenda, Staff Interview Role sheets, Interviewer Protocol sheets, Youth Interview Forms

### I. Outline of the Entire Recruitment Process (2 min.)

- Application - reference (summer) - interview - accept/back-up/reject
- Written on flipchart!

### II. Outline of Interview Day (5 min.)

- Reminder of dates and times
- Dress code: nice pants or skirt; Food Project t-shirt or nice shirt
- Hand out Interview Agenda, have everyone read it over, ask questions
- Hand out Staff Interview Roles to the appropriate people, have them read them over; those who do not have roles should look on with the person next to them; answer any questions

### III. Importance of Interview (2 min.)

- Who has done them in the past
- If anyone has anecdotes, share them quickly

### IV. What are we looking for? (2 min.)

- Summer: (SYP Coordinator)  
Mix of high, middle, low achievers  
People who really want this job  
People who we can serve  
People who have a lot to offer

### V. Interviewer Protocol Sheet and Youth Interview Form (summer) (10 min.)

- Handouts!
- Read through the Interviewer Protocol Sheet out loud together, going around the table
- Answer any questions
- Have everyone read over the Youth Interview Form silently
- Answer any questions

### VII. Questions and Answers

## Interviewer Protocol

The individual interview is one part of the application process for a summer job with The Food Project. It is a chance for our staff to get to know each youth personally. Your perspective on each of the youth you interview will be absolutely essential to our decision-making process.

### STEPS TO TAKE:

1. Introduce yourself, explain your position at The Food Project.
2. Go through the questions on the front of the Youth Interview Form.  
Be sure to verify address and phone!
3. Once you have gotten all the info for the front of the sheet, turn to the back and go through the Discussion Questions. Take as many notes as possible without getting distracted from the flow of the conversation.
4. Make sure that the youth has a reference. If they do not, tell them that they need to get a reference form before they leave and have it filled out and sent to us within a week.
5. Ask the youth you have just interviewed to find the next youth and bring them to you. While you wait, evaluate the youth you have just interviewed by filling in the box on the front page of their form. (If you would rather get the next youth yourself, you can fill out the evaluation after the interview session is done.)

### TIPS TO REMEMBER:

1. Be sure to read the application of the youth you are interviewing.  
We want them to know that we take the application process seriously.
2. Ask questions about what they wrote in their application.
3. If one of the questions on the back page does not seem appropriate to your conversation, you can make the decision to change it or skip it.
4. Do not let the interview go over twelve minutes, unless you have less than four people to interview during a session.
5. Keep the Youth Interview Form inside the application of each youth so as not to lose them.





## Youth Interview Form

Name, Address, and Phone of Person Being Interviewed:

Date:

Time:

Interviewer:

Circle One: Suburban Local Lincoln Urban DSNI Return Applicant

Is the information above correct?  
(if not please note changes)

Check to see if she/he has a Social Security Number

YES

NO

Check to see if he/she has a reference letter  
(if not, you must get one to us by one week from today)

YES

NOT YET

What school do you attend now? What grade?

How/where did you get an application for the program?  
(specify)

Did someone other than a family member help you get here?  
(current or potential recruiter for us)

Can you attend the entire program (June 27 -August 16)?  
If other than YES, please describe:

YES

MAYBE

NO

Are you physically able to do farm work and manual labor?  
(no serious injuries, medical conditions, or allergies)  
If other than YES, please describe:

YES

MAYBE

NO

Have you applied to SYP before?

YES

NO

Do you have any friends or relatives who are applying for SYP?

YES

NO

### PLEASE TRY TO EVALUATE:

	Low						High
• One-on-one interpersonal social skills	1	2	3	4	5	6	7
• Social skills within a group	1	2	3	4	5	6	7
• Leadership potential	1	2	3	4	5	6	7
• Current capacity for personal reflection and learning	1	2	3	4	5	6	7
• Understanding of and interest in service/helping others	1	2	3	4	5	6	7
• Their need for this program	1	2	3	4	5	6	7
• Our need for this person	1	2	3	4	5	6	7

Recommendation: (Circle One) **Can't Accept** **Don't Accept** **Could Accept** **Should Accept** **Must Accept**  
Three Words That Describe This Person:

Other Interviewer Comments:

## Discussion Questions

1. Do you know anyone else who has worked with The Food Project? If so, who?
2. Have you ever had a formal/paying job before? If so, what was it?
3. Tell me about what you did last summer or other summers.
4. What have you heard tonight that would make you excited for this job? Anything that would make you nervous? What about being outdoors all summer?
5. Tell about a time you found yourself in a challenging situation. What did you have to do to meet that challenge? Were you successful or not?
6. Tell about a time when you worked with team to get something accomplished.
7. What will you do this summer if you don't work at the Food Project?
8. How would your friends describe you? What would they or you say you could improve in?
9. What's something about yourself that you're proud of? What are some of your talents/skills? Why should we hire you?
10. Tell me a little about your family. Do you get along with them? What do you do together?
11. Final thoughts, other comments, other things that haven't been asked:

## DIRT Interview Training Agenda

1 hour

Led by SYP Coordinator

Supplies: snacks and drinks, flipchart and markers, flipchart with Interview Agenda written on it, DIRT Interview Role sheets

### I. Snacks and Check-in (10 min.)

- Have folks get some snacks and drinks and take a seat
- Lead a check-in: what are you looking forward to about the Interview Sessions, what are you nervous about?

### II. Brainstorm Warm-up (10 min.)

- Ask the following questions and write the responses on a flipchart:
  - Why are the roles of DIRT Crew important at the Interview Sessions?
  - What impressions of the Food Project do you want the applicants to come away from the Interview Sessions with?
  - What will be important for you to remember while you work at the Interview Sessions?
- Points that must come across: be models of listening while staff and other DIRT members are presenting, and participating in games

### III. Details of the Job (5 min.)

- Have everyone write down the following information somewhere where they will not lose it (DIRT notebooks are ideal):
  - Dress code: Food Project t-shirt, nice pants (no jeans, no holes)
  - Time: be there at 3:30 sharp! You'll be done at 9:00 PM
  - Place: make sure everyone knows how to get to the interviews

### IV. Overview of Agenda (5 min.)

- Present the Interview Agenda as written out on the flipchart
- Answer any questions

### V. Overview of Roles (10 min.)

- Have everyone read over his/her own role sheet silently
- Then have each person explain his/her role to the whole group (if two people have the same role, have them explain it together)
- Answer any questions

### VI. Rehearsals (15 min.)

- Each person takes a turn practicing their three different roles; if one of their roles is a game, they should lead it for everyone; if it is a speaking part, they should do a dress rehearsal; if it is a meet and greet role, they should give an example of what they might say to someone

### VI. Run Through (15 min.)

- Set up the room you are in so that it is a miniature version of the interview space
- Do a dress rehearsal of the event: every ten seconds, call out the next five minute interval, people figure out where they are supposed to be at that time

## Interview Session Attendance List

Wednesday March \_\_\_\_, 4:00 PM

\_\_#\_\_ Candidates

Name	Sex	Town	Phone
Emily	F	Wayland	508-XXX-XXXX
Farah	F	Waltham	781-XXX-XXXX
Antonia	F	Waltham	781-XXX-XXXX
Aprylle	F	Waltham	781-XXX-XXXX
Mariaelena	F	Waltham	781-XXX-XXXX
Alexa	F	Lexington	781-XXX-XXXX
Jeffrey	M	W. Newton	671-XXX-XXXX
Pierce	M	Lexington	781-XXX-XXXX

Wednesday March \_\_\_\_, 6:00 PM

\_\_#\_\_ Candidates

Name	Sex	Town	Phone
Jennifer	F	Concord	978-XXX-XXXX
Eliana	F	Waltham	781-XXX-XXXX
Shani	F	Cambridge	617-XXX-XXXX
Jaqueline	F	Somerville	617-XXX-XXXX
Margaret	F	Carlisle	978-XXX-XXXX
Andrew	M	Wellesley	781-XXX-XXXX
Henry	M	Medfield	508-XXX-XXXX

## Parent Information

Thank you for coming today, we appreciate your interest in your child's summer activities!

The Food Project is a wonderful opportunity for teenagers to have a productive, meaningful summer.

We know that many questions arise for parents whose children have applied to work with us. Here are a few that we have heard in years past. If you have any other questions, feel free to ask any of the staff, youth, or board members whom you will meet today!

### What will the youth be doing all summer?

Each youth will work for approximately five weeks in Lincoln, and two weeks in Roxbury. They will work in the fields/gardens four to five hours a day. We will teach them what they need to know about farming. They will also participate in workshops about issues of diversity and community; do service work every Wednesday at a hunger relief organization (such as a homeless shelter or soup kitchen), and run two farmers' markets when they are in Roxbury.

### What would a typical day/week look like?

On the back of this sheet, you will find a sample schedule for a week in Lincoln. You will notice that Wednesday is missing, because the youth spend all day Wednesday at a hunger relief organization.

### How will my child get to work?

We work very hard with each youth to figure out a safe and reasonable transportation plan on public transportation to Lincoln, Roxbury, and their homeless shelter. We will send them a transportation survey in June so that we can plan ahead what type of T passes to provide them.

### How do you deal with discipline issues?

At the beginning of the Summer Program, each youth agrees to abide by the Standards of the Food Project community. We go through those Standards with them very clearly, and give them the choice of whether to sign them and work with us or not. Each week they hear from their leader about whether they are living up to the Standards. Certain violations of the Standards result in warnings, while others can result in loss of pay.

### When will we know if my child has been accepted?

We will contact you by phone or by letter within two weeks of your child's interview. If your child is accepted, they will receive a large packet of paperwork which they will need help filling out and returning to us as soon as possible. Please remember that this is a very competitive process: we always have more applicants than we can accept. Please also remember that if your child is not accepted this year, they are welcome to apply again next year.

# Information for Parents

Thank you for coming today, we appreciate your interest in your child's summer activities!

The Food Project is a wonderful opportunity for teenagers to have a productive, meaningful summer.

We know that many questions arise for parents whose children have applied to work with us. Here are a few that we have heard in years past. If you have any other questions, feel free to ask any of the staff, youth, or board members who you will meet today!

## What will the youth be doing all summer?

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## What would a typical day / week look like?

On the back of this sheet, you will find a sample schedule for a week in Lincoln. You will notice that Wednesday is missing, because the youth spend all day Wednesday at a hunger relief organization.

## How will my child get to work?

We work very hard with each youth to figure out a safe and reasonable transportation plan on public transportation to Lincoln, Roxbury, and their homeless shelter. We will send them a transportation survey in June so that we can plan ahead what type of MBTA passes to provide them.

## How do you deal with discipline issues?

At the beginning of the Summer Program, each youth signs a standards agreement with us. Each week they receive feedback from their leader about whether they are living up to the expectations outlined in the contract. Certain violations of the contract result in warnings, while others can result in loss of pay.





## Interview Supply List

### Youth Room:

- Flipchart paper and easel
- Signs pre-made on the flipchart pad: (see Interview Flipcharts)
  - 1) Agenda of the interview session
  - 2) Vision and mission of the Food Project
  - 3) Summer schedules
  - 4) List of games to be played during individual interviews
- Program calendar
- TV / VCR-- ask to borrow from the interview site if possible
- Video that will give the applicants a quick view of the Food Project's work
- Markers
- Props for all games to be played (see *Growing Together*)
- Copy of *Growing Together*

### Hallways/Lobby:

- Tape: strong tape that won't leave marks on the walls
- Any signs needed to remind folks to be respectful of the interview site space.  
Example: Please be quiet, and keep your voices down. There are people working.

### Outside:

- Food Project banner
- Food Project signs with arrows pointing different directions

### Registration Table:

- Food Project banner
- Name tags
- Interview Lists printed from database (including name of interviewer)
- Polaroid camera
- Polaroid film (enough to take one picture of each applicant, plus a few extra)
- Pencils, pens
- Markers
- Sharpie marker
- Lots of big paper clips
- File box with all applications, sorted according to timeslot and interviewer; all applications should have a Youth Interviewer Form inside them, with the applicants' name and address stuck on the top (use Avery mailing labels)

**Parent Room:**

- Tri-fold display board (with appropriate pictures attached)
- Parent Info Sheets
- Orientation Flyers (to make parents aware in case their child is accepted)
- Copies of all Food Project publications for folks to read
- Copies of latest newsletter for folks to take
- Postcards for them to take
- Parent Survey Forms
- TV / VCR (can't be the same one as the Youth Room; ask the site if they have an extra, or else use one from The Food Project)
- DIRT Crew video, Basic Black video
- Props for potential games
- Sign-in list
- Pens, pencils (20 at least)
- Food: drinks, veggies, dip, fruit, cheese and crackers
- Cups, plates and napkins (include extra for staff and youth to use at the end of the night)

**Interviewer Spaces:**

- Two chairs
- Pens, pencils
- Water if possible
- Extra paper, in case interviewer needs more space than Youth Interviewer Form allows

## Coordinator Interview Role

### SYP Coordinator, Job Description:

- Serve as overall coordinator
- Be aware of everything that is going on at all times
- Be ready to pinch-hit for anybody if they don't show or are sick
- Problem solve
- Emcee for the Introductory Program

### Schedule:

- 3:00 PM** Arrive at Interview Location.
- Bring all supplies inside
  - Put supplies in appropriate rooms (other folks will set them up)
  - Put signs on door of building
  - Set up TV/VCR in Youth Room, do a test run
  - Make sure all interview spaces are available
- 3:30 PM** Direct staff and DIRT.
- As folks arrive, give them nametags, point them in the right directions
  - If they don't have their personalized schedule on them, give them another copy, make sure they know that they are responsible for getting where they are supposed to be on time (it's not your job to round them up)
- 4:00 PM** Begin Introductory Program.
- Only wait two minutes at the most for late arrivals
  - Get everyone's attention
  - Welcome everyone, introduce yourself
  - Go over the schedule for the Interview Session; remind applicants that each part of the session is part of their application, even if it is a game
  - Ask that each staff member and DIRT crewmember introduce themselves (if time is running out, you can just point them out)
- 4:05 PM** Emcee the Intro Program.
- Introduce each activity and speaker
- 4:20 PM** Introduce the video.
- Explain that we want them to get a visual image of the work
- 4:40 PM** Explain the standards.
- Introduce our use of standards by explaining that we are committed to each young person and staff member growing personally and as a community over the summer, and that we use standards to ensure that that is possible

## Attachment 30-2

- 4:45 PM** Answer any questions.  
Explain that the Individual Interviews will now start.
- 4:50 PM** Do a check on all parts of the operation to make sure it is all going smoothly.  
• Float around the space to solve any problems, and help anyone who is overwhelmed.  
• If you have time, you can call no-shows to encourage them to come to the 6PM session.
- 5:20 PM** Get ready for wrap-up.  
• Return to Youth Room
- 5:30 PM** Explain the next steps.  
• Decisions will be made within two weeks  
• If you are accepted you will get a call  
• If you are put on back-up list, you will get a letter  
• If you are on back-up list, you have a decent shot at getting a job
- 5:45 PM** Check in with all staff.  
• Ask how folks are doing, make changes for next session if necessary
- 6:00 PM** Begin Introductory Program.  
• Only wait two minutes at the most for late-comers  
• Get everyone's attention  
• Welcome everyone, introduce yourself  
• Go over the schedule for the Interview Session; remind applicants that each part of the session is part of their application, even if it is a game  
• Ask that each staff member and DIRT crewmember introduce themselves (if time is running out, you can just point them out)
- 6:05 PM** Emcee the Intro Program.  
• Introduce each activity and speaker
- 6:15 PM** Introduce the video.  
• Explain that we want them to get a visual image of the work
- 6:30 PM** Explain the standards.  
• Introduce our use of standards by explaining that we are committed to each young person and staff member growing personally and as a community over the summer, and that we use standards to ensure that that is possible
- 6:45 PM** Answer any questions.  
Explain that the Individual Interviews will now start.

- 6:50 PM** Do a check on all parts of the operation to make sure it is all going smoothly.
- Float around the space to solve any problems, and help anyone who is overwhelmed.
  - If you have time, you can call no-shows to encourage them to come to the 6PM session.
- 7:20 PM** Get ready for wrap-up.
- Return to Youth Room
- 7:30 PM** Explain the next steps.
- Decisions will be made within two weeks
  - If you are accepted you will get a call
  - If you are put on back-up list, you will get a letter
  - If you are on back-up list, you have a decent shot at getting a job
- 7:40 PM** Lead the discussion of applicants.
- Get tables arranged in a circle
  - Round up staff and DIRT
  - Ask that people get pizza and drinks and take a seat
  - Explain the process to everyone
  - Go over the criteria for selection
  - Remind everyone that comments made are confidential
  - Ask each interviewer to go through all of their applications one at a time, giving three key words
  - Facilitate input from DIRT and staff who have critical insights
  - Be sure to reign things in when people start getting giddy: it is your job to make this an efficient process
  - Set time limits for comments if necessary
- 9:00 PM** Start to clean up. If at all possible, do not go overtime. Respect peoples' need to get home. Find other ways for getting input.

## Alternative Interview Agenda and Supply List

**1 hour, possibly less**

### **ARRIVAL:**

- Take each applicant's picture with the Polaroid camera as they walk in
- Paperclip their picture to their application
- Give applicants and parents name tags

### **WELCOME:** (SYP Coordinator)

- Go through the agenda.
- How this is different from other interview process.

### **INTRODUCTIONS:**

- All staff and DIRT introduce themselves, telling:
  - Where I'm from
  - How I got involved
  - Story of something I've learned at the Food Project

### **HISTORY AND MISSION OF THE FOOD PROJECT:** (DIRT member #1)

- Where we started
- How we've grown
- What we are trying to do

### **YOUTH PROGRAMS CYCLE:** (DIRT Member #2)

- Use the poster to go over summer and academic year

### **SUMMER SCHEDULES:** (DIRT Member #1)

- Read through weekly, daily and special events (written on flipchart)

### **COMMITTED TO YOUR GROWTH:** (SYP Coordinator)

- Explanation of the Standards, why we have them, how we use them

### **VIDEO:** (staff member introduce)

- Most recent short video which gives them a good visual of our work

### **QUESTIONS?** (staff member facilitate)

- If parents or applicants have questions, this is time to ask

### **PARENTS LEAVE:** (SYP Coordinator)

- Parents can't be around for the game or individual interviews
- If there is another room available in the office, they can wait there; otherwise, they'll have to go somewhere nearby and wait
- Find out where they are going, tell them we'll come get them when we're done



**GAME:** (could be led by either staff or DIRT)

- Pick a game that can be played easily with the number of people who will be there; and one that will give you a sense of the applicants' role in group dynamics

**INDIVIDUAL INTERVIEWS:**

- Each applicant goes to another part of the office to be interviewed by a staff person one on one
- If there are more applicants than staff members, DIRT must be prepared to lead more games for those who are waiting their turn

**WRAP UP:** (SYP Coordinator)

- We only take one out of three applicants, mostly looking for great diversity.
- Don't take it as a mark against your character if you aren't accepted, it says a lot that you have taken the initiative to get this far.
- If you don't get in this year, please apply next year.
- You will hear whether or not you got the job within two weeks from the regularly scheduled Interview Sessions. You will hear by phone if you get the job, and by mail if you are put on the back-up list.

**Supply List:**

- Polaroid camera and film
- Paperclips
- Name tags (enough for staff, DIRT, applicants, and parents)
- Applications
- Sharpie, pens, pencils
- Youth Interview Forms
- Interviewer Protocol Forms
- Flipchart with the following pre-written pages:
  - Agenda of the interview session
  - Vision and mission of the Food Project
  - Summer schedules
- Program calendar
- Props for game
- TV/VCR
- Short video to show
- Parent Info sheets
- Parent Survey
- TFP materials for parents to read/take

## Sample Acceptance Letter

February \_\_, 200\_\_

Ariela Rothstein  
17 Columbus St.  
Lexington, MA 02421

Dear Ariela,

Congratulations! You have been accepted to work with The Food Project as a Crew Worker during the Summer of 200\_\_!

All of us at The Food Project are very excited to work with you! Between now and July \_\_, your first day of work, I will be sending you paperwork from time to time. Whenever you get anything from The Food Project, you should fill out and get it back to me as soon as possible.

**Included with this letter is the first batch of paperwork you need to fill out. These are the most important forms; without them you cannot have a job.** There is a checklist just behind this letter. If you follow all of the instructions on that checklist, you will be in good shape.

The first two tasks on the checklist are calling to confirm that you want the job (if you have already done this, you do not need to call again), sign and send in the Letter of Confirmation. Please do those two things right away.

If at any point you realize that you will not be able to work with us, please notify me immediately. There are many teenagers who did not get a job with us, and are on our waitlist, should anyone have to drop out.

If you have any questions, please feel free to contact me at (781) 259-8621, ext 23 or at [programs@thefoodproject.org](mailto:programs@thefoodproject.org). Again, congratulations! We are going to have an amazing summer!

Yours truly,

Program Coordinator,  
Summer Youth Program

## Sample Waiting List Letter

February \_\_, 200\_\_

Ariela Rothstein  
17 Columbus St.  
Lexington, MA 02421

Dear Ariela,

We want to thank you for the time and effort you committed in order to complete our application and interview process. You should not underestimate the value of making that commitment.

We were pleased to have so many wonderful applicants for our Summer Program. All of the staff agrees that we wish we could accept all of the applicants, including yourself. However, we do have a limited number of spaces. Unfortunately, at this time, we will not be able to offer you a job with us.

We would like you to consider being on our back-up list for a summer job. This list will be used in the event that someone who has committed to a job with us has to withdraw. In years past, we have usually had at least one person withdraw before the summer. If you are on the back-up list, we will call you if a space becomes available for you.

Please remember that the fact that you have not been offered a job with us for this summer is not a reflection on your character. Your interest in our program and your ability to get through a complicated application and interview process speaks very highly of your capacity and potential.

Please stay in touch with us! We would love for you to come volunteer with us this spring, or consider applying to our Academic Year Program in the fall.

Thanks again, and good luck with the rest of your school year. It was a pleasure meeting you.

Yours truly,

Program Coordinator,  
Summer Youth Program

## Sample Rejection Letter

February \_\_, 200\_\_

Ariela Rothstein  
17 Columbus St.  
Lexington, MA 02421

Dear Ariela,

We want to thank you for the time and effort you committed in order to complete our application and interview process. You should not underestimate the value of making that commitment.

We were pleased to have so many wonderful applicants for our Summer Program. All of the staff agrees that we wish we could accept all of the applicants, including yourself. However, we do have a limited number of spaces. Unfortunately, at this time, we will not be able to offer you a job with us.

Please remember that the fact that you have not been offered a job with us for this summer is not a reflection on your character. Your interest in our program and your ability to get through a complicated application and interview process speaks very highly of your capacity and potential.

Please stay in touch with us! We would love for you to come volunteer with us this spring, or consider applying to our Academic Year Program in the fall.

Thanks again, and good luck with the rest of your school year. It was a pleasure meeting you.

Yours truly,

Program Coordinator,  
Summer Youth Program

## Letter of Confirmation

Dear Summer Crew Worker,

We are excited to have you work with us this summer! We want to make sure that both you and your parent(s) or guardian(s) understand the details of your commitment.

Commitment is the backbone of The Food Project and it makes it possible for us to achieve our work together. You are joining a community that will expect much of you. Through meeting those expectations, you will grow in numerous ways this summer.

Listed below are requirements for the Summer Youth Program. Please read the information carefully, and discuss it with your parent(s) or guardian(s). If you are able to meet these requirements, please sign and date the bottom of this page and send it to us. Thank you!

- The program will run from July \_\_\_\_ to August \_\_\_\_, 200\_\_. No vacations are allowed during the program.
- Each crew will spend two weeks in Roxbury, and five weeks in Lincoln.
- Crew workers are expected to work Monday through Friday, from 9:00 AM to 4:00 PM. These times do not include your travel to and from work.
- All crew workers will work in our fields in Lincoln, our gardens in Roxbury, a homeless shelter or food pantry in the Greater Boston area, and our Farmers' Market in Roxbury.
- On certain occasions, crew workers will sign an agreement detailing expectations for their job performance. Each crew worker will receive weekly feedback about their work performance.
- Two special events to plan for now are:
  - **The Overnight** on July \_\_\_\_ - \_\_\_\_, when workers spend the night on our farm in Lincoln; and
  - **The Family Feast** on August \_\_\_\_, when friends and families of all Food Project staff and youth are invited to celebrate our accomplishments at a potluck dinner on our farm in Lincoln.
- All crew workers and their parent(s) or guardian(s) should attend our New Worker and Parent Orientation on Roxbury on Saturday, June \_\_\_\_.

If you have any questions regarding the requirements for the Summer Youth Program, please contact us at (781) 259-8621, ext. 23 or [programs@thefoodproject.org](mailto:programs@thefoodproject.org).

**I have read and understand the details about the Food Project's 200\_\_ Summer Youth Program. I am committed to participating in the program, and can fulfill its obligations.**

\_\_\_\_\_  
Crew Worker Name

\_\_\_\_\_  
Crew Worker Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Parent/Guardian Name

\_\_\_\_\_  
Parent/Guardian Signature

\_\_\_\_\_  
Date

Crew Worker t-shirt size (circle one): XS   S   M   L   XL   XXL

## Food Project Summer Crew Worker 200\_\_\_ Job Acceptance Checklist

To work with us this summer, you must complete the items on this checklist!

Please neatly fill out all forms in **BLACK** or **DARK BLUE INK**!

Check each item off as you complete it. The first two tasks must be done immediately.

*The following materials are due in our office by May \_\_\_, 200\_\_\_ at the latest or your job offer will be withdrawn:* Medical Information Form; Massachusetts Work Permit; Health/Emergency Form; Parent/Guardian Consent Form; Questionnaires; the I-9, M-4, and W-4 Forms and any other forms in this packet.

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- \_\_\_1. **Read, sign, and send in the letter of confirmation** as soon as possible. Please make sure to share the letter with your parent(s)/guardian(s) and have them sign it as well.
- \_\_\_2. **Take the Medical Information and Promise of Employment Forms to your physician.** If you are over 16, you do not need the Promise of Employment Form. If you have had a physical since September \_\_\_, 200\_\_\_, your physician can simply complete and sign the forms. If you have not had a physical since September \_\_\_, 200\_\_\_, you must have a physical, and then have the physician complete and sign the forms. Remember, your immunizations must be up-to-date in order to work with us this summer!
- \_\_\_3. With the assistance of your parent(s)/guardian(s), **complete the Health/Emergency Form.** For your own health and safety, please fill this out as accurately as possible.
- \_\_\_4. Please ask your parent(s)/guardian(s) to complete the **Parent/Guardian Consents and Agreements Form.** This document is double-sided and must be signed by both you and your parent(s)/guardian(s).
- \_\_\_5. **Obtain and completely fill out a Work Permit:**  
*If you are younger than 16 years old,* please have your doctor or school nurse complete the enclosed Promise of Employment Form (yellow card) by signing the back of the card. If you attend public school, take the Promise of Employment Form and a document proving your age to your Guidance Department or Principal, who will issue you a Work Permit directly. If you attend private school, bring your completed Promise of Employment Card and proof of age to your local School Department Office or Town Hall and ask them for a Work Permit. Once you have the Work Permit, be sure to fill it out completely on both sides.  
*If you are 16 years old or older,* you will not need to have the Promise of Employment Form signed by your doctor. If you attend public school, go to your Guidance Department or Principal and ask for a Work Permit. You will need to show proof that you are at least 16 years old. If you attend private school, bring proof of age to your local School Department Office or Town Hall and ask them for a Work Permit. Once you have the Work Permit, be sure to fill it out completely on both sides.
- \_\_\_6. **Fill out and sign the I-9, M-4, and W-4 Forms.** You must complete each of these forms. *They can be very confusing, so please ask an adult to help you.* Attached to the forms is an instruction sheet. Follow it carefully.
- \_\_\_7. **Send all of these forms to us by May \_\_\_, 200\_\_\_!** You should mail them to: The Food Project, ATTN: Program Coordinator, P.O. Box 705, Lincoln, MA, 01773. If you need assistance in filling out your paperwork, please call (781) 259-8621, ext. 23. We encourage you to get these materials to us as soon as possible!

**We are looking forward to working with you!**



# MEDICAL INFORMATION FORM

NOTE: You must have a physician complete the Medical Information form before you can work at The Food Project. Please fill out this form with BLACK or DARK BLUE pen.

## PARTICIPANT INFORMATION

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_ MI: \_\_\_\_\_

Home Address \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP: \_\_\_\_\_

Home Phone: ( ) \_\_\_\_\_ Other Phone: ( ) \_\_\_\_\_ ☐ cellular ☐ pager

Sex: ☐ FEMALE ☐ MALE Date of Birth (M/D/Y): \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

Current Age: \_\_\_\_\_ Social Security Number: \_\_\_\_\_ — \_\_\_\_\_ — \_\_\_\_\_

## Immunization History

Written documentation of immunization or alternative proof of immunity shall be required for all Summer Youth Program participants. Please give all dates of immunization and most recent booster does.

Vaccines		Dates of	Immunization/Booster			
	MM/YY	MM/YY	MM/YY	MM/YY	MM/YY	MM/YY
MMR or:						
-Measles						
-Mumps						
-Rubella						
Polio (IVP/OPV)						
DTP or:						
-Diphtheria/Tetanus						
Tetanus						
Hepatitis B						
Varicella (Chicken Pox)						
Haemophilus Influenza B						
TB Mantoux Test	Tested:		Result:	Positive__	Negative__	

**Attachment 37-2**

HEALTH CARE RECOMMENDED BY LICENCED MEDICAL PERSONNEL

Date of examination: \_\_\_\_\_

☐ The applicant is under care of a physician for the following condition(s):

☐ Current treatment (including medications):

---

**NOTE: THIS AREA MUST BE SIGNED BY THE PHYSICIAN**

I have examined this patient within the requested time period (September 2000 to present) and in my opinion the above-named participant ☐ can ☐ cannot participate fully in the activities of The Food Project, which includes eight (8) weeks of agricultural labor for approximately four (4) hours a day.

\_\_\_\_\_  
Name of Physician

\_\_\_\_\_  
Signature of Physician

\_\_\_\_\_  
Date

Address: \_\_\_\_\_ Phone: (       ) \_\_\_\_\_



# HEALTH/EMERGENCY FORM

NOTE: You must complete and return the Health/Emergency form before you can work at The Food Project. If the Health/Emergency and Medical Information Forms are not returned within the specified time period, you risk losing your position. Please fill out this form with BLACK or DARK BLUE pen.

## PARTICIPANT INFORMATION

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_ MI: \_\_\_\_\_

Home Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP: \_\_\_\_\_

Home Phone: ( ) \_\_\_\_\_ Other Phone: ( ) \_\_\_\_\_ ☐ cellular ☐ pager

Sex: ☐ FEMALE ☐ MALE Date of Birth (M/D/Y): \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

Current Age: \_\_\_\_\_ Social Security Number: \_\_\_\_\_ — \_\_\_\_\_ — \_\_\_\_\_

## PARENT(S)/GUARDIAN(S) INFORMATION

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_ MI: \_\_\_\_\_

Home Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP: \_\_\_\_\_

Home Phone: ( ) \_\_\_\_\_ Other Phone: ( ) \_\_\_\_\_ ☐ cellular ☐ pager

Business Address: \_\_\_\_\_ Business Phone: ( ) \_\_\_\_\_

This person is my: ☐ Mother ☐ Father ☐ Legal Guardian ☐ Relative (specify): \_\_\_\_\_

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_ MI: \_\_\_\_\_

Home Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP: \_\_\_\_\_

Home Phone: ( ) \_\_\_\_\_ Other Phone: ( ) \_\_\_\_\_ ☐ cellular ☐ pager

Business Address: \_\_\_\_\_ Business Phone: ( ) \_\_\_\_\_

This person is my: ☐ Mother ☐ Father ☐ Legal Guardian ☐ Relative (specify): \_\_\_\_\_

## EMERGENCY CONTACT INFORMATION

If the above named individuals are not available in the event of an emergency, please contact:

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_ MI: \_\_\_\_\_

Home Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP: \_\_\_\_\_

Home Phone: ( ) \_\_\_\_\_ Other Phone: ( ) \_\_\_\_\_ ☐ cellular ☐ pager

Business Address: \_\_\_\_\_ Business Phone: ( ) \_\_\_\_\_

Relationship to Participant: \_\_\_\_\_

*Continued on back*

**Attachment 38-2****HEALTH HISTORY**

NOTE: The health history information is not part of the acceptance process, but it is gathered to assist The Food Project in identifying appropriate care. For participants under the age of 18, the health history must be filled out their parent/guardian. Please provide complete, detailed information.

Allergies (list all known)Describe reaction and management of the reaction☐ Pencillin☐ Insect/bee stings☐ Pollen/hay feverMedications (routinely taken prescription and over the counter drugs)DosageReason for taking medication☐ This person takes no medications on a routine basis.General Questions (explain "yes" answers below, noting the number of the question)**Has/does the participant:****YES****NO****YES****NO**

1. Ever been hospitalized?

☐☐

12. Had a recent injury/illness?

☐☐

2. Ever had surgery?

☐☐

13. Have a chronic/recurrent illness?

☐☐

3. Ever had a head injury?

☐☐

14. Have frequent headaches?

☐☐

4. Ever been knocked unconscious?

☐☐

15. Wear glasses or contact lenses?

☐☐

5. Ever passed out during or after exercise?

☐☐

16. Have joint or foot problems?

☐☐

6. Ever been dizzy during or after exercise?

☐☐

17. Wear an orthodontic appliance?

☐☐

7. Has chest pain during or after exercise?

☐☐

18. Have diabetes?

☐☐

8. Ever had seizures?

☐☐

19. Have asthma?

☐☐

9. Ever had high blood pressure?

☐☐

20. Has recurrent gastro-intestinal problems?

☐☐

10. Been diagnosed with a heart murmur?

☐☐

21. Had psychological counseling?

☐☐

11. Ever had back problems?

☐☐

22. Have any skin problems?

☐☐Restrictions to Activity / Additional Information (including physical, emotional, and mental health)

**Parent/Guardian Authorization:** This health history is correct and complete as far as I know. The participant herein described has permission to engage in all Food Project activities except as noted.

Signature of Parent/Guardian

Date

**Participant Agreement:** I also understand and agree to abide by any restrictions placed on my participation in Food Project activities.

Signature of Participant

Date

## Parent/Guardian Consents and Agreements

NOTE: Parent/Guardian signatures are required for participants under 18 years of age at the beginning of the Summer Youth Program, Academic Year Program, and Intern Program. Please read and sign all areas of this form with BLACK or DARK BLUE pen. If you wish to discuss certain consents and agreements or have a question regarding this form, please contact GREG GALE at (781) 259-8621, ext. 14. Your child/foster child will not be allowed to participate in The Food Project without signed consents.

### GENERAL CONSENTS AND AGREEMENTS

Participation in The Food Project (TFP) involves participants in a wide range of physical activity. The Food Project believes that all parents should be aware that participation in any physical activities carries with it a risk of injury. The Food Project is committed to teaching its participants to avoid those risks and seeks to reduce those risks through the use of qualified staff. Nonetheless, it remains a fact that there is no way to eliminate all risks that participants in farming and Food Project activities in Lincoln and/or Dorchester/Roxbury face. A brief listing of what participants will be doing is provided in the attached program write-up. For additional information on the Summer Youth Program parents/guardians will receive a packet at the new worker/parent orientation; for the Academic Year Program parents/guardians will receive a brochure at the end of the Summer Program and letters each trimester from the coordinator; and for internships parents/guardians will receive a job description along with this consent form. Please review the information and contact Greg Gale at (781) 259-8621 ext. 14 to discuss any questions you may have.

Therefore:

- If you have signed your child up for a Food Project Program, The Food Project will assume that you have authorized your child to participate in all of the activities included in the description of the Program your child will enter.
- Having reviewed the program materials describing the Food Project activities and having familiarized myself with the risks associated with participation in the activities included in The Food Project programs, I authorize my child to participate in all of the named activities.

---

 Parent/Guardian Name

---

 Parent/Guardian Signature

---

 Date

## PARENTAL RISK SHARING AND INDEMNIFICATION AGREEMENT

In order to meet the objectives and interests of its participants and their families, The Food Project's Summer Youth Program provides a very wide range of physical activities. In order to be able to provide these opportunities, TFP requires parents/legal guardians to accept financial responsibility for the risk of injuries, which may occur in the normal course of participation in the Programs. Willingness to accept this liability is shown by signing below the following statement:

All Food Project youth programs include risks which may include, but are not limited to; the hazards of travel in a bus, van, airplane, or public transportation; the hazards of farm work, including injury to bones, joints, ligaments, muscles, and tendons, over exposure to the sun, exposure to biological irritants and insects, exposure to farm tools and implements; the hazards of working in and around commercial kitchens with exposure to kitchen tools and equipment; the hazards of traveling and working in suburban areas such as Lincoln and/or urban areas such as Dorchester; the hazards of working in and around homeless shelters; and the hazards of participating in physical sports, play and activities.

We recognize that safe participation in Food Project activities require careful attention to the instruction provided by farmers and other staff members and adherence to the rules of farming activities, sports, and games. In addition it requires adherence to the rules and instruction provided by staff when youth are traveling to and from work and on behalf of The Food Project or working in homeless shelters, neighborhoods, or kitchen environments.

We recognize that there are risks to all participants involved in TFP programs. Therefore, I agree to share the risk of loss arising from injury to my child/ward with TFP by entering into this indemnification agreement in which I accept responsibility for all losses, except those caused exclusively by the negligence of TFP and/or its Trustees, officers, employees and agents.

I have reviewed the list of all physical activities in which the teen will participate and recognize that participation may involve pedestrian travel, bus, van and/or public transportation, (air travel-Academic Year Program, Internships), and transportation in Food Project vehicles driven by designated Food Project staff to shelters, pantries, farmers markets, Lincoln and Dorchester, etc. This transportation involves risks to person and property, which may include serious injury and death, and I agree to accept those risks.

I have read all of this Parental Risk Sharing and indemnification Agreement and I have satisfied myself that I understand what it means.

---

Parent/Guardian Name

---

Parent/Guardian Signature

---

Date

---

Youth Participant Name

---

Youth Participant Signature

---

Date

I further agree to allow Greg Gale (Program Director) and other qualified staff member assigned by them, to act in my absence while my child / foster child \_\_\_\_\_ is working at The Food Project.

\_\_\_\_\_  
Parent/Guardian Name

\_\_\_\_\_  
Parent/Guardian Signature

\_\_\_\_\_  
Date

- I understand that it is my responsibility to discuss appropriate preventative treatment(s) for pre-existing medical condition(s), such as asthma or diabetes, with my child / foster child and to inform The Food Project staff of such condition(s) and treatment(s) in order to ensure that my child / foster child has a healthy and safe working experience.
- I authorize The Food Project to take and use photographs, slides, and audio / visual recordings of my child / foster child as may be needed for documentation and / or public relations purposes. I understand that all such materials will be the sole property of The Food Project.
- I understand that The Food Project reserves the right to cancel the Summer Youth Program, Academic Year Program, and Intern Program should government action or other circumstances make The Food Project's operation of these programs impossible or unwise. The Food Project also reserves the right to decline to accept an applicant and / or dismiss a crew worker from the Summer Youth Program, Academic Year Program, or Internship Program at any time.



## **AUTHORIZATION FOR TREATMENT**

---

NOTE: If for religious reasons, you cannot sign the consents and agreements for the Authorization for Treatment, you must contact Greg Gale at (781) 259-8621, ext. 14 for a legal waiver. The Legal Waiver must be signed by the parent/guardian in lieu of the Authorization for Treatment; otherwise The Food Project will be forced to withdraw its offer of employment.

- I hereby consent to my child/foster child \_\_\_\_\_, participating in all prescribed training and work activities, except as noted on this form (or attached sheets) by me or the primary healthcare provider for my child/foster child.
- In case of illness or injury, I consent to my child/foster child being held at The Food Project's offices in Lincoln or Dorchester until I or another authorized person are able to pick up my child. In the event of apparent acute illness or injury as determined by the supervising staff member, I authorize The Food Project to send or bring my child/foster child to the nearest hospital.
- I give permission to the medical personnel selected by The Food Project to order routine tests, administer appropriate treatment and provide necessary transportation for my child/foster child. In the event of a medical emergency, if I or my designated emergency contact cannot be notified, I hereby give permission to the attending physician and/or other medical staff selected by The Food Project to secure proper treatment for my child, including but not limited to x-rays, tests, hospitalization, injections, anesthesia, and/or surgery.
- I shall be solely responsible for all medical expenses and charges incurred on my child's/foster child's behalf. I understand I will be directly notified of any illness/injury as soon as possible at the telephone number provided by me on the Health/Emergency Form.
- To the best of the knowledge of each person signing below, the participant named above is in good health and suffers no disability or condition which renders his/her participation in the authorized activities medically inadvisable, or otherwise limits his/her ability to participate in the authorized activities without restriction. To the extent we know of any restrictions or limitations on the named participant's ability to participate, we and/or our physician have given The Food Project specific notice of those concerns. In addition, to the best of my knowledge, the health history on the Health/Emergency and Medical Information Forms are accurate, and The Food Project may rely on such information provided by myself and the primary healthcare provider for my child/foster child. I understand that it is my responsibility to notify The Food Project if any such information is inaccurate or outdated.

☐ My child/foster child is fully capable of participating in any and all in all prescribed training and work activities of The Food Project Programs.

☐ My child/foster child can participate in most prescribed training and work activities of the Food Project Programs except as noted below (please use additional sheets if necessary):

\_\_\_\_\_  
Parent/Guardian Name

\_\_\_\_\_  
Parent/Guardian Signature

\_\_\_\_\_  
Date

### CONSENTS AND RISK SHARING AND INDEMNIFICATION RIDER

On the basis of my review of the opportunities to participate in the organized physical activities offered during the Program in which I have enrolled my child/ward, and to induce The Food Project to allow my child/ward to participate in those programs for which I have given authorization, I, in my capacity as parent/ward of the student named above, and for myself and my heirs, successors and assigns, agree to indemnify The Food Project and its trustees, officers, employees and agents (the "Indemnitees") for any sums of money for which the Indemnitees may become liable as a result of any claim, suit or cause of action which I or my heirs, legal representatives, successors and assigns or my child/ward may have, now or in the future, arising out of my child/ward's participation in The Food Project's Youth Programs in which I have enrolled my child/ward unless the claim, suit or cause of action arises solely and exclusively from the negligence of the Indemnitees, which I have not waived or released by signing this form.

**I, as the parent/guardian of the below named youth, have fully read and discussed the Consents and Agreement Form with my child/foster child. I have fully explained any and all work and medical restrictions placed on my child/foster child.**

\_\_\_\_\_  
Parent/Guardian Name

\_\_\_\_\_  
Parent/Guardian Signature

\_\_\_\_\_  
Date

I, as the below-named youth participant, understand and agree to abide with any and all restrictions placed on my work activities. I have been made aware of any and all preventative treatment(s) for pre-existing condition(s), and will abide by such treatment(s) to the best of my ability.

\_\_\_\_\_  
Youth Participant Name

\_\_\_\_\_  
Youth Participant Signature

\_\_\_\_\_  
Date

## Equipment Questionnaire

Each summer one of the highlights for the youth who work with us is the Overnight. This is an annual event that is highly structured and supervised, and critical to building community among our youth. It provides the youth a chance to camp out on our farm in Lincoln, to swim in Walden Pond, and to organize a talent show. All youth are asked to participate.

The Overnight this year will be July \_\_\_\_ - \_\_\_\_ . Youth will be asked to bring any equipment they will need to work with them Friday morning. They will stay in Lincoln after work, and will return home by noon on Saturday, July \_\_\_\_ .

For the Overnight, each youth will need a sleeping bag and a space in a tent.

We realize that some youth do not have a sleeping bag or a tent, while others have extra that they could share.

In order to organize equipment so that there's enough to go around, **we ask that you answer the following questions:**

1. Do you have a sleeping bag?                      YES                      NO
2. Do you have extra sleeping bags that you would be willing to share?  

YES                      NO

If you answered, "YES," how many extra sleeping bags do you have? \_\_\_\_\_

3. Do you have a tent(s) we could use at the overnight?  

YES                      NO

If you answered "YES," how many tents do you have? \_\_\_\_\_

How many can each of the tents sleep? \_\_\_\_\_

Thank you very much for filling out this survey. We will be providing a more complete list of other items that youth should bring to the Overnight as the date approaches.

## Transportation Questionnaire

**Youth's Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

The Food Project will cover the costs of Public Transportation for those employed in the Summer Program. We will do so by purchasing bus, T, and/or commuter rail passes for those who need them to get to work.

In order to determine which type of pass to purchase for your child, we need to know how they will get to work.

Please answer these questions with your child, so that they understand the route they will take to work! Thank you!

**I. Please circle the most appropriate answer:**

- Please consult the attached maps in order to figure out your route.

1. How will you get to our Roxbury site?

- A) Walk/Car/Bicycle
- B) Bus
- C) Subway—Bus
- D) Commuter Rail—Subway—Bus

2. How will you get to our Lincoln site?

- A) Walk/Car/Bicycle
- B) Commuter Rail
- C) Subway—Commuter Rail
- D) Bus—Subway—Commuter Rail

5. How will you get to Andrew Station?

- A) Walk/Car/Bicycle
- B) Bus
- C) Subway
- D) Bus—Subway
- E) Commuter Rail—Subway
- F) Bus—Commuter Rail—Subway

## II. Practice Run

We suggest that each youth and a parent or guardian practice getting to Lincoln and Roxbury before the start of the Summer Program. Will this be possible for you?

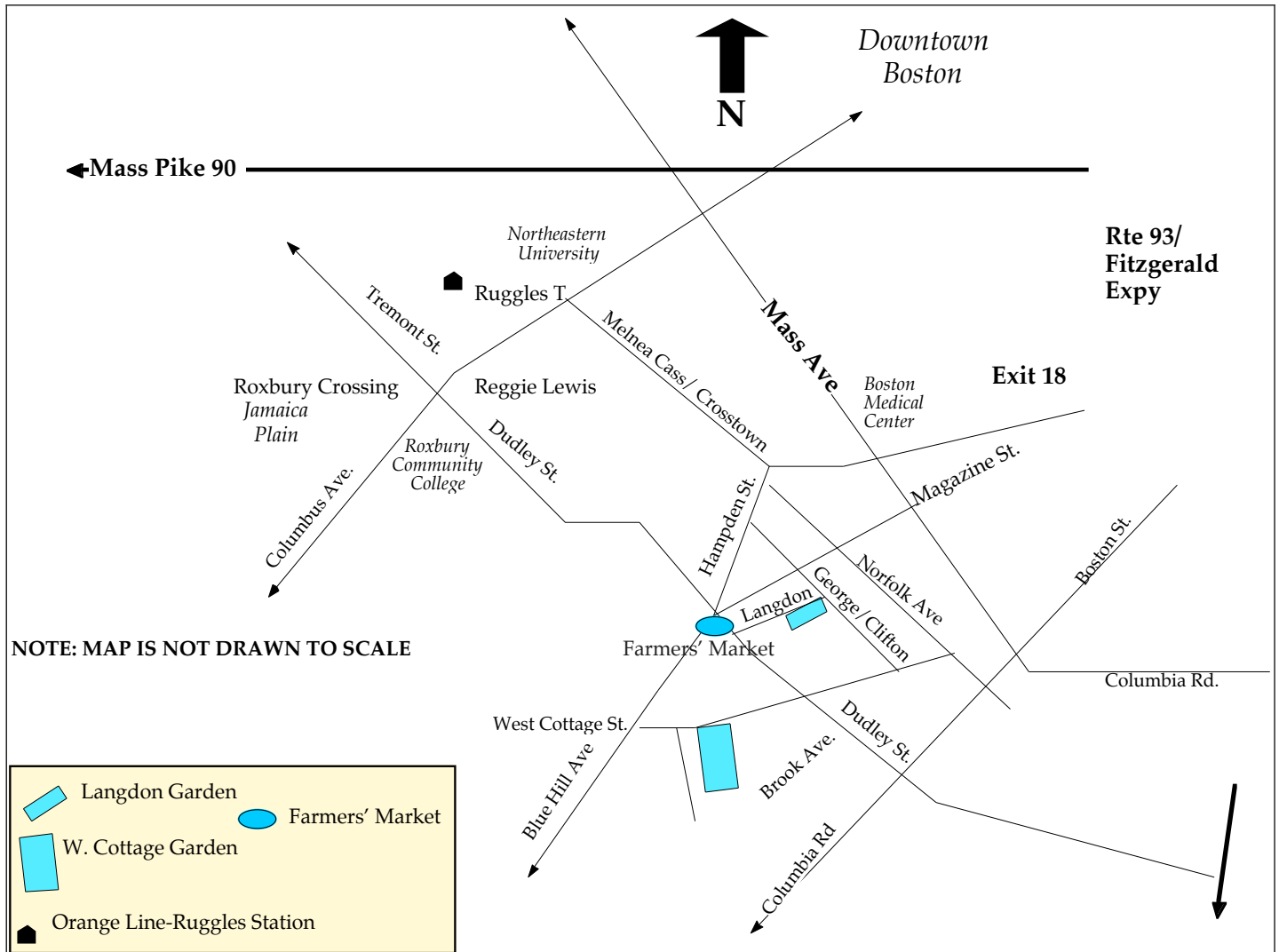
YES

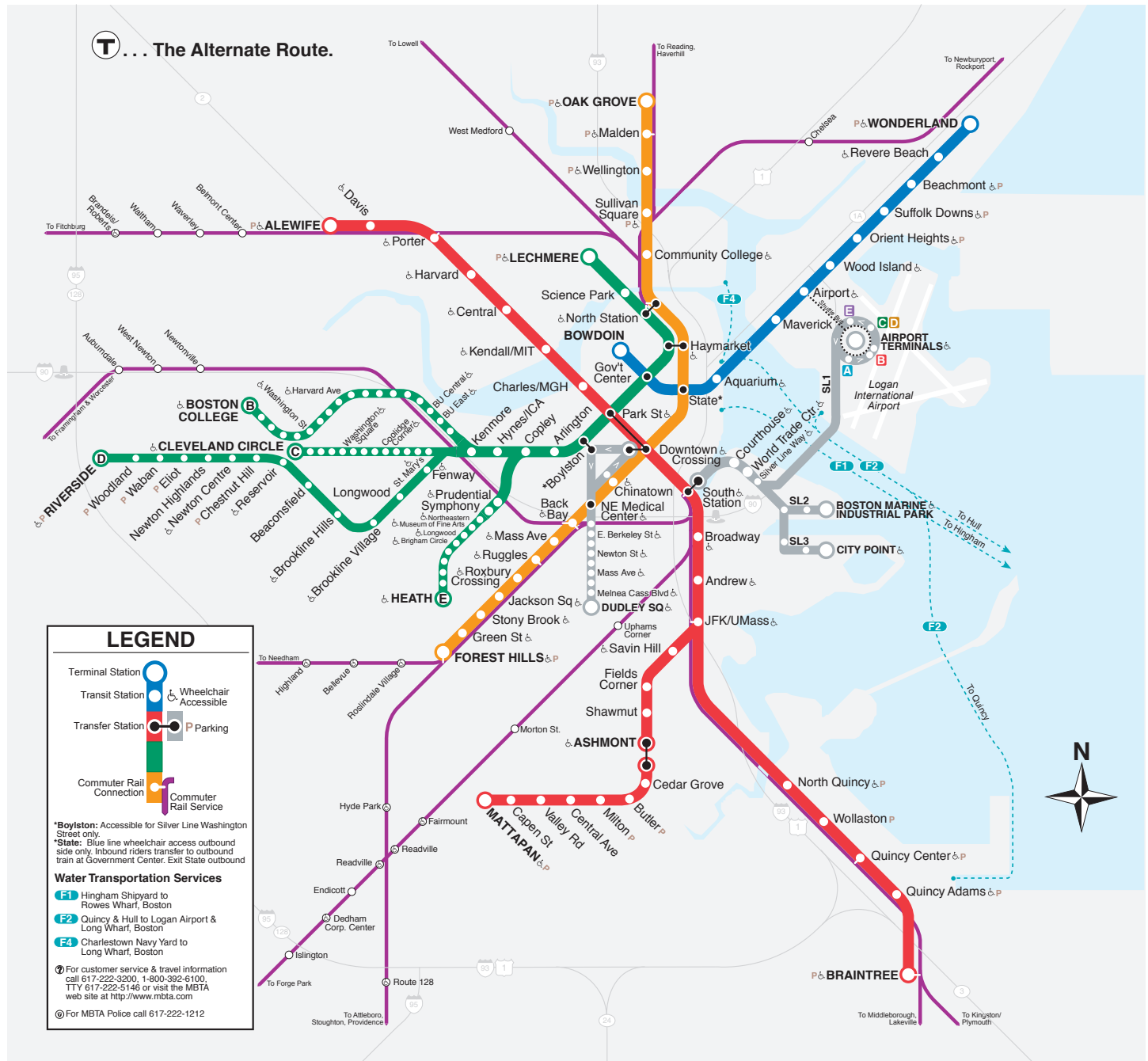
NO

## III. Mapping Your Route

When you are working in Roxbury, you will need to get to the Andrew Station T Stop on the Red Line. From there, a Food Project van will drive you to the gardens. Our Roxbury site is on West Cottage and Brook Ave. When you are working in Lincoln, you will need to get to the Commuter Rail Stop (in the Donelan's parking lot) in Lincoln. From there, a bus hired by the Food Project will drive you to the farm.

To the best of your ability, please draw us a map of your transportation plan to Roxbury and a map of your transportation plan to Lincoln. Please include bus numbers and names of train stations. You may use the space below, or attach a separate sheet of paper. Thank you!









## Orientation for New Workers and their Parents/Guardians

**When?** June 3, 2006 1:30 to 3:30 PM

**Where?** Our West Cottage Garden in Roxbury  
(directions to the garden is on the back)

**What?**

- Refreshments / snacks by The Food Project's Chef Joan MacIsaac and the kitchen interns
- Tours of our Roxbury site
- Introductions to the Summer Program by Food Project Youth, Staff, and Board Members
- Advice from current youth about how to have a great summer, and current parents about how to support youth through the summer program
- Time for questions and answers

**Why?** In years past, both parents and youth have agreed that this orientation is essential to understand the Summer Program. And it's fun!

**This is a required event. If you will not be able to attend, call us ASAP.**

**Pertula George (781) 259-8621 x23**

**You should bring us any paperwork you have not yet sent in!  
This is very important!!**

## Attachment 44

[illegible]

## Incomplete Paperwork Letter Template

June \_\_ , 200\_\_

Dear \_\_\_\_\_,

I am writing to notify you that some of your employment paperwork is incomplete for The Food Project Summer Program. Listed below are the items, which need to be sent in by **Friday, June \_\_**:

- Have a parent or guardian sign the Parent Consent form
- Have a parent or guardian sign the Health Emergency form
- You need to sign the Notice to Employees. Seasonal employer certification
- Have your doctor complete and sign the Medical Information Form or send in a copy of a current physical exam
- Complete and send in the I9 form and supporting documents (see attachment)
- Take the signed Work Permit Application form, to your doctor for a signature, after the doctor has signed the form take it to your guidance office at school. They will give you a work permit in exchange. Please send the work permit to me as soon as you receive it.
- Please complete the W4 and M4 forms and send them to me.

Please give me a call if you need assistance. Send all documentation to: The Food Project, P. O. Box 705, Lincoln, MA 01773. We cannot hire you if you do not have all your paperwork in. If you have any questions regarding this letter or need replacement documents, please call me at (781) 259-8621, ext. 23.

Yours truly,

Program Coordinator  
The Food Project

## Fast Track Youth Paperwork Letter

TO:

FR: Program Coordinator, The Food Project

TELEPHONE #: (781) 259-8621 x 23

RE: Your new job!

Welcome to the Food Project! I know you will enjoy working with us this summer, so I want to get you started right away. Attached is a packet of paperwork we need completed. I am going to give you step-by-step instructions that will get you to the end of this process as quickly as possible. If you have any questions or run into any problems, please don't hesitate to call me.

**OK, so this is what you need to do:**

1) Go to your doctor's office. If you are under 16 years of age, have the doctor (or nurse) sign the back of the *Work Permit application*. ALSO have the doctor (or nurse) fill out COMPLETELY and sign the Medical Information Form. Wait at the office for the card and form to be completed. Explain that your summer job rides on these forms being done today. Be nice, but firm and have the office call me if you have any problems. **(Medical Form done, put in envelope)**

2) Bring the completed *Work Permit application* WITH your Birth Certificate (copy is OK, if you don't have a Birth Certificate handy you can use any document that shows your age or date of birth) to your Public School Dept. Central Guidance Dept. (617-635-8030) **(BOSTON: Unified Student Services 443 Warren Street 2<sup>nd</sup> Floor Roxbury, MA Mon-Fri 9am – 2pm)** They will issue you a WORK PERMIT. If you are under 16 years old have your parent sign the back of the card. **(Work Permit done, put in envelope).**

3) Parent/Guardian Consent & Agreements, Vehicle Permission Slip AND Health/Emergency Form must be filled out and signed by you and your parent. Please complete totally. **(Consent & Agreements AND Health/Emergency done, put in envelope).**

4) The next packet of paperwork is the payroll forms. \ You should follow the instructions and fill out and sign all three documents. HINT: I'll bet you are exempt from income taxes (not many teens pay income taxes) so read the instructions with that in mind. Please make the photocopies of the documents requested in #3 on the Payroll Forms: Instructions Sheet, and attach to the completed forms. **(Payroll documentation done, put in envelope).**

5) Transportation, Demographic and Equipment Questionnaires are the last forms to fill out. Please complete these forms. Forms: Instructions Sheet, and attach to the completed forms. **(Questionnaires are done, put in envelope).**

**That is all you need! GOOD LUCK.**

## Worker Orientation Day Agenda Template

### 2:45 PM New Youth and Parents Registration and Snacks

- Everyone must register first, then get food
- Registration means being checked off on a list, handing in any paperwork you brought, getting a name tag, and receiving Hand Out Packet
- Any questions will be dealt with at the end of the day

### 3:00 PM Welcome and Introduction to the Day (John and Melissa) 5 min.

Key Points:

- Welcome - explanation of where you are! (JW)
- Review afternoon agenda. (JW)

### 3:05 PM TFP Staff Intros (Everyone)

- All Summer Staff and Full-Time Staff come forward.
- Each introduce themselves and explain what they value about working at TFP.
- Reminder about paperwork deadline, announcement of help session(s). (JW)
- Quick overview of what is in your Hand Out Packets. (JW)

### 3:10 PM Overview of the Summer Program (Phallin and Matt)

- Schedules of the summer: macro, weekly, daily, special events.
- Some of these schedules are in your Hand-Out Packet.

### 3:20 PM Who Will Be Working With You/Your Child (JW)

- Site Supervisor: who we are, what we do
- Crew Leaders: how a crew is set up, how they work together, how straight-talk helps

### 3:25 PM Introduction to the DIRT Crew (JW)

- 2 DIRT Crew members **and or (Delphine and Matt)** talk about what the DIRT Crew is, why they made the commitment.
- J talks about how hard youth will be pushed, what they'll get out of it (JH)

### 3:30 PM Break Into Parent and Youth Groups (JW and MD) 5min

Youth go to driveway, bring tents with them if necessary.

Staff not assigned to one or other group can choose a group to go with.

### Youth group: JW, DIRT Crew, Crew Leaders for the coming SYP

- Have new Crew Workers bring their chairs and move away from Parent group
- Form a big circle, go over agenda.
- Play "Concentric Circles" -- JW
  - Break into three groups (3 Assistant Crew Leaders): to play Group Count, and Predator Prey -- Warren, Donna
- Best Advice Exercise: **Phallin, Matt, Delphine and any DIRT Crew**
  - DIRT crew members give new youth advice:
    - If you could give one piece of advice for a successful summer here, what would you say? (5min)
  - New youth share what they look forward to & ask questions of DIRT (JW) (5min).

## Attachment 47-2

### Parents: MD, JL, DIRT Crew parents

- Stay in the same area, rearrange chairs to be close.
- Best Advice Exercise (JL and JH)
- What is the best advice that someone has given you?  
(any parent can respond as they feel so moved)

- DIRT Crew Parents or Melissa give advice to new parents:  
What did their child get out of the program?  
What should a parent expect from their child during the summer?  
How can a parent support their child through the summer?
- Question and Answer time. (MD)

### 4:05 PM Wrap Up (two groups back together) (JW and MD)

- Thank you for coming.
- Next important dates (paperwork deadline, first day of program).
- Please come to special events.
- Staff and youth will be around to answer questions.
- Paperwork questions can be answered at the registration booth.

### 4:30 PM Closing

Passing On the Torch (shovel!): 2 DIRT members speak to group: (*Important for this passing of the torch to be taken seriously*)

---DIRT Speaker 1: The work DIRT has done since last summer especially to get this year going. **Matt**

---DIRT Speaker 2

Present new youth volunteer, as representative of all new summer youth, with shovel as symbol of hard work and commitment to service. In passing on the shovel, we hand over our hard work for you to continue. Don't let us down! – **Phallin**

- Read a quote which will leave people feeling inspired for the summer (**Delphine**)

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

### 4:35 PM Questions Answered (JW and MD)

- Any youth or parents who have unanswered questions can find Pertula, at the Registration Table

### 4:35 PM Clean Up (JW)

- DIRT Crew and staff are in charge of clean up.

## Orientation Day Supply List

- \_\_\_ Site Map
- \_\_\_ Task lists for yourself and other staff
- \_\_\_ PA System for presenters
  - Best if there are multiple microphones
  - Test it out beforehand
- \_\_\_ Eating Supplies (utensils, cups, napkins, etc.)
- \_\_\_ Food (chips, cookies)
- \_\_\_ Igloo coolers, drink mixes
- \_\_\_ Signs to indicate compost, trash, recycling
- \_\_\_ Flipcharts already written out: (and an easel)
  1. Agenda of the Day
  2. List of five key elements of the summer
  3. Overall Macro schedule
  4. Weekly schedule
  5. Daily schedule
  6. List of shelters for service days
- \_\_\_ Handout Packets: 60 packets, which include:
  1. First Day Protocol
  2. Important Dates for Crew Workers
  3. Events Calendar for Parents
  4. Monthly / Weekly / Daily Schedules of SYP
- \_\_\_ Food Project paraphernalia:
  - Postcards
  - Cups
  - T-shirts
  - Newsletters
- \_\_\_ Paperwork:
  1. Copy of Suburban Worker Paperwork Checklist
  2. Copy of Urban Worker Paperwork Checklist
  3. Box to collect paperwork
- \_\_\_ Tents, tarps, rope for rain possibility
- \_\_\_ Folding tables (at least six: 4 for food, 1 for info, 1 for registration)
- \_\_\_ Food Project banners
- \_\_\_ 100 chairs (if these need to be rented, bring check as well)
- \_\_\_ Balloons (if you think you will have the time to blow them up and take them down)





## The Food Project Presents.....

### The First Day on the Job



**We are excited to work with you this summer!**

**It all begins on Tuesday, June \_\_\_\_\_!**

**Here are some things to remember about your first day:**

1. Everyone goes to Lincoln on the first day.
2. You must get to the commuter rail stop in Lincoln by 9:00 AM. (We suggest that you and your parents do a dry run before your first day to make sure you know how to get there.)
  - If you are coming on the commuter rail from the city, you must get on the train that leaves North Station at 8:15 AM or Porter Square at 8:20 AM.
  - If you are coming on the commuter rail from west of Lincoln, you must get on the train that arrives in Lincoln at 8:56 AM.
  - If you are driving to Lincoln, you must meet us at the Commuter Rail stop in the Donelan's parking lot at 9:00 AM.
3. You should wear comfortable clothes and shoes, and be ready to work.
  4. You should bring your own lunch. We do not have a refrigerator on site, so do not bring anything that needs to be refrigerated.
  5. You will leave the farm at 4:00 PM, and be back at the Lincoln commuter rail stop at 4:30 PM to either get a ride home or get on the train.
  5. Get a lot of sleep the night before! During the first week, you will go through a lot of training for your job, and you need to be alert and awake!
  6. **If you have any questions, call the Programs Coordinator at (781) 259-8621 x23.**

## Crew Leader Lincoln Daily Schedule The Food Project Summer Youth Program

*A job as a TFP Crew Leader is a real commitment. Below is a typical look at a Crew Leader's day. The majority of a Crew Leader's weeks are spent in Lincoln.*

**7:35 AM:** Commuter rail leaves from North Station.

**7:45 AM:** Commuter rail leaves from Porter Square.

**8:00 AM:** Pickup at Donelan's/Lincoln commuter rail depot.

**8:05 AM:** Meet at Lincoln fields.

Crew Leader Morning meeting:

- Get agricultural training/tasks for day from Head Grower.
- Prepare tools for the day and fill up crew's water cooler.
- Go over agenda, youth issues, workshops, games with Site Supervisor.

**9:05 AM:** Crew workers arrive. Greet them/make sure they are prepared for the day.

**9:10 AM:** Morning Meeting

Each morning meeting is different. Sometimes we only present the agenda and then go to the fields. Sometimes we have more workshop time. Encourage participation in your crew. Lead discussion in your crew. Present quote to large group.

**9:30 AM:** Lead your crew workers to the field and through morning field work, which most often are weeding, harvesting, planting, and can also include working in the wash station and tending to the orchard.

**12 PM:** Lunch. Sit with crew workers and promote positive conversation. This is not time when you are "off."

**12:30 PM:** Game. Often the Site Supervisor leads these games, but Crew Leaders have opportunities to lead games as well. This game re-energizes people after lunch for the afternoon workshop and fieldwork.

**12:45 PM:** Workshop. These workshops pertain to social as well as agricultural issues. Your role in these workshops is to help facilitate the crew workers through the learning process, to make sure everyone respects one another, and to encourage that people participate. Crew Leaders will have opportunities to help facilitate workshops.

**2:15 PM:** Field Work. You are not only pushing the young people in your crew to work hard but are also engaging them in conversation and continuing to discuss the topics broached in the workshops. Crews run most smoothly when people are working their minds as well as their bodies. And of course, having Fun – make sure the dialogues are on both sides – light and fluffy and fun as well.

## Attachment 50-2

- 3:30 PM:** Chores. The work in the field is done for the day and now you need to keep people focused as they clean their tools and pitch in on other chores that will help with the upkeep of the site.
- 3:45 PM:** Announcements. Help keep your crew quiet and focused as the Site Supervisor goes over the final logistical things for the day.
- 3:55 PM:** Crew workers and Assistant Crew Leaders walk to the train; the walk takes 20-25 minutes. Crew Leaders are encouraged to join the youth, but are not required to on most days.
- 4:30 PM:** The train back to the city. This is a time when the crew workers feel that they are tired of “having to be good.” Crew Leaders need to still be “on” and continue to hold the crew workers to the Standards Agreement. This is important for a number of reasons; the two major reasons are: (1) the train is TFP’s lifeline to the city – without it, there could be no Food Project. We cannot risk our relationship with the MBTA. (2) We want to ensure that young people are respecting each other as long as they are around our staff members. We cannot allow train time to be chaotic and a time where people don’t feel safe or else the emotional safety of the community will be undermined.
- 4:50 PM:** Commuter rail arrives at Porter Square
- 5:05 PM:** Commuter rail arrives at North Station.

*Although you leave the site, The Food Project stays with you! When Crew Leaders get home, they sometimes:*

- Prepare Straight Talk for Wednesdays and make sure crew workers’ violations are organized for Tuesday meetings.
- Call crew workers or Assistant Crew Leaders on the phone to check up on them if there wasn’t time during the day. Crew Leaders also support crew workers who are having difficult times – over the phone.
- On Tuesdays in Lincoln, Crew Leaders have a meeting from 4-7 PM to discuss issues that have arisen, report all violations to the Site Supervisor, to give feedback to one another, and receive it from the Site Supervisor, and to continue to bond with the summer staff. On Mondays in Roxbury the meeting is from 4-6 PM. Because the Lincoln meeting is quite long, The Food Project provides dinner at this meeting.

## Crew Leader Job Description Template

Summer Leadership Position, 20-28 year olds

### **ORGANIZATIONAL PROFILE:**

For 14 years, The Food Project has been bringing young people from the city and the suburbs together to make a difference in the lives of people in the Greater Boston area. Each year, a diverse group of sixty youth, ages 14-16, enter The Food Project's Summer Youth Program and work to grow and distribute thousands of pounds of organic produce for people in need. For many, it is a first job, and working in crews of eight to ten, the youth gain invaluable skills of teamwork, accountability, civic participation, and communication. During the seven and a half weeks, youth manage a 31-acre rural farm and over two and a half acres of remediated urban land, sell produce through two urban farmers' markets and a Community Supported Agriculture program, prepare and serve lunches in local soup kitchens, and help some of Boston's top chefs prepare community lunches, where neighbors, youth, staff, and visitors come together to share the harvest. Youth also participate in four workshops each week, covering issues of diversity awareness, hunger and homelessness, sustainable agriculture, and personal reflection. Through shared labor and structured activities, youth develop a respect for themselves and for peers from very different backgrounds, while acquiring a connection to food and the land.

### **POSITION AVAILABLE:** Crew Leader

### **JOB DESCRIPTION:**

Each Leader heads a diverse group of eight to ten teenagers who work together throughout the Summer Program. Leaders work with their crew on the farm in Lincoln, on food lots in Roxbury, in soup kitchens in Boston, at our Farmers' Market at Dudley Town Common, and during workshops throughout the summer. Through group activities, fieldwork, and feedback, leaders are responsible for the safety and well being of the crew in all settings. The Food Project staff will educate and guide Crew Leaders through a week of training prior to the beginning of the Summer Program. Crew Leaders will also receive weekly feedback from the Site Supervisors in addition to informal daily guidance from the supervisors and other crew leaders.

### **JOB REQUIREMENTS:**

Applicants must have prior experience working with teenagers, interest in community service, the environment, and multicultural teambuilding. Key attributes include the ability to motivate a group of young people while fostering their potential, being open to one's own personal growth, and the capability to uphold the standards of the community. We are looking for people who enjoy working on a team as well as independently, who are dependable, organized, flexible, and have a sense of humor. We are seeking individuals whose own background and experiences reflect the rich diversity of the youth who participate in the program. Applicants must be 20 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 one day of evaluation). Hours are approximately 9:00 AM to 4:00 PM. Stipend is \$450.00/week. Both the Lincoln and Roxbury sites are accessible by public transportation, the cost of which is paid by The Food Project.

### **APPLICATION PROCESS:**

Call or email the Program Coordinator at (781) 259-8621, ext. 23 or [programs@thefoodproject.org](mailto:programs@thefoodproject.org) to indicate your interest and to obtain an application. Fill out and return the Summer Staff Application as soon as possible. It should be mailed to:

Program Coordinator  
The Food Project  
P.O. Box 705  
Lincoln, MA 01773

## ACL Interview Questions

Name of Applicant Being Interviewed: \_\_\_\_\_

Current Address/Phone: \_\_\_\_\_

1. Ask them questions about their application. Specifically, why do they want to do this particular internship?
  
  
  
  
  
  
  
  
  
  
2. Have you ever had to lead a group of people your own age? Tell me something about that. How well do you stand up to peer pressure? Give examples.
  
  
  
  
  
  
  
  
  
  
3. What is your experience with authority and discipline? How would you hold people to certain standards?
  
  
  
  
  
  
  
  
  
  
4. What part of the Summer Program means the most to you? How could you share your enthusiasm/knowledge about that part with others?
  
  
  
  
  
  
  
  
  
  
5. What part of the Summer Program least interests you? How would you hold your interest/stay focused during that part?

6. What excites you and scares you about this role?

7. Tell me about an ACL who did a good job – who was effective at getting the job done. What did they do that made them a good ACL? How do you compare yourself to this ACL?

8. Do you have questions about the ACL role?

9. What other internship positions are you applying for? (Have them rank the ACL position and the other internships that they are applying for in order of preference.) What are other ideas of things you might do this summer?

10. Tell them that you will be reporting back to the other staff what you've heard in the interview: is there anything else that you should say about them?

-----  
Other Staff Comments:

Overall Evaluation: (circle one):      First Choice      Could Do the Job      Cannot Do the Job

## Crew Leader Interview Questions

Name of Applicant Being Interviewed: \_\_\_\_\_

Current Address/Phone: \_\_\_\_\_

1. Tell me about your decision to apply for this job this summer.
2. What would an employer say is an area you could grow in?
3. What's the most physically demanding thing you've ever done? When you think of spending most of your summer working on a farm, how does that strike you?
4. How would a student with attitude and a quiet student say you handled them?
5. What kinds of youth do you feel called to serve?
6. What's your commitment to other youth?



7. What has worked well for you in adult/youth partnerships? What has been challenging? What are some key lessons you have learned about working with youth/with adults?

8. What is your relationship to authority? How do you think you will deal with being in a position of authority?

9. What do you see yourself doing in five years?

10. Do you understand the logistics of the job?

11. If you were offered this position, would you take it? What is your timeline?

12. Scenarios/ Situations:

Other Staff comments:

Overall Evaluation: (Circle one)

First Choice

Could do the Job

Cannot do the Job

## Paperwork Protocols

The following information should help you determine what paperwork a youth we hire needs to legally step on the field with us. The Business Manager can help with anything that seems overly confusing....

- 1. Brand new worker:** This is a youth that has never been hired by us before. They need EVERYTHING, but especially: medical and health, parental consent, work permit, tax and citizenship information & documents. Other forms include transportation, demographics and equipment questionnaires. Of these last three, the transportation questionnaire is the most crucial.
  - 2. Intermittent participant:** This is an alum who has stopped working with us for a period of time and has been re-hired. They will need parental consent, up-dated health and medical information, tax forms and work permit. An up-dated transportation and equipment questionnaire will also be necessary.
  - 3. Continuous participant:** These are alumni who have never left the payroll. Check to make sure work permits, health forms, physicals, transportation and equipment questionnaires are up-to-date.
  - 4. 18 years or older:** They will need tax and citizenship forms and documents, medical information, background check and Thompson Island Outward Bound forms.
- Physicals are only good for 12 months. This year's youth need to have had a physical in the year preceding the first day of the program to be legal.
  - Work permits need to be very job specific for 14-15 year olds. These youth should take their Promise of Employment Card (which we have already filled out for them) first to their doctor and then to their guidance counselor to be issued a work permit. Youth who are 16-17 years old do not need the Promise of Employment Card. Their Guidance Office can issue them a work permit with anything that can prove their age (ex.: birth certificate)
  - A youth is "on the books" until the program they have enrolled in is finished, even if they are not actively enrolled within that program.
  - All youth are *volunteers* until they complete their official paperwork- they will not get a paycheck without all the above forms.

## Assistant Crew Leader Acceptance Letter

May \_\_, 200\_\_

Dear Alex,

Congratulations! I am excited that you will be an Assistant Crew Leader for the 200\_\_ Summer Youth Program. I hope you are too! You were chosen for this position because you have a lot to offer the new Crew Workers, and your fellow Summer Staff members. This job is an amazing opportunity. It will probably be one of the greatest challenges of your life. I will be expecting a lot from you, and will support you all the way.

Mark your calendars now for the following big days as we approach the 200\_\_ Summer Youth Program:

**June \_\_ : Summer Program Orientation**, W. Cottage Garden, Roxbury.

- This is for new Crew Workers and their parents. You will be introduced as an ACL, and will offer your advice to incoming Crew Workers.

**June \_\_, \_\_ - \_\_: Leader Training Week**,

- Absolutely mandatory. We start training with a Saturday full of team-building, then have Sunday off and resume training Monday June \_\_ - Friday June \_\_. Each day is critical.

**June \_\_ : First Day of the Summer Program**, Lincoln

- After a three-day weekend to relax after training, we begin this crazy program with all hands on deck!

In this envelope, you will find a number of documents that you need to fill out in order to be hired as an Assistant Crew Leader. The Job Acceptance Checklist gives all of the directions for filling out each of these documents. Please read the Checklist now, and begin filling out the forms.

All of the paperwork must be completed and **returned to the Programs Coordinator by June \_\_**.

1. You must fill out the top part of the I9 form and attach the supporting documents as listed on the back of the form.
2. You must complete the W4 and M4 forms with the help of your parents or guardians (read the instruction sheet carefully, most of you should be exempt and if you file exempt on the W4 you must file exempt on the M4, if you file 1 on the M4 you must file 1 on the M4). If you have questions please call Lis at x. 18 before you return the forms.
3. You need to get a new Work Permit from your school.
  - a. Please send in a new physical form from your doctor and have parents fill out the Health Emergency form.
  - b. Have your parents sign the parental consent form.

Please send in all the forms and your work permit by June \_\_. If you show up for work without these forms you will be sent back for them. You cannot begin work until all your paperwork is in.

Please call me if you have any questions. I look forward to working with you and thank you for all the help you've already given us towards recruiting and interviewing for the Summer Program.

Sincerely,

Program Coordinator  
(781) 259-8621 x23

## Assistant Crew Leader Job Acceptance Checklist

**To work with us this summer, you must complete the items on this checklist!**

**Check each item off as you complete it.**

**The first two tasks must be done immediately.**

If one of the documents listed is not in this envelope, that means that you do not need to fill it out.

**The following materials are due in our office by June \_\_\_\_ at the latest or your job offer will be withdrawn:**

Medical Information Form, Work Permit, Health/Emergency Form, Parent/Guardian Consent Form, and the I-9, M-4, and W-F Forms.

We encourage you to get these materials to us as soon as possible!  
There is no such thing as getting them to us too early!

- 
- \_\_\_1. **Call** the Program Coordinator at (781) 259-8621 x 23 to accept the offer to join the Summer Staff, if you have not done so.
  - \_\_\_2. Sign and send in the **Letter of Agreement** as soon as you call. If you are under 18, you need to have your parent/guardian sign it as well. Address it to: Program Coordinator, The Food Project, PO Box 705, Lincoln, MA, 01773.
  - \_\_\_3. Take the **Medical Information Form** to your physician. If you are under 16, take the **Promise of Employment Form** (the enclosed card) to your physician as well. If you have had a physical since September 1, 2005, your physician can simply complete and sign the forms. If you have not had a physical since Sept. 1, 2005, you must have a physical, and then have the physician complete and sign the forms. Remember, your immunizations must be up-to-date.
  - \_\_\_4. With the assistance of your parent/guardian, complete the **Health/ Emergency Form**.
  - \_\_\_5. Please ask a parent/guardian to complete the **Parent/Guardian Consent & Agreement Form**. This document is double-sided and must be signed by both you and a parent/guardian.
  - \_\_\_6. **Work Permit**  
If you are younger than 16 years old:  
Complete the enclosed **Promise of Employment Form** (white form)  
Make sure your doctor or school nurse has signed the back of the card.  
Take the Promise of Employment Card and a document proving your age to your Guidance Counselor, who may be able to issue you a Work Permit directly.

If she/he cannot do this for you, bring your completed Promise of Employment form and proof of age to your School Department Office or Town Hall and ask them for a Work Permit.

If you are 16 years old or older:

Go to your Guidance Counselor or Principal and ask for a Work Permit. You will need to show proof that you are at least 16 years old.

Everyone:

Once you have the **Work Permit**, be sure to fill it out completely on both sides.

**\_\_7. I-9, M-4 and W-4 Forms**

You must complete each of these forms.

They can be very confusing, so please ask an adult to help you.

Attached to the forms is an instruction sheet. Follow it carefully.

**\_\_8. Questionnaires**

Though you may have filled these out in the past, if they are included in this envelope, that means we need you to fill them out again.

**\_\_9. Summer Staff Manual**

Read this manual all the way through. Then sign it and hold on to it: bring it with you on the first day of Leader Training.

**\_\_10. Send all of these forms to us by June \_\_\_\_ at the latest!**

You should mail them to: Program Coordinator, The Food Project, PO Box 705, Lincoln, MA, 01773.

**If you have any questions, please call the Program Coordinator at (781) 259-8621 x23.**

**We are looking forward to working with you!**

## Assistant Crew Leader Letter of Agreement

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 three-day weekend before the program begins.

#### Friday June \_\_\_ : Crew Leader Pre-Training Day

- 9:15** Introduction
- 9:20** Explanation of where we are
- 9:55** Game
- 10:10** The Food Project's Four Rs:
- 10:25** Explain hiring process (Crew Workers)
- 10:35** Game
- 10:45** Read *Growing Together*;
- 12:00** Videos
- 12:30** Lunch
- 1:00** Agriculture Introduction
- 3:00** Wrap-up
- Evaluate the day

#### 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 and North Station at 7:20 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)
- 6:45 PM** Training ends for the day
- 6:55 PM** Commuter rail leaves to go back to the city

**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)
- 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**

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. Everyone is gone by 11 AM 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 young people 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:**

The following tasks are assigned to the Assistant Crew Leaders:

- Serve as a role model for your crew!
- Assist the Crew Leader with leadership of the crew. Tasks will include
  - (1) Leading work tasks in the field, soup kitchens, field trips, and farmer's market as directed by the Crew Leader
  - (2) Fill in for the Crew Leader during absences, meetings
  - (3) Help motivate crew members
  - (4) Report to the Crew Leader on violations or inappropriate behavior
  - (5) Take a leadership role for crew chores and community lunch prep
- Ride the train to and from Boston/The Food Project each day to maintain order. Serve as liaison with MBTA officials
- Serve as ambassadors for The Food Project. You may be asked to speak to the media, school groups, funders, or representatives from the government
- Be ready and willing to take on any other jobs as directed

**Dress**

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

**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 \$256.50 per week before taxes for the one week of training, seven weeks and 3 days of the summer program and the one day of evaluation.
- 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.
- ACLs 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 ACLs 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 violations being earned. 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.
- Please refer to the Intern/ACL violation sheet for the full consequences regarding the failure to meet the specifications of this contract.
- 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 Program 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\_\_\_\_\_

Assistant Crew Leader Name (printed) \_\_\_\_\_

Program Coordinator Signature\_\_\_\_\_

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

## Crew Leader Acceptance Letter

May \_\_\_, 200\_\_

Dear \_\_\_\_\_,

Congratulations! I am excited that you will be a Crew Leader for the 200\_\_ Summer Youth Program. I hope you are too! You were chosen for this position because you have so much to offer the young people of The Food Project, as well as your fellow staff members. This job is an amazing opportunity. It will probably be one of the greatest challenges of your life. I will be expecting a lot from you, and will support you all the way.

In this envelope, you will find a number of documents that you need to fill out in order to be hired as a Crew Leader. The Job Acceptance Checklist gives all of the directions for filling out each of these documents. Please read the Checklist now, and begin filling out the forms. All of the paperwork must be complete by June \_\_\_ or you will lose your job.

Mark your calendars now for the following big days as we approach the 200\_\_ Summer Youth Program:

**June \_\_\_: Parent/New Worker Orientation, W. Cottage Garden, Roxbury**

- This is for new crew workers and their parents. It is required for them, but not for you, but it would be AWESOME if you could come. Please let me know if you plan on coming.

**June \_\_\_: First Day of Leader Training,**

- Absolutely mandatory. We start training on Friday, have a Saturday full of team-building, then have Sunday off and resume training Monday June \_\_\_ - Friday June \_\_\_. Each day is critical.

**June \_\_\_: First Day of the Summer Program, Lincoln**

- After a THREE-day weekend we begin this crazy program with all hands on deck!

Please call me if you have any questions. I look forward to working with you.

Sincerely,

Program Coordinator  
(781) 259-8621 x 23

## Crew Leader Job Acceptance Checklist

**To work with us this summer, you must complete the items on this checklist!**

**Check each item off as you complete it.**

**The first three tasks must be done immediately.**

If one of the documents listed is not in this envelope, that means that you do not need to fill it out.

**The enclosed materials are due in our office by June \_\_\_\_ at the latest or your job offer will be withdrawn.**

We encourage you to get these materials to us as soon as possible!

There is no such thing as getting them to us too early!

- \_\_1. **Call** the Program Coordinator at (781) 259-8621 x23 to accept the offer to join the Summer Staff if you have not done so.
- \_\_2. Sign and send in the **Letter of Agreement** as soon as you receive it.  
Address it to: Program Coordinator, The Food Project, PO Box 705, Lincoln MA, 01773.
- \_\_3. Fill out the **Background Check Authorization Forms** and mail it to us immediately.  
These checks take a long time to process, and your job depends on the check going through.
- \_\_4. Complete the **Staff Health Emergency Form**.
- \_\_5. **I-9, M-4 and W-4 Forms**  
You must complete each of these forms. Attached to the forms is an instruction sheet.  
Follow it carefully.
- \_\_6. **Questionnaires**  
These have to do with particular aspects of running and funding the Summer Youth Program.  
Please fill them out carefully.
- \_\_7. **Summer Staff Manual**  
Please read this thoroughly, sign it, and bring it to the first day of Leader Training.  
Questions about the manual are more than welcome!
- \_\_8. **Send all of these forms to us by June \_\_\_\_ at the latest!**  
You should mail them to: Program Coordinator, The Food Project, PO Box 705, Lincoln, MA, 01773

**If you have any questions, please call the Program Coordinator at (781) 259-8621 x23.  
We are looking forward to working with you!**

## Crew Leader Letter of Agreement

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 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 16 to June 23. 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 three-day weekend before the program begins.

#### Friday June 16

##### Crew Leader Pre-Training Day

- 9:15 Introduction
- 9:20 Explanation of where we are
- 9:55 Game
- 10:10 The Food Project's Four Rs:
- 10:25 Explain hiring process (Crew Workers)
- 10:35 Game
- 10:45 Read Growing Together:
- 12:00 Videos
- 12:30 Lunch
- 1:00 Agriculture Introduction
- 3:00 Wrap-up  
Evaluate the day

#### Saturday, June 17

- 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 19**

**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 20**

**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 21**

**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 22**

**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 23**

**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 Mike to discuss when you will be available.

### **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 21, 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 1AM)! Everyone is gone by Noon on Saturday.

The Family Feast will be on the last day of the program, August 16. 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 10-13. 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 17. On August 17, 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 nine 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 Crew 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 a stipend of \$360 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 Contract

- Crew Leaders will meet weekly with the Site Supervisor to review job performance as set out in this 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 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 (\$36), and a full day's pay (\$72) 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 Program 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.

## Contract Agreement

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

Date \_\_\_\_\_

Crew Leader Name \_\_\_\_\_

Crew Leader Signature \_\_\_\_\_

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.**

## Staff Medical and Emergency Form

Name \_\_\_\_\_

Address \_\_\_\_\_

Telephone # \_\_\_\_\_

Alternative # (if applicable) \_\_\_\_\_

Emergency Contact: \_\_\_\_\_

Name \_\_\_\_\_

Telephone # \_\_\_\_\_

Relationship to you \_\_\_\_\_

Medical Insurance Information:

Company \_\_\_\_\_

Carrier Name \_\_\_\_\_

Telephone # \_\_\_\_\_

Policy # \_\_\_\_\_

Date of last tetanus shot \_\_\_\_\_

Please list any medical conditions that you have (Please, be specific):