

# Movement Ground Farm

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## Executive Summary

The goal of Movement Ground Farm is to run a sustainable farming operation guided by a vision of empowering and connecting those working towards peace and social change. The farm will operate as a sole proprietorship with potential to expand to or include a non-profit structure. The first year – a trial period – will use about 1.5 acres of land located off of route 44 in Raynham, Massachusetts. The farm will include three enterprises:

- Mixed vegetable production, with a focus on Asian cultivars
- Mushroom production
- Eggs

Marketing channels include a CSA program and a small wholesale account. The CSA program will offer not only vegetables and produce, but also *gatherings, retreats, and transformative experiences* right on the farm. The goal is to strengthen, empower, heal, and uplift good people who are doing good things, and build a community and a platform of hope and inspiration.

The farm's first year of revenue is projected to be \$28,401. Anticipating high interest from philanthropists, foundations, activists, and family members, the farm will solicit funding for an expanded operation in 2016. Investments, donations, and grants will help meet capital expenses, infrastructure improvements, as well as the final acquisition and ownership of an ideal farm property.

Movement Ground Farm is a medium that will unite all of my skills, interests, passion, and focus under one roof. Upon graduating with a bachelor's degree in Ethnic Studies from Brown University in 2003, I established a non-profit organization focused on youth empowerment and social change. Over the course of serving as the agency's Executive Director for 10 years, I fundraised and wrote grants to establish a \$300,000+ annual operating budget. I also gained valuable skills and experience in staff management, business administration, program oversight, community organizing, and social change advocacy. I have been gardening for the past five years, and I have been working full-time at two farming operations for the past two years. During the Spring of 2016, I anticipate completing a Certificate in Sustainable Food and Farming at the University of Massachusetts – Amherst.

## Vision, Mission, and Values

### ***Vision***

*Families, organizations, communities, and movements that are empowered by a deep connection to land, food, and community.*

### **Mission**

*To build an inspirational farm and retreat center that can serve as a hub for local food distribution; meetings, events, and retreats; and transformative gatherings.*

### **Values**

*Peace, social change, diversity, hope, compassion and sustainable ecological balance.*

## **Business Overview**

Movement Ground Farm will pilot its first year on 1.5 acres of land being leased from Freedom Food Farm in Raynham, MA. A unique “movement building CSA program” will be my primary channel of sales, and will offer boxed shares of vegetables, eggs, and mushrooms. The first season will be in the Summer (June – August) and the second in the Fall (Sept – Nov). My goal is to sell 23 full shares each season. In addition to the CSA program, I plan to sell wholesale through the World PEAS CSA program. This first year will bring in \$28,401 in revenue.

Only organic sources of fertilizer and amendments will be used. And only organic cultivation practices – such as crop rotation, cover cropping, foliar spraying, and floating row cover – will be implemented. The work of plowing, disc-ing, harrowing, and bed making will be contracted out. My first major acquisition of farm equipment will be a small-size cultivating tractor and an insulated box truck. The lease includes access to irrigation, barn storage space, a washing station, and a cooler. Produce will be transported to two CSA drop off sites; one in Providence, RI and the other in Boston, MA. The season will begin with gathering in the Spring, and it will commence with a large, festive bbq in the Fall. A volunteer coordinating committee will help me oversee CSA sales and coordination of the gathering and bbq.

### **Vegetable Production**

I will grow mixed vegetables, with a focus on Asian cultivars. Specifically, I will focus on Japanese, Vietnamese, Cambodian, and Chinese vegetables. I will also grow popular and recognizable vegetables.

### **Mushroom Production**

About 30 miles west, I have a small mushroom project located on the property of Cooks Valley Farm. In the spring of 2014, I inoculated 225 logs with Shiitake mushroom spawn, 50 logs with Oyster mushroom spawn, and 20 logs with Chicken of the Woods mushroom spawn. Year one (2015) will produce only a small amount, whereas year two and three will produce much more. Because this is a new enterprise and my lack of experience, I have cautiously estimated my production and earnings.

### **Egg Production**

I plan to have 25 layers and 3 roosters, fed on organic grain, pasture, and food scraps. These birds will yield at least 154 eggs per week which is equivalent to about 25 half-dozen eggs. I plan to include a half dozen eggs per CSA share; the remaining eggs, about 30, will be sold through the farm stand or at the farmer’s market. I will also incorporate a few ducks and quails in order to assess the interest and demand for quail and duck eggs.

## **Market Analysis**

The broad general market for my CSA program is anyone who identifies with the farm’s vision and wishes to become a CSA member, as well as anyone who wants to buy my food at the farmer’s markets. However, a deeper analysis of my market niche and customers reveals three distinct populations that I can target: (1) Urban, white foodies, hipsters, philanthropists and activists, ages 25 – 50, who are both familiar with and enjoy eating and cooking Asian food and vegetables – stereotypically let’s call these the white foodies & hipsters & activists. (2) Young 25 – 40 year old Asian Americans who value organic food and support local agriculture. (3) Members of organizations and groups working towards social justice.

The property is less than 60 miles away most of the major cities in southern New England, such as Providence, Worcester, Boston, Lowell, Worcester, Brockton, Taunton, Cambridge, Quincy, and Newton. According to the 2010 U.S. Census, Asians make up 6% of the population in Massachusetts and 7.52% of the population in Boston. The towns of Quincy, Lowell, Malden, Lexington, Acton, Westborough, Boxborough, Brookline, Shrewsbury, and Cambridge, all have over a 15% Asian population. What's also promising is that Asian households in Massachusetts have the highest median household income of \$79,928, compared to the average household income of \$69,334.

<b>Cities with Asian population &gt; 4,000 w/in 45 mile radius of farm</b>			
<b>City</b>	<b>% Asian</b>	<b>city population</b>	<b># Asians</b>
Boston, MA	8.41%	359,585	30,241
Lowell, MA	16.51%	105,167	17,363
Quincy, MA	15.38%	88,025	13,538
Cambridge, MA	11.87%	101,391	12,035
Providence, RI	5.52%	201,736	11,136
Worcester, MA	4.84%	173,950	8,419
Malden, MA	13.99%	56,340	7,882
Brookline, MA	12.34%	55,817	6,888
Lynn, MA	6.43%	88,992	5,722
Brighton, MA	11.88%	43,887	5,214
Somerville, MA	6.39%	77,040	4,923
Waltham, MA	7.29%	59,226	4,318

*source: zipatlas.com accessed 12/10/2014*

## **Soil & Land Analysis**

I will be leasing 1.5 acres from the owner of Freedom Food Farm. The soil is remarkably absent of rocks, and has been heavily fertilized over years of serving as a dairy and beef farm. Last year, pasture-raised pigs, chickens, goats, and sheep were rotated across the property. According to the NRCS soil survey, most of the property is a loamy sand, and a smaller ratio of the land is a silt loam. The parent material is derived from granite, schist, and gneiss, deposited by glaciers over the past tens of thousands of years. Water flows eastward on a 0-3% slope towards the Taunton river. Drainage is classified as excessive, although the 30+ years of cow manure and cover cropping may have significantly alleviated this. One section of the land is within a flood plain. In 2014, Freedom Food Farm produced gorgeous and abundant vegetables, using only organic growing practices.

## **Risk Management**

In case of periods of no rain, I have direct access to irrigation. However, based on trends in the weather, it's more likely to have crop damage from prolonged periods of rain. The field has a slight slope and sandy loam soil, which will help with drainage. All vegetables will be grown in raised beds which can help prevent root rot and other damages caused by excess rain. I will be living down the street from the property and will have direct access to viewing crops and assessing and acting on risks. One preventative

measure I plan on using frequently is the use of floating row cover to act as an insect barrier, as well as foliar spraying crops several times a season. CSA members and other investors will be educated to the many risks associated with farming, such as crop failure or inclement weather. If I experience significant crop failure, I also am able to buy vegetables from Freedom Food Farm at a reduced wholesale rate. I will have general liability insurance covering the farm, and after year 2 or 3, I plan to buy crop insurance to cover a few of the main crops that I grow.

## **Appendix A - A Vision is Born: What I Am Thinking & Why I Believe It Will Work**

For a while I struggled with a way that my values, interests, and life goals could come together in some form, but I never anticipated that it would be through a farm. Beyond my love of growing plants, being outside and connected to nature, or raising animals, what's always been important to me is that we as human beings feel abled and empowered to create positive social change and make the world a better place. So I began to ask myself the question – “What does a social change farm look like?” Does it give away 5 or 10% of its profit and donate it to a charitable cause? Does it set up as a non-profit and grow free food for low-income communities or for food banks? Does it build better local food systems and build collective power through small farm co-ops? Or does it commit to using sustainable, earth-friendly growing practices and offer a sliding scale for its lower-income CSA members?

My vision began to take shape after my friends and I gathered at a farm and helped me slaughter two goats that I raised. The goats were separated so that one could not see the other being slaughtered. We planned out a strategy so that the goats would feel minimal pain. I took the time to say goodbye to each one. After all was skinned and butchered into sections, we split the meat. And almost every single part of the goat was going to be used – from the hides to the brains to the organs. Within hours of the slaughter, we were enjoying its heart and liver - sliced, marinated, and roasted as a shish-kabob over an open fire. Of course, the feast was accompanied by vegetables we pulled out of the ground, washed, and prepared. It was a night that brought together friendship, a deep respect for the life of an animal, the freshest food in perhaps the world, the land beneath our feet, and the stars above us in the sky. I left with a lot of emotion, but felt grounded in my appreciation for the all the blessings that come from being on a farm.

As I started plugging in numbers into an abstract budget, I became exhausted of the thought of what it would take to make a considerable profit on my vegetables in order to give a certain percentage away to a charitable cause. If I managed to make a \$30,000 profit in year three, giving away 20% would amount to only \$6,000. And then it hit me, I shouldn't be giving away money. Money is not what I will have in abundance, and money is something that I should be bringing in, not giving away. In fact there are thousands of donors and foundations and government grants and loans that are in the business of giving away more money than I could ever give. So I began to ask myself – “Well what resources do I have, and what do I have that others will value?” The first obvious answer was food. I will have lots and lots of vegetables; often more vegetables than I will be able to harvest or sell. Food is definitely a valuable resource that I will have.

But I began to realize that there is something even more valuable than farm-fresh organic food. If I only looked inwards and thought about what brought me to farming in the first place. The fresh air, the physical work of labor, the constant supply of healthy produce. I turned to farming to feel grounded; grounded by a real connection to the sun, the rain, the earth, the weather, the temperature, the seasons, and of course the chickens and goats I raise, as well as the constant monitoring of threats posed by bugs, rabbits, deer, coyotes and other pests that will challenge my work. In a world of spiraling instability and chaos, growing income inequality, environmental devastation, and specialization and virtual reality, I sought to be part of something that was tangible and real and good for me.

So I thought of this gathering where we slaughtered my goats, and I thought of the other barbeques I organized with friends on the farm, and it all of a sudden hit me – what’s even more valuable than fresh organic produce, is the grounding, and perhaps spiritual, experience of being part of a farm, feeling connected to one’s food, and enjoying this lifestyle in the presence of friends and family.

How valuable is this experience? Well, after leading a non-profit youth organization for ten years I have had countless experiences of seeking out spaces to have retreats or events. We got in the practice of reserving space at public parks where barbeques were forbidden, paying expensive fees to use retreat centers that felt like summer camps, or resorting to a Plan B and just throwing the event in the basement of some church. So think about this. How valuable is it to be able to have a retreat or an event at a farm where you feel comfortable at? Would this value increase if it includes access to fresh, organic produce? How much more money would you pay if this retreat at a farm included experiences in harvesting vegetables, collecting eggs, and milking cows? How much would you pay to have an event or a family gathering with an organic pig roast? An argument could be made that these experiences are in fact invaluable.

What I have of value are vegetables and what I am calling these ‘transformative experiences’ on the farm. These are my resources that I have in order to help fulfill a vision of what a social change farm can offer. I can help urban community organizers and youth activists escape the city and connect to nature. I can give away fresh, organic produce to families in need. I can open up my farm to individuals and groups that need to heal or resolve conflicts. Through food and gatherings, I can connect communities and networks of individuals who have a common vision of making the world a much better place.

If I turned to farming because of its power to ground and nurture and cultivate health and inner peace, then why can’t I offer the same to good people doing good things, and great groups doing transformative work? Well... I can.

## **Appendix B - The Movement Building CSA Program**

I see all members as investors. People are not buying food from me because it's convenient for them or because I have the most competitive prices. It's because they believe in the farm's vision and want to be part of a thriving community. It takes more than money to survive as a small farm in today's world. I'm asking for members to purchase a CSA share, volunteer one full day of farm labor, and participate in organizing and planning our annual movement building food festival. In exchange, members will get a share of the freshest and most seasonable vegetables every week; have access to the farm for outings, picnics, or events; and be able to enjoy in the bounty of the farm during the Fall Movement Building Festival.

- Summer Share - June, July, August
- Fall Share - September, October, November
- Rate: \$300 for a small share which includes 5 vegetable items + a half dozen eggs per week, which breaks down to \$25 a week or \$100 a month
- Small Share: 5 items/week + half dozen eggs, \$300
- Full Share: 10 items/week + a dozen eggs, \$600
- Large Share: 15 items/week + 1.5 dozen eggs, \$900
- CSA shares will primarily be delivered in pre-packaged boxes, and will be available at selected sites in the Boston and Providence metropolitan area.
- All Members must agree to take part in organizing and planning the Movement Building Festival, as it is a member-led event that connects us all to the farm's vision.

### **Movement Building Food Festivals**

The movement building food festival is a transformative experience and is considered to be a valuable part of joining the CSA. The festival will feature the best of the bounty, the freshest of meats, and recipes from all over the world. I envision the event taking place over the course of two days in the Fall. On the first day we will engage in end-of-the-season farming activities, such as sowing cover crop, or spreading compost. We will also make all the food preparations for the following day. The second day will include events that are connected by a theme and lead to a multi-cultural farm-fresh feast. In addition to addressing the theme of the event, it is a time to be thankful for the harvest, and for everything else that life has given us. It is a time to recall the victories and positive outcomes that have occurred over the course of the year. And it is also a time to garner hope for a world without oppression and violence, and where we can dare to envision a world based on the farm's values - peace, social change, diversity, hope, compassion, and sustainable ecological balance.

As a member-led event, it will also be a space for networking, socializing, building and planning, as determined by CSA members. Eventually, an official coordinating committee will oversee the planning and execution of each year's festival. Because the CSA membership will include so many leaders and creative thinkers, there is potential for numerous projects, alliances, and even organizations to develop as subsidiary off-shoots.

## APPENDIX C - Long Term Goals & Future Planning

I plan to use 2015 as a trial year, where I can gain confidence in my ability to grow, store, and sell quality produce. I plan to get 20 people to sign up for a CSA share, pulling from people who are not only invested in the vision of the farm but are also willing to give me considerable feedback and help. During this year I plan to be the only employee, contract out machine and tractor work, and make a very modest acquisition of farm operation equipment (e.g. a small cultivating tractor). In addition to the CSA program, I will sell produce at one farmer’s market and the World PEAS CSA program. Through the CSA program, I will have 20 volunteer days of labor. I plan to lease a larger plot of land in 2016, and eventually purchase my own land by 2019. In the future, I plan to increase my CSA membership to up to 600 shares, sell at multiple farmer’s markets, and include wholesale channels; as well as branch out into other enterprises, such as honey, aquaculture, and livestock. What is just as important as the food is the land that I build my farm on. Because I am selling ‘transformative experiences’ as much as I am selling food, my goal is to acquire land that has the capacity to inspire. It will need to be at least 30 acres to allow room for crop rotation, fallow periods, and grazing room for livestock. It will also have to be large enough to host retreats, gatherings, and festivals. I also plan to include cozy cottages where major investors can visit and stay for free.

	<b>CSA &amp; Production</b>	<b>Other Goals</b>	<b>Investment/Capital</b>
Trial Year - 2015	20 CSAs on 1 acre	Experiment, analyze, re-invent at current location	small-size tractor, basic tools & equipment
Year One -2016	70 CSAs on 5 acres	Lease a larger land; be loan, investment, and donation ready	Green house, mid-size tractor, employee housing
Year Two - 2017	100 CSAs on 7 acres	Capital campaign to buy a new property	Property acquisition, Large-size tractor, 2 <sup>nd</sup> green house,
Year Three – 2018	120 CSAs on 9 acres	Acquire permanent location	Guest houses, retreat space, farm infrastructure

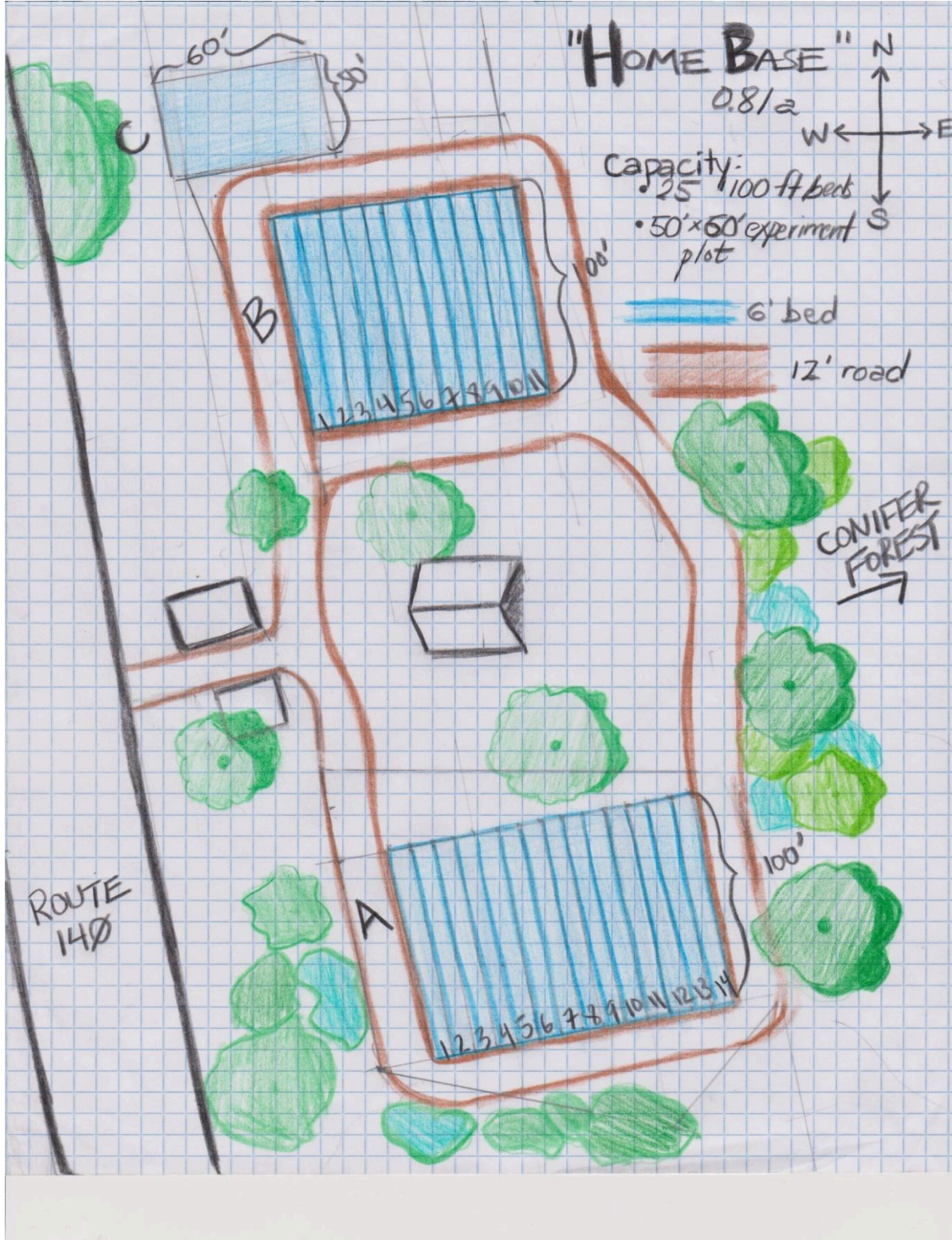
### Future Features of the CSA Program

- Pick Your Own: All members will have access to harvest their own vegetables whenever they visit the farm. Each week I will determine which crops are in abundance, and members will be notified of their availability. Any produce harvested does not take away from a CSA share; it is in addition to the CSA share.
- Discounts: there will be discounts if members sign up early, and/or if members sign up for both Summer and Fall.
- Members can select their own choice of vegetables if they come to the farm, or if they arrange to select vegetables at one of the farmer’s markets.
- Flexibility & Convenience: If you miss a week, pick up double the amount the next week. Or if you miss three weeks (which if you have a small share is 15 items), pick them up whenever you want – all at once or distributed in any way you want throughout your pick-ups. Pick up in your designated location, or at any farmer’s market where we set up, as well as at the farm.

- Volunteer Drop-Off Coordinators: I will expand my CSA drop-off sites by relying on volunteers who agree to serve as volunteer drop-off coordinators. These volunteers will arrange to store CSA shares in an air conditioned room, and communicate with the members who will be picking up at their location. There must be at least 10 CSA members who are in close proximity to their house; in exchange, drop off coordinators will receive a free CSA.
- As the years progress, I plan on working with member-organizations: these organizations must solicit 20 CSA members, serve as a CSA drop-off site, coordinate volunteering at the farm, participate in the Movement Building Festival, and agree to farm values and principles while at the farm or during farm-related events; in exchange, member organizations receive a \$6,000 food credit (equivalent to 10 small CSA shares per season, or 20 CSA shares/year); access to the farm and land for meetings, events, and retreats; and participation and ownership of the movement-building festivals and its subsidiary offshoots.

<b>Movement Building CSA Member Organizations</b>		
	<b>My Farm</b>	<b>Organizations</b>
<b>Give</b>	Provide a \$6,000 food credit; Host and coordinate logistics for use of my farm as event space; Coordinate the Spring & Fall movement festivals	Get 20 people to sign up for CSAs; Advertise and promote the CSA; Store and distribute my CSA boxes from an air-conditioned room on a weekly basis; 5 people to help with weeding once every two weeks.
<b>Receive</b>	20 CSAs; Advertising & networking; Connection to community; Being blessed to support great causes; A weeding crew	\$6,000 food credit; Fresh food delivered on-site; Use of farm space for events, retreats; movement building food festivals;

# APPENDIX D – Property Map & Row Capacity



## Appendix E - RESUME

### **KOHEI ISHIHARA**

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#### Education

**UMASS Amherst ▼ Amherst, MA** 2013 –  
Ongoing

Sustainable Food & Farming Certificate Program

**New Entry Sustainable Farming Project ▼ Lowell, MA**  
2014

Farm Business Planning Course

**Brown University ▼ Providence, RI** 1998-2003

Bachelor of Arts, Ethnic Studies, Honors – 3.5 GPA

#### Work Experience

**Freedom Food Farm ▼ Raynham, MA** 2014 - present

**Cooks Valley Farm ▼ Wrentham, MA** 2013 - present  
Farm Worker

**[Real Goods Solar, Retail Store](#) ▼ Hopland, CA** 2012-2013  
Assistant Manager

**[Providence Youth Student Movement](#) ▼ Providence, RI** 2001 – 2011  
Director (2004 – 2011)  
Lead Organizer (2001 – 2004)

**Brown University ▼ Providence, RI**

Visiting Faculty Jan– June, 2008  
“Strategies, Tactics, and Tools for Social Change”

Undergraduate Teaching Assistant & Research Assistant 1999-2001

**[Funders Collaborative on Youth Organizing](#) ▼ New York, NY** Jan – June, 2007

Consultant/ Writer

**RI Jobs With Justice ▼ Providence, RI** **2001 -2002**  
Program Coordinator

### Professional Experience

[Resist, Inc.](#) **2009 - 2010**  
Board of Directors, Executive Committee

[Equity Action Fund, The Rhode Island Foundation](#) **2007-2008**  
Advisory Board Member

[Police Oversight Board \(PERA\), The City of Providence](#)  
**2003- 2008**  
Board Member, Secretary

### Office & Leadership Experience

**Computer:** PC: Microsoft Word, Excel, database experience

**Finances:** grant and report writing, book-keeping, budget development, cash-flow analysis, fund-raising events;

**Leadership:** staff management and supervision, public speaking, mediation and conflict resolution, curriculum development, program development, board development, workshop facilitation, group facilitation, community organizing, event coordination.

### Published Works

*A Census of Our Own: A Report by the Queer Southeast Asian Network.* Eds. Thai Lee, Bruce Thao, and Diana Pei Wu. Providence, Rhode Island: Freedom Inc., Providence Youth Student Movement, Shades of Yellow, 2012.

["An Agenda for Policy Change: Participatory Research and Data Collection by Southeast Asian Youth."](#)  
[AAPI Nexus: Policy, Practice, and Community.](#) UCLA Asian American Studies Center Press. 2011.

"My Road Trip to Empowerment: A Vehicle for Southeast Asian Youth." Political Education Curriculum. Providence Youth Student Movement (PrYSM). June 15, 2011.

*For Justice and Love: The Quality of Life for Southeast Asian Youth.* Rhode Island: Providence Youth Student Movement (PrYSM), May 15, 2010. [ISBN: 978-0-615-36914-3]

["Youth Building Movements for Change: Youth Organizing Deepens as Youth Power Grows." Resist Newsletter. Resist, Inc. Boston, MA: March- April, 2008.](#)

["Urban Transformations: Youth Organizing in Boston, New York City, Philadelphia, and Washington, D.C." Occasional Paper No. 9. Funders Collaborative on Youth Organizing. New York, New York: January, 2007.](#)

### **Awards, Fellowships**

Permaculture Design Certificate. Permaculture F.E.A.S.T. December 1, 2013.

Citizen Citation. Mayor Angel Taveras. City of Providence. Rhode Island. April 2, 2011.

Certificate of Special Recognition. Honorable David N. Cicilline (1<sup>st</sup> Congressional District – RI). Rhode Island. April 2, 2011.

Grand Marshal for the 2010 Dominican Festival of RI. Awarded by Quisqueya En Accion.

Citizen Citation, awarded by RI Senator Juan Pichardo. Rhode Island. 2010.

Rhode Island Foundation Fellow (2009- 2010), awarded by the Initiative for Non-Profit Excellence, The Rhode Island Foundation.

Citizen Citation, awarded by Mayor of Providence, David Cicilline. 2009.

Spotlight Award. Awarded by Rhode Island Pride. October 29, 2009.

Building Leadership, Organizing Communities (BLOC) Fellowship, awarded by the Movement Strategy Center (Oakland, CA), 2006-2007.

Outstanding Senior Thesis Award, Brown University (Providence, RI), 2003.

## Appendix F - Crop Succession Plan by Row

Bed s	Bed Code	April	May	June	July	August	Sept	Oct	Nov
1	HA1	lettuce heads in succession							
2	HA2	lettuce mix & cilantro in succession							
3	HA3	beets in succession							
4	HA4	chard and kale			Nappa & cabbage				
5	HA5	daikon + one more Asian green							
6	HA6		mizuna, bok choy, one more asian green						
7	HA7	radish, turnips			mustard, broccoli				
8	HA8		tomato & basil						
9	HA9		tomato & basil						
10	HA10		tomato & basil						
11	HA11		pepper						
12	HA12		eggplant						
13	HA13	yellow & red onions				radish			
14	HA14	leeks & scallions				turnips			
15	HB1	snap & snow pea				chard			
16	HB2	pole bean & spinach				kale			
17	HB3	100		edamame and?					
18	HB4	100	spinach						
19	HB5	100	carrot - adelaide & nectar						
20	HB6	100	carrot - nectar & purple haze						
21	HB7	100			celery				
22	HB8	100			cucumber				
23	HB9	100			kuri & shiro squash & delicata				
24	HB10	100			acorn & butternut				
25	HB11	100			zucchini & pattypan				

26	HC	60' x 50'			pumpkins				
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