

JUST FOOD ANNUAL REPORT

January – December 2005



Farm & Food Justice for All

In 2005, Just Food's programs led to seven new NYC Community Supported Agriculture markets; one new farmers' market; over one hundred workshops on food education, urban crop production and marketing; and more shared experiences about how life down on the farm impacts us all.

This "Harper's Index"-style report sets out our main activities and achievements in 2005 and looks ahead to 2006. Thank you for your interest.

PROGRAMS

Community Supported Agriculture (CSA) in NYC

- Number of new CSA sites in 2005: **7**. We assisted 6 in start-up. The seventh site was developed by a farmer who had previously been trained by Just Food to organize a CSA community group and used that knowledge to then start his own CSA in the city. We provided four of these with VISTA volunteers for additional intensive assistance.

- Organizations and neighborhoods for new CSA sites in 2005:
 - The Stanton Street Settlement, Manhattan
 - New York University Department of Nutrition, Food Studies and Public Health, and students
 - Tremont, Bronx -- Montefiore Healthy Schools Program
 - West Farms, Bronx -- Phipps Community Development Corporation
 - Long Island City, Queens -- Ravenswood Senior Center
 - North Shore Staten Island -- all volunteer group
 - Red Shed Community Garden, Williamsburg/Greenpoint, Brooklyn -- all volunteer group

- Total number of CSA sites in 2005: **37**.
- Total number of NYC residents getting their food through CSA: **8,000-10,000**¹.
- Low-income individuals involved in CSA: over **1,418**².
- Number of core farms involved: **16**, from Long Island, upstate NY, CT and NJ.
- Number of associate farms involved: **20-30** farms provide meat, dairy, fruit and flowers.

¹ Calculation: 37 sites X 75 families benefit per sites X 3 people per family= 8,325. In our 2004 report we estimated 100 families per site; however, this year we are estimating 75 families per site, as some of the additional new sites had smaller memberships (around 20 families). Note that some sites involve well over 150 families and others have 20, 50, 100 families. In addition, many families share their CSA produce with other families.

² Calculation: 21 of the 37 sites have low-income outreach plans X approximately 75 shares sold per site X 3 family members per share= 4725 X approximately 30 percent low-income membership. This is probably a conservative estimate. Note that some sites have fewer low-income families and some sites are nearly 100 percent low income. Also note that in many instances, families are larger, or more than one family shares a share.

- Estimated total income to participating farmers: **\$1,080,000³**.
- Number of workshops per year: **13**. Core group members from CSA sites all around the city, including the older sites, attended our trainings.
- Number of consultations to CSA city groups: over 150.
- Number of new CSA sites prepared for 2006 season: **7**.
- Number of full-time Americorps VISTA volunteers assisting in the development of low-income CSA markets in 2005: **4⁴**.
- CSA in NYC Program Manager Kristy Apostolides left Just Food in 2005 and new CSA in NYC Program Manager, Paula Lukats was hired in May. Bio: Paula has ten years of experience working in community and program development in New York City. Originally from Ohio, she obtained her BS in economics and sociology in 1991 from the University of Notre Dame and her Masters in Social Work from Ohio State University. Recently she chose to pursue her long-time interest in environmental sustainability and has completed a Certificate in Conservation Biology at Columbia University. Paula also brings experience having been a volunteer with Just Food and a member of the Prince George CSA in midtown.
- Earned income and fundraising opportunities implemented or under consideration, in order to make our CSA in NYC program less dependent upon grants in the long run, based on our learning from previous years:
 - Ask CSA sites to charge \$10-\$30 per share (sliding scale) as service fee to Just Food. Estimated income: **\$31,500⁵** (Not implemented.)
 - Consultation services to the more well-financed partners, e.g. Phipps, Common Ground: sliding scale starting at \$5,000. To date we've received \$7,500 through a contract for our assistance to Food Change. (Partially implemented.)
 - Request contribution from city groups for 2006 start-up sites. (Partially implemented.)
 - Charge farmers \$150 per new city site. (Implemented.)
 - Jumpstart a fundraiser, through CSA harvest celebrations. (Implemented.) This idea grew out of a conversation among CSA members throughout the city, at one of our annual CSA Mini Conferences. (See more under Fundraising: 100 Harvest Dinners.)
- Planning Ahead: We're working with seven new groups to start up CSAs for the 2006 season:
 - Magnolia Tree Earth Center, Bedford-Stuyvesant
 - Brooklyn Amalgamated Housing Corporation, Van Cortland Park, Bronx
 - Jackson Heights, Queens -- all volunteer group

³ Calculation: For vegetable shares: 75 shares X \$400 per share x 30 sites = \$900,000. The farmer for the remaining seven sites sells a half share at \$200 as his basic share: 75 shares X \$200 x 7 sites = \$105,000. Total vegetable share income = \$1,005,000. For associate farmer shares: 50 people per site X \$60 each (for fruit shares, special order meat, etc.) X 25 sites = \$75,000. Total estimate = \$1,080,000. *Farmers earned additional income through the growing CSA winter share program.*

⁴ One Americorps VISTA volunteer left her placement 6 months into her year of service. She had been assisting with the start-up of a CSA at Phipps CDC in the Bronx; a staff member of the organization was able to take over her duties. For 2006 this site is changing to a farmers' market model, still offering fresh, local produce to a neighborhood where none was available previously.

⁵ Calculation: 42 sites in 2005 X 75 shares X \$10 per share = \$31,500

- Prospect Heights, Brooklyn -- all volunteer group
- Brooklyn Seventh Day Adventist Church, Midwood, Brooklyn
- Carroll Gardens, Brooklyn -- all volunteer group
- Institute for Integrative Nutrition, Manhattan

CSA in NYC- Spin-off Projects

Winter Share

For the past two years, we have provided a workshop at our annual CSA Mini-Conference on winter shares. One CSA site had been experimenting with winter shares, and we wanted others (both farmers and CSA members) to learn about the successes and challenges of this option. This year, **11** sites provided winter shares for an additional price. Farmers provided for monthly deliveries. We are still gathering information on this and will continue to work with farmers and CSA sites to help establish winter shares.

Institutional Purchasing Program

In 2005, Just Food continued to work with United Way and City Harvest to utilize our institutional models in order to provide food from regional farmers for emergency food providers. Food Change (formerly Community Food Resource Center), who we worked with previously in developing an institutional model, continues to use regionally grown food in their soup kitchen and food pantry, and has expanded the model to Harlem Children's Zone.

Our collaboration with United Way, through the Hub and Spoke model⁶ of institutional purchasing, resulted in approximately 16,811 lbs of food being delivered to five emergency food providers in Brooklyn during the 23 week season. Additionally, United Way and City Harvest purchased 56 family style shares from CSAs in the Bronx and Staten Island which were then donated to six emergency food providers in those communities. Overall, Just Food's institutional purchasing program generated over **\$68,000**⁷ in sales for regional growers. These relationships will continue and strengthen in 2006; for the first time we will have a part-time staff person dedicated to the project, thanks to a grant from the New York State Department of Health HPNAP program.

Farmer Outreach

Farmer outreach continued in a limited way in 2005. We sent letters to extension agents throughout New Jersey, and made presentations at Northeast Organic Farming Association (NOFA) conferences. Our CSA Program Manager spoke with-- extension agents in New York; NY, New Jersey and Connecticut NOFA staff; Pennsylvania Sustainable Agriculture Association (PASA), and the National Campaign for Sustainable Agriculture to develop a plan to expand and target our outreach efforts. We are currently seeking funding to hire a farmer outreach coordinator to implement this plan.

⁶ Our Hub and Spoke model uses a seasonal bid of vegetable groups, and serves several (4) smaller soup kitchens that pick up their vegetables from one central soup kitchen.

⁷ Calculations: \$2600 in sales from the City Harvest program; \$40,000 in sales from the Untied Way program and \$26,000 through Food Change

We were able to recruit one new farmer for the 2006 season, a graduate of the New Farmer Development Program, who will serve at the new Bedford Stuyvesant, Brooklyn CSA. Also, two organic Pennsylvania organic farm cooperatives, have expressed interest in joining our program.

The City Farms

- Number of Community gardens involved: **35**
- Estimated number of gardeners trained through community workshops: over **460**⁸
- Number of Trainers involved: **20**⁹
- Amount of \$ earned by trainers through program: **\$3,000**
- Number of community trainings: **46**¹⁰
- Community training topics:
 - Garden Planning
 - Increasing Production and Decreasing Loss to Pests
 - Soil Development and Composting
 - Intensive Growing
 - Companion Planting
 - Spacing and Thinning
 - Hydroponics
 - Community Food Security: Food Access and Health in Your Community
 - Brooklyn Farms Past and Present
 - Canning & Food Preservation
 - Freezing and Blanching
 - Preserving Baby Food
 - Record Keeping
 - Medicinal Herbs and Their Uses
 - Starting an Urban Farm-stand
 - Flower Arranging
 - Beekeeping Basics
 - Healthy Cooking Demos
 - Seed Saving
 - Growing Sprouts
- Number of Training of Trainers (ToT) sessions: **11**. They included one 2-day session that prepared them for the upcoming season and focused on teaching methodologies and lesson planning. Nine additional sessions focused on urban farming and food security topics and the final session was dedicated to assisting the new trainers to develop lesson plans.
- Number of markets assisted: **5** (4 continued from 2004 and we assisted 1 new market site):

⁸ Calculation: An average of 9-10 participants attending each of more than 46 community workshops and consultations.

⁹ Includes 11 TCF Trainers, 5 Just Food Staff Members and Partners and 4 Volunteer Community Food Educators and TCF Gardeners.

¹⁰ Includes workshops and consultations conducted by TCF Trainers (30 workshops), Just Food Staff and Partners (13 workshops) and Volunteer Community Food Educators and TCF Gardeners (3 workshops)

- Bissel Gardens and Market, Wakefield, Bronx
 - La Familia Verde, West Farms-East Tremont, Bronx
 - Greens for Queens, Elmhurst, Queens (new in 2005)
 - Taqwa Community Farm and Market, Highbridge, Bronx
 - Wyckoff Farmhouse Community Farm and Museum, East Flatbush, Brooklyn
- Total sales from four of the five markets: over **\$36,500**.
 - Rural farmers earned over **\$21,000** from above sales.
 - Urban farmers earned **\$13,100** for vending rural farm product.
 - Urban farmers earned an additional **\$2,400** in sales from their own urban-grown produce.
 - Over \$22,500 were made in Farmers Market Nutrition Program (FMNP) sales, meaning increased access for low income seniors and Women, Infants, and Children (WIC).
 - The fourth market had its second year; with FMNP coupons, better outreach and other improvements, market sales increased nine fold¹¹.
 - Food stamps, through the use of Electronic Benefits Transfer (EBT) wireless terminals, began their pilot year at our markets midseason.
 - Number of paid jobs created: **6**: 1 part-time Market Manager position who earned **\$1,700** for the season; an additional market hired one Garden Director, one Market Coordinator, and three Garden Interns, resulting in **\$7,500** for the season. **\$9,200** was paid in total to market employees and interns.
 - Number of regular adult volunteers: **17**
 - Number of youth volunteers or interns (paid and unpaid): **8**
 - Number of cooking demonstrations at market sites: **10**
 - Estimated number of customers benefiting: four markets reached over **600** customers per week.
 - Pounds of food donated from unsold market produce: Over **1,325 lbs.**
 - Number of active garden to soup kitchen donation relationships: **7**
 - Active donation relationships:
 - New Visions Garden donated over 100 pounds to We Care Little Rock Church;
 - Wyckoff Community Farmhouse donated 625 pounds to a local City Harvest agency;
 - Greens for Queens donated 926 lbs to a Jamaica, Queens food bank;
 - Bissel Gardens donated 2,100 to 3 local soup kitchens;
 - La Familia Verde Garden Coalition donated 1,684 lbs. to Tremont Community Senior Citizens Service Center;
 - Brooklyn Rescue Mission distribute nearly 4,000 pounds of garden grown food at their pantry;
 - The Hamer-Compos Farmers' Market donated 2,261 pounds of food to local housing developments and senior programs.
 - Total pounds donated through TCF donation relationships: 11, 696 pounds

¹¹ Please note that these programs are in some of NYC most economically challenged communities, where the development of independent business, programs and profits are especially exciting!

- Number of full-time Just Food Americorps VISTA volunteers assisting in the development of low-income urban farmstand markets, and other City Farms activities in 2005: 2
- Earned income and fundraising opportunities under consideration, in order to make The City Farms less dependent upon grants in the long run, based on our learning from 2004:
 - Ask to be written into the grant proposals of the organizations that we are assisting (we earned \$1,650 for providing assistance to Wyckoff Farmhouse in 2004).
 - Further develop trainer program to include assistance to wider for-profit community and use income to support Just Food and provide additional earnings to trainers. (Not yet implemented.)
- Planning Ahead: In the year ahead we plan to focus more of our efforts on assisting communities to develop their own community-controlled farmers' markets, and strengthen and expand existing farmers' markets. On the production end, we are developing a beekeeping program. NYC bees produce exceptionally delicious honey, offering an exciting market opportunity for city farmers.

Community Food Education

Our Community Food Education (CFE) program has been expanding to meet the needs of the CSA program. It is a critical component, as people are more likely to renew their CSA membership if they know what to do with their high quality, local produce once they receive it. Our *Community Food Educator* reaches out to CSA groups throughout the city, offering cooking demonstrations and veggie tip sheets. In 2005, 8 CFE volunteers (skilled chefs and nutritionists) and our CFE staff member provided over 50 cooking demonstrations. The 8 volunteers first attended our first-ever Training of Trainers for the CFE program. We were able to recruit 25 CFE volunteers for the 2006 season. The CFE program also coordinates with The City Farms program. We are still seeking to make this a full-time program.

Food Justice

In 2005, we continued our Food Justice/ Education & Outreach work in a limited way; the program is not yet staffed. Our activities included providing weekly newsletter articles to the NYC-wide CSA network; making presentations to targeted audiences; submitting comments to Albany on food labeling; signing on to advocacy letters; and promoting films and books that bring critical issues to light.

The articles we submitted through our CSA network addressed the following topics: Farmland preservation; Federal farm programs – not subsidizing recommended foods; Genetic engineering of food and food labeling laws; Democratic control of the food system; Fair trade; Factory farms and smog; Local agriculture and climate change; Cost of organic vs. conventional food and others. Through the convenience of our CSA and City Farms networks, we hope to foster dialogue and action on these and related topics.

In 2005 we had volunteers deliver messages on our behalf to our representatives in Albany to support GMO labeling efforts and to criticize the blind acceptance of these technologies that are already proven risks. We hosted an event for and provided outreach support to encourage people to see an effective film that further raises valid questions about GMO food: *The Future of Food*. We also promoted the film *Darwin's Nightmare* that addresses concerns over global trade and its environmental, economic and social consequences; and *Monsanto vs. U.S. Farmers*, a

booklet published by The Center for Science in the Public Interest, to help people make connections between the food on their plates and broader social justice concerns.

Letters that we signed on to included a National Campaign for Sustainable Agriculture letter to promote fair and competitive markets and reduce market concentration; and a letter sponsored by GRACE (Global Resource Action Center for the Environment) asking PBS to give the same air time to the sustainable agriculture community to counter a Monsanto propaganda series they were airing.

We also sent over 40 letters to City Council members, and State senators and assembly members representing all five boroughs, to inform them about our work in their communities.

A sampling of places where Just Food has made presentations in 2005, on CSA as a marketing tool for rural farmers, access to organic and local for low-income communities, urban farm stand development and other topics:

- Northeast Organic Farming Association (NOFA) Conference
- Urgenci, Palmela, Portugal – International conference on CSA
- Green Thumb Grow Together Conference, NYC
- Sarah Lawrence College, NY
- NYC Bioneers Conference
- Common Ground Harvest Festival, Hastings-on-Hudson, NY
- Outstanding in the Field dinner at La Plaza Cultural garden, Lower East Side, Manhattan
- Environmental Grantmakers Tour, Manhattan
- Stone Barns presentation with author Sherri Brooks Viton and MacArthur Fellow and Just Food CSA in NYC farmer Cheryl Rogowski
- Partnership for Parks – Earth Day in Queensbridge, NY
- Columbia University- Why eat local?
- Columbia University – Environmental careers
- Hiefer International, NE partners meeting – on city market innovations
- Zonta Club of NY – on women in agriculture
- Baum Forum- A Growing Concern
- United Nations University – Food security and gender

Our Food Justice program needs to be fully funded to include staff to organize the biennial conference and working groups that evolve from it. (Our last “Food Justice and the Public Good: A NYC Summit on Farms and Food” was in 2004. It was a huge success, bringing 500 people together in NYC to discuss and act on farm issues. Unfortunately, we did not have the staff resources to follow-up with the several working groups that could have emerged as a result of this conference. Note that our CSA and City Farms programs are the result of past working groups that evolved from earlier conferences.)

OTHER NOTABLE NEWS

In 2005 we moved into a larger, less expensive office. We are pleased with our new surroundings and our cost savings.

FUNDRAISING

We held our first-ever fundraisers in 2005, our tenth anniversary year. Our comedy benefit, *Just Kidding*, and *100 Harvest Dinners*, house parties run by friends of Just Food, proved to be excellent fundraising models for us, given our limited financial and staff capacity to run events. In the case of *Just Kidding*, comedian Scott Blakeman organized, hosted and performed at the event along with comedians Barry Weintraub and Caroline Rhea. The comedians and Gotham Comedy Club all provided their laugh services for free and eighty people pitched in over \$7,000 to Just Food through ticket purchases and donations.

In the case of *100 Harvest Dinners*, 15 friends of Just Food ran their own parties and had their own friends contribute to our cause. Friends watched films together such as *The Meatrix*, *True Cost of Food* and *The Future of Food*; presented slide shows and presentations about their Just Food-related interests; had recipe contests; ate great, local food, and had a good time. It was a wonderful opportunity to teach neighbors, friends and family about our work and the issues that we address. This series of events brought in over \$5,000 from approximately 100 participants during the fall harvest season and through early 2006. Many new donors came to us through these events. We will continue to promote this each fall harvest season, and hope that in a few years, we will actually have 100 dinners annually!

We believe Just Food can grow significantly through the individual donor income stream – a source that allows the most flexibility and sustainability for a non-profit, reducing reliance on fewer, larger grants. We hope to continue to grow this model of individual support.

In 2005, 37 foundations and corporate donors granted Just Food nearly \$400,000. Please see our 2005 donor list at the end of this report.

LOOKING BEHIND AND PLANNING AHEAD

Our program evaluations indicate several challenges to tackle in the coming years. We know there's significant interest among CSA groups to incorporate payment plans to facilitate participation by low-income residents. But we need to figure out more effective ways to communicate the CSA concept so people can quickly understand its advantages.

We've worked with many social service agencies and activist groups to start CSAs that complement their ongoing programs. However, with our small staff, we need to develop strategies to reach more groups at once. By making presentations and tabling at conferences where affinity groups gather on housing, health, youth programs, environmental justice and other issues, we'll be able to introduce key stakeholders to CSA and scale up our impact.

Both our CSA and City Farms programs continue to grow and need more farmers. We need to work more with cooperative extension agencies and farm groups in rural areas to introduce them to our urban market opportunities, so they can, in turn, assist with farmer outreach.

More and more people each year are receiving training in urban crop production and marketing through our City Farms program, and the surest way to develop a sound training program is to pay our trainers. We need our funding to keep pace with the growing demand for our trainers' workshops.

Each year it becomes more clear how critical our cooking demonstrations and food education workshops are to the success of our programs. People need to know how to select, store and prepare the rich array of produce they receive from CSA and City Farms markets. The quote of the year comes from an 11-year old girl in the South Bronx, rushing up to our Community Food Educator for her fourth serving of fennel salad and exclaiming: “*McDonalds doesn’t have anything on you!*” And from a 40-something woman at the same CSA distribution: “*I’m so glad you’re here, because I have diabetes and I really need this.*”

With forty-two CSAs and eight City Farms markets expected for 2006, we need our Community Food Education program to transition from part-time to full-time to meet demand and take advantage of significant opportunities.

Just Food wishes to use its significant community connections to advance dialogue on food justice issues. But to be effective, we need to devise strategies to reach busy people who don’t have time for traditional advocacy activism. We need more concise newsletters, announcements and press releases to spark actions on factory farming, genetic engineering, fair trade and other issues.

To accomplish all this, we need not only to meet our current budget, but to increase our staffing. We can stay small and efficient, but need a critical base to do this work. Our 2006 budget is projected; the 2007-2010 budgets at this point, are wish-lists, until we can realistically project the additional income. Our projections and desired budgets are as follows:

- 2006- \$499,056 (Projected)
- 2007- \$855,088
- 2008 - \$1,039,035
- 2009 - \$1,131,015
- 2010 - \$1,117,015

Just Food continues to develop an impressive track record: We are known for our signature characteristics that help make us so effective. A training of trainers approach helps expand our reach while building community leadership. And by helping to establish independent markets (we do not control the CSA and farmers’ markets that we help to start), Just Food is freed up to work with more and more communities every year. Our programs have been cited as national and international models by the Community Food Security Coalition; the USDA Community Food Projects program; the U.S. Department of State International Visitors’ Program, Heifer International, World Hunger Year, Urgenci (an international forum on CSA development), and Project for Public Spaces. We need steady support to meet our current needs and to build interest among new donors. In 2006 we will:

- Continue our progress with approximately seven more new CSA sites in 2006, while strengthening existing sites, and growing capacity to include low-income members.
- Continue our progress with The City Farms program on both food production and marketing angles.
- Expand community food education reach through additional volunteer trainers.
- Expand food justice trainings.

THANK YOU 2005 DONORS

Foundation, Organization, and Corporate Support-Total: \$395,028

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SPECIAL THANKS

Added Value
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Taqwa Community Farm
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All participating City Farms
garden sites
All participating CSA sites
All participating Community
Food Education sites

2005 STAFF, VISTAS, TRAINERS, ADVISORS, VOLUNTEERS & INTERNS

Just Food Staff

Ruth Katz, Executive Director
Paula Lukats, CSA in NYC
Program Manager

Kathleen McTigue, The City
Farms Program Manager
John Thompson, Director of
Research and Development

Elizabeth Johnson, Community
Food Educator
Meena Fatimi, Admin. Assistant
Michael Borden, Admin. Assistant
Margie Davis, Bookkeeper

Just Food Board

Luis Garden Acosta
John Ameroso
Helena Durst

Claudia Dymond
Joan Gussow

Kathy Lawrence
David Moody

Thank you to departing Board member Kay Magilavy for her years of service to Just Food.

Americorps VISTA Members

Sara Katz, The City Farms
Jane Hodge, The City Farms
Brian Schundler, CSA in NYC

Molly Culver, CSA in NYC, For A
Better Bronx site

Dasha Lebedeva, CSA in NYC-
Montifiore, Bronx site
Mary Summer Starling

The City Farms Trainers

Mckinley Hightower-Beyah
Ena Nemley
Karen Washington
Maureen O'Brien

Classie Parker
Ceci Charles-King
Johanna Willins
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TCF Volunteer Trainers

Roger Repohl

Mary Shutak-Jenkins

Community Food Education Trainers

Sarah Breckenridge
Lara Comstock
Hillary Maler

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Liz Solms
Giselle Sperber

Betty Wilson

Volunteers and Interns

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Farmer Advisory Committee

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Cooperative Extension
Mick Bessire- Cornell
Cooperative Extension
Ted Blomgren- CSA in NYC
farmer

Jody Bolluyt- CSA in NYC
farmer
Zaid Kurdieh- CSA in NYC
farmer
Dan Flaherty- CSA in NYC
associate farmer

Scott Chaskey- Long Island CSA
farmer

City Advisory Team

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Ngozi Okaro
Francis Tesser

Dana Points
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Rosa Smith
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