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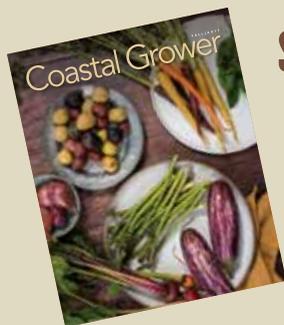
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Silver Linings

We did the right thing, for the right reasons. My sister and I kept telling ourselves that as we and our team implemented the largest product recall in our company's 78-year history.

On October 6, 2017 an inspector with the Canadian Food Inspection Agency went to a store in Ontario and bought one bag of our product. We were informed on October 17, 2017 the product tested positive for *Listeria monocytogenes* (Lm). The product had expired on October 16th.

We never received a Chain of Custody report. The product sample enumeration test was reported 8 days later at a level where no Lm population could be counted. Health Canada had yet to provide us with their health risk assessment and couldn't tell us when they would (we received that 8 days later, too—health risk low).

But when regulators tell you a product you produced may pose a health risk, however nil, you do the right thing, for the right reasons, you recall.

I could use this space and time to vent my frustrations on current finished product testing protocols and how they are inadequately designed to protect public health (over 90 percent of the products included in our recall were expired). Instead, I'd like to share some insight and gratitude.

Throughout this stressful and frustrating experience we kept identifying "silver linings," those blessings in disguise that don't break you—they make you stronger. Our team and our systems were tested—to the hilt. The product sampled had six ingredients in the blend. It ran first thing in the morning. I'm proud of my team members who stayed up for over 24 hours to trace each and every carton that those raw product lots went into. As large and as public as it was, the recall worked. To this date not one illness has been reported.

The understanding and loyalty of our customers is humbling and truly appreciated. Our execution was far from perfect, but they worked with us and together we protected public health. Loyal customers were definitely one silver lining. I also think our reputation preceded us. We have never cut corners and always have held ourselves to the highest of industry standards.

Don't underestimate the amount of your product that is being repacked. We assume our larger foodservice packs are often broken down into smaller snacking items or put into prepared meal products. But in this case, even product from our smaller retail bags were being opened and used at the store level; put into soups, snack trays, even a fish dish. We found out, the hard way, re-packers were extending the shelf life of our products once they put them into a new one. Note to re-packers everywhere: do not alter expiration dates. These repacked products triggered secondary recalls with conflicting expiration dates. Consumers were confused, to say the least.

Social media worked for and against us. We were able to get the news out quickly and respond personally to comments on Facebook and Twitter. It was a full time job for a week or so but we got out of the gate early and stayed on top of things. I don't buy into all of the "fake news" conspiracies out there—but I will tell you for the amount of media coverage we received, less than a handful of reports actually bothered to talk to us. More frustrating was trying to reach reporters that distributed inaccurate information (my favorite was www.people.com calling this a *Listeria* outbreak—when no illnesses had been reported). Try as we might we couldn't find a way to contact one human being at www.people.com.

I pledge to work with our trade associations to fix a system that has the best of intentions. Public health is the utmost priority for all of us. But food regulators need to more rapidly provide information to affected companies like ours. We worked around the clock to protect public health, shouldn't they too?

I'd advise any company that may find themselves in a similar situation to immediately contact our trade associations and crisis communication experts. Thank you David, Teresa, Bob, Jim, Abby, Hank, Jeff, Jennifer, Tom, Scott and Trevor. You made an uncertain time a bit calmer. You were silver linings.

Thank you for reminding us, we did the right thing, for the right reasons.



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Burton is an author and historian whose works include "The Salinas Valley: A History of America's Salad Bowl," "California Rodeo Salinas: 100 Years of History," and numerous other articles and studies. A contributing member of the Monterey County Historical Society, Burton is a speaker on topics related to the environment, culture and world agriculture. Burton is a member of the board of advisors at the UC Berkeley College of Natural Resources (formerly the College of Agriculture).



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Jess serves as executive director of the Santa Cruz County Farm Bureau and the educational organization Agri-Culture. His community activities include past president of the Cultural Council of Santa Cruz County, Monterey Museum of Art, Cabrillo College Foundation and Community Foundation of Santa Cruz County. Jess served as chairman of Goodwill Industries for Santa Cruz, Monterey and San Luis Obispo counties. He served as commissioner of the Santa Cruz County Parks and Recreation Department. Currently, Jess serves on the board for Leadership Santa Cruz County, Santa Cruz Area Chamber of Commerce and chair of the Tannery Arts Center.



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Nikki Rodoni is the Founder & CEO of Measure to Improve, LLC. Nikki has spent her career in the produce industry and started Measure to Improve in 2014. Measure to Improve helps clients communicate their sustainability stories credibly, proactively, and without green washing. Under the guidance of Measure to Improve, growers and shippers build sustainability and transparency into their practices, rather than waiting for mandates. Nikki is the proud mom of Alex, 22, who works for Taylor Farms in Chicago, and Jack, 20, who is an economics student at Cal Poly.



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Rob Lee is the partner in charge of the Hayashi Wayland Carmel office. He specializes in taxation, management advisory and consulting services, and works with individuals, business owners and large extended families. He prides himself in being able to explain the technical areas of accounting in easy-to-understand ways.

A Central Coast native, Rob joined the Hayashi Wayland team in 2000. After hours and on weekends you can find him spending time with his wife and children enjoying the outdoors and tackling do-it-yourself projects around the house.



LARA GROSSMAN

Lara has worked in the produce industry since 1999, after moving to the Salinas Valley in 1996. Originally from Phoenix, Arizona, she has an undergraduate degree in Business Administration from the University of Arizona and an MBA from Golden Gate University. Lara's experience includes branding, logo and packaging design, trade promotions and product development. At Robinson Fresh, Lara's efforts are focused on the newly-relaunched Tomorrow's® Organics brand, customer development, and innovation. When she has free time, she enjoys reading, running, and hiking.



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Patrick operates a thriving commercial photography studio in downtown Monterey. Celebrating his 25th year in business, Patrick is proud that his list of clients and interesting projects continue to grow. Targeting the agriculture industry as being one of the most dynamic areas of local commerce, Patrick carved out a niche and is recognized as a leader in photographing food and produce. Most recently, he has expanded his repertoire to apply his lighting and compositional skills to live action video so he can accommodate the ever increasing demand for compelling web content.



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FFA Today: Not Just Livestock

BY LARA GROSSMAN



Football! Drama club! Student government! Across the country, these clubs are de rigueur on most high school campuses, with many schools sponsoring dozens of clubs across a spectrum of self-expression in terms of social, intellectual and career interests. Today, the online lifestyle creates students who increasingly seek (and expect) to find support of their specialized interests and passions. Because of the limitless nature of the Internet, and the accepting, open-minded age in which these students have been raised, it could be said that today's young adults are 'free to be' in a way that no generation previously has ever experienced. As an organization nearly a century old, Future Farmers of America may seem somewhat staid in comparison to the abundant choices available to today's high school students. However, upon closer inspection, today's FFA may be more relevant than ever before.

Why did the FFA begin? Its purpose was very specific and addressed a particular need of the day. In the early part of the 20th century, a shift was occurring in America. As industrialization spread throughout cities across the country, young men were leaving their agrarian lifestyles in pursuit of city work. Recognizing this as a threat to the country's agricultural heritage, the Virginia State Supervisor of Agricultural Education, Walter S. Newman, was determined to make an organization that would be relevant and inspirational to these young men. He sought "a greater opportunity for self-expression and for the development of leadership. In this way, they will develop confidence in their own ability and pride in the fact that they are farm boys." Pleasant, heartwarming sentiments, but it does strike one as surprising that the key tenet of the organization's mission had to do with something as esoteric as feeling good. In fact, one of the first creeds written for these initial

young agriculturalists was heavily slanted towards promoting a life of contentment by staying on the farm:

"I believe that the country which God made is more beautiful than the City which man made...that opportunity comes to a boy on the farm as often as to a boy in the city..."

It also contained an unmistakable, resolute tone of self-reliance:

"... that my success depends not upon my location, but upon myself, not upon my dreams, but upon what I actually do, not upon luck, but upon pluck." (The "Country Boy's Creed", by Edwin Osgood Grover, 1916. Although females were not part of this initial organization, a similar creed was written for girls who participated in various agricultural clubs, titled "The Country Girls Creed", by Jessie Field Shambaugh in 1928.

With these words, and the ideals of self-actualization clearly etched in its members' minds, the Future Farmers of Virginia was launched in 1926. In 1928, it was taken to a more formal level when a group of 33 young men from 18 states met in Kansas City, Missouri for the first official Future Farmers of America meeting. Not far behind this first group, in 1935, an organization comprised of young African American agricultural leaders was begun in Tuskagee, Alabama, who called themselves the New Farmers of America. Sharing similar beliefs in the promise and

Counter clockwise from top left: 1. Salinas High School FFA's Novice Opening and Closing team. (L to R) Maddie Mena, Grace Crummey, Catheryn Stace, Daisy Chavez, Jessica Stewart, and Sydney Gray. 2. The Salinas High School FFA Officer team (L to R) Tanner Fontes, Sentinel; Alex Burgess, President; Katie Grossman, Secretary; Anika Baker, Historian; Taylor Sollecito, Reporter; Zoey Jimenez, Vice President; Ian Morran, Treasurer. 3. Salinas High School FFA's Advanced Opening and Closing team with Rachel Martinez, FFA Advisor and instructor.

commitment towards agriculture, these two groups eventually consolidated in 1965. Finally, in 1969, girls were admitted membership into the FFA.

Through each of these milestones, the beliefs of FFA were given life through the FFA Creed. Wanting the students to not simply recite, but consider and ponder the words that they would speak, the founders of the FFA believed that memorizing the creed was imperative. They deliberately established this task as a challenging rite of passage for incoming members. At the time, farming was not considered as intellectually robust as potential professions in more urban lifestyles; speaking the creed, as well as engaging in public speaking competitions, was designated as an opportunity for leadership that would enhance FFA members' confidence and stature.

Today, the creed exists largely as it did when it was originally written in 1928. Then, as now, key points of the creed include a commitment to the future promise of agriculture, with an understanding that improvements will likely be hard won, but that the worthiness of the end result is well worth the struggle; that leadership is a direct result of commitment to hard work, as well as thinking and communicating clearly and fairly, and that respect will be earned and given in kind; in achieving independence

wherever one has the means, but also in accepting those conditions where reliance on charity is necessary, and finally, in accepting that leadership gained by working in agriculture can and should be expressed in other environments, such as one's home and the larger community.

These plainspoken ideals have created a benchmark for millions of young men and women who experience their inspirational

These plainspoken ideals have created a benchmark for millions of young men and women who experience their inspirational power through their own local FFA chapter.

power through their own local FFA chapter. Speech competitions, including impromptu and extemporaneous speaking contests, as well as more easily rehearsed opening and closing ceremony presentations are regularly held throughout regional, state and national FFA groups. Salinas High School's FFA Advisor Rachel Martinez says that, "FFA is so much more than extracurricular ag—the public speaking training and leadership opportunities are priceless for kids this age." Rachel is a driver when it comes to

encouraging her students to compete, and insures that her students take advantage of these speaking opportunities. Already in fall of 2017, she has accompanied three teams (one Novice, one Advanced, and one Officer team) to their sectional Opening and Closing Ceremony competitions.

Similarly, the Salinas High School's FFA leadership curriculum is focused on learning and doing; with off-site retreats that teach students how to chair a committee, conduct a meeting, and form effective, productive teams. The Salinas High FFA 2017-2018 officer team spent a week in Lake Tahoe during the summer focusing on the upcoming school year's theme of "cultivating connections". Current FFA Chapter President Alex Burgess leads this year's officer team. She considers the concept of cultivation the bedrock and a major part of the FFA's overall objective. "Cultivating livestock, crops, friendships, connections—all of these form a basis for the broad FFA experience, which our program at Salinas High excels in," says Alex, who is in her second year of FFA leadership as a junior class member at Salinas High. Added to this is the obvious benefit, both to Alex, her classmates, and eventually, the rest of us: the cultivation of leaders. **CG**



Be Bold. Be Strong.

BY JESSI FRAME



Have you ever thought “I better do this now or it’s never going to happen?” Not the dishes or yard work but something from your bucket list? Alicia Byers and Jennifer Clarke decided it was now or never when they entered the Second Annual Rebelle Rally, the first women’s off-road navigation rally in the United States. As Team Now or Never, they entered the seven-day competition that took them on a 2,000-km excursion from North Tahoe down to San Diego.

Byers, Controller, HR and Safety Coordinator for SSB Construction, and Clarke, Vice President of Food Safety and Regulatory Compliance for Steinbeck Country Produce, met through their husbands and an instant friendship was born.

Their passion is strong. “Our story is about women doing amazing things in a typically male dominated arena. While we aspire to break boundaries and conquer personal goals, we believe that when one woman (or two) faces a challenging experience it

empowers others to do the same,” notes Byers.

Their third team member was Clarke’s Jeep. Clarke and her husband, Dave, have spent the last two years outfitting their 2015 JK for off-roading and rock crawling. With G2 Dana 44 axles/4.88 gear ration, Air Lockers with onboard air compressor, 5-inch Metal Cloak lift (Old Man Emu edition), GenRight Aluminum bumpers, Poison Spyder aluminum crusher flares, Rock Hard aluminum engine skid plate, Adams driveshafts, Rock Krawler tie rod, Shrock Works rock rails, and WARN winch, the team was complete.

Blown away by the support in this community, they raised majority of their entry fee through local businesses, friends and family. “Through our sponsors, we’ve heard about wives, girlfriends, and daughters who enjoy 4-wheeling and navigating. There are more women out there doing typically ‘male’ activities than we realized and our sponsors are extremely excited for us,” explained Clarke.

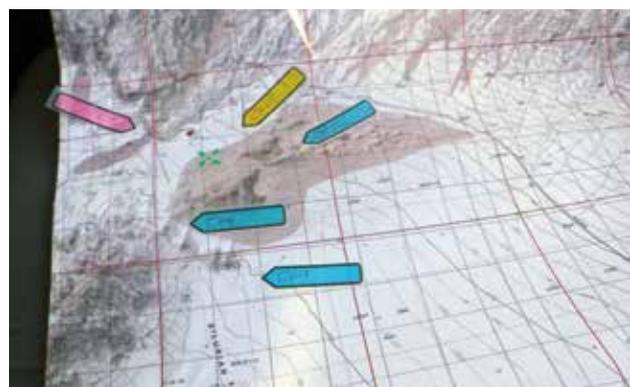
Clarke has three nieces and says, “I want them to see that I’m doing some things that are typically thought of as things that only men do.”

With only GPS coordinates, a map, a ruler, and a compass, they had four goals for the competition: do well, finish, don’t break anything, and finish friends.

Ready for the (off) road, the women departed Squaw Valley at 5 am on October 13, on what is referred to as Day 0, a non-scoring day designed to introduce the teams

Alicia Byers and Jennifer Clarke decided it was now or never when they entered the Second Annual Rebelle Rally, the first women’s off-road navigation rally in the United States.

to rules of what is describe as a “new and unique discipline.” Day 0 took the women on a 12-hour journey around Lake Tahoe to Jacob’s Berry Farm in Gardnerville, Nevada where they stopped for Rally School under the pitched roof of the historic Jacob’s barn. Once they learned the competition format, start and finish procedures, tracker use, and



emergency protocols, they were off to put their knowledge into practice in route to their first Base Camp. Upon arriving at Base Camp, Byers and Clarke had to turn in their phones, which were then placed in a box, wrapped with tamper-proof tape, given back for them to carry and checked at the start and end of each day by Rebelle staff. Byers and Clarke didn't mind disconnecting from the world for the week.

The teams needed to find checkpoints throughout the competition. There were three checkpoints to earn points. Marked by a Rebelle staff members and a large green flag, the green checkpoints were worth the most points and mandatory for all teams. Blue checkpoints were optional and more difficult to find, marked only by a small stake or flag in the ground. The most difficult to locate were the black checkpoints, which had no visible marker on the ground.

Their journey, which was 90 percent off-road, took them through the ghost towns of Belmont and Manhattan, Monte Cristo Mountains, Goldfield, Nevada and the Car Forest of the International Church. Continuing over Dumont Dunes and Mojave Preserve, they got their kicks on historic Route 66 on the way to Johnson Valley. The seven-day tour continued through Joshua Tree National Park on the way to Imperial Sand Dunes, better known as "Glamis." The technical terrain challenged both competitors and their vehicles. One team ended their run when a rock punctured their oil pan and



their engine seized.

For the most part, the women had minimal roadside support — only fueling is allowed. They packed their own gear, changed their own tires, and helped other teams if they were stuck in the dunes or lost in the terrain. It was in Johnson Valley that Byers and Clarke got a flat tire. With the assistance of the cordless impact wrench, loaned to them by Salinas Valley Tire, and a flat jack from one of the other teams, Team Now or Never was able to change the tire in no time at all. Getting the flat back on the back of the Jeep was a challenge in of itself, as the Trailready bead lock and 35-inch BFG KM2's rim and tire weighs almost 100 pounds.

Finishing in 15th place out of 32 teams, Byers and Clarke were thrilled. "We didn't cry!" Byers exclaimed.

Because the rally included more experienced teams who compete all over the world, the women were elated, fresh off their seven-day journey. They attribute their standing to preparation and being good partners. "Respecting each other's needs allowed us to stay focused on the

competition and challenges throughout the day," Clarke explained. Byers continued, "Our goals were to do well, finish, don't break anything, and finish friends. And we accomplished all of these goals!"

Clarke described their experience in one word, "Empowered. We didn't give ourselves enough credit at first. We are tough!"

Byers' advice to all women is, "Be bold, be strong, and start asking questions about things you're interested in that might be outside of your comfort zone and that might not be typically seen as things for women." **ce**

Team Now or Never would like to thank their sponsors, family and friends for all their support: MY Chevrolet, Johnson Associates, Mann's Fresh Vegetables, Right Gear & Axle, Salinas Valley Medical Aesthetics, Salinas Valley Tire, Arthur J Gallagher & Co – Hollister, RDO Equipment Co., Star Sanitation, TurfStar Western, MaxFit Meals, Misionero Vegetables, Commercial Truck Co., Coastal Tractor, SSB Construction, Central Coast Sign and Design, Enza Zaden



FoodWhat Celebrates 10 Years!

BY CHRISTINA WATERS



The organization that's found sustainable success teaching Pajaro Valley teens how to grow their own food—and change their lives.

Youth love saying it, adults respond to the question it asks, and it's one of Santa Cruz County's most impressive and transformative programs serving local low-income youth—it's called "Food, What?!"—and the magic all happens through food and farming.

For the last 10 years, Founder and Director Doron Comerchero and his team have been energizing teenage youth to get their hands dirty producing food, radically change their diets, and engage in critical job training for their futures. With a robust track record under its belt, FoodWhat's horizons keep growing.

FIELD OF DREAMS

FoodWhat was launched in 2007 with five youth the first year. FoodWhat now works with more than 70 youth in core programs and another 1000 youth served annually through big farm-based events, peer-to-peer education in schools, and community partnerships. "I saw what youth could get out of growing food, learning experientially," Comerchero says. "I love teens—the rawness,

the drama, the humor."

Taking in the gorgeous Pajaro Valley backdrop while walking around their Watsonville site, it's impossible not to be inspired by the youth digging in deep on the

"I have accomplished being more independent for myself and have become more responsible. I've learned how to tend to plants and cook healthy meals for my family. I see myself as a person who is now more ready for the world and I feel motivated to get all my goals met." -Mark

farm. "We serve high school teens from all over Santa Cruz County. We have two farm sites, Live Earth Farm in Watsonville and our Santa Cruz site on the UCSC Farm."

The template is simple and effective. "Food and agriculture are our tools, and our approach uses an empowerment lens. We do a lot of listening. We stay within youth

culture and that's why we're relevant. We explore every aspect of food," Comerchero says. "Young people on the farm get to grow, cook, eat, and distribute healthy, fresh, sustainably raised food. They feel pride in feeding themselves, their families and the community truly from seed to table. From having their hands in every aspect of their food system, each youth is able to build a lasting relationship with healthy food and the local food economy, on their own terms. The diet change by the end of a year is astronomical," Comerchero tells, as his voice is filled with the sort of energy that inspires positive change.

FROM THE GROUND UP

For the 60-70 core participants it works like this: "Our program follows the farming year. The first step in our graduated leadership model is the Spring Internship, running once a week in small cohorts for three hours, March through May. That's one hour of farming, one hour of leadership workshop, and one hour of cooking and eating. We all eat together every day on the farm. They get two credits in school, plus a \$175 stipend upon completion," says Comerchero. "They love it!"

Comerchero and Programs Manager, Irene Juarez O'Connell go out to high schools to select participants based on an application and interview. "We're serving the most youth ever this year," he says. "The demand for this kind of programming is huge." This year, FoodWhat had a huge uptick in Watsonville students applying for a position in the Spring. Normally there are around 150 applicants and this year there were 254 students applying for the 70 spots.

Twenty youth from the Spring Internship are then hired on for the Summer Job Training Program, plus four from the previous year are hired to serve as Junior Staff, leading their peers. Youth work on both farm sites and in local school and community gardens from June to August for eight weeks, 8 a.m. to 3 p.m., Tuesday through Friday. "And

Counter clockwise from top left: 1. The Crew. 2. Abi and Mayra. 3. Iris.

the youth are paid a competitive hourly wage totaling \$1,680 for the summer," Comerchero says. "For many, this is also their first job and they leave prepared to get a job anywhere and succeed."

Another component of the summer program's success is personal growth. "One of the things we hear the most from youth is how FoodWhat is a safe space and a family. These young people share their stories and build relationships with each other and staff. They take advantage of all the opportunities FoodWhat provides to grow and become the people they know they have the potential to be. Most of the youth we serve are from families with challenging economics or they are struggling themselves, and FoodWhat is a place for them to really shine."

Farm and Food Manager, Mary Hillemeier was glowing when she shared, "One weekly highlight of the summer program is when the youth get to collaborate with local chefs each week to make a big, nourishing meal using the produce they've just harvested. Additionally, once a week, each young person brings home a CSA share to their family from crops they planted in the spring, and have tended to all season."

In the Fall, FoodWhat teens apply what they've learned by leading small businesses—catering, flower business, school garden support, farm management. They even manage a major annual event, the FoodWhat Harvest Festival hosting close to 300 students countywide to connect them to their local farms and food system, and show



them that healthy food can taste good.

FoodWhat's highly impactful mission and strong program outcomes stand upon a broad foundation—the funders, the organizers, and especially upon the courageous and hard-working teenage interns, most of whom begin the program with no idea just how much their lives will be changed.

Adrian Nuñez admits that his young life had its share of conflicts before a health teacher told him about FoodWhat. "Doron came to my school, and at first I thought he was pretty weird," says the 18-year-old Watsonville resident with a laugh. "But once I got into the program, I realized that having a family here was the best thing in my life. I did a 180 [degree turn] in my life."

Adrian's lifestyle changes have been huge. "I used to have alcohol and drug use problems. There's lots of diabetes in my family, and FoodWhat helped me understand my eating habits. Now I eat more consciously. I love vegetables now. I even quit smoking because they said it hurt the tomatoes!"

When Adrian completed the entire cycle of FoodWhat, he successfully got a job and prepared to start college in mechanical engineering. Adrian, like most of the FoodWhat alumni, stays connected to the

program. "Once you've built relationships here, you keep in touch," he says.

NOW WHAT

How do Doron, Irene, Mary and their team see the future of this significant program into its next 10 years? "Our number one goal is to grow and deepen our Watsonville program. We want to respond to the explosion of interest by Watsonville youth in this program and we particularly want to create space for youth connected to farm worker families."

To learn more or to support this work, check out www.foodwhat.org! **ce**

"Being on the farm calms me down and settles me. I've never felt that before. When I'm out here it's really healing. Also in the past, I only saw one side of agriculture—people picking. Now I see that agriculture makes civilization what it is. It's essential. And this is not just a 9-5 job. I get to go be with my people and grow with them and put my all in." -Shaadi



Game Changers: The Next Generation of Ag Equipment

BY DANIEL BUTLER



In the history of Salinas Valley agricultural equipment, there have been a few game changing moments that marked a sharp turn in farming efficiencies. Moments where an innovative piece of equipment was introduced into the industry that forever changed how farmers farm. Fifty years ago we had a valley full of beets, onions, tomatoes and beans that soon became a valley of carrots, broccoli, strawberries and lettuce, to name only a few. As these crops changed, so did the equipment needed to bring them from field to fork.

One of those “game changers” was the winged harvest machines. These are self-propelled machines that have long wings to cover several crop rows, allowing the pickers to follow the machine, cutting and loading directly onto the wing portion of the machine. This improved productivity immensely, and while the decades have seen dramatic changes from those original machines, you can still see current versions working on every farm in the Salinas Valley.

Another “game changer” was the

introduction of GPS steering on tractors. This allowed a more precise listing job by ensuring that the tractor drove perfectly straight. The result was a job, once reserved for a skilled tractor driver, could now be done by ANY tractor driver. Farmers no longer had to wait for their favorite lister, as every driver could now pull a perfect row. By the rows being perfectly spaced and straight, crop yields dramatically increased through the ability to now plant, cultivate and water more precisely. Farmers could also use GPS steering to minimize overlap in their ground work, resulting in huge fuel savings and less time in the field.

Drip tape was also a “game changer”. In the early years, furrow irrigating was the primary form of irrigation and required the use of a lot of water. It also promoted vigorous weed growth and created runoff that had to be dealt with, each requiring farm laborers to do those jobs. Drip tape allows for greater water use efficiency, far fewer weeds and much less run off, all saving the farmer these resources.

Yet another “game changer” has been the

increase in tractor fuel efficiencies and horse power, allowing farmers to increase the size of their implements. This enables them to cover more of the field in fewer passes, resulting in huge fuel savings and optimum land use. The valley now sees a 2.4 crop turn annually on ground that once produced a single crop per season.

The latest frontier in the equipment world is being driven largely by the lack of a labor force. Part of the decline in the labor force is due to the aging out of the current workforce with little replacement from a younger generation. Also, U.S. manufacturers are building facilities in Mexico and offering higher paying jobs to Mexican workers that otherwise might have come north to look for work in the fields. These and other factors have created the need to become more automated than ever before on the farm. The need for equipment that replaces workers is economically driven for sure, but is mainly driven by the need to get the work done, period. In the last few years, there have been a few technologies introduced into the valley that address this very issue. Two of the bigger “game changers” are Plant Tape and Robovator.

Transplanting is not a brand new technology in itself, but Plant Tape is revolutionizing transplanting. The benefits of transplanting are that the plants can be germinated and raised in the more controlled environment of a greenhouse, increasing germination rates and overall plant health.

Counter clockwise from top left: 1. Aerial view of the Robovator, a vision based robotic hoeing machine for controlling weeds in row crops, in Spreckels. (Photo Glen McDowell | Pacific Ag Rentals). 2. PlantTape, an automated transplanting system provides a greater density of plants per tray than the standard plug system and optimal spacing when transplanted. (Photo Glen McDowell | Pacific Ag Rentals).

Additionally, transplanting shortens the time that the crop is in the ground on the farm, allowing the farmer to increase production and the use of his farmland. Traditionally, transplanting is done with a carousel style machine that requires the plants to be manually fed into a series of rotating cones. There is also a crew of laborers to walk behind the machine to fix any plants that weren't planted perfectly. Those workers also fill in gaps that the machine missed. There is a tractor driver and a forklift operator as well as those that carry the plant trays from the transport trailer out to the machine. In all, for instance, a transplant crew planting celery behind a 4-row mechanical carousel machine might consist upwards of 16 people. All of this happens at around 1 MPH.

Where Plant Tape changes the game is in the number of people and speed needed to complete the transplant process. The innovative Plant Tape machine that was developed in the Netherlands and then adapted and perfected here in the Salinas Valley, requires only three operators. A tractor driver and two people to feed the plants into the machine. The machine itself operates at up to 4-6 MPH, depending on the commodity it is planting. Lettuce can be transplanted at a rate of two acres per hour. The plants are grown in a biodegradable tape that serpentine in the Plant Tape tray. The tape is then fed into the machine and singulated just before it is planted in the soil.



The machine needs only to stop when more plants need to be loaded. The labor savings are tremendous but the efficiencies don't stop there. Other ways Plant Tape changes the game are at the greenhouse. When seeds are germinated in the tape, it takes up far less room than standard plant trays. More than twice the amount of plants fit on Plant Tape trays (810) versus traditional trays (around 300), naturally increasing the number of plants that can be grown and housed in the greenhouse facility. Further, Plant Tape is adept at transplanting lettuce, which up to

Part of the decline in the labor force is due to the aging out of the current work force with little replacement from a younger generation.

this point, has been done on a very limited basis. Lettuce is typically planted from direct seed and purposely overplanted. This is done to ensure good plant population and is subsequently thinned by a thinning crew to obtain the desired plant spacing. Plant Tape completely eliminates the need for such a crew as the plants are planted to "stand", the industry term for ideal spacing. A typical thinning crew is usually upwards of 15 people. One thinner can usually cover about an acre per hour.

Another job that a thinning crew would do while they were thinning the lettuce would be to hoe weeds as they move along. If transplanting lettuce eliminates the need for a thinning crew, it also eliminates the ability to simultaneously hoe weeds. The job of weeding then becomes the challenge. That leads me to the next "game changer" — the Robovator.

The Robovator is an automated weed cultivating machine, designed and built in Denmark and improved here in the Salinas Valley to stand up to the rigors of everyday use. It is a camera technology that uses plant size to determine which plants to save and

which plants to cultivate. Traditionally, standard cultivating practices are done with a tractor and a cultivating implement a couple of times before the plant sizes are too big to get in between. However, this method is not capable of weeding between the plants themselves. This is only accomplished with a weeding crew. The Robovator reduces the need for a weeding crew by cultivating between the plants where a crew would typically be needed. The Robovator cultivates at a rate of approximately one acre per hour with one operator — the equivalent of a crew of 10 people. For the Robovator to function at peak potential, the weeds need to be smaller in circumference than the plants. That is why the marriage between Plant Tape and the Robovator is a match made in heaven. Transplanted crops have a head start over weeds and naturally create the needed differentiation in the size between the two. In combination, you get a crop planted to stand and cultivated with four...yes I said four....people. Very different from the aforementioned 26.

European countries have been experiencing a labor shortage in agriculture for over a decade. This is why we see many of these labor-saving technologies coming from across the pond. Moving into the next frontier of agricultural equipment only takes the forward thinking of those most affected by the need to automate on the farm. That time is now. Whether these technologies are European, domestic or a hybrid of both, make no mistake, they are here to stay. As you drive up and down the Salinas Valley, be sure to admire and appreciate these new innovations that will help bring us our vegetables for years to come.

Pacific Ag Rentals is a company that understands the need for the next generation of labor saving technologies. They use their expertise in agricultural equipment to vet and introduce these new technologies to the marketplace to help combat the labor shortage. If you have any questions about Plant Tape or Robovator, contact Pacific Ag Rentals at 866-727-4437. 

Past Present Future: Salinas Land Company and California Orchard Company Celebrate 100 Years of Success in the Salinas Valley

BY NIKKI RODONI



My grandfather, Allen Gill, started his farming career in Monterey County at the Salinas Land Company, long before I was born. My father, Steve Gill, his brother David, and their three sisters were raised on this land. To this day, they are still farming row crops in the same place. Some of my fondest childhood memories are from the many weekends, holidays, and summers spent visiting this land. It felt like divine intervention when I was asked to facilitate the Salinas Land Company's centennial celebration. I was honored and excited to have the opportunity to take this journey back in time and to learn the history of this land and how it came to be the source of some of this country's best wine grapes. What fun, and full circle! Cheers....

On September 22, 2017, the Salinas Land Company and California Orchard Company, based just outside of King City, marked their 100-year anniversary and a Centennial

Celebration was held in commemoration of this remarkable achievement. The history of these two companies stands as a testament to the land, people, sustainability, and the three families and shareholders that have managed the property since 1917. All of this was the center of the celebration at the event.

PAST

One hundred years ago, The Salinas Land Company and California Orchard Company were founded by Abe Hobson, C.C. Teague, and John Lagomarsino. Today, the Hobson, Teague, and Lagomarsino families own the companies jointly with other shareholders. Together, they have helped transform agriculture in the Salinas Valley.

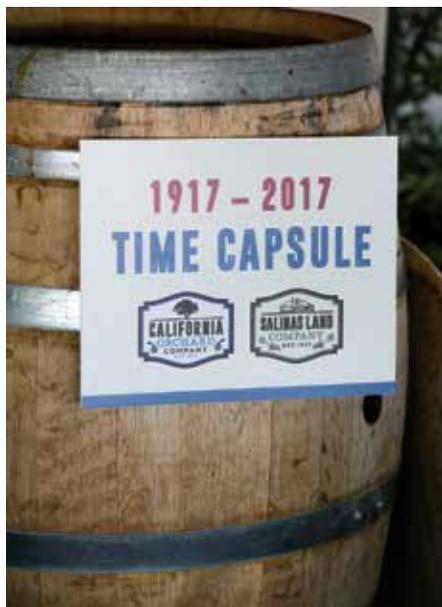
With foresight and determination, these men looked across the broad valley, framed by the gold, grassy hills, and saw in its future something very different from the grazing it was being used for. After they purchased the

land from Paul Talbot, a cattle grazer, the two companies were founded. In the early years and throughout the 1920s, massive construction projects were undertaken; barns, houses, and sheds were erected, hundreds of miles of irrigation were installed, and thousands upon thousands of trees were planted. Over 84,000 Eucalyptus trees were planted as windbreaks, some of which are still standing tall today.

With the infrastructure laid down in the 1920s, the 1930s and 1940s brought successful harvests, yielding tons of produce year after year including table grapes, walnuts, peaches, apricots, and sugar beets. Wartime brought scarcity, but the companies adapted by switching to planting Pink Beans. Changing markets (and the rise of TV dinners) in the 1950s, historical floods in the 1960s, and labor protests in the 1970s, each brought challenges and changes. Through the 1980s



Counter clockwise from top left: 1. (L to R) Jeff Smith, Greg Smith, Alex Teague, Rick Jr. Lagomarsino Tom Wood, Jeff Hobson. 2. Time Capsule. 3. King City Young Farmers BBQing for the event. 4. Linda Lagomarsino, married to Rick Jr. Lagomarsino, board member both companies.



and 1990s, the companies experienced the explosion in the wine industry. With each of these events, the companies adapted but did not falter. While the land has diversified over time, the family ownership has held its roots in this land.

By maintaining cohesiveness between the families and shareholders, these two companies have seen only four general managers since their founding; Jim Kelley, Tom Thwaits, Lawrence Porter, and the current general manager, Brad Rice. Through this strong leadership, the companies thrived through good times and bad. Just like the founders, today's company leaders have the foresight to plan for a successful future.

PRESENT

In September 2017, the Centennial Celebration brought together board members, winemakers, vegetable growers, press, politicians, and personal guests on the fertile land that has supported the livelihood of many over the century-long history of the companies. This theme, woven into the activities of the day, celebrated the past, present, and future. Guests toured the recently renovated Headquarters, originally built in 1925. The building's original stone fireplace, floors, redwood siding, and Douglas fir frame remain visible to visitors

and employees.

Guests were then transported by bus on a "Journey Back in Time" tour of the property. During the tour, guests could see what the property and operations look like today while imagining how it looked in the past. Highlights of the tour included: Airport Vineyard, where a runaway once existed; the last remaining walnut trees from the 1920s; and bunkhouses built for the shareholders in the 1920s. Even those guests who grew up on and farmed this land walked away having learned something new on the tour.

Once the guests arrived in the vineyards, they celebrated with food and drink, much of which was grown on the very land surrounding them. Every detail of the event was tied to the land—from the refreshments to the decorations.

Jeff Smith, President of the Board, and Brad Rice, the current General Manager, presided over the Centennial Celebration ceremony. A short film premiered at the event, summarizing the century-long history of this land.

FUTURE

With the companies looking to the future, they asked members of the King City Future Farmers of America, the very students who will shape the future of farming, to envision agriculture in the Salinas Valley in the year 2117. Out of 33 submissions, the

companies proudly announced Sean Nunez as the winner of the Centennial Celebration Scholarship. Presenting his essay to guests, including his teacher, grandparents, and parents, Sean talked about population growth and the need for vertical farming, labor mechanization, and significant advancements in agricultural technology. Brad Rice and Steve Gill, a scholarship recipient from the Salinas Land Company in 1967, presented the award.

The two companies were awarded proclamations from Mike LeBarre, Mayor of King City; Council Member Robert Cullen; Carina Chavez, Deputy District Director for Congressman Jimmy Panetta; and Senator Anthony Cannella's office.

To conclude the ceremony, a time capsule was prepared and sealed, to be opened again at the bicentennial celebration in 2117. Tenants of the property, members of the Board of Directors, King City's mayor, and event sponsors each contributed items, including historical documents, photographs from the past and present, the winning scholarship essay, and materials from the Centennial Celebration itself. The time capsule will allow those in the future to look back at the past and present day, and celebrate another 100 years on the fertile land carefully managed by the Salinas Land Company and the California Orchard Company. **cc**



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Planning Association (CHISPA), Grower Shipper Association of Central California, and Monterey Bay Economic Partnership. Casa Boronda is currently under construction and employees will begin to occupy the community in April 2018. Avila Construction Company is proud to be a leader in high quality, apartment style agricultural employee housing and we look forward to the successful completion of Casa Boronda and similar future projects.

Lighting the Spark: Chartwell School Reignites STEAM Education

BY BETSY WALLACE



Chartwell School in Seaside, California, launched a new STEAM program with repurposed classrooms and an integrated curriculum designed to match the strengths and passions of its unique student population. The acronym STEAM refers to science, technology, engineering, the arts, and mathematics, and as an educational approach it takes STEM to the next level. STEAM activities engage students in project-based, inquiry-driven learning, applying creativity and critical thinking to technical disciplines.

STEAM-POWERED STUDENTS

Chartwell is an independent K-12 school built specifically for children with language-based learning differences such as dyslexia. Students with dyslexia and similar learning profiles have what Chartwell refers to as stretch areas in reading, writing, spelling, and mathematics where they receive specialized instruction using researched-based teaching methods. Chartwell is recognized as a center of excellence in this area.

Perhaps surprisingly, research shows many of the same students have marked strengths in spatial reasoning—thinking about objects in three dimensions—forming analogies, making predictions, and dynamic reasoning—applying several perspectives to solving problems.

The STEAM initiative will give Chartwell students greater opportunities to exercise their many strengths, and aligns closely with the Next Generation Science Standards (NGSS) currently adopted nationally for K-12 education. The NGSS standards include crosscutting concepts to help students explore connections between different domains of science, engaging in practices of inquiry and investigation, and learning core ideas across the scientific disciplines.

“Our students thrive in hands-on, project-based learning that provides real-world challenges,” says Head of the Lower and Middle School Steve Henderson, who set the new STEAM program in motion. “They go on to be architects, designers, builders, and engineers. We want to build

their strengths because those will define them as adults.”

BUILDING STEAM

Henderson, along with longtime science educator Jim Kirshner and technology guru Topher Mueller, shared the vision of redefining STEAM education at the school.

Henderson is a former Marine sergeant, and his first teacher credential program was at the non-commissioned officer academy in the United States Marine Corps, where he learned that “people need to experience and do in order to learn.” He came to Chartwell as a teacher in 2003 and founded Chartwell High School in 2009. After leaving to earn a graduate degree from Harvard and work as a high school principal in Oakland, Henderson returned to Chartwell to head the lower and middle school.

Henderson’s vision for STEAM was to build on the project-based learning Chartwell had already been doing for 35 years, but harness new technology and the energy of the Makers Movement currently at the leading edge of grassroots technological innovation. He looked to Kirshner and Mueller to help plan and design the new program.

Kirshner took charge of expanding the Workshop in collaboration with Chartwell’s high school students. Before he was a science teacher, Kirshner was a wood shop teacher at a school like Chartwell in southern California, embracing the tenets of project-based learning from early in his career. In his more than 30 years at Chartwell, Kirshner had already established a tradition of hands-on experiential learning with an annual catapult competition and pinewood derby races.

“With project-based learning,” says

Kirshner, “kids practice skills and apply them in a real way, instead of in an abstract, non-connected way.”

Chartwell’s technology head Topher Mueller was brought aboard specifically to jumpstart STEAM and overhaul the technology curriculum at Chartwell. When he joined Chartwell last year, he mapped out three new spaces, differentiating between a “clean” space with computerized and electronic tools, a “dirty” space for woodworking, and a design thinking space.

Mueller previously helped rural schools in Illinois integrate technology curriculum with an organization called FutureKids. He has a graduate degree in instructional design and taught STEM at Stevenson School in Pebble Beach. Although Mueller is new to Chartwell, he is a veteran at mentoring students whose skills innately draw them to STEAM. “As I learn our students’ needs and their learning profiles, I realize I’ve worked with many students just like them before on robotics teams, in my computer classes,” says Mueller. “They seek out the hands-on work.”

CLASSROOMS AS “MAKER SPACES”

Taking inspiration from the Makers

Movement, Chartwell turned three classrooms into open-access, tool-packed maker spaces where students and their mentors can now gather, think, and create.

In a new classroom called the SparkLab, students are taught design thinking and teamwork, and use brainstorming tools for creative development. In the TechHub, students first build a foundation in digital literacy and computer science, learning advanced technology as their projects increase in complexity. Computers, microprocessors, soldering irons, 3D Printers, and robots are at their disposal. In the Workshop, student designs as complex as ROVs (remote operated vehicles) come to life with an array of traditional tools and materials.

The three STEAM spaces were designed to be used in a continual creative process. “On any given day, a visitor may find a student group in any of these three rooms, working on a specific phase of a project or challenge,” explains Henderson. “One team may have returned to the drawing board in the SparkLab to refine their design, while another is wiring a microprocessor in the TechHub that will bring to life the structure they are fabricating in the Workshop.”



CHARTWELL'S STEAM PHILOSOPHY

Science gives us new concepts to learn, processes to follow, and driving questions to explore.

Technology allows us to create innovative tools, collect data, and report and share findings.

Engineering offers us new ways to build, fabricate, and solve modern problems.

The Arts teach us to think critically and creatively, and ensure that humanity benefits from scientific discovery.

Mathematics help us solve problems by evaluating data, measuring, and making predictions.

STEAM-INSPIRED SOLAR OVENS

Teachers use the STEAM classrooms in an increasingly integrated curriculum, along with Chartwell’s existing art and science classrooms. Chartwell’s second through fifth graders, over a six-week period, spend two weeks in the art room, two in science, then two in technology.

Chartwell’s first integrated STEAM project of the 2017 school year was the study of solar power culminating in middle schoolers designing and building full-size solar ovens. At the outset, Mueller used Chartwell’s own green LEED Platinum campus for observation and discussion. Kirshner’s science students built miniature solar houses and conducted experiments on temperature.

Since STEAM goes beyond the building of tools, striving for a deeper understanding of how technology connects to the world, Kirshner’s science classes watched a TED talk by a Navajo woman who builds solar ovens on her reservation where there is little fuel or ventilation in houses. In the art

classroom, students studied and fabricated sundogs, which are atmospheric solar phenomena.

As Kirshner explains, “The new thinking in design with kids is connecting it to a real-world situation and having empathy and understanding for why this product is important.” Equipped with knowledge of the real-world applicability of solar technology, seventh and eighth graders used a 3D design program on computers in the TechLab to design working models of ovens, and have now begun building full-size, working solar ovens using cardboard and aluminum in the workshop.

BUILDING A GROWTH MINDSET

Project—and inquiry—based methods of learning that emphasize critical thinking, design cycles, and increased tool use help Chartwell students develop growth mindsets, where their positive outlooks on learning are reinforced through both failure and success. For students with learning challenges who often struggle as they work

toward academic progress, growth mindset is critical to their self-esteem and success in school.

“If I have the mindset that I can grow at something, if I have the coaching and lots of practice, then I normalize the concept of failure. I learn through making mistakes and that’s okay,” explains Henderson. “We are building that growth mindset muscle through the STEAM program. We try something and if it doesn’t work, then we keep trying again.”

STEAM projects boost both confidence and tenacity, which students carry over into their work in traditional classrooms. Learning to see failure as part of a process helps Chartwell students develop the perseverance they need to overcome their learning differences, and later, succeed in their lives beyond school.

Chartwell School was founded in 1983 to meet the needs of students with a wide range of language-related learning differences, including dyslexia. Chartwell School empowers students by offering them

the knowledge, creativity, and skills in self advocacy and perseverance needed to thrive in college and beyond. Chartwell places special emphasis on language development, hands-on science, the arts, the social and emotional foundations of learning, and environmental education. www.chartwell.org. **CC**



Happy Holidays

POP **CLINK** **FIZZ**

Cheers *Celebraje*

Party **Enjoy!**



f J. McFarland Wines www.jmcfarlandwines.com

A man and a young boy are shown in a natural setting, planting a small tree. The man, wearing a red and blue plaid shirt, is kneeling and holding the base of the tree. The boy, wearing a striped shirt, is also kneeling and holding the tree. They are both looking up at the sky with expressions of hope and anticipation. The background is a soft-focus field with trees.

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Three Ways Mechanized Solutions Are Advancing the Grape Growing Industry

BY JEREMY SMITH



Precision technology moves at different speeds across different segments of agriculture. For example, technologies like curve compensation, precision spraying, and subsurface drip irrigation have brought new opportunities for crops like corn and alfalfa, in terms of water use efficiency (WUE) and resource use efficiency (RUE). Other areas experience technology at their own pace.

Grape growing is one area of farming that's on a slightly different precision path than other crops. In fact, it's common for much of the work in a vineyard to be done by hand, from early-season pruning to end-of-fall picking.

However, thanks to new, specialized offerings from equipment manufacturers, the industry has seen the uptick in opportunities for grape growers to mechanize practices, leading to more economical, efficient, and effective businesses. It's an exciting time for the industry, especially in the booming vineyard business along the Central Coast region.

Vineyard equipment manufacturers have made great strides in bringing mechanization to the industry, starting with the first machines introduced for grape harvesting. Since then, picking is the task that has seen the biggest shift from manual to machine; and now, other parts of the vineyard management process are starting to follow suit.

A COMPLETE VINEYARD SOLUTION

Specially designed for the unique landscape of vineyards, most brands of grape harvesters are narrow and taller than a typical agriculture tractor. However, their specialized design is also one of the biggest challenges manufacturers have had in integrating grape harvesters into vineyard businesses.

Harvest, while perhaps the busiest time of year for grape growers, typically lasts about two months. While a grape harvester is a productive, efficient machine for growers to have, the fact that it sits idle most of the year makes it difficult for many to justify the cost, especially those already hesitant to break away from the conventional method of

hand-picking grapes.

This is a valid concern for growers who must weigh the cost/benefit analysis of every equipment purchase, but the other side of the coin presents a stronger argument. If vineyards aren't shifting towards mechanizing operations, it could be very expensive for them in the long run. Mechanization is key to the future of vineyard management, not only for smarter, faster, better-timed operation, but because the industry is seeing a sharp decline in laborers to do the work manually.

Recognizing these two primary challenges to the industry—equipment adoption and labor reduction—Gregoire was one of the companies that sought to create a unique tractor design with specialized attachments that could perform crucial tasks throughout the year. The goal was to offer a machine that would turn two-month functionality into a full-season opportunity while hitting three of the key needs in the



Counter clockwise from top left: 1. From early season pruning to end of fall picking, it's still common for most tasks to be done by hand. 2. Grape harvesting, spraying, and canopy management are three key that have seen mechanization advancements. 3. Some manufacturers offer attachments that are compatible with existing tractors.

grape-growing cycle: canopy management in the early part of the year, spraying during the spring and summer, and finally, harvest in late summer/early fall.

GRAPE HARVESTING

Grape harvesters are offered in various designs including harvest head attachments, tow-behind, and self-propelled units. The dedicated chassis style on the self-propelled and harvest head-compatible units is unique in its centralized operator cab vs. the cab mounted off to the side, giving growers a better view and position as they navigate over the rows.

Tow-behind grape harvesters offer an option for growers with fields on steep slopes where self-propelled harvesters would not be able to operate. They're also very popular with growers who operate smaller vineyards. In the Central Coast region, it's about a 50/50 split of growers who use a self-propelled grape harvester or harvest head vs. pull-behind model.

After the introduction of grape harvesters, the industry's focus on mechanization continued. With this, grower interest began to expand to areas other than picking, and so did equipment offerings.

SPRAYING

Major manufacturers offer sprayers in a wide range of capacities and with the option of mounting onto a harvest tractor or as pull-behind models. These tow-behind units are narrow, designed to maneuver through rows. And similar to the tow-behind harvester, they're an option for growers who need to operate on hilly, steep-sloped terrain.

CANOPY MANAGEMENT

Growers know that early and ongoing pruning, trimming, and overall canopy management are crucial to the season's yield potential. Not only does the practice optimize potential of the vine and position it for the best utilization of sunlight, it's a key factor in disease and pest prevention.



For a task that's as important as it is, one might be surprised to learn it's the one still mostly done by hand.

Some manufacturers offer canopy management attachments that can be placed on the front of a harvester, lending speed, efficiency, and accuracy to this important task.

STILL TO COME

More than three decades after the launch of the first grape harvesters, manufacturers

continue to bring mechanization to the vineyard industry. By designing harvest tractors to be multi-functional and through a simple swap of various attachments, these machines are being positioned in a new way. A machine that would typically work two months of the year can now be in the field for the duration of the season, contributing from the early phases of field preparation all the way through year-end harvest. **ce**

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Behavioral Finance: What Investors do to Derail Their Goals

BY BILL HASTIE



While the fields of behavioral economics and finance have been around for many years, hardly anyone has brought more attention to this study of human behavior than Richard Thaler, a professor at the University of Chicago Booth School of Business. In early October, Professor Thaler was awarded the 2017 Nobel Memorial Prize in Economic Sciences for his ground-breaking work in behavioral economics which incorporates the study of psychology into the analysis of decision-making behind an economic outcome. One very simple example is determining the many factors leading up to a consumer buying one product instead of another. This information is of great value to any company selling a product, especially in highly competitive markets such as athletic shoes and cosmetics.

The field of behavioral finance focuses more on the psychological process of how people think about and deal with their

money. One example is the herd instinct which leads people to follow popular trends without any deep thought of their own. “Herding” is notorious in the stock market, often as the cause of rallies and sell-offs as investors follow trends of either buying or selling stocks. Behavioral finance believes that the herd instinct is a result of investors’ inability to make rational decisions under emotional strains of anxiety, anger or excitement.

A deeper dive into behavioral finance examines why people do what they do with their money. While some very good financial habits are learned as one grows up, some of the most common—and often the most harmful—seem to come as a result of just being how we as humans are wired. Here are three very common financial behaviors that while on the surface seem rational and logical, can often lead to the investor losing their way towards achieving their financial goals.

MARKET TIMING

Most investors remember the market decline of 2008 and early 2009. By most any measure, this was the sharpest decline since the 1930s. Investors were pounded month after month with a market that just seemed to not stop going down. It truly tested an investor’s conviction and certainly raised a lot of blood pressure.

It became very common for investors to reach the point of getting out of the market, but the next step was often the fatal one. In droves, investors would say “I am getting out of the market now while it’s so bad, then I will get back in when the market gets better.” On the surface, this seems to make reasonable sense, or does it? Behavioral finance would offer this translation of what investors were really saying—“I am going to sell my investments now while prices are low and I won’t get very much for them, then I will get back into the market when the price for me to repurchase those same investments is much higher.”

The rational strategy for an investor getting out of the market when it’s “bad” is to seek to buy back into the market when it gets a lot worse. This strategy says “I am going to sell now when prices are low, and then buy back into the market when prices are even lower.” The challenge is that the rational strategy goes completely against human nature. Investors who sold their investments during a market decline often felt a sense of security by just being out of the turmoil of the market, only to later realize that sense of security came with a very high price.

DIVERSIFICATION

One of the most widely accepted concepts borne out of Modern Portfolio Theory is

diversification—the blending together of various investments that perform differently in various markets seeking to reduce overall portfolio risk. For example, an investor with an all-stock portfolio is generally accepting a high degree of investment risk. By diversifying that portfolio by adding bonds (which generally, but not always, will move in opposite directions to stocks), the overall portfolio risk can most often be reduced.

Some investors apply this concept of diversification to their investment advisor(s). The idea is that by “spreading out their investments” among two or more investment advisors, the investor derives a benefit. But here, too, human nature can drive an investor into taking action that while on the surface sounds rational, can end up being to the investor’s detriment. Perhaps the single greatest potential downside of engaging multiple investment advisors is the lack of a coordinated strategy necessary to achieve the investor’s long term financial goals. When multiple advisors are employed, rarely do those advisors collaborate and develop a coordinated investment strategy which can often result in a loss of consistent and effective investment management.

There is no time when an investor needs a coordinated investment strategy more than when they are approaching retirement. This is when investments are, ideally, consolidated—not spread out—in order to maintain management control of the investments. As the investor approaches retirement, they want to adhere to a well-designed retirement income plan and implement a coordinated investment strategy. Losing management control, or not having a coordinated investment strategy at this stage, can act to derail even the best retirement income plan.

RISK MANAGEMENT

The long-term investor is best served when they take a regular accounting of their acceptable level of investment risk, and match that with their overall portfolio risk. Over time, investors tend to change how

they feel about accepting investment risk. With more investment experience, some investors become willing to accept additional risk, while others become less willing to do so as their retirement is in sight.

While some very good financial habits are learned as one grows up, some of the most common—and often the most harmful—seem to come as a result of just being how we as humans are wired.

Managing performance expectations relative to portfolio risk is critical for most investors. Let’s use the salsa analogy to make this point. When making salsa, the various types of peppers provide the lion’s

share of the flavor but they can also occasionally burn you. Tomatoes are added to the salsa to help offset the potential to get burned, but also tend to dilute the great flavor potential. In this example, stocks work like peppers and bonds work like tomatoes. In portfolio construction, matching the stock/bond balance to an investor’s acceptable level of risk is much like making salsa to one’s personal tastes.

One cannot expect a salsa that is 80 percent tomatoes/20 percent peppers to have the same flavor potential as a salsa with 80 percent peppers—and the same applies to investment portfolios. Human nature can often drive an investor to want no downside potential from their portfolio, yet demand all the upside of the general stock market. Unreal expectations can lead to a mismatch of acceptable risk and actual overall portfolio risk—and that can also derail an investor’s long-term goals. **ce**

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Growing Strong All Winter Long

BY BRIAN MILNE



Winter is here. The vines are dormant. The tractors are sparkling clean and put away for the winter. And our local growers are kicking off their boots and sipping eggnog around the fireplace, right? Think again.

Growing in the Salinas Valley has become a year-round profession thanks to our moderate climate, advancements in ag technology and the greenhouse industry.

Between April and October, farmers can grow a variety of warm season vegetables and berries, but berry growers, for example, can extend the season into the colder months by using hoop houses and a various precision irrigation practices.

Plastic-covered hoop houses, also called tunnels, can protect strawberries, blackberries and blueberries from the elements such as frost, strong wind and rain or hail.

Under the hoops, growers use plastic-covered, raised beds and drip irrigation to reduce the risk associated with flooding and ensure both water and nutrients remain in

the root zone to ensure optimal growing conditions.

Innovative growers also implement smart sensors in the field to monitor and manage inputs based on real-time soil tension, temperature and weather data.

Growing in the Salinas Valley has become a year-round profession thanks to our moderate climate, advancements in ag technology and the greenhouse industry.

“Monitoring soil moisture based off soil tension sensors makes sure you aren’t overwatering and losing critical nutrients this time of year,” said Travis Goldman, Hortau’s irrigation management and grower support specialist for the Salinas area.

To keep the crop at its most productive state, Goldman added that berry growers can close the ends of hoops and alter irrigation timing. By applying water later in the evening, growers can retain heat and avoid

cooling down the crop during the day (when photosynthesis occurs).

By closing the ends of hoops, growers can also retain solar heat and provide better conditions for winter crops that are harvested, such as blueberries or substrate strawberries.

Certain markets, such as the California blueberry market, rely heavily on going to market before the Pacific Northwest, so Goldman says it benefits the grower to use every data point possible to optimize production through proper fertilizer and water inputs.

“A lot of growers also use soil tension and temperature sensors to monitor bed temperatures,” he said, “and make sure they’re not causing overly wet soil conditions that cool down the crop and slow down growth rate in the colder months.”

FARMING THROUGH JACK FROST

Frost dates in the region vary based on location, but the first frost typically occurs in late October/November and the last frost can affect our local crops as late as March/April.

During those winter months, growers are anything but relaxed, planting everything



Counter clockwise from top left: 1. Blueberries being grown under hoop houses in the winter. (Photo by Brian Milne). 2. Substrate strawberries being grown under hoop houses last winter. (Photo by Brian Milne).

from cool-season lettuce, artichoke, asparagus, broccoli, cauliflower, cabbage and peas.

In regions where crops can be damaged by frost, growers use real-time temperature data from the field to trigger frost alerts, and can fend off frost using precision-timed irrigations or wind machines.

"In wetter winter months, we're not irrigating a whole lot other than the blocks that really need it for production," Goldman said. "It's more about monitoring soil and field conditions. In-field weather stations, for example, can help growers monitor and keep track of chill portions and chill hours, which is critical for strawberries, blueberries and cane berries as well as for our local cherry, apple and apricot growers."

TAKING FARMING INDOORS

Along with growing under hoop houses, more and more growers are taking their operations indoors.

Innovative growers also implement smart sensors in the field to monitor and manage inputs based on real-time soil tension, temperature and weather data.

It's no secret local flower growers have been hit hard by imports from South America, but Monterey County has seen a resurgence in greenhouse production, thanks in part to an ordinance that allows cannabis to be grown in existing greenhouse buildings.

The ordinance has helped encourage the renovation and reuse of the region's deteriorating greenhouses, while preventing the development of traditional open farmland in favor of newly paved greenhouse operations.

Whether growing cannabis or flowers,

berries or leafy greens, today's high-tech greenhouses allow for production year-round.

Gone are the days of 10-foot-tall, wood-frame, fiberglass greenhouses. Modern day greenhouses can go for more than \$1 million, allowing for full UV light, better air flow and sensors that control air temperature, shades and drip irrigation.

Using automated irrigation management systems, growers can use real-time crop stress data to deliver precisely the amount of water and nutrients a crop needs to remain at its most productive state all winter long.

"That's the key. With automation, you can apply exactly what the crop needs without overdoing it," Goldman said. "You make sure these winter plantings are healthy, and that you're not over applying water and nutrients, so the plants are uptaking those inputs."

Learn more about Hortau's precision irrigation management services at www.hortau.com. **ce**



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Solar Panels Changing Agriculture in California and Other State Issues to Be Aware Of

BY ROB LEE, CPA



With the surge of technology in recent years, from solar energy to Amazon Prime, our ways of doing business have changed dramatically. We communicate differently, sell differently and buy differently. Additionally, we have simultaneously become a more environmentally conscious society, and many in agriculture are looking for ways to leverage sustainable energy. What's interesting is, State tax laws have lagged way behind these advancements and are now in a mad dash to catch up with the changed times. The good news: many tax benefits are coming along with that, particularly related to solar panels, which will lead this article discussion. The not-as-good news: you need to be a lot more aware and tax savvy when providing products or services across State lines.

Starting on a "bright" note, the use of

solar panels in agriculture is rapidly on the rise. It makes sense when you think about it. Few people love the land and environment more than farmers. Couple that with a love of efficiency and business acumen and it's the perfect fit. Users of solar panels not only reduce their monthly energy expenses, but they may also receive a substantial 30 percent Federal income tax credit. There are even more tax benefits at the State level, which we're covering next.

When thinking of various tax incentives or credits, it's easy to think about what is available at the Federal level, because those are usually what receive the most attention or promotion. Many forget or are unaware that there are State, sometimes even local, tax benefits as well. The State and Local Tax environment is undergoing significant changes right now and not just in California, but across the Country.

However, one State tax benefit that has been around for quite a while is the Partial Sales and Use Tax exemption on machinery and equipment that is used in farming activity. Solar panels, which are increasingly being used in farming activity, can qualify for this tax exemption if certain requirements are met. Depending on the size of the solar panel installation, the tax exemption could make a significant impact on the overall solar project cost.

To qualify for the Partial Sales and Use Tax exemption, 50 percent or more of the power generated from the solar grid must be used to power machinery and equipment that is used in a farming activity. The California Department of Tax and Fee Administration (CDTFA), which for background, is the new agency that was created, effective July 1, 2017, to restructure the State Board of Equalization. They will not just assume your solar grid power is being used in a farming activity. The CDTFA has a list of required documentation that you must retain for a period of time.

Receiving a tax exemption for solar panel usage in farming operations, and powering machinery and equipment, is one example of a State level tax benefit that everyone should be aware of.

Furthermore, to support a claim that a solar power grid is eligible for a Partial Sales and Use Tax exemption, you must document the annual amount of electricity consumed

by the farming machinery and equipment for the first 12 months after the solar grid is operating. When at all possible, your documentation should include data directly obtained from the meters on the farming machinery and equipment. If that direct meter data is not available, then an analysis should be conducted of the electricity demands for the farming machinery and equipment versus the rest of your electrical usage. The CDTFA requires you to maintain records and documentation for at least four

Depending on the size of the solar panel installation, the tax exemption could make a significant impact on the overall solar project cost.

years after the purchase date of the solar power grid. For more detailed information, visit the State Board of Equalization website www.boe.ca.gov or the California Department of Tax and Fee Administration website www.cdfta.ca.gov.

Receiving a tax exemption for solar panel usage in farming operations, and powering machinery and equipment, is one example of a State level tax benefit that everyone should be aware of. Although it would be wonderful to focus only on tax benefits, there are also issues you must be aware of if your products or services cross State lines or are offered online. It's a fact of life; States want to make tax revenue just as much as you want to save on your taxes. States are losing an average of about \$20 million per year in tax revenue due to the rise of e-commerce and the decline of brick-and-mortar stores. Therefore lawmakers are doing everything in their power to keep States solvent and capture tax revenue.

As part of their focus to catch up with technology and the new way of doing business, largely through e-commerce, States are actively updating their laws. This

is a continually changing landscape and not all States operate under the same rules and regulations.

Two key areas under scrutiny that could pose potential issues for your business include:

- **Consignment agreements with out-of-State customers.** These agreements and having inventory housed in another State could create nexus for your business, because the product is still considered yours until a sale takes place. Be sure to read those agreements carefully. Big box stores are the biggest users of these types of agreements.
- **Amazon as a fulfillment center.** If you utilize Amazon to distribute your product, be aware of where Amazon is actually storing your product and where the buyer of your product is located. There are most likely filing requirements with local County jurisdictions for having

inventory housed in warehouse not to mention nexus issues if your business is "operating" where the product is housed.

There are other areas that States are still grappling with tax revenue wise, such as digital sales, software as a service (SaaS), and digital cookies (not the chocolate chip kind). Also, with Federal tax reform being proposed, do not expect California or other States to follow suit and provide tax relief to individuals and businesses. States cannot cut taxes along with the Feds; State budgets simply cannot take that type of hit.

It may seem that tax incentives are going away and lawmakers are making owning and operating a business harder and harder, but there are many glimmers of savings through tax credits and exemption still available. Maybe those glimmers can provide some power to your newly installed solar panels! **CG**



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Help Us Shape the Future of Healthcare in Our Community

Salinas Valley Memorial Healthcare System

BY DAVID RAMOS, MD, FAAEM



In 1953, under the leadership of Bruce Church, Salinas Valley business, agricultural and community leaders came together to create something special for our area—a community hospital. Our area had been lacking essential medical care close to home, so our community developed a plan, raised funds and built a local hospital.

Salinas Valley Memorial Hospital opened its doors 64 years ago with 138 hospital beds, 100 employees and 45 physicians. President Eisenhower congratulated the people of Salinas Valley, writing that they had “every right to be proud of this admirable example of local self-reliance and initiative.”

Forming a local, community hospital meant that people no longer needed to travel outside the area for basic medical care. Instead, local residents could receive quality medical care right here in the Salinas Valley.

The emergency room alone at Salinas Valley Memorial Hospital has more than 56,000 visits each year with more than 10,000

Forming a local, community hospital meant that people no longer needed to travel outside the area for basic medical care. Instead, local residents could receive quality medical care right here in the Salinas Valley.

admissions for medical care. Seniors, families and children rely on our hospital for x-rays, doctor’s visits, delivering babies, cancer treatment and much more. We are a safety net hospital, providing emergency care to all patients who walk through our doors, regardless of their ability to pay. We are the only Salinas Valley hospital with centers of excellence in areas such as cardiology, oncology, joint replacement and neurosurgery, making us the key provider of these services.

Over the years, the Salinas Valley has

grown and drastically changed. Back in 1953, there were only 15,000 residents in our community, whereas today, there are more than 150,000. Just as our population has grown, so have advancements in medical technology and requirements for additional space.

Our hospital has taken great strides to keep pace with our growing population. However, much of our hospital facilities are decades old and need to expand in order to meet our community’s needs. Our Emergency Room, for example, has half the number of beds needed to serve our population, making longer wait times for patients. Operating rooms and the Intensive Care Unit need to be expanded to provide room to accommodate today’s medical technology. In addition, we need to bring medical care and health services into communities throughout our area where it is needed to ensure that all residents have access to quality, cost-efficient care.

To continue serving our community, the Salinas Valley Memorial Healthcare District is developing a plan to upgrade and expand our facilities—and the community’s involvement is essential. As the District reviews the needs of our hospital, we would like local residents to weigh in on their priorities.

One option the District is considering is placing a local bond measure on the ballot in 2018, which would provide locally-controlled funding to upgrade and expand our hospital.

Counter clockwise from top left: 1. Operating room staff. 2. Ground breaking-Bruce Church at ground breaking, 1939. Bruce Church donated land where the hospital was built. 3. Emergency Department staff.

A potential measure could provide:

- An emergency room with reduced wait times
- Expanded treatment centers for heart disease and cancer, among others
- A facility that can easily accommodate the latest medical technology
- Upgraded operating rooms and Intensive Care Unit
- Enhanced women and children's services
- A center that caters to the unique medical needs of senior citizens
- Improved access to high-quality care

Input from our community will help to shape the plan for upgrading our hospital. The District recently mailed a survey to the community and has also posted one online. We are hoping that community members will take the time to share their priorities for healthcare in our area and help provide critical feedback. If you would like to provide your thoughts on how we can improve local healthcare, please go to: www.SalinasValleyHealthcareSurvey.com

Our local hospital serves as a reminder of what is possible when our community comes together to address a common need. When our hospital first opened, the vision was to provide local residents with the latest medical technology and the highest quality care so that people didn't need to travel out of the area to receive essential medical treatment. This vision has continued through today and drives our plans as we seek to continue providing top medical care. We are planning the future of healthcare in our community and we hope you join us. **CG**



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Naturipe's Centennial

Interview with Thomas Am Rhein, Vice President, Naturipe Berry Growers Inc.

BY JESS BROWN



Jess: What precipitated the formation of Naturipe?

Tom: 1917 was a pivotal year for most of the fresh berry and vegetable organizations. Due to a lack of market access, co-ops were formed as a way for growers to gain market leverage, to create quality standards and to have a stronger voice in government policy formation. For example, in addition to Naturipe Berry Growers, the Santa Cruz County Farm Bureau was formed in 1917. In the 20s and 30s, Naturipe Berry Growers represented 95 percent of the California strawberry industry.

Jess: What geographic area did most of your members farm in the early 1920s?

Tom: The early foundation of Naturipe Berry Growers resided in the San Francisco Bay Area and Santa Clara Valley growers. In 1946, California provided only 17 percent of the national supply of strawberries, but by 1988

the California supply increased to 85 percent. As production areas grew and shifted south, Naturipe Berry Grower's headquarters also moved south and is now located in Salinas, CA.

Jess: In the mid-20th century did Naturipe use creative marketing techniques to bring consumer awareness to its product? If so, please give an example.

Tom: In the mid-1950's, fresh strawberry production was still a regional industry, and the west coast business still relied heavily on processing fruit. Naturipe Berry Growers began fresh distribution outreach as fresh produce distribution infrastructure improved across the United States. After World War II, these improvements included post-harvest handling and cold chain, interstate freeway systems, packaging technology and market consolidation. For instance, in the strawberry industry, packaging began to change from wood trays and baskets to cardboard

trays and mesh plastic baskets.

Jess: Why were your bylaws written in English and Japanese?

Tom: Early Japanese immigrants brought with them an extensive farming background. They were also accustomed to farm cooperative organization, which was common in Japan. Their skills in labor and intensive, detailed-oriented horticulture gave them a unique advantage in producing strawberries and made them an important influence in the California strawberry industry. So, in 1917, it was only natural that they would form a cooperative. At the same time, there was great antagonism particularly in California toward immigrants from the Pacific Rim, so the bilingual nature of the founding documents is also a testament to those non-Japanese cofounders, some of whose names are still prominent in the industry today.

Jess: Are you aware of any other association that had similar ethnic composition?

Tom: There were several associations of Japanese growers across California, serving various commodities including fruit and nuts, vegetables and cut-flowers. Locally, some Japanese farmers later in the 20th century formed the Watsonville Berry Co-op.

Jess: How did World War II affect your association? Also, how did your association help those growers who were displaced during the WWII come back to their farming operation?

Tom: World War II crippled the development of the industry due to the internment of the Japanese Americans. However, Naturipe

Berry Growers maintained itself as a functioning marketing co-op, so there was a preservation of some of the assets in the business structure. The co-op provided a framework for the growers that returned postwar to begin farming again. With the postwar changes in marketing mentioned above, the industry began a rapid resurgence.

Jess: At what point did Naturipe have a license to transport product inside and outside the United States?

Tom: In 1930 the United States Department of Agriculture certified Naturipe Berry Growers the license to trade, travel and transport products any place inside or outside of the United States. From its inception, Naturipe continues to be an industry leader and supplier of fresh berries. During the interstate strawberry shipping season of 1955, six crates of the finest berries were shipped to President Eisenhower by growers of the Watsonville area and by the 1970s, Naturipe

was well established in Canadian and Japanese markets.

Jess: In 1967 you celebrated your 50th anniversary. Besides the number of years in business, what other milestones did Naturipe achieve up to this point in time?

Tom: Naturipe Berry Growers was a strong voice in marketing California strawberries in a rapidly expanding market. In addition to reaching a milestone of 50 years, the co-op provided a platform for the Japanese-Americans returning after the war to establish their businesses. Due to the co-op's stability, it weathered the crash of 1957 – 1958, when half of the industry shut down due to over planting. Additionally, the co-op was instrumental in preserving the public breeding program at the University of California, Davis, and in establishing what is now known as the California Strawberry Commission. So, by 1967, the co-op had weathered many storms, but on its 50th

anniversary it was well positioned to provide a stable and profitable marketing platform for the many family farms that it represented as the families moved through generational turnover and began to face the rapid advances in farming technology that were coming just around the corner.

Jess: How does your organization differ from other berry associations?

Tom: For many years, the defining difference from other berry associations was that Naturipe Berry Growers was a true co-op. In 2007, Naturipe converted to a grower-owned operation. The company remains unique among the large shippers, in that it is entirely grower owned by growers, and for growers.

Jess: What did your members grow in 1917 and what are they growing in 2017?

Tom: While Naturipe was primarily a strawberry marketing co-op and processor, it also sold secondary or rotational crops that



were common to the members, including cherry tomatoes, squash, bell peppers and kiwis. Today, Naturipe growers grow raspberries, blackberries and blueberries in addition to the primary product, strawberries.

Jess: Plastic clamshells are a popular way to market berries to the consumer, when did you first start using this type of container? Also, in 1997 you introduced the Berry Dipper; what is it?

Tom: Naturipe Berry Growers introduced its first one pound plastic clamshell of strawberries in 1994 to the market. Continuing through the innovation trail, in 1997, Naturipe introduced the Berry Dipper, a strawberry clamshell which included a container of chocolate dip. It was the first time strawberries had been marketed with a condiment.

Jess: At what point did you unite other grower-owner associations around the world to expand the line of berries you are marketing?

Tom: In 2001, Naturipe Farms was formed. It is a partnership between four highly-esteemed fresh berry growers: Hortifrut SA, Michigan Blueberry Growers, Naturipe Berry Growers and Munger Companies. As a group, the growers are able to ensure year-round availability with a commitment to “locally grown” and “in season global” fresh berries. This is a unique business model for the fresh produce industry, which created an international, single label, full berry line, 24/7, from a central sales and marketing organization.

Jess: Are your berry varieties developed by the University of California or do you do your own research and development?

Tom: Naturipe Farms actively works with private breeding groups to continually develop and improve varieties. At the same time, Naturipe Berry Growers is the largest supporter and consumer of the University of California breeding program varieties.

As supporters of the UC breeding program, we help assure the introduction of publicly released, world class strawberry genetics that will assure the sustainability of the industry into the future.

Jess: How large is your organic production?

Tom: The organic market is a growing segment of our industry, and Naturipe Farms is fully involved in serving this market. We maintain a presence in the organic marketplace consistent with our overall market leadership.

Jess: Are organically grown berries in high demand?

Tom: Yes, organically grown berries continue to be in high demand and Naturipe Farms is proud to offer a full line of organically grown berries. Our organic farms are independently certified as having met rigorous USDA National Organic Program regulations, demonstrating our commitment to organic growing principles of biodiversity, ecological balance, and sustainability. We employ integrated and sustainable plant, soil, pest, disease and nutrition programs to build the integrity of the total system.

Jess: How do you help your growers deal with some of the major issues, such as adequate labor supply?

Tom: A key function of Naturipe Berry Growers as a grower-owned organization is to ensure our growers are exposed to and have access to all information and technology to support their business. As an information channel for our growers, we are very active with industry-wide groups such as the California Strawberry Commission, but also local groups such as the Salinas Basin Agriculture Sustainability Group.

Jess: What three people (inside or outside your association) had a large influence on berry industry in the last hundred years?

Tom: 1. Naturipe Berry Growers has had a tremendous influence on the berry industry. Early on, the association became a stable keystone marketing group that continually serves its growers and the industry.

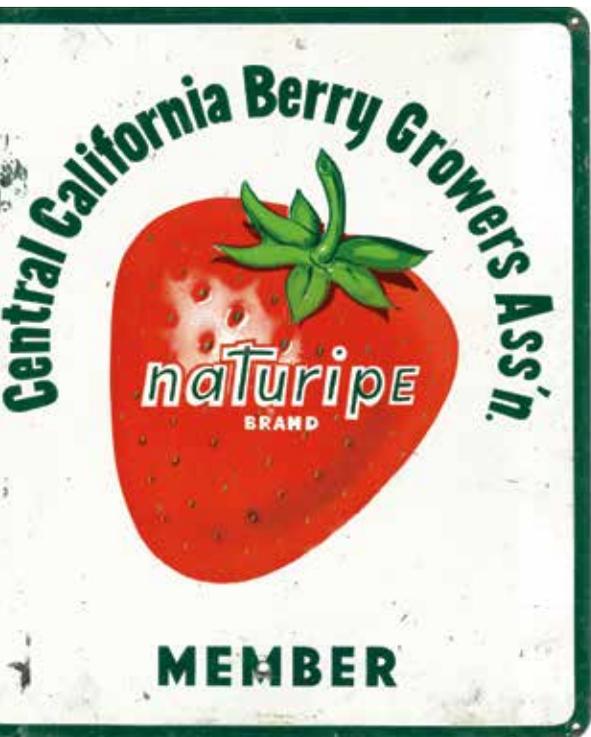
2. Originally a member of Naturipe Berry Growers, the founders of Driscoll's established their own business model and unique vision that has helped create the full berry line concept.

3. Dr. Royce Bringhurst and Victor Voth, University of California plant breeders, made the California strawberry genetics into the premier berry line in the world, and were instrumental in defining California as the world leader in the strawberry industry.

Jess: In reflecting on Naturipe's past 100 years, what are the three most significant achievements?

Tom: 1. Providing grower members—many of whom were recent immigrants—with a platform to transition into the mainstream economy of the United States is a momentous achievement. Naturipe provided stability and roots for many growers and their families in times when discrimination and prejudices blocked other pathways to advancement.





2. Additionally, Naturipe Berry Grower's fundamental role in preserving open industry access for all growers to thrive is noteworthy. Naturipe's support for the public breeding program and establishment of the California Strawberry Commission has kept the industry open, vibrant and stable.

3. In response to the changing realities and economic structures impacting farmers, a third achievement by Naturipe Berry Growers is its creation of the grower-owned model. Naturipe Berry Growers had the foresight to convert from a co-op to a grower-owned corporation and team up in the worldwide marketing partnership that is Naturipe Farms.

Jess: In the future do you see the Monterey Bay continuing to be a major growing area for berries?

Tom: The Monterey Bay is uniquely positioned to provide a great environment for berry production. While Naturipe has seen many changes over the years in terms of production regions and systems, the Monterey Bay area will be a prime source of berries for years to come.

Jess: Where will we see Naturipe in 2067?

Tom: Naturipe's grower diversity has been a keystone of our organization. 100 years ago it was Japanese immigrants, and today it is Hispanic immigrants that make up the majority of our new growers. Our business model is very responsive to the changing industry and allows for our growers to access a world class market and to continue to do what they love every day. In 2067, Naturipe will be wherever there is a vibrant, growing community of berry growers. **cc**

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Growth is in Scheid's Roots

BY LAURA NESS



Scheid is on a growth tear, planting new vineyards, replanting others, taking on new vineyards to manage and creating new brands at breakneck speed. Kurt Gollnick, Scheid's longtime COO, couldn't sound more optimistic about the future of the company.

The company, founded by Al Scheid in 1972, now owns 4200 grape acres, in 11 estate vineyards along a 70-mile swath of the Salinas Valley. Observes Gollnick, "Anybody our size is always replanting and redeveloping vineyards. We have 100 new acres planned for 2018, maybe more for 2019. It depends both on the market and the availability of plant material."

Asked what he's planting, he says, mostly Petite Sirah and Petit Verdot in southern Monterey County, with potentially more clonal selections of Cabernet. They are also looking at Rhones, especially Mourvedre.

Says Gollnick, "We are producing 41 varieties now! We need them for our growing wine club and niche markets, plus all the specialty programs we have in the broad market."

Expanding the diversity of varieties is key to what makes Scheid a standout in the industry.

Expanding the diversity of varieties is key to what makes Scheid a standout in the industry. They can quickly adapt to or help drive a particular market demand this way. Suddenly, white Rhones are hot, or there's a thirst for Petite Sirah, and Scheid is ready.

Noting that although these are not new varieties, the public is discovering new whites beyond Chardonnay and Sauv Blanc.

"People are excited about things like Gruner Veltliner and Grenache Blanc," Gollnick says. "They try Albarinõ and it really turns them on. People are also discovering and loving GSMs."

After all, "**It is The Grapes**", as their tagline proudly proclaims on all their logo goodies, including the mug out of which I occasionally drink my morning coffee. Fittingly, Gollnick began his career as a grape

grower, and those experiences help inform decisions on where to plant what.

Says Gollnick, "Back when I first started, Riesling was so sexy. It was over the top popular for 30 years. I used to be the manager of Bien Nacido in the mid 1980's. We had boatloads of it. The weather cycles were a constant challenge. I had to fight to get a crop every year, as the relative humidity is high there, far greater than in Monterey. When I came here in 1988, another fog-driven year, the nightmare continued. I discovered that Riesling was a close second to Chenin Blanc, which was even more brutal to get ripe. It needs to grow in a drier climate. Every year, the crop would get to 19 brix, looking gorgeous and beautiful, and I'd say to myself, 'Man, I nailed it this time!' And then, mildew. I'm not planting any more Chenin Blanc!"

Learning the hard lessons over the years makes it easier to pick the right grapes for the right climate. He's particularly bullish on Petite Sirah, which is also particularly susceptible to botrytis.

"Petite Sirah does so well in so many environments; it's a beautiful grape and performs really well and reliably in the Hames Valley. We've had exceptional success with the Stokes' Ghost brand," he says. Stokes' Ghost, named for a phony 19th century "physician" in Monterey (a British sailor who jumped ship with stolen medicine) with a knack for killing people, is entirely Petite Sirah, priced at \$34. Drink at your own risk!

Petite Verdot is another grape Gollnick says he's planting more of, between 70 and 80 acres in Hames Valley, adding, "Petite Verdot and Petite Sirah are great blended together." You can taste for yourself with a bottle of their VDR, or Very Dark Red, one of

Counter clockwise from top left: 1. Isabelle Vineyard Inaugural Harvest. 2. Wind Turbine. 3. Grapes from Isabelle Vineyard.

many brands the company has spun out with increasing frequency over the last five years.

Among the company's biggest accomplishments in the last year has been the installation of the wind turbine, the third one in the Salinas Valley. It was manufactured by GE and built in Texas. The first giant turbine was installed in Gonzales by Taylor Farms, and the second in Soledad to power the waste treatment plant.

Scheid's is claimed to be very efficient, as it is based on new technology. Gollnick says wind power is consistent with the company's commitment to sustainability. "It provides enough power to satisfy 100 percent of the winery operations and bottling lines. The residual goes back to the grid," he says, which is enough to power 100 homes in the area. "We also recycle 100 percent of our water, and all the stems and seeds become

compost. It's a huge operation. We add straw and manure from local sources to make a terrific compost with great nutritional value for the vineyards."

Another major accomplishment is in the area of labor. They are dedicated to finding technology solutions in the vineyard to assist manual labor in being more efficient. "We are employing labor assistance technology by giving workers the tools they need to make their jobs easier. Even our longest tenured employees can prune as fast as anyone with electric shears."

The third area of expansion is employing mechanical devices to help hedge, shoot thin and sucker. The rains of 2017 caused massive canopy growth, and they were able to mitigate the enormous spring labor crunch by

They are dedicated to finding technology solutions in the vineyard to assist manual labor in being more efficient.

utilizing equipment they call "the octopus," from an Oxbo subsidiary.

A fourth focal point has been on automation in the vineyards, specifically using in-field solar powered moisture sensors tied directly to pumps, that can automatically deliver the proper amount of water needed. Says Gollnick, "We could fully automate irrigation, but we haven't, as we don't quite trust it yet."

Another exciting development has been the installation of their premium vineyard on River Road, next to Odonata, where Reggie Hammond's tasting room was once located. Named Isabel, after Heidi and Scott Scheid's grandmother, the vineyard features Chardonnay and Pinot. They have been harvested to make sparkling wine the last two years. The base wine is made at Scheid and then taken to Barry Jackson of Equinox in Santa Cruz, to do his sparkling magic.

Gollnick says they'd love to establish some kind of hospitality center on River Road

within the next five years. It seems to be on everyone's wish list, but the county has to become a willing partner. The dream lives on, but keeps getting kicked down the road for another day.

Meanwhile, Scheid's real focus is on growing the finished goods business with broad market brands like District 7, Ranch 32, Metz Road and Ryder Estate. This intellectual property is liquid gold. Their price point sweet spot is between \$10.99 and \$19.99, and is having great success in the market.

Ranch 32 includes Cabernet, Pinot and Chardonnay at the \$19.99 level and can be found at BevMo, while Ryder Estate offers Pinot Noir, Merlot and Chardonnay. Metz Road represents the high end of Pinot and Chardonnay, from the Riverview Vineyard. Price points here are \$34.99.

District 7 is the true value brand, offering Sauvignon Blanc, Chardonnay, Cabernet Sauvignon and Pinot Noir at the \$16 price point. The website includes recipes for perfect pairings.

Gollnick says their Scheid brand, which includes Scheid Family Wines, District 7, Metz Road, Stokes' Ghost and VDR, is relatively small, about 100,000 cases annually, but they are actually selling around 600,000 cases, mostly in exclusive brands created for other companies. For example, Kroeger approached them about a Gewürztraminer and Riesling program, for which the Hive and Honey brand was developed. With a name that sweet, you can be sure the wines have residual sugar—three percent plus, to be exact.

Their core business of providing bulk wines, primarily for North coast wineries, remains their primary income producer. But, Gollnick says, "We'd like more control of our destiny. The finished goods business gives us an opportunity to do that." **CG**



*Classic European Style*

Phillippe & Chantel Tourtin

BY MELODY YOUNG | PHOTOGRAPHY BY PATRICK TREGENZA

Phillippe and Chantel Tourtin came to the United States from their home in France 40 years ago. They found their way to Carmel 19 years later and decided to build an estate that would pay homage to their homeland. No detail was left unnoticed and no expense was spared. This estate, perched high above Highway 68 off Boots Road, is the result of painstaking planning, procurement, and patience. Taking many years to build, the Tourtin's moved into their 5500 square-foot masterpiece in 2001. Touring this home is a lesson in what is truly European.

Phillippe and Chantel designed the home themselves, and then hired Architect Ray Parks to put their vision on paper. Maximizing the view of the entire Monterey Bay was imperative. While plans were progressing here on the Monterey Peninsula, building materials and furnishings were being custom ordered from France. The goal was to create a truly French home in this area. Mission accomplished.

*A Breathtaking view*



Look back at the meticulous grounds



A Two Story Beauty



Inviting Great Room

The goal was to create a truly French home in this area. Mission accomplished.



Cozy Kitchen Nook

Although there are many French style homes in our area, when presented with authentic materials and design elements, the difference is remarkably clear.

Upon arrival, the symmetry of the home is decidedly European. The gravel motor court is flanked by Cypress trees and roses. The arched entry doors were hand crafted in France using Frake wood from Africa. This is a very dense wood, stronger than Oak. It is known to age beautifully. These exquisite doors open to a spectacular view of the Monterey Bay. The exterior French doors on the property all have removable frames for ease of cleaning. As if that wasn't detailed enough, the windows all boast functioning shutters on the exterior of the home. The interior doors are all made of this same Frake wood and are signed by the artisan.

Travertine stone floors grace the entry that pulls the visitor into the great room. A nod to the natural beauty of our area, Carmel Stone graces the central fireplace. The 100-year-old bookcases in this room were rescued from Phillippe's Grandparents home in France. They were painstakingly disassembled and shipped to their new home. These shelves are filled with antique book collections as well as contemporary favorites.

The dining room is a woodworkers dream. It is the epitome of European elegance. The built-in buffets, window valances, china cabinet, table and chairs were all handcrafted in Provence from Fruitwood and took two and a half years to arrive. The fireplace surround is a French technique combining sandstone and shells.

A dumb-waiter is visible in the corner of the dining room for dishes to be passed between this space and the kitchen. Oh, the kitchen. This is the room that all those European sensibilities shine through. An entire bank of Gaggenau appliances grace the space under a massive custom hood. Four burners, a wok, a steamer, and a fryer are all present. The amazing kitchen also boasts two ovens, two warming drawers, two dishwashers and a coffee machine. But the best feature of this incredible kitchen is the breakfast nook complete with a fireplace. What a cozy place to visit with family and friends.

Down the hall from the kitchen is the temperature controlled wine cellar. This houses the couples' selection of both California and French wines. It holds 800 bottles. The featured artwork on the wall was painted by artist Redding Robin and depicts Phillippe's uncle's vineyard and winery in France.

The remainder of the first floor is occupied by a laundry room that includes a hand-painted porcelain sink from Mountier St. Marie, as well as a media room and Phillippe's office.

The office is custom designed with Eucalyptus cabinetry, a custom desk, and computer station. This room showcases Phillippe's passion for cars and airplanes. That is just in case you didn't get a clue of his passion with his seven-car garage. The space also contains loved and cherished collections of French periodicals and artifacts.

The amazing home boasts three bedrooms with ensuite baths. The two guest rooms are downstairs while the master suite occupies the entire second floor. This space is all-inclusive. The private gym and massage area are adjacent to the master bedroom with the bath just beyond. The views from the master suite are among the best in the world. The marble tiled jacuzzi tub is in the perfect location to relax and see the cruise ships dock in Monterey Harbor.



Truly French Dining Room

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The Master Bath

The Tourtin's home has 2000 square-feet of outdoor living space. Pick a favorite view and there will be a comfortable place to sit and enjoy it. Fire pits, a full outdoor kitchen complete with pizza oven, and fruit gardens meander along the property, each with its own spectacular vista.

The two-story guesthouse sits at the end of its own private drive. This 2000 square-foot home is a little estate all to itself. It is private, but inclusive of all the grounds have to offer.

Exceptional detail and effort are always easy to recognize. This home has all the elegance of a traditional European villa while capturing the magnificent views of our Central California Coast. The Tourtin's have done a remarkable job blending both worlds to create a spectacular place to call home. Now that they have fulfilled this dream, they are off to pursue their dream of seeing America from coast to coast. In light of this new adventure, they have put this amazing property on the market. A blending of cultures and concepts is always a good thing. The Tourtin's have done this with impeccable style and grace. To be sure, this property is a masterpiece and will stand the test of time. **cc**

A blending of cultures and concepts is always a good thing. The Tourtin's have done this with impeccable style and grace.



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Thoughts on a Changing California Landscape

BY BURTON ANDERSON IN COOPERATION WITH THE MONTEREY COUNTY HISTORICAL SOCIETY

AN AUTHOR'S INPUT FROM 90 PLUS YEARS IN THE AGRICULTURE INDUSTRY



Stray Elk near Natividad (Michael Davidson Photo).

WILDLIFE

Before the Spanish colonization of Alta California, the native Indians depended on wildlife, fish, and plants as their only food source. The Indian population was too small to cause any environmental problems. The Indians only attempt at altering the environment was burning brush and grass to lure animals to the new growth, and to rejuvenate former grassland.

The discovery of gold in the Sierras, followed by California becoming a state, forever changed the former pristine landscape. Population expansion drove wildlife from their former habitat into the hills and forests. The Grizzly bear was a victim of the increasing human population in the state. The Grizzly bear became extinct simply because it could not coexist with humans and their threat to livestock.

The present day dangers to wildlife are road kills, disease, homeowners feeding wild animals and birds, and loss of habitat.

The incidents of road kills can be partially mitigated by construction of paths under the bridges on rural highways. The paths would allow animals to cross from one habitat to the other in safety. Initially, the paths may not be used, but over time they will be discovered by wildlife.

The California Department of Fish and Game established the first Tule Elk Refuge between Buttonwillow and Taft in 1934.

One of the first attempts at conservation of wild life occurred in the late 1800s. Henry Miller was a large landowner in the San Joaquin Valley, including his Buttonwillow ranch, where a remnant herd of the last Tule Elk existed. Miller was concerned about the fate of the few elk on his ranch and gave them a measure of protection. By

1898, the herd had increased to 28 elk. In 1914 the number of elk increased to 400 and were straying onto neighboring ranches. The California Department of Fish and Game established the first Tule Elk Refuge between Buttonwillow and Taft in 1934. The Department established other refuges all over the State in subsequent years. Elk will go over or through fences to gain access to new range, which ranchers don't tend to tolerate. An example is the State sanctioned herd on Fremont's Peak. Some strays have gone through numerous fences onto a Natividad ranch three miles away. They come and go as they please, seeking new pasture.

WATER

The number one conservation problem facing California today is water. Numerous attempts to solve the water problem have been implemented beginning in 1850. Dams were the preferred method in the early days. Today some of the dams are becoming a liability due to earthquake vulnerability, and blocking fish from spawning in historic watersheds. Dams cause silt deposits upstream. When the dams are over capacity, the overflow inundates developed land and subdivisions downstream. A preferable solution would be to build storage dams in dry west side canyons, such as San Luis Reservoir in western Merced County. In drought conditions, the stored water could be diverted into the California Aqueduct for transport to farms and cities in Southern California.

The natural underground water table in California has been lowering each year since the introduction of deep well pumps, circa 1890. In coastal valleys and cities, the upper aquifers have been contaminated with the intrusion of seawater. In the inland areas of the San Joaquin Valley, wells have

to be deepened to 900 plus feet to obtain fresh water. Chemicals, including nitrogen, have seeped into the shallow aquifers, and made the water unfit for human consumption. In extreme cases, in the San Joaquin Valley, agriculture land has been abandoned because the underground water table is below economic recovery levels. That land is now covered with nothing but tumbleweeds. Even the California Aqueduct that stretches from from Tracy to Los Angeles, via the San Luis Reservoir and pumped over the Tehachapi's is not enough water for Southern California.

CLIMATE

Climate change is another major concern. It is a threat to world agriculture production and human population. In fact, it has been going on for millions of years as the ice age retreated and sea level rose. Evidence is, the finding of fossilized seashells in present day California coastal hills. However, it is true manmade chemicals in the atmosphere are also a cause. Whether climate change is causing a loss of microclimates or not, remains to be seen. The world can mitigate some of climate change by going to wind power and solar panels, which can generate electricity for human uses. Seawater desalination is an option for coastal land. Whether the alternate sources can solve the problems is unforeseen. Whether caused by long-term natural causes or man-made influence on the atmosphere, the effect on world water supply is directly influenced by climate change. There have been extreme droughts and floods in the world that have not been recorded in present day historical records.

LAND

Another risk to California's microclimates is from encroaching development. Southern California cities now cover the Los Angeles basin, which in the 1920's was the leading fruit and vegetable area in the state. San Diego coastal farming has practically disappeared by spreading subdivisions. Ventura County farmland is at risk due to more farmland being sold for development.

In the summer months, California is the leading supplier of fruit and vegetables in the United States. The reason is because of California's unique microclimates, ranging from desert, and mountains, to coastal lands. Agriculture products are grown in the optimum temperature for each commodity, in each historic time frame. These microclimates are at risk for agriculture production in summer coastal land, such as lettuce, strawberries, and other cool weather crops. The only other option other than microclimates are greenhouses that allow produce to be grown in times of heat and cold.

The Williamson Act has helped rural land from becoming an asphalt jungle.

Agricultural land costs roughly \$50,000 per acre, but for subdivisions it can bring \$100,000 or more per acre. These prices depend upon location of the land, but the value ratio remains very much the same. It is very difficult for land to remain in the same family beyond three generations. By then, the property is usually owned by numerous grandchildren who may want to invest their money in other ventures. For example, an 80-acre ranch can only be split in two 40-acre parcels due to local agricultural laws. If it is owned by nine grandchildren, who want their monetary share, they must sell the ranch or form a partnership with the remaining owners.

There are California State Laws protecting farms and ranches from urban development. One is the Williamson Act. It protects farmland from being taxed at the same rate as city and counties tax residents. If a ranch is within a mile of city limits it is ineligible for the tax reduction. Many farming ranches in California have a common border with a city and therefore are ineligible. The Williamson Act has helped prevent rural land from becoming an asphalt jungle.

ORGANIC FARMING

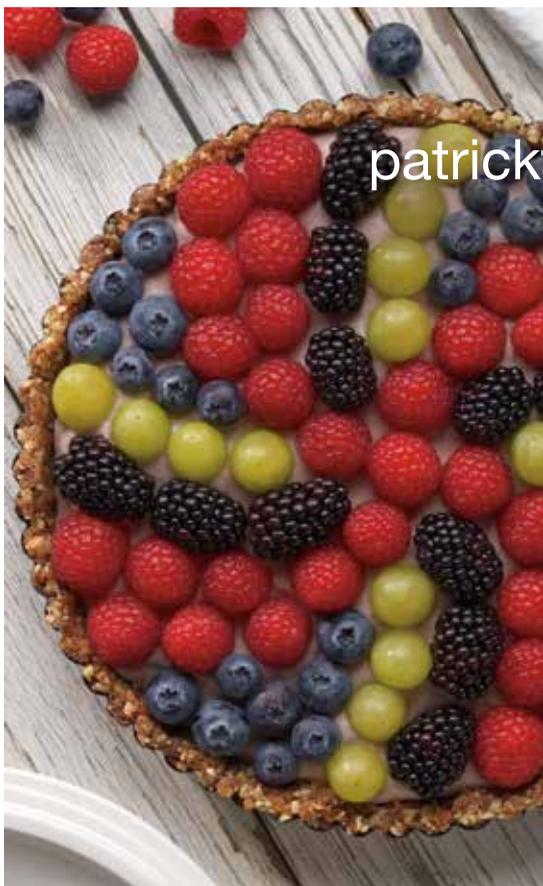
In 1973 "California Certified Organic Farmers" was formed in Santa Cruz, California to give organic growers guidelines to producing certified organic fruits and vegetables. This was the first organic certification in California. This label is used in California Farmer's Markets in lieu of USDA input. It allows farmers who sell less than \$5,000 per year at Farmer's Markets to be exempt from full organic inputs.

The US Department of Agriculture passed rules in October, 2002 governing the use of the "Certified Organic Label" on fruits and vegetables nationwide. The new rules are also referred to as the USDA National Organic Program (NOP). The rules define the parameters to qualify for the certified label to be placed on retail produce.

In order to protect farmers who have used the organic label for years, but would not qualify under NOP rules, the "Certified Naturally Grown" label was created in 2000. It is an alternative for organic farmers to qualify for a less expensive and simpler to follow option, rather than the USDA's NOP. It is operated by a nonprofit organization and qualified farmers and other agents that are experts certify farms. Farms are subject to random testing for pesticide and herbicide residue.

The reason this ruling was needed is that often produce is labeled as "local", "natural", or "sustainable", in an attempt to confuse shoppers that the item was organically grown. These are called "buzzwords" to increase sales, and the definition of each has never been clearly published. It is still being used as a marketing tool.

A problem in growing more organic fruits and vegetables is that, for land to be eligible for the certified label, it must not contain any pesticides or chemicals for the prior three years. A further hindrance to enter into organic production is the high cost of farmland. Young people interested in organic farming, on a large scale, find the cost of any sizable acreage prohibitive. Historically



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organic production yields are around 70 percent of conventional production, leading to higher consumer costs for organic produce.

A further California Legislature attempt to restrict conventional agriculture is the proposed law to restrict conventional farming within one mile of any school. This proposed law would affect conventional farming near modern schools, which have been built on the border of cities because of cheaper land prices.

In conclusion, one thing is certain: the world population is growing at a rapid rate, and shows no sign of slowing down. The population increase has a devastating effect on the world food supply. Starvation is rampant in many countries. One Possible solution would be if the United Nation members are limited because of political, religious, or racial indifference. The trade barriers came down, so that countries that have a surplus of food could freely export food to starving people. **cc**

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*I am an Interior Designer; I studied at Cal. State Long Beach & AIU receiving my Bachelor of Arts degree in Interior Architecture. I am a member of ASID and continuing my design education to complete CCIDC and LEED certifications next spring.*

*During my time in Los Angeles I worked at Randolph & Hein among other established companies in the Pacific Design Center.*

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# There's Big Value in a Little Bit of Research

BY MOLLY BRISEÑO, MOXXY MARKETING



Nobody knows your business like you do, but how well do you really know your audiences—your customers, prospects, readers, employees, voters, or donors?

What inspires them? What is most important to them? Who will influence them? What will resonate with them? What will motivate them to take the actions you want? What do they think about your business, people, quality and prices? Why do they—or will they—do business with you?

The answers to questions such as these provide valuable insight that can help you more effectively execute your decisions, communicate with and influence your audiences, and obtain better results.

Better understanding of perceptions can also lead to subtle shifts in direction, new product innovations, and actions that help you get it right the first time, saving the time and expense of trial and error.

In short, simple research makes you more effective and improves ROI.

## GOOD INVESTMENT OR WASTE OF TIME?

Research, especially market research, can sound like an expensive waste of time. Often it is, but it doesn't have to be expensive—or extensive.

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**As they embarked on a rebranding effort, Uesugi Farms wanted to better understand how they were perceived by their customers.**

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A little bit of research can go a long way to better informing and refining your decisions. A lot of research will quickly reach the point of diminishing returns and can lead to analysis paralysis. Over reliance on research can be as costly as not conducting any research at all (as many losing political candidates can attest).

The appropriate role for research is to provide enough information to identify opportunities, solidify your direction and

provide insight into decisions you're going to make.

Research is generally considered primary if it is new and undertaken solely on your behalf. Secondary research involves identifying, reviewing and interpreting existing research conducted by others. Both forms of research can help you better target your actions.

## LEAVE IT TO OTHERS

Unless you're trying to return to the moon, you don't have to be a rocket scientist to review secondary research. You just need the time, curiosity, a good search engine, and in some cases, willingness to spend a little money to purchase studies done by third-parties. You can learn a lot by reviewing industry trade association studies and publications, searching government databases, visiting competitor websites, reviewing blogs and online comments, tracking industry trends and even analyzing your own data.

Finding the information is one thing, interpreting the implications to your situation or identifying opportunities and trends, can be another, but secondary research is relatively easy to do, albeit time consuming. You can do it yourself, you can have an intern or staff member do it, or you can have your marketing agency do it.

## SURVEYS, FOCUS GROUPS AND INTERVIEWS

Surveys, focus groups and interviews are all forms of primary research. Surveys are usually relatively short and involve mostly closed-ended questions (yes/no or multiple choice).

Surveys can be conducted on the phone, online and in person. One of the biggest challenges to surveys is developing a list of respondents that is representative of the

larger audience and is statistically significant.

Another big challenge is survey bias, where questions are asked in such a way to consciously or unconsciously arrive at a predetermined result, and/or respondents provide the answers they want you to hear, or they think you want to hear. As we've seen in recent elections, even the best surveying with multi-million-dollar budgets can lead to misinterpretation of the results and erroneous decisions.

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**“The information we got from the focus groups was invaluable in helping us better understand our clients and what was important to them...”**

**Scott Delucchi, SPCA**

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Focus groups allow for more in-depth discussions and insight. Typically, a group of 6-12 people who are representative of your audience will have a 1.5-2-hour discussion with a facilitator. In a focus group, the questions are usually open-ended to encourage discussion. The information gleaned is more qualitative and nuanced than in a survey, as the participants respond to each other and their opinions are clarified and refined. Focus groups, long a staple tool of major consumer product brands, can also include product comparisons and tests of



marketing and branding concepts.

How can focus groups provide insight and value to an independent business? A wine producer might want to conduct a tasting and focus group of their wine club members to identify product mix and improve customer loyalty. A produce company considering a national roll-out of new value-added products might want to conduct focus groups and taste tests in multiple geographic markets to assess regional reactions to flavor profiles and packaging. An animal welfare organization might want to determine the right tone and content of marketing messages that will motivate people to get their pets spayed and neutered. That's exactly what The SPCA for Monterey County did.

#### **FOCUS GROUPS HELPED THE SPCA**

“We were struggling to understand what would motivate more people to get their pets spayed and neutered,” said Scott Delucchi, executive director of The SPCA.

“The information we got from the focus groups was invaluable in helping us better understand our clients and what was important to them, which as we found out, was not the same as what was important to staff. As a result, the marketing messages we created were supported by our whole team, have resonated with our audience, and we've spent far less money than anticipated on advertising to fill all available slots.”

#### **SEEK FIRST TO UNDERSTAND**

Interviews with present customers, former customers and prospects are another way to conduct a little bit of research to provide clarity and insight, and help you make better decisions. Speaking with four to six people who are representative of an audience segment (retail customers, wholesale customers, repeat buyers, first-time buyers, distributors, etc.) is usually sufficient to identify trends and broadly held perceptions into how the larger group thinks and will respond.

Combining multiple audience segments frequently results in an interview project

involving a total of 10-25 (usually telephone) interviews, typically lasting 10-20 minutes, and costing less than \$10,000. In these situations, people tend to be more open when they are speaking to an experienced interviewer from outside your company. Interviews use predominantly open-ended questions and provide the opportunity for the interviewer to probe for deeper understanding. Sometimes an offer of anonymity will increase the candor of interviewees, but usually, people welcome the opportunity to give their opinions, and don't mind if you know what they had to say.

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**A lot of research will quickly reach the point of diminishing returns and can lead to analysis paralysis.**

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#### **UESUGI ASKED THEIR CUSTOMERS**

As they embarked on a rebranding effort, Uesugi Farms wanted to better understand how they were perceived by their customers. “By using our marketing agency to interview our customers, we got more honest information than we would have if we had called on our own,” said Pete Aiello, general manager of Uesugi. “Most of the information we got validated what we already thought, which was valuable, but there were a few tidbits, especially on how we compare to our competitors, that has helped us tweak our sales and marketing efforts to great result.”

#### **MAKE BETTER DECISIONS**

No amount of research will make decisions for you, or eliminate the risk of a wrong decision. But a little bit of research can help you better understand and target how you interact with your audiences, give you the confidence to charge ahead, and reduce some of the risk. **CG**

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# A Sugar Coated Society

## Reducing Added Sugars for Better Health

BY STEPHANIE BOUQUET, MS, RD, CSSD, CDE, SB NUTRITION CONSULTING



**W**ho doesn't like a sugary treat every once in a while? Well, according to the most recent food consumption survey conducted by the United States Department of Health and Human Services, the average American not only likes it, but likes it frequently (daily) and in large amounts (22 to 28 teaspoons). The additional calories provided by this amount of added sugar is difficult for most to use and will easily go into body storage (think weight gain), but more importantly, it can also change body functions leading to unwanted disease development.

Carbohydrates are one of the three main macronutrients (protein and fat are the others) found in foods that the body needs for energy. Carbohydrates are the only energy source that our brain uses and are the body's primary fuel for working muscles. Natural sugars (like fructose in fruit or lactose in milk) are carbohydrates that are

readily digested and provide quick energy to the body. They differ from "added sugars" which are forms of sugar added to a product during processing, packaging or added at the table. Make it a priority to utilize whole food carbohydrates and reduce or eliminate the amount of added sugars in your diet for better health.

Here are a few suggestions to help lighten the sugar load:

### AVOID DRINKING SUGAR

Liquid sugar is the most common source of added sugar in the American diet. Soft drinks have long been thought to be the biggest offender as they contain roughly 17 teaspoons in a 12-ounce can. But, there is also a whole new crop of sugar filled drinks (sweet teas, fruit punch pouches and coffee drinks) that far exceed amounts found in traditional sodas. In addition, calories ingested through liquid instead of solid means register differently

in the body leading to larger caloric intakes throughout the day to achieve a state of fullness.

### DON'T BE FOOLED BY SUGAR SOURCES

Whether a sugar is in a natural state (such as honey, agave or molasses) or chemically refined (like raw sugar, table sugar or turbinado sugar), it functions the same in the body. Sugar enters the bloodstream and relies on the pancreas to secrete the hormone insulin to help bring it into the body cells for use. Consuming a large quantity of any type of sugar at one time makes the body work especially hard and can lead to the inability or a "resistance" in processing them effectively. Reducing portion sizes and frequency of consumption are more advantageous than replacing one type of sugar for another.

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**Natural sugars (like fructose in fruit or lactose in milk) are carbohydrates that are readily digested and provide quick energy to the body.**

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### GO EASY ON CONDIMENTS

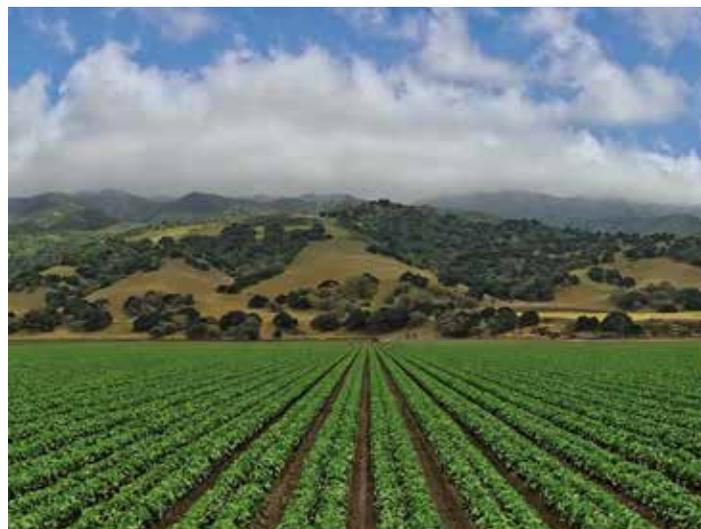
The "extras" used on your toast, French fries, or even salad may be shockingly high in added sugars. For example, each tablespoon of ketchup contains about a teaspoon of sugar and a tablespoon of a fruit jelly contains not much more than pure sugar. A good rule of thumb is to keep added condiments to no more than 1 Tablespoon per meal. The use of extracts (vanilla, almond, orange), spices and

| Commonly Added Sugars           | Foods Commonly Containing Added Sugars          |
|---------------------------------|-------------------------------------------------|
| Agave Nectar                    | Breakfast Cereals (cold, instant hot varieties) |
| Beet Sugar                      | Bottled Sauces (BBQ, marinades, pasta)          |
| Brown Sugar                     | Canned Soups                                    |
| Corn Sweetener                  | Coffee Creamers                                 |
| Evaporated Cane Sugar           | Condiments (ketchup, mayonnaise, dressing)      |
| HFCS (High Fructose Corn Syrup) | Desserts (cakes, candy, doughnuts, pastries)    |
| Honey                           | Fruits packed in syrups                         |
| Invert Sugar                    | Snack Bars (cereal, granola, protein)           |
| Juice Concentrates              | Sweetened Dairy (yogurts, smoothies, milks)     |
| Sweet Sorghum                   | Sweetened Drinks (sodas, energy drinks, teas)   |

**Consuming a large quantity of any type of sugar at one time makes the body work especially hard and can lead to the inability or a “resistance” in processing them effectively.**

herbs may provide desired flavors without adding sugar.

It’s important to recognize that taste buds naturally prefer a sweet taste. It will take some time to change preference to other flavors. Make a list of the foods and drinks with added sugars that you regularly consume. Pick two to three of the highest added sugar containing foods and start the process of reduction. It may prove challenging initially, but your body will thank you in the long run! **CG**



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# Challenges and Opportunities in Ag Tech

BY VAL KING, QUINN POWER SYSTEMS



**W**e live in a time of unprecedented expansion of agricultural technology and the processes and tools for growing vegetables in the Salinas Valley are constantly evolving. “Ag Tech” promises to make farming more efficient and effective. The Internet of Things (IoT) allows virtually any powered device to communicate to stakeholders via the web. Used properly, the data from these devices can be very powerful.

That said, it’s important to keep in mind not every advance offered by Ag Tech developers will actually improve the process of growing vegetables. In some cases, companies far removed from the fields design a product they believe will have a positive impact, only to discover the growers who will use the solution have a very different opinion. For that reason, while there is tremendous opportunity in the newest Ag Tech ideas, it’s important to view them with cautious optimism.

## A RESPECTFUL REALITY CHECK

There’s no questioning the technical expertise of Silicon Valley companies that are providing new software and hardware solutions to Salinas Valley growers. However, it’s fair to say their understanding of what it takes to raise healthy crops cost effectively will never

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**Integrators who know both agricultural process and technology, and who can create and maintain truly beneficial, grower-specific, tech-agnostic solutions are needed today!**

---

match that of a farmer who has spent his or her whole life in the fields. For generations, these farming families have continually refined their operations, learning to maximize

both efficiency and yield.

The saying “necessity is the mother of invention” was surely coined on a farm! Growers wear many hats; they are mechanics, plumbers, welders and electricians, to name just a few of their skills. Any new technology implemented in a growing operation will have to pass inspection from a person with the ability to gauge its utility from many perspectives. Growers are masters at innovating and improvising, and they’ve likely already figured out how to drive down costs and face the problems for which Ag Tech companies are presenting solutions. For a grower to embrace new technology, it must integrate with their existing operations easily while also presenting impactful cost reduction. As technology gets more sophisticated and Ag Tech companies continue to familiarize themselves with growing operations, we’ll see more and more off-the-shelf devices that will do just that.

## AG TECH LIMITATIONS

There are a number of reasons it’s difficult to bring advanced technology into an agricultural setting, especially for vegetable growers. For example:

- **The temporary nature of irrigation.** Unlike in other settings such as vineyards, the irrigation used for vegetable fields is assembled, used, and then disassembled and moved to another field. Sensors that might be designed to measure soil health, for example, must be removed and replaced with each new planting and are at risk of being broken or lost.
- **Labor limitations.** While experienced and hardworking, crews are not generally tech savvy. And, in many cases, they either don’t have the computer skills required to utilize the technology or they don’t

have the newer generation smart phones needed to integrate with the latest Ag Tech solutions as the providers expect.

- **Integration issues.** While the data collected by advanced Ag Tech might be useful in theory, sharing that information in a timely, cohesive way can be a challenge. How does an operation maximize the benefit of the data?
- **The perceived cost/benefit with small block sizes.** A grower hearing about the work involved in setting up a new Ag Tech solution will likely say, in the relatively small fields they manage, it's easier to walk the field to acquire the health of a lettuce planting. In addition, it's hard to replace the breadth of knowledge and observation of a person in the field with a device programmed to complete one specific task.

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### The saying “necessity is the mother of invention” was surely coined on a farm!

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#### THE NEED FOR ORGANIZATIONAL CHANGE

Before the latest Ag Tech advances can be effective, significant organizational change must take place. For example, who in the organization will be responsible for overseeing a tech initiative or for managing day-to-day activities? Typical information technology (IT) personnel, fairly rare in agriculture, have never had a role in actual growing operations. But they will now have responsibilities involving data collection, analysis, and decision making in the field. Is your IT person going to start wearing irrigation boots?

Data security is another area that will require significant discussion and ultimately changes in the way a farming organization operates. Information on water consumption, fertilizer use, pest control measures, etc. has the potential for misuse if it were to get into the wrong hands, especially without

accompanying explanation and clarification.

And, there are also resource considerations around issues like training and maintenance. Who will teach your team how to use the new Ag Tech? Where will you perform repairs or upgrades on sensitive equipment? A dedicated electronic repair bench away from the mud and oil of tractor repair, will become the norm!

Beneficial Ag Tech exists today and will soon be carried at your local Ag supply. In a more developed marketplace, the implementation and management of new technology can be outsourced, eliminating the need for growers to become proficient in these activities. Unfortunately, companies that can do this kind of work are few and

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far between, and often only sell and support their own technology. Integrators who know both agricultural process and technology, and who can create and maintain truly beneficial, grower-specific, tech-agnostic solutions, are needed today!

### THE FUTURE IS BRIGHT

While the explosion of Ag Tech that we're currently experiencing poses a variety of challenges, it also provides many opportunities.

One example of an area where it has tremendous potential is irrigation. While irrigation piping in vegetable fields is temporary, the well site is permanent. Well sites provide a place for advanced sensors to monitor pressure, flow rate, and valve control information to the grower. Real-time data informs water and nutrient decisions, thereby reducing costs and increasing profitability.

Similarly, sensors on pump motors or engines can monitor everything from real-time energy consumption to engine load. The latter can be especially helpful to growers who tend to purchase more horsepower than they need. Accurate historical data on engine load may help them see that they can easily get by with less horse power, saving them money on acquisition, maintenance and energy costs.

Ultimately, innovative Ag Tech, properly harnessed by an expert who understands both the grower's needs and the solution's features and benefits, can help drive greater efficiency in many areas and higher revenue. Growers who take a measured approach to implementing systems that are right for them will certainly enjoy the benefits. **ce**



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# Networking Your Way to Success— A Recipe For Career Readiness

BY ESMERALDA MONTENEGRO OWEN



**W**hen we think of networking, what are some words that come to mind? To socialize, connect, engage, cultivate, contact, promote, and more, I am sure. To network is to be out there in the different circles letting others know that you are here and you are ready to partner with them—be it in business, in philanthropy, or on a personal level. The connections you make will elevate you and connect you in a powerful and effective way.

According to the Merriam-Webster dictionary, networking is the exchange of information or services among individuals, groups, or institutions—specifically, the cultivation of productive relationships for employment or business.

I think it goes beyond what the dictionary says. Networking has been key in successful transactions since the creation of the world and human life. It is a way in which deals are made, experts are found, and transactions are executed successfully.

*“A lot depends on the ability of a person to break into circles, meet people, network and interact.”*  
-Magnus Nwagu Amudi

At a very young age (16), I realized that meeting new people was a good thing. The concept of networking was not a part of my vocabulary, thus the idea of simply introducing myself to an adult who for some reason was interested in my life as a student, did not really equate. It was done because my teachers provided these opportunities for me and my peers, and I, being a good student, followed instructions very well.

For me, this was really difficult. My parents are immigrants from El Salvador, thus talking to strangers was not innate. Worse though, was the act of going up to someone to introduce myself and talk about personal or academic goals.

But deep inside of myself, I knew to trust my teachers and counselors—they knew better—and that they did. When I began to

engage with adults who were in a professional career, I learned about their path to the chosen profession. In addition, these individuals shared stories about their families who were of similar backgrounds as my own. This information was so valuable to me. It inspired me to be someone of that caliber in the future—and I knew I could do it, because those people I had just met achieved it.

Networking is the equivalent to opportunity. When you invest time and effort into attending social or business events, you are opening doors to your future. Those you meet at these events may be the ones holding the key to your next career move or educational opportunities.

An investment in time to meet with others tells people that you are here and you mean business. Depending on the occasion, it may mean that you are caring and involved in your community. In turn, you are now observed as a local leader who contributes, thus creating that noble image of you that results in having a good reputation among the masses. Isn't this what we strive to be?

When we network, the sky is the limit. If your goal is to advance in a career, networking will get you there. It is amazing the difference this makes in one's professional growth. When a colleague recommends you via an introduction to others, it is worth gold. If you are looking for new opportunities, they will come easier because you have a recommendation attached. You still have to show your qualifications, of course, but having a foot in the door is already a huge advantage over the rest of the applicants.

But take caution in this: be genuine. Acting overly friendly and invading one's space may raise some red flags. This type of behavior may read as absurd and draw suitors away. It is not wise to give out an impression of desire

for personal gain. If the other party feels you are only interested in what they have to offer to you, the meeting may go south quickly. Even if this is your goal, take time to get to know the individual on a more personal level, before delving into business talk. Take your time, invest in making others feel comfortable around you, thus you are memorable to them, not for what you do, but for the feeling you instilled in them at that moment.

Do not join boards just to gain clients, join because you are a true advocate of their cause. Do not befriend others to fulfill your own goals and ambitions. These will only take you so far.

Believe me, being genuine will give you wings to fly. People will see through a fake or disingenuous approach. This is where self-evaluation may be a necessity. Ask your closest allies to appraise your networking style and make the necessary adjustments for a more effective meet and greet.

Unless you are in a 'speed networking scenario', give each individual enough of your time so you are remembered in a positive light. The idea is to make long-lasting connections and continue to cultivate them for years to come.

*"The Choice isn't between success and failure; it's between choosing risk and striving for greatness, or risking nothing and being certain of mediocrity." -Keith Farrazzi*

I've got to say, most of the internships and jobs I have held in the past have come to fruition thanks to a referral. At my current job with Hartnell College, the success of my marketing campaigns, increased visibility in the media, connection with future donors and mentors, and more would not be at its peak if it wasn't for those important connections I have made and continue to make in my community. It is amazing and so gratifying!

Now, when I attend a luncheon like IMPOWER, a Gala at Hartnell College, a gathering for Girls Inc., or any Chamber event, the experience is incredible. I meet up

with friends and colleagues and they introduce me to their coworkers, business partners, or contacts. These are connections that may propel me and my mission further, and even beyond my expectations.

*"One of the most powerful networking practices is to provide immediate value to a new connection. This means the moment you identify a way to help someone, take action."*

*-Lewis Howes*

I like this quote. Networking is also about teaching and giving of you to others. Depending on the business you are in, people will contact you to be a mentor, a speaker, or a volunteer. Say yes to these opportunities! Our communities need goodhearted individuals to be an inspiration in their lives.

How good is a talent if it is not shared? This is the most gratifying part of networking—this is where you give without asking

for anything in return. Coincidentally, you do get a lot in return. You get that feeling of worth, love, and spiritual satisfaction. Others will also be noticing you for who you are as a human being.

Keep in touch—really! I will admit, keeping in touch with those you meet can be overwhelming. I am guilty of not following up at times. But others do and I am grateful to be able to continue the conversation beyond a social or business event.

When people give you their business card or simply a phone number, they mean it when they say 'please call me.' Many times I have said this to those who come to me for a specific need; I enthusiastically assure them I have the information or person they need—but I seldom get a call or email back to follow up on that lead.

As you go about your business, continue to network enthusiastically. Meeting new people is healthy for all of us. Happy networking! **CG**

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# Beach House Sand Dabs Almandine

COURTESY OF KEVIN PHILLIPS, BEACH HOUSE RESTAURANT AT LOVERS POINT



## INGREDIENTS

4 sand dabs, filleted  
 2 cups seasoned panko breadcrumbs  
 2 tablespoons olive oil  
 1 teaspoon garlic, minced  
 1/4 cup dry white wine  
 Juice of 2 lemons, plus 2 lemon halves  
     for garnish  
 2 tablespoons butter  
 1/4 cup toasted, sliced almonds\*

## DIRECTIONS

Coat the sand dabs in the breadcrumbs. Heat the olive oil in a large pan and place the fish skin side up. Brown for about 4 minutes, then turn and cook about 2 minutes longer.

Remove fish from pan and set aside. Add garlic to pan and brown slightly, then add the wine and simmer until it's reduced by half. Add the lemon juice and butter to the pan and remove from heat. Stir until the butter melts and forms a light sauce.

Pour sauce over fish and sprinkle with the toasted almonds. Garnish with grilled lemon half, if desired.

\*To toast your own almonds, place them in a pan over low heat, stir frequently and do not leave the kitchen! It'll take a few minutes. Your nose will know when they're done, but beware — they go from toasted to burnt in the blink of an eye.

Serves 2

# 515 SANTA PAULA DRIVE, SALINAS



## AN AMERICAN DREAM

A distinctive design creates the ambiance of a European Villa offering every imaginable luxury and the finest craftsmanship with impeccable attention to detail.

This residence features beamed cathedral ceilings throughout with a dramatic family/dining room combination, spacious living room, game room and office.

Central to the estate layout is a well-appointed chef's kitchen with marble counter tops, cherry wood cabinets, 2 stoves, 2 microwaves, 2 dishwashers, refrigerators, warming drawer and cozy breakfast nook.

In addition, there are 5 large bedrooms - 2 with a loft, 4.5 baths, 4 fireplaces and an exercise room.

Also included on this estate are separate guest quarters with living room, fireplace, 2 bedrooms - 1 with loft, 1 bath and kitchen.

There are multiple outdoor entertaining areas including an in-ground pool, hot tub, trampoline, tennis court, 2 outdoor bathrooms, fireplace and 3-car garage. Home was rebuilt in 1997. Nearby schools are Mission Park, Washington Middle School, Salinas High, Notre Dame and Palma.

Virtual tour: [www.mariabetts.com](http://www.mariabetts.com)



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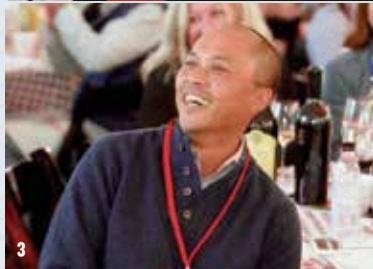
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# 6th Annual Boots, Bottles & BBQ

The Future Citizens Foundation held the 6th Annual Boots, Bottles & BBQ event on September 9, 2017. On behalf of the youth served by the Future Citizens Foundation, we would like to thank our Sponsors and donors for their support. The event was a major success and raised more than \$500,000 in support of our mission to offer the youth of Monterey County the opportunities for a better future.

Since 2004, The Future Citizens Foundation has impacted the lives of over 60,000 youth throughout Monterey County. The funds raised through this event each year enhances the efforts to provide educational programs that build character and instill life-enhancing values that make a difference to a child, their family, and our community.



1. Barry Phillips, FCF CEO, introduces keynote speakers, Sulema and Illiana.
2. Steve John and David Gill get the action started!
3. Waiting for the right moment....
4. Susan Gill with one of our many gracious wineries.
5. Robin Baggett, center, winery host and pitmaster!



*Happy Holidays!*  
*...from our families to yours.*



# Monterey County Farm Bureau Centennial Celebration

**M** On September 30th, Monterey County Farm Bureau threw a party to celebrate its Centennial, a time to honor the past, celebrate the present, and anticipate the future.

Over 300 attended the celebration party at the Spreckels Sugar Barn, located on the Tanimura & Antle home ranch property. This venue promotes the feel of agricultural history by simply being inside the immense space. Vintage tractors and field implements decorated the barn, and all were greeted with a glass of champagne and mood-setting music from local guitarist Taylor Rae.

The party was as strolling dinner affair, with four main food stations plus a dessert display. Beverages were available, including premium whiskey tasting.

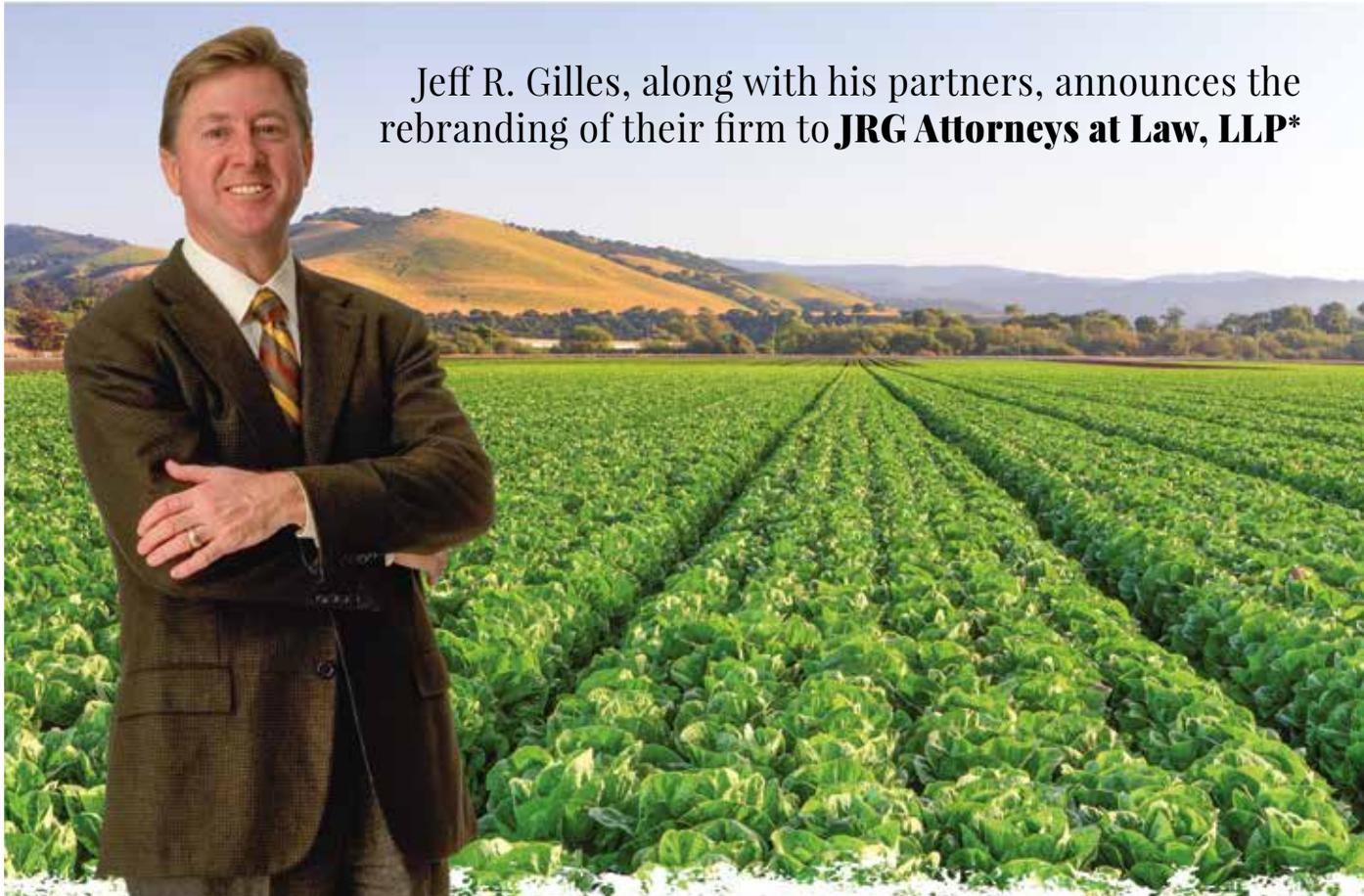
During the event, a slideshow of vintage photographs showing the history of the Salinas Valley ran continuously, including pictures of former and current Monterey County Farm Bureau leaders. We were honored to have Congressman Jimmy Panetta, State Senator Bill Monning, Assemblymember Anna Caballero, and Supervisor Luis Alejo attend and enjoy the festive atmosphere. The evening of celebration was capped off with two hours of dancing.

Since 1917, Monterey County Farm Bureau has represented thousands of members: farmers, ranchers, landowners, agribusiness and other interested parties. These members have united into a collective voice for agricultural advocacy, effecting change necessary to protect the rights of farmers and ranchers. Farm Bureau's grass roots approach to agricultural policy is something to be proud of and celebrate.

Our Centennial Celebration highlighted the past accomplishments, honored the past leaders who effected change, and recognized the impact our organization has made on Monterey County this past century.



1. Guests dancing the night away.
2. Kent Hibino and Dennis Lebow.
3. (L to R) Jocelyn Bridson, Bennie Jefferson, Pat Wirz, Tom Gibbons, April Mackie.
4. (L to R) Supervisor Luis Alejo, Senator Bill Monning, Salinas Valley Chamber of Commerce CEO Paul Farmer.



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# Taylor Farms and Sakata Seed America Participate in Petal It Forward Event

**O**n October 11, Taylor Farms and Sakata Seed America partnered together in participation of the Society of American Florist's Petal It Forward flower giveaway event in Salinas, CA.

The program took place in more than 273 cities across 50 states. It is designed to promote the understanding of the emotional value of giving and receiving flowers. Participants surprised individuals on the street with two flower bouquets, encouraging them to keep one and gift the other.

"At the core of our values, and as part of our 40th anniversary celebration, Sakata Seed America is committed to supporting activities that aim to enhance life, the environment and culture in our local communities, as well as across North America," says Alecia Troy of Sakata. "Petal It Forward is a grassroots, personal way to connect with others and spread the joy of flowers. Partnering with a caring company like Taylor Farms makes it even more meaningful."

Special thanks are also being given to Kitayama Brothers and Green Valley Floral for donating flowers to the Petal It Forward project.

"We were thrilled to receive the invitation from Sakata Seed America and the Society of America Florists to partner on this initiative," said Katrina Gargiulo of Taylor Farms. "We take great pride in giving back to our local community and appreciate the opportunity to partake in this special program."

University research reveals that flowers have an immediate impact on happiness and a long-term positive effect on moods. Now, a new survey has found that, when it comes to flowers, it's just as good to give as it is to receive. With this data in mind, the Petal It Forward team is not only spreading happiness to lucky Salinas residents who receive the flowers, but arming these recipients with the tools they need to Petal It Forward and spread happiness to others.



1. Members of the Petal It Forward team.
2. Salinas woman happy to receive her flowers.
3. Truck driver receiving his flowers.
4. Lucky flower recipients.

# THE BUCK **STARTS** HERE

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## WELI Forum

The fourth Annual Women's Education & Leadership Institute Forum took place on Thursday, October 26, 2017 at Tehama Golf Club. The evening was a dazzling, intimate dinner and conversation, moderated by Adrienne Laurent, Salinas Valley Memorial Healthcare System, featuring Joanne Taylor, Community Volunteer and Trailblazer, and son Bruce Taylor, Chairman and CEO of Taylor Fresh Foods. This year, the Forum raised nearly \$140,000 for WELI!

The featured speaker was WELI Scholar, Alexis Munoz. Her testimony of grit led to a standing ovation. As a recipient of the WELI scholarship, she found strength in knowing that there are women that have overcome similar struggles and that an entire community was working to ensure she had the tools and support to achieve her dreams. Alexis graduated from Hartnell College and transferred to UC Santa Cruz. She is a Neuroscience and Bioinformatics major and will apply to a MD/PhD Neuroscience program at Stanford University.

"We are incredibly grateful to Joanne and Bruce for giving generously of their time to support this great cause," said Superintendent/President, Dr. Willard Lewallen. "Their leadership has helped us bring resources, education, support, and mentorship to the WELI program."

Taylor Farms provided seed funding to launch the WELI program in 2011. When Bruce was asked why he is interested in supporting women, he said, "I could feel it was a grassroots effort, truly coming from the women in the community and I liked the idea of mentoring the students. I have always been a big fan of mentoring."

WELI, now in its 7th year, is an award winning program that combines a financial scholarship with leadership development and life-skills training to women in our community.

WELI has provided its scholars \$350,000 in scholarships, awards 25 scholarships a year, and has admitted and graduated 175 women to date with over 80 percent of the first four cohorts completing an associate degree and/or certificate of achievement.

For further information please contact Jackie Cruz at the Hartnell College Foundation at 831-755-6810 or [jcruz@hartnell.edu](mailto:jcruz@hartnell.edu).

1. Moderator Adrienne Laurent chats with Bruce and Joanne Taylor.
2. Margaret D'Arrigo-Martin and Cathy Schlumbrecht, who were key in endowing WELI, pose with guests.
3. (L to R) WELI Alumna, Alexis Munoz with two of her mentors, Bronwyn Moreno and Esmeralda Owen.
4. Hartnell's Superintendent and President, Dr. Willard Lewallen is excited to share outstanding outcomes of WELI grads.
5. (L to R) Jackie Cruz, Linda Taylor, Bruce Taylor, Joanne Taylor, Barbara Elliott, Bill Elliott, and Dr. Willard Lewallen.



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## Fall Ball—Bulls Style!

The Coastal Grower Bulls 12 u team had a busy Fall season. They took third place at the 13th Annual Fall Ball Championships in Sunnyvale, California. They won the Halloween Bash in Santa Cruz and were runners up in a local Veteran's Day tournament in Soledad. Fun fact: The umpire behind the plate at this tournament was none other than one of our Bulls originals and alumni—Jordan Morrison!

The boys also took the championship at a local tournament hosted by the Carmel Crus and wrapped up the Fall with a runner up finish at the United States Specialty Sports Association tournament in Manteca.

We hit the pause button now for the Holidays. These lil Bulls will be playing in some January tournaments along with our 18 u team who represent our original lil Bulls team. They've been playing with us since they were 10 years old and are now graduating from high school. Come out and watch them on what we are calling "the farewell tour!"

Merry Christmas to baseball lovers everywhere!



*Coastal Grower Bulls 12 u roster: Julian Arreola, Cristo Barroso, Alex Glasscock, Noah Gonzales, Jack Jarvis, Nathan Madewell, Jacob Maravillo, Trevor McKinley, Xavier Mendez, Kyle Nava, Landon Priest, Nick Rianda, Brayden Washabaugh, Jake Yeater*



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