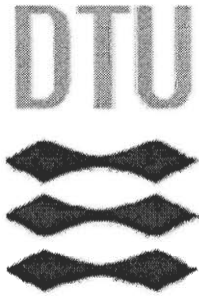


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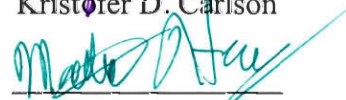
BRINKHOLM: A STUDY OF SUSTAINABILITY
AND CHANGE




An Interactive Qualifying Project Report
submitted to the Faculty of
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Degree of Bachelor of Science

by


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In-Text Legend

Italic **Defined Term**

Terms italicized in text are defined in the Glossary

Bold **Farm Name**

Brief farm histories and contact info are provided in Appendix E

Abstract

This report, prepared for the Danish chapter of Friends of the Earth (NOAH), will examine the organization of Brinkholm, a locally supported farm south of København, Denmark. By designing an online questionnaire and conducting interviews, we developed a working model for Brinkholm. Using this model, we held a future workshop with Brinkholm members to create solid goals and business scenarios for possible implementation at the 2004 annual meeting.

1. Introduction

A supermarket can be home to hundreds of varieties of produce. Each fruit or vegetable looks delicious – kept fresh looking with light misting and in many cases, artificial colorings. The convenience of out of season apples at cheap prices certainly makes it worth paying two to three times the production cost of an apple for transportation across hundreds or thousands of kilometers. Or does it? In many places, new types of locally supported farms offer naturally grown foods to local populations at competitive prices. Would the chance to have locally produced organic foods delivered to your doorstep make a difference in your choice? How would your opinion of the farm change if it began importing food instead of growing its own?

Brinkholm, located sixty kilometers south of København, Denmark, began as an organic locally supported farm. It was intended to be a link between farmer and consumers, and give a local group of consumers the opportunity to support directly farmers who wanted the chance to farm in a more cooperative setting. Since its formation in January 2002, the farm's workforce has shrunk from three active farmers to one, and its production has been reduced from thirty-two types of vegetables, corn, chickens, pigs and eggs, to eggs, rye, and spelt. Instead of an actively producing farm, Brinkholm has become the distributing retailer in a vegetable box scheme importing organic produce and sending the produce to consumers.

During Brinkholm's first two seasons of operation, the farm left the course of its core ideology and vision to become an organization very different and

undesirable to its participants. We came to Denmark to accomplish a number of goals, foremost to assess the need for an organizational change at Brinkholm. Once this need had been assessed, Brinkholm and the members involved with the farm were prepared for an organizational change, and were given the tools for instituting such a change. Finally, we worked with Brinkholm to develop a series of goals to help them get back on track.

Three groups aided the development of a more stable future for Brinkholm: the Science Shop at the Danish Technical University; Landbrugs Lauget, the Danish Farmer's Guild; and NOAH, the Danish chapter of Friends of the Earth, were each critical to the process. The Science Shop provided us with office space, printing facilities and reimbursements for necessary travel. The Landbrugs Lauget is an organization designed to promote organic methods of farming and animal husbandry specifically through Brinkholm. NOAH is a well-known Danish conservation group centered in København that has acted as an intermediary with the Landbrugs Lauget and has provided valuable translation services as well as meeting space for research methods requiring room for up to twenty people.

In response to the unique task of assessing and initiating an organizational change, we chose to use a series of interactive research methods. Initially, an online questionnaire was developed in English and Danish to provide us with a basic understanding of Brinkholm, its current state, and possibilities for its future. We conducted interviews and informal focus groups concurrently with the questionnaire, using incoming data to help us form interview and discussion

questions. These conversations formed a strong picture of Brinkholm, its history and the problems that it has encountered over the past two years. The summation of the research was presented at a future workshop where Brinkholm's current state was discussed and goals were created.

Brinkholm is an organization in need of an organizational change. The opinions gathered from our interviews and questionnaires were used to develop, present and discuss the future of Brinkholm in the future workshop. The goals developed here, most importantly that Brinkholm should grow its own vegetables, were recommended to be introduced and implemented at the yearly general meeting in June. A summary of the workshop and its resulting goals was created in the form of a pamphlet and made available to the farm for easy reference.

The preliminary research for this report was conducted in both the US and Denmark. The research has been organized here into two major categories: Locally Supported Agriculture and Theories and Concepts. We conducted research on Locally Supported Agriculture to understand key organizational practices, which proved useful in understanding some of the problems at Brinkholm. Further research on the theories behind organizational relationships and change aided us in developing our future workshop and preparing our recommendations. The information has also been included here for members of Brinkholm to use as a guide to supporting their own organizational change.

Following the Preliminary Research chapter, our Methodology describes the research methods that we used to explore Brinkholm and prepare our

recommendations. This chapter leads into our Results and Analysis chapter, which describes the product of our efforts. The report is concluded with a discussion of our Conclusions and Recommendations.

Also included in this report are many useful appendices with supplementary information. Appendices A, B and C pertain to the online questionnaire. Available both in English and Danish, all questions are listed as well as results in numerical form. Appendices D and E list interview questions and a synopsis of each conversation. Additional information for each farm discussed in this report, including contact information and farm histories, is listed in appendix F. The pamphlet created from the future workshop is appendix G. Since the field of Locally Supported Agriculture has many terms unique to the field, a glossary is located on page 68, and the first occurrence of the word in-text is italicized for ease in reading. Similarly, farm names are bolded at first mention within the background section to aid the reader in finding them in appendix F. These appendices and vocabulary aids offer a great deal of additional information, should the reader desire further exploration of the project.

2. Preliminary Research

In conducting background research, we used a variety of sources. While journal articles, pamphlets, books, and conference proceedings were used to construct general information about locally supported agriculture. Magazine articles, individual websites, and *interviews* were helpful in acquiring specific information on organizations. The first section of this chapter is devoted to the exploration of *Locally Supported Agriculture (LSA)*. We concentrated on developing clear pictures of a variety of common practices in place at locally supported farms. These practices were chosen to compare with those in place at Brinkholm, which is described in the following section. This chapter closes with a discussion of Theories and Concepts relevant to our study of Brinkholm. We first investigated the dynamics of relationships, and then examined the process of organizational change with relation to Brinkholm.

Locally Supported Agriculture is a term describing the concept of a community choosing to support local farmers rather than buying food from larger corporately run sources. Two branches of locally supported agriculture are *Community Supported Agriculture (CSA)* and *Shareholder Supported Agriculture (SSA)*. The concepts of CSA and SSA are often similar, share a history, and have many common practices. The difference between these two categories is found in the ability to own a share of the organization and reciprocation for financial support. An SSA participant pays a one-time fee to become a *shareholder* in a locally supported farm. On top of that financial investment, an SSA shareholder can purchase a portion of the land's produce, typically in the form of a weekly

vegetable box or produce from a cooperative market, to become a consumer as well as shareholder. SSA farms can also have non-shareholder consumers, who are similar to CSA participants. CSA members invest money at the beginning of a growing season and then receive a portion of the production. Typically, members of a CSA gain shareholder status by participating in the yearly membership schemes.

Locally Supported Agriculture: Background

The idea of CSA is a recent innovation in agriculture that has its roots in cooperative farms and collective buying clubs. *Cooperatives* operate as a group of farms or farmers working together to share the risk and burdens of agriculture. Collective buying clubs are made up of a community of individuals who purchase items (e.g., milk or eggs) in large quantities in order to save money. A CSA takes the two concepts and creates a farm where members of a community form an agreement with farms or farmers (Lovell 105-109). The consumers pay for an entire season's worth of products (ranging from vegetables to dairy products, grains or meats) at the start of the season (Gradwell et al 1). An SSA is more similar to a cooperative farm, where shareholders own part of the farm, but do not necessarily buy vegetables there. The idea originated in England (Altenburg), and gives farmers the chance to farm on land removed from capitalist speculation. Either arrangement diminishes risks to farmers while giving the consumers access to fresh and local food.

During the last thirty years, general concern for the environment has created another movement—the *organic* movement. Organic farms are

environmentally sustainable and offer consumers healthy foods without unnatural chemicals. Many locally supported farms have merged the concepts of CSA and SSA with organic farming. This arrangement capitalizes on the increasing desire among consumers for natural, environmentally friendly foods.

History

The ideas of community supported agriculture first appeared during the 1970s in Japan. These '*taikei*' or 'partnerships' were formed by those concerned with high rates of inflation and growing pesticide use. The concept emerged separately several years later in Europe, and eventually spread to North America in 1985 with the opening of **Indian Line Farm** in Massachusetts, US (Van En 1) and **Temple-Wilton Community Farm** in New Hampshire, US (Ahern and Alan). There are currently more than 1000 community supported farms in the US, and more than fifty in Europe (Roosevelt, 60).

The first *taikei* in Japan, **Seikatsu**, was formed in 1965 by 200 housewives interested in buying milk together to lower the overall price per bottle. Starting in 1972, the organization formed an agreement with a local agricultural cooperative creating a partnership between producer and consumer similar to those seen in modern CSAs. **Seikatsu** was also groundbreaking in its strict adherence to the quality of the goods its members receive, and its refusal to "handle products if they are detrimental to the health of [its] members or the environment" (Maruyama 81).

In Switzerland, the movement started a decade later. During a period known for its strong sense of *agrarian reform*, a farm, **The Geneva Group**,

centering on the idea of a cooperative with initial consumer support, was founded in Geneva (VanderTuin). This European CSA inspired the concept's expansion into America. Jan VanderTuin had witnessed the effectiveness of the cooperation between consumer and farmer and decided to open a similar farm, Indian Line, in Great Barrington, Massachusetts with Robyn Van En in 1985.

Nearly simultaneously a farmer, Trauger Groh, working at Buschberghof, a cooperatively owned farm in Germany, decided to create an experimental farm based on similar ideals in New Hampshire, USA (McFadden). This farm, the Temple-Wilton Community Farm, and Indian Line Farm are responsible for the spread of the CSA concept throughout North America and Europe. While the farms in Switzerland were diverse in their experimental nature, many CSAs in America grew from similar ideals, share common philosophies and have comparable organizational structures.

Philosophy

The mission statement of Marian Farms in California best states a CSA's core agreement. "When you enter into a CSA program, you are not 'just a consumer'. The participant agrees to financially support a small farm and farmer and in turn the farm agrees to support the participant's bodily health by supplying beautiful produce grown in a conscious way" (Marian Farms). By supporting a local CSA, consumers allow farmers to plan their growing season with financial security. The farmers' risks are also shared with the consumers should an unseen crop failure occur.

Cost conscious consumers often forgo quality over price where produce is concerned. A CSA provides the best of both worlds by producing fresh produce and cutting out the cost inflating middleman (often in the form of a supermarket). As Terra Firma Farm declares, “[A CSA] is based on mutual respect between the customers and the farmers” (Holmes).

Beyond the economic and environmental goals of a CSA lies a desire to create consumer-producer interaction, and generate “*social capital*” within an urban fringe. Average consumers purchasing food via a mass market retail outlet have no knowledge of how the food is produced, by whom it is produced, or where it is produced. Conversely, CSA consumers not only know exactly how and where the food was produced, but have personal relationships with the farmers who produced it. Through interaction between producers and consumers, a greater sense of community is developed and with it, stronger support for localized production (Sharp, Imerman and Peters).

Economic Concerns

With the expansion of cities and the growth of giant food producing corporations, the role of small farmers in the modern world is decreasing. It is economically infeasible for these small farms to compete with large corporations that have lower production costs and can elicit higher profits from their sales. Some farms have been attempting to combat this challenge with direct marketing to urban areas. Recently, the arrival of the CSA concept has created another outlet for farms to compete with larger corporations on a community-by-community scale (Sharp, Imerman and Peters).

Agriculture is one of the major economic forces in the world. Food production, transport, and retail create a large income for many regions of the world. Currently many states in the U.S. import between 85 and 90% of their agricultural products from other states or countries. In Massachusetts, this arrangement creates a \$4 billion loss to food imports each year (University of Massachusetts Extension). By giving consumers the opportunity to support local agriculture, CSAs help fight this loss. Studies from University of Massachusetts have indicated that Massachusetts could produce more than a third of its food supply, which would cut the cost of importing food by \$1 billion (University of Massachusetts Extension).

Most locally supported agriculture schemes create situations where there is minimal loss of produce. In wholesale, food is often rejected on a purely cosmetic basis (University of Massachusetts Extension). Supermarkets rely on brightly colored foods to attract consumers to one piece of produce over another, often dyeing fruits (e.g., oranges) to make them appear more appealing. With a CSA, consumers can in some cases pick up only what they need, and leave excess in a surplus area where others can use it.

While less waste is produced at many locally supported farms, there remains a continuing battle: becoming economically successful while having little negative impact on the environment. Products that are the most economically efficient often do not consider the environment. Often, locally supported farms rely more on the use of human labor, and fewer chemical additives to create a sustainable system of agriculture.

Environmental Sustainability

According to Gordan Douglass, the concept of environmental sustainability in agriculture is an agricultural *ecosystem*, productive “over an indefinitely long period which can be sustained without depleting the renewable resources on which it depends” (Douglass 11). This goal can be achieved through various means, ranging from the use of natural and environmentally friendly fertilizers and alternatives to destructive pesticides, to using land in specific ways to intentionally affect the *soil chemical activity* and take advantage of natural *biological cycles*.

Soil provides plants with most of the nutrients they need and is composed not only of ‘dirt,’ but also air, water, organisms and various minerals.

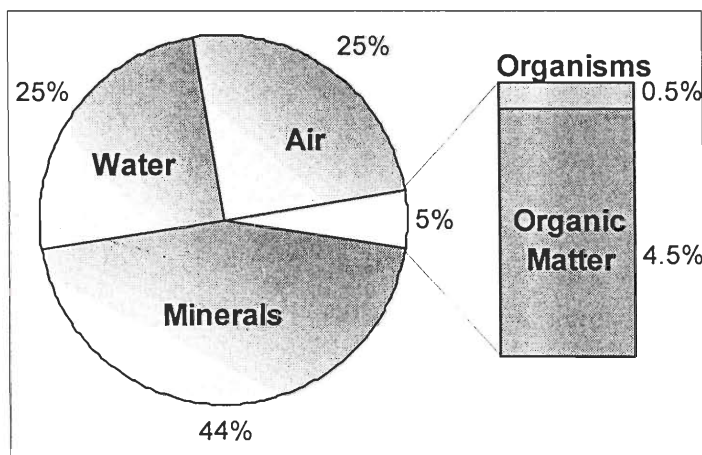


Figure 2.1 - Soil Composition in Fractions (Pidwirny)

In a stable natural ecosystem, the nutrients that are used by the organisms inhabiting the soil and the plants using it to grow are replenished – in part by the decomposition of each organism at its death, and in part through the waste of the organisms living in the soil. Besides supplying the soil with nutrients, the inhabiting organisms help aerate the soil and maintain its equilibrium (Pidwirny).

Different plants require different nutrients to grow. In a natural ecosystem, a wide variety of plants will typically grow in an ecosystem, contributing to the biodiversity of the system. Diverse groups of plants grow well together because they do not necessarily need the same nutrients, and often are not in competition for resources. When farmers cultivate a single crop in a field (*monoculture*), the natural balance of the ecosystem is altered. Monoculture destroys soil nutrients, which results in the need for unnatural fertilizers and planting methods. This trend can continue until a natural cycle has been completely replaced with an unnatural one. Once this change happens, it is nearly impossible for the flora and fauna associated with the local natural ecosystem to repopulate the area and survive.

A diverse or rotated crop system can provide an environmentally stable alternative to monoculture. High *crop diversity* creates an environment suitable for a diverse population of organisms. Wildlife attracted to this diverse environment can help farmers maintain their land; many predatory insects and birds attracted by varied crops can keep the surrounding area free of pests, which reduces the use of pesticides and creates a healthier environment and more natural food (Scialabba and Hattam). The use of *crop rotation* creates a more balanced ecosystem and higher yields in many crops. While the mechanism for the benefits of this practice is largely unknown (Lauer), rotation of crops reduces the presence of pests (including weeds, insects and diseases), helps maintain soil structure and fertility, and increases yield and drought survival probability (Kyper).

The very nature of locally supported agriculture is conducive to creating an environmentally sustainable system in terms of biodiversity and crop rotation. In response to the wide variety of foods requested by participants within a locally supported agricultural community, it is necessary for farmers to raise a varied selection of crops. The presence of more locally supported farms, each producing a diverse selection of crops, greatly enhances a region's biodiversity (University of Massachusetts Extension). Additionally, the goal of providing members with diverse produce over a long season requires crops to be planted continuously and rotated. The process of continuous growth, along with rotation seems to provide further benefits to the soil (University of Massachusetts Extension).

While most locally supported farms have these basic ideals in common, they differ in the way that they are organized and managed. The next section of this report is dedicated to identifying and contrasting these differences. Understanding these practices was critical to our analysis of Brinkholm.

Locally Supported Agriculture: Organizational Structure

When a group of consumer and farmers begin forming a locally supported farming organization, communication is imperative. To facilitate communication between producer and consumer, the creation of a "*core group*" is suggested. This core group, consisting of shareholders and farmers, is responsible for economic decisions, such as the share price, as well as member communication, recruitment and distribution of produce. To further support communication, the CSA Action Manual suggests that all members regularly visit the farm (Cultivating Communities CSA Action Manual 15-17).

One of the common drawbacks associated with failed locally supported farms lies within the organizational structure. Sometimes farmers place too much of the burden of the logistics (organization and distribution) on themselves rather than rely on shareholders for help. Moreover, it is infeasible for CSAs to function as sole suppliers for urban areas. There is not enough farmland in close proximity to most urban areas to supply enough food (Thomas). The scarce supply of land can create an advantage for many locally supported farms; those farms able to acquire land at an urban fringe are often the most successful. Urban and suburban areas can typically provide these farms with the type of consumer base they need to survive – consumers who are interested in supporting organic food and can afford to participate in locally supported agriculture schemes. Unfortunately, land near these urban centers is often expensive. Different farms have adapted to these high prices by using different strategies to acquire and maintain land.

Land Ownership

The land can be acquired in three ways: through purchase, through a lease, or by convincing landowners to become part of the scheme. A lease is the simplest option; however, as the CSA Action Manual mentions, it is very limiting. Farm directors are forced to adhere to the whims of a landlord, and are removed from the actual sense of ownership and opportunity for long-term organic or *biodynamic* agriculture (Cultivating Communities CSA Action Manual 30-31). Purchasing the land outright, while it creates opportunities that renting land lacks, places the burden of a mortgage onto the farm, and consequently leads to

higher produce prices and lower profits. An alternative purchase option revolves around forming a company, either for profit or not for profit and raising capital to purchase the land. Typically, such nonprofit companies are referred to as cooperatives or *trusts*. The **Tablehurst and Plaw Hatch CSA** in southern United Kingdom was created under a similar idea. The land is technically owned by a charitable trust, but a group of members in the local community purchased shares in a nonprofit company to maintain the buildings and equipment on the farm. These shareholders are thus entitled to a vote and personal access to the farm. Operated by several farmers, the farm produces organic vegetables, meat, milk, and eggs that are then sold to the local community (Cultivating Communities “Tablehurst and Plaw Hatch CSA”).

The third option is for a person already owning a large portion of land to decide to use the land in a locally supported agricultural form. This process happens again in two ways: either someone who privately owns the land creates the farm, as can be seen in the **Green Hill CSA** in Massachusetts, USA, or landowners donate their land to a nonprofit trust, with the intent of maintaining the farm via locally supported means. The latter option is exemplified in two places, **Buschberghof** in Hamburg, Germany, and the **Brookfield Farm**, in Massachusetts, USA.

Buschberghof’s trust was formed as an attempt to avoid creditors, as the land was passed to a specially designed trust so that it could not be seized. The trust then was able to own the land and allow it to be farmed. This large expanse of land allows **Buschberghof** to maintain its unique agricultural methods and

massive CSA production levels (Douthwaite). The Brookfield Farm made the decision to sell its land to a trust after following CSA production for a season. The Biodynamic Farmland Conservation Trust was created to handle the economic and ideological issues from the farm in 1987 (Eagle, "Trust"). The Green Hill CSA is a 6 year old consumer supported farm, where upon inheritance of the farm, the owner, Beth Hook, choose to convert the farm to an organic CSA. Because she did not need to purchase the land, the startup overhead was small, and was not reflected in share prices (Hook).

Box Pricing

Calculating the price of a share or a vegetable box on a locally supported farm is a complicated task. Different methods for calculating the price of participating in a locally supported agriculture scheme differ with respect to their point of view. Some focus on the consumer; in a CSA, where shares are bought for an entire season, the farm might choose to estimate the weekly cost of produce for a family and use that as a base weekly cost for the entire season. Others are producer oriented; at the start of a season, a farmer prepares a budget for the growing season and uses this budget to plan for the season (Cultivating Communities CSA Action Manual 37-38).

Beyond operating costs and projected budgets, other variables need to be taken into account, including competition with local markets and the willingness of participants to spend money to support local agriculture. Locally supported farms often need a local population of wealthier families who are interested in supporting the environment. In an interview with Dudley Davis and Kimberly

Laplante, the idea of consumer willingness was explored. Typically, if consumers are already planning on buying organically grown food, supporting local agriculture in the form of CSAs or vegetable *box schemes* is logical. If they are not interested in organic foods, they will likely have no interest in participating in such a farm (Davis and Laplante).

Two farms in Europe have created locally supported agriculture systems with very consumer centered systems of pricing. The Geneva Group, a CSA in Geneva, Switzerland formed in the mid-1970s, and the forerunner of the modern CSA concept, took a socialized stance in calculating consumer contribution. At the start of each growing season, the farm asked participants how much their net salary was. From this data, the participants' ability to contribute was estimated, and the price was set (VanderTuin). Buschberghof in Germany has a similar system of consumer driven contributions. The farm allows participants to contribute as much or as little as they feel that they can afford for each season. During the 1995 season, the average contribution was 5500 DEM, (3600 USD or 21000 DKK) (Douthwaite). While this figure is significantly higher than the contributions participants make to most farms, participants are allowed to take as much as they need from the farm's wide variety of foods. Buschberghof produces not only organic vegetables, but also organic butter, cheese, raw milk, beef, pork, grains and breads. The great variety allows some members to use the farm as the source for almost all their food. Wolfgang Stränz, treasurer for Buschberghof, comments that his family buys "tea and coffee, beer, salt and pepper, noodles and rice. We eat tomatoes from the Canary Islands before the

crop on the farm is ready. And on Sundays, I might go to the baker's for hot white rolls. But that's all. Everything else comes from the farm. The range of food we get is quite broad. There are nine different sorts of bread and seven types of cheese, for example" (qtd. in Douthwaite).

In contrast with these consumer driven pricing structures, the **Blue Mountain Biodynamic Farm** has a much more producer driven system of pricing. The Blue Mountain Biodynamic Farm in Canada was first opened in 1998. Currently, the farm operates as an organic CSA that uses labor as a way to lower the cost of boxes by lowering production costs. In return for the vegetable boxes, participants must work for a certain number of hours each month, (8 hours/month for a *half share* feeding 2 people, 16 hours/month for a *full share* feeding 4 people). For each day of work, all participants are required to submit individual post-dated checks to the farm. If they work the 8-hour shift, the checks are destroyed. If they do not work the shift, the checks are cashed, and the money is used to cover additional labor fees (Blaylock). The added cost of 40 USD each work period raises the price of each vegetable box to the approximate average retail value of the boxes.

Other farms use a mixture of consumer and producer oriented pricing to create a more community oriented system. Some, like Green Hill Farm, offer discounted membership for participants who return in subsequent seasons. In 2004, the price for a new shareholder was 475 USD, (2900 DKK) and for a returning shareholder was 450 USD (2700 DKK) (Hook). Using different sized boxes as another means of controlling vegetable box price, the Indian Line Farm

is another example of a community oriented pricing scheme. The Indian Line Farm, a farm in Massachusetts, USA, was first opened as a CSA in 1985, (one of two pioneering CSAs in the US). At first, a full share, enough food for 4-6 vegetarians to live off each week, cost 600 USD (3600 DKK), but soon a half share began to be offered for 300 USD (1800 DKK). The shareholders indicated that they would prefer to only receive a half share, and the whole share was eliminated after five years of implementation (Van En 11-13). Taking the shareholder's points of view into account in a largely producer oriented pricing scheme creates a much more community oriented pricing scheme and encourages communication between participants and farmers in any organization.

While each of these pricing schemes (Figure 2.2) can be put into use effectively, their use alone is not indicative of success. Poor bookkeeping, management, or a lack of follow-through can result in rising box prices and falling participation. The Earl Family Farm, a CSA in New Hampshire, USA, privately owned and operated by Tom Earl, has a producer oriented pricing scheme where the yearly share prices are determined by production costs, and each participant is required to work a specific number of hours during the season. Unfortunately, unlike the previous pricing examples, this producer oriented scheme is ineffectual, and during the last three seasons, the price of a weekly vegetable box has risen from 250 USD (1500 DKK) to 500 USD (3000 DKK) (Davis and Laplante). Some of the original shareholders of the farm are no longer able to afford participating in the CSA.

<i>Consumer Oriented Pricing</i>	<i>Producer Oriented Pricing</i>	<i>Community Oriented Pricing</i>
Participants contribute as much as it is determined that they are able to contribute	Participants are required to work in addition to paying for their vegetable boxes	Shareholder input taken into account when determining vegetable box quantities
Participants contribute as much as they feel that they can afford		Discounts are offered for returning participants

Figure 2.2 – Pricing Options

Summary of different options for pricing in CSAs and vegetable box schemes. Focus is placed on the differences between Consumer Oriented, Producer Oriented and Community Oriented pricing schemes.

Part of this problem could be due to the organization of the working shares. If shareholders fail to fulfill their obligation, they will be fined to cover the cost of additional labor. Unlike the Blue Mountain Biodynamic Farm, Earl Family Farm offers no advanced payment method and relies on collecting the penalties after the fact. With no efficient method of enforcement, the farm has participants who are unwilling or unable to pay for their missed work, and ends up losing the money it needs for continued production (Davis and Laplante). Moreover, the money for individual shares is often collected after the fact, when the farmer really needs the money at the beginning of the season. Again, without a clear way of enforcing bill collection, the farm loses money that it needs to operate. Raising share prices might be a way to plan for deadbeat participants, but it also acts as a deterrent, both to current shareholders for continuing with their membership and to newcomers who are interested in taking part in locally supported agriculture.

Distribution

Like pricing, distribution can be organized with different groups in mind. Most locally supported farms choose distribution methods to maximize convenience for the farmers, the participating consumers, or to reach a compromise and minimize inconvenience for both groups (Cultivating Communities CSA Action Manual 38-40). There are clear advantages and inherent problems in each method of distribution.

Producer oriented distribution systems typically involve vegetable boxes being picked up at the farms where they are created. Some farms choose to have workers pack the boxes to have them ready for pick up. Others, like Green Hill Farm and the Earl Family Farm, have participants take a more active role in picking up their boxes by having them pack the boxes themselves. At both farms, tables are arranged with produce to be packed and a list is posted each week with the specific items to be placed in each box (Hook; Davis and Laplante). Aside from creating a farmer friendly system of distribution, producer oriented distribution increases farmer-consumer interactions and can help to form a strong community. For example, at the Bear Hill Farm in Massachusetts, USA, whole families typically come to the farm to pick up their produce and spent most of the day there, enjoying the farm and the company of the farmers and other participants (Gagnon).

With this style of distribution, minimum strain is being placed on the farmers, but picking up a box each week can get in the way of participant's membership in locally supported agriculture engagements. Additionally, having

such large groups of people coming to pack boxes and pick up produce can evolve into a logistic nightmare. The Earl Family Farm is located in a valley with several surrounding towns. During the week, shareholders from each town need to come to the farm to pick up their produce. Each town has been asked to come on a specific day to minimize crowds at the farm—a good plan with approximately 90 shareholders. In some towns, spin-off groups have formed, where members of a group of shareholders take turns picking up the boxes and bringing them back to the town. In a conversation with Dudley Davis and Kim Laplante, they spoke of being part of an eight-member spin-off group in Jackson, New Hampshire. When it is their turn to collect the boxes, it sometimes takes a full day. The share room where shares are divided up is small, poorly organized and often full of children who are at the farm with their parents (Davis and Laplante).

Other farms choose to remove themselves from this potential problem by using a consumer oriented distribution system. One method of doing this is employed by Seikatsu. Part of its unique vision involves sending products directly to members, rather than leaving them at a garage or warehouse to be picked up (Maruyama 83). While this effort makes it easier for consumers who have to do little beyond picking up their mail, it causes much more stress for farmers than a producer oriented system. The process of distribution becomes an added administrative complication for the farmer that can be avoided by using different forms of distribution.

A middle road, community oriented distribution, can be reached where either a combination of delivering food to consumers and picking food up at the farm or dropping boxes off at a prearranged convenient pick-up point are used as distribution methods. Brookfield Farm makes effective use of a combination of producer and consumer oriented distribution systems; local participants pick their vegetable boxes up at the farm, while members in Boston, 2 hours away from the farm, have the boxes delivered to several drop-off points in the city (Thomas; Eagle "Boston"). Since local participants are more likely to take part in activities at the farm and draw larger benefits from their relationship with the farm, the farm sets both types of shares, local pick-up and delivery, at the same price. In this case, the combination of methods makes it easier for farmers by having many members pick up their boxes at the farm, and does not complicate the farmers' lives with the logistics of delivering every share.

A happy medium is also reached at the Indian Line Farm. Like Brookfield Farm, many shareholders pick up their vegetable boxes each week at the farm. Alternatively, the farm has in the past formed an arrangement with a local bakery where the bakery added fresh bread to some boxes and delivered them for a nominal fee (Van En 11-12). The farm also brings boxes to a local cooperative market where shareholders can pick them up. Relationships with local markets can be beneficial for both the farm and the markets themselves. The shareholders picking up boxes at the market return each week, providing a steady group of possible additional business for the market. The farm can use

the market as an advertising strategy. Customers of local organic or cooperative markets might be interested in joining a locally supported farming venture.

Some locally supported agriculture schemes even sponsor their own on site cooperative markets. Others use their distribution methods as an option to distribute other or additional products to their consumers. The Sweet Pea CSA, a CSA initiative in the Midwestern US, offers such a cooperative based market to its members. The mixture of producers within the organization allows for not only the market of the traditional vegetable box, but also an opportunity to receive organic products ranging from milk and eggs to beef and honey (Sharp, Imerman and Peters). This cooperative gives producers direct access to a market for their goods, and consumers a simple way to obtain organic products of a wide variety.

Another locally supported farm is based entirely around its cooperative market. The Tablehurst and Plaw Hatch CSA, which is an example of shareholder supported agriculture, uses the land supported by its shareholders to grow crops to be sold in a cooperative market. This relationship provides the farmers with a steady market, and provides consumers with a local connection to the goods (Cultivating Communities "Tablehurst and Plaw Hatch CSA").

Communication

While it is critical for those in charge of a supported farm to be in tune with the overall objectives of the organization, it is also important for them to be in harmony with the expectations of their consumers, and the value they find in the services provided. Unlike many commercial business situations where there

are various levels of authority to delegate consumer communication to, CSAs and SSAs are often managed by a few multitasking individuals. Therefore, the efficiency of the communication methods employed is important. Many farms are relying more on the widespread advertising and contact garnered through Internet communication.

A prime example is the Blue Mountain Bio-Dynamic farm of Canada which has an extensive website catering both to current and potential members. Since most members rely on carpooling to visit the farm, Blue Mountain includes a calendar that allows shareholders to post if they would like to carpool, as well as contact info to arrange transportation. The website also has a weekly list of the available harvested crop for shareholders to see what they will be receiving, which is complimented by a section full of recipes and tips on how to prepare some of the more exotic items like kale and savory. In order to create a stronger sense of community, Blue Mountain encourages its shareholders to write a statement about why each chose to be a part of the CSA, which is featured under their names in the members' section

Although this method of using the Internet is very beneficial to Blue Mountain's members, some organizations use the Internet for other purposes. The **SuperMarketCoop** is an organization that unifies cooperatives in North America under one collaborative umbrella by using its website as the direct connection between its producers and consumers. In order to increase the competitive advantage of small farms, the project focuses on three areas: an

online store, a subscription-based monthly food program, and an online database of products and their availability.

The SuperMarketCoop's online storefront is considered its most powerful tool. The system allows farmers to focus on the production aspects of farming, while still having control of the manner in which their products are presented. Simultaneously the farm gains exposure and credibility by being a member of a continent wide organization. The Product Availability Database is a live inventory of current products available through participating cooperatives. This inventory allows the consumer to be informed about the program's current and future capacities, as well as including the buyer in the economic side of the organization by providing up to the minute sales data, strengthening ties between the consumer and the producer (A Project of The Rural Coalition)

Although Green Hill CSA does not have a website, the Hooks find that they do not need one in order to fill all available slots. Often advertising in the Consumer Advocate, through the Northeast Organic Farming Association and CSA Center websites, the Hooks have found that they "receive many phone calls and referrals without hosting a private site" (Hook). In order to keep in contact with her consumers, Beth Hook distributes a weekly newsletter with recipes and articles like "The History of the Tomato" and "The Nutritional Attributes of Lettuce." She also includes articles about the animals on the farm as well as occasional political articles pertaining to organic farming.

Some farms find little use in advertising. Bear Hill Farm in Tyngsboro, Massachusetts has been operating as a CSA for seven seasons and represents

nearly 130 families. The farm is privately owned and operated by Mike and Anne Gagnon, who are the primary farmers, while their daughter works part time, and an intern who works full-time during the growing season. During the first two seasons, the owners ran articles in a local newspaper, but after that, the farm was advertised exclusively by word of mouth.

Beyond written communication, it is also important that the farm listens to shareholder and consumer input. Indian Line farm completely changed the box size and operating season to reflect its shareholder's preferences. This dedication to compromise between consumer and producer is also present in Seikatsu where groups of participants are formed into family groups, *hans*, which have representation at an overall council.

General meetings between board members and shareholders are often an integral part in the success of a locally supported farm. Tablehurst and Plaw Hatch CSA and Brookfield Farm both hold an annual general meeting at which shareholders have one vote in deciding organizational changes, land usage and sale as well as farmer employment and the introduction of new programs like organic meat production. By giving individuals that financially supported the farm a voice in major decisions, a stronger bond is created between the consumer and the organization.

Shareholder Benefits

In order to encourage members to spend time at their farms, certain benefits are suggested. Brookfield and Green Hill Farm, both in Massachusetts, offer many self-pick options, including vegetables, fruits and flowers. While

these items are considered labor intensive to harvest, many consumers enjoy spending the time at the farm to gather the extra produce. Both farms also have land open for individuals to enjoy including lakes, cabins and animals.

Animals are large draws at locally supported farms, often creating another facet of interest for consumers to enjoy besides plants. Buschberghof and Blue Mountain have each decided to keep animals at the farm. While animals can be used for dairy programs, meat sales, eggs or pets, their presence is often found at sizable farms.

Similar to self-pick produce, fruit tree orchards were part of Indian Line farm and being grown at Tablehurst and Plaw Hatch CSA. Orchards, though labor intensive and requiring a long term commitment, provide an opportune motivator for consumer involvement. Additionally, orchards tend to provide a source of goods in the fall, allowing for increased production later into the year. Both self-pick crops and orchards offer strong incentives for participants to come to the farm. Since most farms are located within easy traveling distance of cities, traveling to a farm for an afternoon to pick fruit is very appealing.

Locally Supported Agriculture: Brinkholm

After developing an understanding of different practices in locally supported agriculture, we investigated Brinkholm itself. Brinkholm shares features with both CSAs and SSAs, so our research into the organizational structures of other locally supported farms prepared us for the exploration of Brinkholm's problems. As part of this exploration we compiled a history of

Brinkholm, identified the organization's structure and examined the problems and events which led to the current state of the organization.

History

Although the cooperative movement has existed in Denmark since the days of *Grundtvig*, Community Supported Agriculture farms are scarce in the small country. Brinkholm is located just 60 kilometers south of København in Karise. The concept of Brinkholm was first born in a *scenario workshop* in 1998 (Nielsen and Pedersen). The farmers in this workshop were especially interested in creating a place where producers and consumers could cooperate. Soon afterwards, an advertisement was placed in a local newspaper asking people to become members in an organization interested in agriculture removed from capitalist speculation. For the project to be successful, it was estimated that 500 shareholders were necessary, but only 400 people needed to become shareholders before a bank would be willing to grant them a loan for land and equipment.

In January 2002, the idea for Brinkholm was realized. The *Landbrugs Lauget*, translated in English to The Farmers Guild, purchased 160 acres and the project statement was written for an organic farm. "Originally it was planned for 4 farmers to work the land," stated Hardy Mikkelsen in an interview conducted March 27th 2004, "although never more than three have been employed" (Mikkelsen). Technically a shareholder supported agriculture (SSA) scheme, Brinkholm currently has 500 shareholders, each contributing a one-time donation of 5000 DKK (approx 833 USD). "The consumer shareholders own the farm together with the farmers. They can visit the farm, participate in the work or just

use it for leisure as they please” (Scheddold). Most shareholders joined Brinkholm because they were interested in the idea of giving a young farmer the opportunity to farm in a region where high land prices might not allow them to do so under normal circumstances (Nielsen and Pedersen). Like shareholders, farmers are required to pay a membership fee. The current farmer at Brinkholm, Hardy Mikkelsen, paid the farmer’s one-time fee of 100,000 DKK (approx 16500 USD) (Scheddold, Mikkelsen).

Organizational Structure and Practice

Brinkholm has both shareholders and consumers. While each shareholder has bought a share of the organization and thus has one vote at the annual general meeting and is invited to the monthly shareholder days, there are also consumers at Brinkholm who purchase a weekly or biweekly box. Mikkelsen stressed, though, that Brinkholm was still the consumers’ farm, even if they were not necessarily shareholders.

Each week an organized distribution of approximately 220 boxes occurs. On Tuesdays, the produce is sorted into individual boxes, which are then sorted based on their delivery address and route. The boxes are delivered each Wednesday and Thursday to central locations around Brinkholm in a drop-off point delivery scheme. On Wednesday, boxes are delivered to all consumers outside of København, and on Thursday, the boxes are delivered to all consumers within København (Nielsen and Pedersen). Since the farm is located 60 km from the center of København, where the majority of Brinkholm consumers reside, this method is the most sensible one. Home delivery is also an option if a key to the

front door is provided, and arrangements are made with the volunteer delivery crew. Some boxes in København are currently delivered by a bicycle courier service for a delivery fee of 30 DKK per box. An estimated 250,000 DKK is spent each year on distribution, including petrol and delivery charges (Nielsen and Pedersen). Currently 300 consumers receive boxes (some on a bi-weekly plan), but Brinkholm is looking to expand via flyers in the boxes for consumer's friends as well as advertising at local farmer's markets.

Trouble at Brinkholm

Assumptions about the initial base of shareholders led to some serious problems in Brinkholm. With the inception of the farm, the board assumed most of the shareholders wanted to purchase boxes and be involved in the farm. In reality, more than two-thirds of the shareholders had no interest in receiving vegetables, and were only interested in supporting the idea (Nielsen and Pedersen). They thought it was wonderful to support some organic farmers in Sjaelland, but didn't understand that they were expected to participate in the farm itself.

Miscommunication continued to be a problem in Brinkholm with unclear division of responsibilities. The farmers felt that they were the employees of the board and the shareholders, while the board wanted the farmers to have complete control over the farm in terms of the way it was run. The shareholders often felt no commitment to Brinkholm; as the original agreement had no commitment or accountability built into it, they felt membership was little more than a donation to a good cause. Those shareholders that became heavily

involved with Brinkholm often made idealistic plans with no feasibility studies or action to follow up the plans and visions. These differing expectations resulted in serious management issues that extended to other problems in financial management. Creating an organization where all members are equal seemed like an excellent idea, but at Brinkholm, where everyone was equal, no one was willing to take the initiative.

These troubles were compounded by financial difficulties. Much of the initial production meat from organic pigs was supposed to have been prepaid by shareholders. Instead, this meat was forced to be sold off for slaughter at a lower rate. This loss combined with lower than expected vegetable box sales led the farm deep into debt (Nielsen and Pedersen). The fiscal crisis at Brinkholm was exacerbated by the farms accounting software. The software was programmed by a shareholder for free several years ago in order to save money (Tougaard). Spending less for a money management program came with a high cost. The software is filled with bugs, and has a poorly designed interface. The program is able to display everyone who owes the farm money, but not when the money they owe should have been paid. A recipient who stopped receiving boxes more than a year ago would be indistinguishable from one who was receiving boxes without paying for them.

Not only is the information poorly related, but also difficult to access. It is only available at the farm itself, or by attaching the entire Microsoft Access database and software to an email. This challenge makes it difficult to update the database; the problems are such that little short of major overhaul will actually

fix them (Tougaard). All of these problems led to friction between the three farmers, driving one of them to quit in June 2002 (Nielsen and Pedersen). By summer 2003, all three original farmers had left the organization and a new farmer, Mikkelsen, had been hired.

Running the farm, keeping track of the expenses, and distributing boxes have been left largely up to Mikkelsen. The ability to customize one's shipping preference seems to be adding more work for the lone farmer. An accountant balances the books once a week, and a farmer's assistant who is also a shareholder lives on the property. Even with this help, Mikkelsen takes on many of the managerial responsibilities, including organizing purchasing produce from other farms and the weekly box assembly. "One shareholder is very good with tractors, and Marie [the shareholder living at the farm] takes care of the chickens, but there are 500 other shareholders and box recipients that don't necessarily feel that Brinkholm is their farm" (Mikkelsen).

Because the farm was in limbo during the 2003 planting season (the previous farmers had just left and Mikkelsen had recently accepted the position), there was no harvest. This means that the produce in the current boxes has been purchased from other organic farms. Mikkelsen points out that this change could be another cause of the decline in consumer participation with the farm. "With only hens and spelt currently at the farm, there isn't the weeding and such that needs to be done... there just isn't much for them to do here" (Mikkelsen).

Brinkholm at present is much different from the organization it was intended to be. Our work required us to understand these differences and help

Brinkholm define a path for its future. This effort necessitated additional research into organizational relationships and changes.

Theories and Concepts: Dynamics in Relationships

A farm in a locally supported agriculture system is a dynamic organization. The farmers, workers, shareholders and suppliers all interact and form *relationships* with each other. Through examination of how these relationships affect each *actor* and the different aspects of the organization, it is possible to develop a fuller picture of an organization. Relationships between actors are the result of interdependence on some level, and act simultaneously to solve and to create this interdependence. (Håkansson and Snehota 26). The relationship itself is an interaction that implies a mutual commitment between actors over time and has the goal of a mutual effect.

No two relationships are exactly alike, but most have some similarities—particularly in how they affect different actors and different parts of organizations or relationships themselves. A relationship affects three different groups of people: any of the individuals directly involved in the relationship, the union, or team, of the actors involved in the relationship, and third parties who are involved in other relationships with either actor. Relationships also affect the activities that each actor performs, the resources needed by each actor, and the way the actors see each other and are seen by unrelated parties (Håkansson and Snehota 26-7).

Every relationship effectively links the activities of two actors, changing both the cost and effectiveness of activities as well as how they are performed. In a locally supported agriculture system the farmer may take on the role of a

manager who delegates tasks to participants in the venture. In Brinkholm, there are activity links present as a function of each relationship (Figure 2.3).

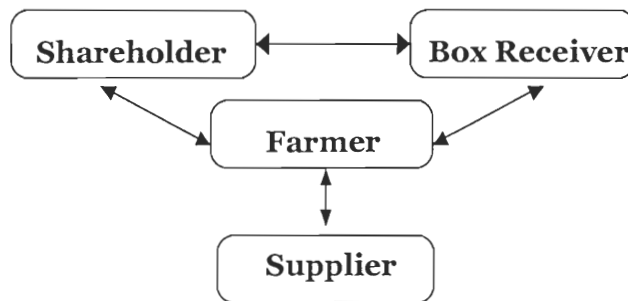
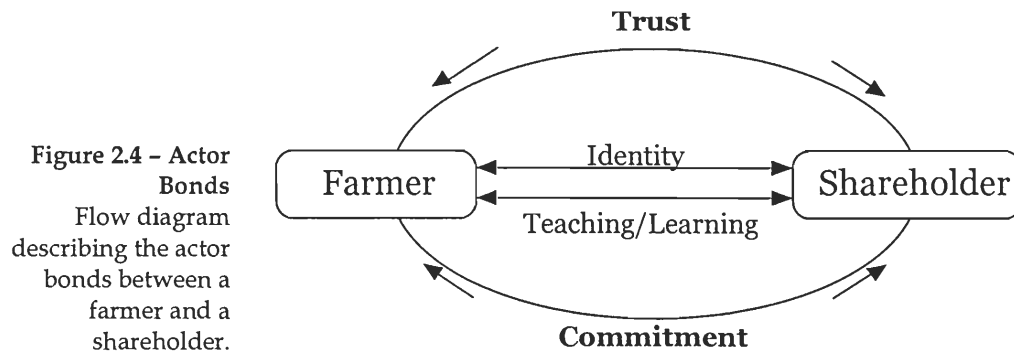


Figure 2.3 - Activity Links
Example of the activity links
present in Brinkholm

These activity links affect both members of each relationship; the activities of one actor affect the activities of the other, either positively or negatively. For example: a farmer relies on box receivers for financial support, and the farmer uses this money to purchase goods from the supplier. If a box receiver is negligent in providing money to the farmer, the farmer is incapable of performing his or her own task of purchasing goods to the supplier.

A relationship between two actors affects each actor's identity as well as the way each sees other situations. The interaction of these actors creates a mental association between them. This link changes the way that third parties view each actor in a relationship, as well as the way that the actors view each other (Håkansson and Snehota 32). Being involved in a relationship requires a degree of trust, and allows for the exchange of information through teaching (Figure 2.4). In Brinkholm, the most important actor bonds to explore are those between the farmers and the shareholders and box recipients. The farmer relies on both groups for different reasons; the box recipients are crucial to the survival of the farm financially, while the shareholders are needed to help work at the farm and to operate as decision makers. Understanding these bonds was critical

in developing the roles of each actor in the future goals of Brinkholm (see Methodology: Future Workshop).



For the farm to be run successfully, the farmers and shareholders need a strong bond of commitment and trust. Actors bring their own experiences to the organization. Where a farmer might have specific knowledge concerning the mechanics of running his or her farm, different shareholders might bring their own expertise in marketing or tractor repair. The union of two actors, combining the experience of both, creates two individuals, bettered through their relationship.

The connection of two actors' identities and activities comes with unification of resources. Actors in a relationship have access to resources that either member has as well as resources that neither might have alone. The union of actors in an organization effectively pools a good portion of their resources. At a locally supported farm, the farmer gains the shareholders as resources not only for financial support, but also as labor on the farm and as a group of people to rely on for decision-making. Shareholders are able to use the farm itself as a resource for stress relief and have access to fresh produce shipped at lower prices when ordered in bulk.

In effective teams formed by strong relationships, an organization is able to perform activities that actors might have been unable to perform on their own. This difference can be because of pooled knowledge, a joint identity, combined resources or the ability to share activities. The way different factors of relationships interact can affect the actors involved. In an organization, three different groups of actors are affected by the relationships within an organization: individual actors, teams formed by two or more actors, and third parties who have relationships with individuals in a relationship. The needs of all three groups must be taken into account when any decision is made (Figure 2.5).

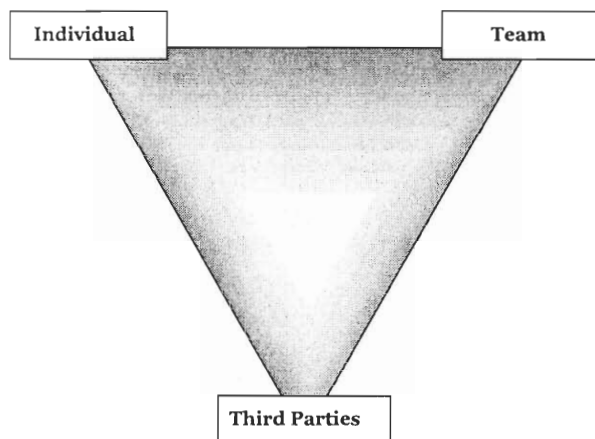


Figure 2.5 - Balance in a Relationship
Balancing the needs of different actors. If the needs of one are forgotten, a relationship can fall out of balance and be destroyed.

If an actor in a relationship ignores the effect her or his actions have on the team or third party actors, the relationship can fall apart because the codependence is eroded. Similarly, if an organization focuses solely on the team that is formed with its relationships, individual actors must sacrifice their own self-interests and can lose some of the resources or other relationships that they bring to the team. Finally, if the third parties who are in relationships with either actor in a

relationship are ignored, the neglect can result in negative feedback returning to the team or individuals in the team (Håkansson and Snehota 36-41).

At a locally supported farm, farmers gain security in knowing that their season is going to be profitable, even if a disaster happens to strike; shareholders or box recipients gain responsibility in the relationship and receives produce for their involvement. The organization is able to pool the resources and knowledge of every shareholder as well as the farmers to create a more effective system. Third parties like suppliers of farming supplies or vegetables are not forced to rely on credit for payment from farmers. Each of these benefits can be turned into disadvantages if the balance of the relationship is destroyed.

These effects are not exclusive within their individual categories. A relationship linking two actors, their resources, knowledge and identities also creates a link between the different parts of a relationship (Figure 2.6).

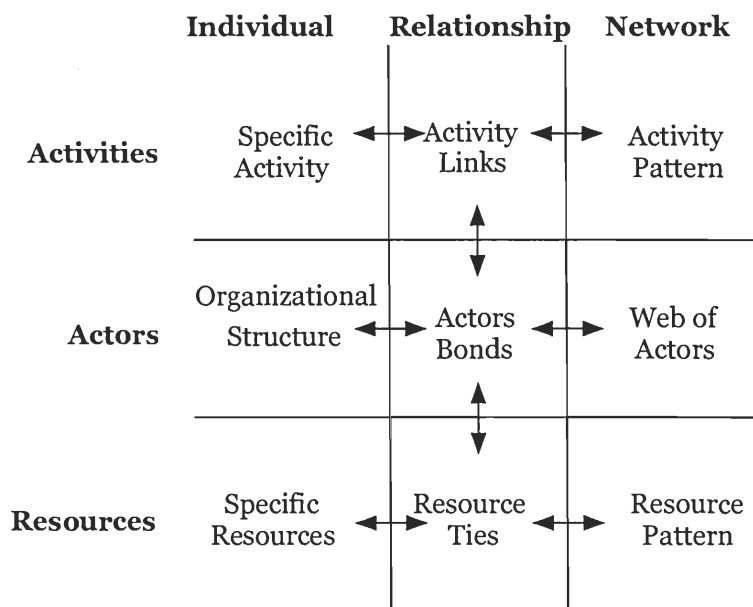


Figure 2.6 - Relationship Theory
 Linking the effects of a relationship on different components of actors with the effects of a relationship on the actors involved (Håkansson and Snehota 45).

Where the activities, structure and resources of an individual will have little to do with the activities of a larger network without a relationship, they will be

inherently interconnected at the junctures of activity links, actor bonds, and resource ties through the formation of a relationship. The relationship not only links individuals with a larger team, but also the activities, resources and actors within a relationship (Håkansson and Snehota 45). With an understanding of relationships and the way they affect the different actors involved, it is possible to explore the way these actors can bring about an *organizational change*.

Theories and Concepts: Organizational Change

The purpose of our project was to examine Brinkholm, and to determine whether it was in need of an organizational change or not. This exploration required some background in the processes of transformation. Changing an organization is a daunting task. To be successful, the larger organizational change should be broken up into tasks that are more manageable. According to Cummings and Worley, the process of managing change can be effectively divided up into five activities: motivating change, creating a *vision*, developing political support, managing the transition and sustaining momentum (Cummings and Worley 154-156). While this process is largely linear, and it necessitates some specific order, the individual processes often occur simultaneously (Figure 2.7).

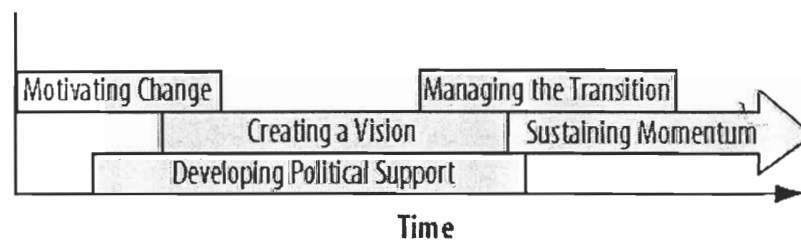


Figure 2.7 - Timeline of Organizational Change
Each of the steps suggested by Cummings and Worley have some order, but often occur simultaneously (Adapted from Cummings and Worley 155).

Each part of the process of organizational change is essential to the whole. The sub-process of motivating change must begin an organizational change. Without any reason for change, it is unlikely for an organizational change to occur. The process of motivating change leads into creating a vision for those changes that need to happen. Even as the vision is becoming clear, transition between the states of an organization can begin to occur, and must be managed to prevent loss of control. While the motivation and vision are being developed, and during the initial stages of the transition, it is necessary to gather political support for the organizational change. Identifying and influencing key stakeholders can make changes occur more smoothly and with less opposition (Cummings and Worley 155). Finally, the momentum of change needs to be maintained during and after the actual change. If the willingness of the organization to accept the change wanes after its implementation, the process of change could reverse and return the organization to its previous state.

Our role in Brinkholm was to work through the first two of these stages and prepare the Brinkholm community for a complete transformation. While creating a vision for Brinkholm's future was an important part of this process, we began by gathering information for motivating a change. This information was used to explore resistance and develop a solid reason for a change to occur.

Motivating Change

Most people and organizations attempt to preserve the status quo in all situations because future benefits based on a change are uncertain (Cummings and Worley 154, 156). Creating motivation for change requires not only

presenting a convincing case for change being necessary or advantageous, but to create opposition in arguments against anticipated resistance to the change. To make people and organizations recognize the need for change, it can be necessary to make them unhappy with the status quo of the current organization.

Brinkholm's organization makes it especially difficult to alter the status quo. Its division of members into shareholders and box recipients (see *Locally Supported Agriculture: Brinkholm*) creates groups who have interests that simultaneously oppose and support each other. The shareholders, having paid for a share, have the *power* to make decisions within the organization, but those members who receive boxes have influence based on their continued support for Brinkholm. A change might give box recipients more power, but in doing so would take away power from the shareholders. These types of balances made creating motivation a difficult task.

One way to expose and expand dissatisfaction with the status quo is to make an organization and its members sensitive to external and internal pressures for change. This method often involves examination of other organizations and their standards rather than basing plans on an organization's own history and achievements (Cummings and Worley 157). Alternatively, a vision of the ideal organization and an examination of the differences between the ideal and reality can inspire the desire to change in members. This strategy was used in the *future workshop* to create support for planned goals.

When motivation for change is being established, it is especially important to maintain high expectations for the change, and the final embodiment of the

organization. Expectations can drastically affect the results of any process. The role of expectations, high or low, in any system is that of a self-fulfilling prophecy. Past research in educational psychology and more current research in organizational and business leadership have outlined clearly the *Pygmalion effect*. The Oak School studies of Rosenthal and Jacobsen offered evidence for the effect's existence in an educational setting, which was later supported by other research (Murphy, Campbell and Garavan 239-250). Further research in organizational and business environments have found that the effect also exists in the workplace, influencing how groups perform and to what effect tasks are completed. The general principle is that learners or subordinates will only achieve as they are expected to (Murphy, Campbell and Garavan 249). Strong leaders expect those following them to succeed in their efforts. Members of an organization will invest more in an effort if they expect it to succeed, and the venture will in fact be more likely to succeed. A change is likewise headed for failure if it is expected to be unsuccessful.

To maintain positive expectations and forward momentum in a project, the resistance to the change needs to be overcome. Resistance can come in both political and technical forms – political pressure from those whose positions are threatened by the changes, and resistance to following new procedures by using more familiar and well-established methods (Cummings and Worley 157). In Brinkholm, most resistance to change is likely political. Those members who have more direct power are least interested in the changes that could limit their power, or give others the opportunity to exercise the same power. Cummings

and Worley also describe a third form of resistance, cultural resistance, where assumptions about how an organization should be run are based on past operations.

Communication is the key to overcoming resistance to organizational change. Understanding and supporting leaders can help those who have difficulty accepting the changes being made to an organization to cope with their troubles. Paying attention to the fears of all members of an organization, suspending judgment on their ideas and using *active listening* shows concern for their feelings, and can provide information concerning effective ways to overcome resistance.

Beyond expressing concern with open, personal communication with members of the organization, being honest and helpful concerning the changes in an organization can help assuage their fears. Much resistance can come from uncertainty about the future in light of changes that are being made. A clear explanation of the ideas and processes being introduced in the change can make a big difference in how the members of an organization react. Special attention should be paid to the methods by which the information is disseminated. Personal communication styles (e.g., face-to-face communication, letters) are more likely to receive a positive reaction than impersonal methods (e.g. memo, email, addition to a newsletter). Keeping members involved and informed during a change is an easy and effective way to make it occur more smoothly.

The concept of motivating change, and some effective strategies for motivating an organization to change are summarized in Figure 2.8.

Tasks	Strategies
Creating Readiness	<ul style="list-style-type: none"> • Identify and be aware of pressures for change • Explore the ideal state of the organization • Inspire high expectations for the change
Overcoming Resistance	<ul style="list-style-type: none"> • Identify people who have trouble coping with the change and support their concerns using active listening • Establish a clear line and personal line of communication to keep team members informed and involved in the future of the organization

Figure 2.8 – Motivating Change
 Successful strategies for creating readiness and overcoming resistance to change.

Motivating change at Brinkholm required not only exploring the ideal state of the organization, but also finding a way to help the organization deal with resistance.

Creating a Vision

Once the motivation for change has been developed, it is necessary to develop a clear direction for the change. A vision is a statement of the *core values* of an organization that guides the organization towards a clearly defined future (MacLennan). Having a strong vision for the future of an organization acts similarly to encouraging positive expectations over the duration of a change. In business, organizations with effective *vision statements* have a strong correlation with those that perform well above average (Cummings and Worley 159). The second part of our responsibilities to Brinkholm involved helping a group of shareholders and box recipients create a goal for Brinkholm based on what was most important to them.

As mentioned by MacLennan, Collins and Porras suggest that there are two primary elements in effective vision statements: a statement that describes an organization’s core values and purpose, and a descriptive vision of the future

with ambitious, but realistic goals (MacLennan). The union of these two elements creates a useful contrast (Figure 2.9). The core values represent ideas within an organization that should never change, while the vision creates a bold challenge of changing for the better.

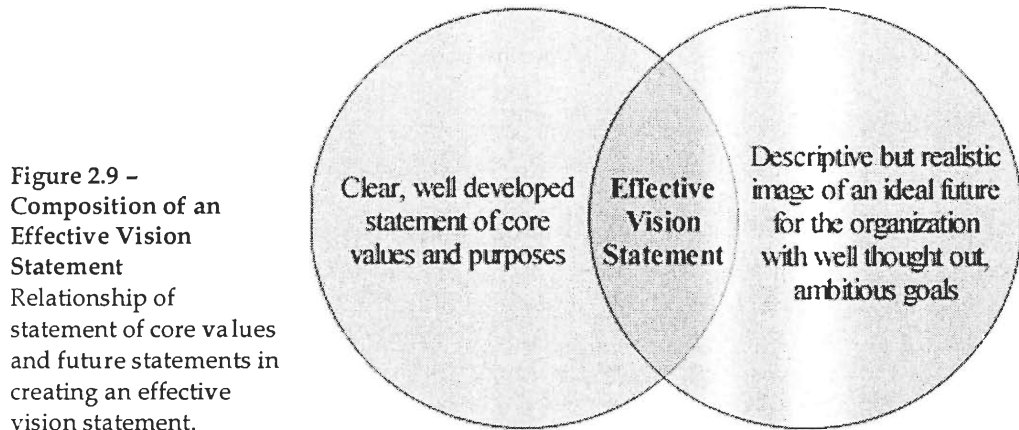


Figure 2.9 – Composition of an Effective Vision Statement
Relationship of statement of core values and future statements in creating an effective vision statement.

Developing a set of core values is the first step in creating a vision. Core values should represent an organization from the individual to the leaders of an organization. MacLennan recommends a series of questions as a tool for developing a set of core values (Figure 2.10).

<i>Questions for Development</i>	<i>Questions for Revision</i>
<ul style="list-style-type: none"> • What core values do you bring to work? • What core values do you hope your children will bring to their workplaces? • Will these values be valid in the distant future? 	<ul style="list-style-type: none"> • Can these core values be maintained even if they become a disadvantage? • If this organization were in a different field, what core values would be developed regardless of field? • Is each core value part of who the organization is? • Will each core value be important to the organization no matter what?

Figure 2.10 – Developing a Set of Core Values
Questions to think about when an organization is developing a set of core values. Core values make up part of a vision statement (MacLennan “Core Values”).

Asking these questions, or questions similar to these can help an organization develop its core values, but nothing is as simple as the answer to a group of

prearranged questions. Core values make up the heart of an organization, and together with a *core purpose*, create a clear definition of an organization that describes not only what it is, but also why it exists (MacLennan “Core Values,” “Core Purpose”). Most of the details of Brinkholm’s core purpose and values were gathered through our research (see Methodology: Questionnaires; Conversations and Interviews). They were established more clearly during a discussion of what about Brinkholm was most important to participants in the future workshop (see Methodology: Future Workshop).

The second part of an organizational vision statement is characterized by an ambitious goal and clear vision for the future, which will create a unifying focus for the future of an organization (MacLennan “Bold Goal”). Such a goal should be clearly defined and easily assessable – members of an organization should be able to understand the goal without explanation and know when it has been reached. One example of a clear, bold goal is John F. Kennedy’s promise to send a man to the moon in 1961. Ambitious goals can bring an organization together and inspire its members to work towards a desired future.

After developing a unifying goal, a final visualization of the future at the completion of the ambitious goals should be created. The visualization should present a picture of the ideal future for an organization (MacLennan “Vision”). One method of developing the visualization is similar to the method of developing a set of core values (Figure 2.11). Questions like these can help encourage creative development of the visualization, and act as an assessment of

the goals. If the goals are serious and well thought out, the visualization should complement them nicely.

Figure 2.11 - Creating a Visualization for the Future
Questions to think about when an organization is developing a set of core values. Core values make up part of a vision statement (MacLennan "Core Values").

Questions to Think About
We're sitting here in 20 years; what would we love to see?
What should this organization look like?
What should it feel like to employees?
What should it have achieved?
If someone writes an article for a magazine about this company in 20 years, what will it say?

Developing Political Support

Every organization has a political structure based on its particular balance of power; Brinkholm is no exception. The power of an organization lies within different groups who have influence over other members of the organization. At Brinkholm, every shareholder has power in the organization. In contrast, box recipients have no direct power, but could exercise a kind of power by refusing to support Brinkholm. Often, those in power are the most opposed to organizational change. This resistance is because organizational change will result in a shift in power. Gathering and maintaining political support for a change is an almost ongoing process, and if a change is to succeed, groups or individuals with influence need to be identified and convinced to take an active role in making the change happen.

Influential members of an organization have their own ways of controlling others. Identifying those members who are most influential in an organization and understanding the way each controls his or her power is an excellent way to start the process of gathering political support for an organizational change. The first step in identifying influential members of an organization is to identify those members who will benefit or suffer from the organizational change. These members will be the most likely to either help or oppose the change (Cummings and Worley 162, 164). From this list, developing a map of each member's influence and form of power will help the organization to design a plan for influencing each member.

A model of power proposed by Raven in 1965 discusses six sources of power: legitimate, referent, reward, coercive, expert, and informational power (Erchul and Raven 2). Each type of power offers different options for use as influence. Legitimate power falls into two main subcategories—legal-rational and traditional power (Ardelt). Legal-rational power stems from a leadership position put in place, based on the rules of an organization. Traditional power is based on the traditions and customs of an organization. Leaders who use legal-rational and traditional power are typically bound by the rules, regulations and traditions of an organization. Such leaders typically must be in organizationally defined leadership positions to wield this type of power, and the respect that they receive is based on the position rather than the person. At Brinkholm, the shareholders and board of directors have legal-rational power. Guidelines

governing the creation of the board, and the role of shareholders exist and are central to Brinkholm's structure.

Like legitimate power, referent or charismatic power is based entirely on a leader. Referent power is based on leaders' personalities and on others' desire to be associated with them (Erchul and Raven 2; McShane). The strength of charismatic leaders is being able to convince others to accept their view. Any member of Brinkholm could exercise charismatic power. We were able to witness several shareholders wield referent power during shareholder day. Both used humor to convince others to agree with them. In particular, one used his charismatic power to undermine the legal-rational power of another shareholder who was presenting the results of a workshop.

Outside of legitimate and referent power, power stems from the ability of an individual to provide something to other individuals, ranging from actual physical rewards to emotional acceptance. Reward power stems from the belief of a person in the ability of another to provide her or him with a reward in return for compliance with the other's commands. Like reward power, coercive power is based on the expectation of a leader's action, but leaders who use coercive power promise punishment for failure to comply with their commands rather than offering a reward for submission (Erchul and Raven 2). Box recipients at Brinkholm could wield a form of coercive power. By refusing to order boxes, they could present a very strong argument for any change they wished to make or oppose. In both reward and coercive powers, social interaction is required.

The actions of the actor expecting the reward or punishment must be observed by the actor presenting the reward or punishment.

Expert and informational power are somewhat less socially dependant than coercive and reward power. Expert power is the result of a perceived difference in the level of knowledge or ability between the individual or group exercising the power and the group or individual being influenced by the power. Use of expert power implies no exchange of information; the actor being influenced by expert power chooses to accept the decision of an expert based on the perception that the expert has particular knowledge concerning a situation (Erchul and Raven 2). Informational power, like expert power, is based on a perceived difference in the level of knowledge or ability between actors, but informational power requires the actor exercising his or her power to impart knowledge on the actor being affected. An actor affected by informational power is given enough information to understand a situation and be convinced to agree with the command of the actor using the power. Unlike any other form of power, people can be affected by information long after the initial information is given to them (Erchul and Raven 3). The farmer at Brinkholm holds both expert and informational power. As a farmer, he is familiar with farm management, so he is able to run the farm largely as he sees fit. If he were to share his knowledge, those who were taught by the farmer would be permanently influenced by his methods and management style.

Understanding these types of power allows the *agent* instigating an organizational change to influence a larger portion of the organization. In

organizations, there are typically three ways of gathering influence and building support for a change, each dependent of the personality of the agent using them (Figure 2.12).

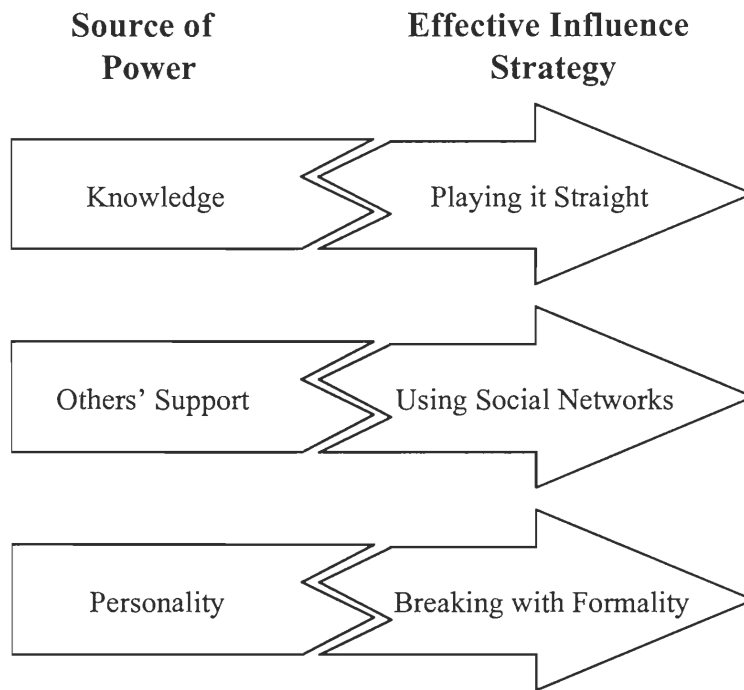


Figure 2.12 – Power and Influence
Effective strategies for influencing an organization based on power sources (Cummings and Worley 164).

If agents have expert or informational power in an organization, relying on their superior knowledge, often the best strategy is ‘playing it straight’, presenting information as a means of convincing others to support the change. An agent can use this strategy to demonstrate how an organizational change can benefit individuals or an organization (Cummings and Worley 165). The key to this strategy lies within the expert knowledge of the agent – members of an organization will respect information coming from a knowledgeable source, and will therefore more likely be influenced to support a change. Using other’s support as a source of power can lead to forming coalitions and drawing support from groups of people. Different forms of power can be used to draw on others’ support, typically using referent power or reward power. The success of this

strategy relies on the ability of a leader to form alliances with powerful groups within the organization and convincing them that a change is in their best interest. Using coercive power to gain others' support is also feasible, but risks the formation of coalitions resisting the change. Departing from the formal structure of an organization is an effective strategy for leaders with legitimate or referent power. Turning aside from set structures requires a leader with respect based on past successes or a powerful personality; this respect can allow an organization to overlook the rules when implementing a change (Cummings and Worley 166).

Managing the Transition

An organizational change is not an immediate process. Between the initial and final states of an organization is a transition state where the changes are being implemented. There are several effective ways of dealing with the organization during this transition period that minimize stress and improve the chances of the change being successful (Figure 2.13). Creating a team to manage a transition is an excellent way to begin. With a specific group of people assigned to the task of making sure the transition is going as planned creates organizational accountability. Such a team can also work towards keeping morale high and getting the change accomplished. Activity planning is a system of providing checkpoints towards reaching a final goal. The final goal developed at the Future Workshop was broken into smaller transitional goals on the way to the final state. Effective activity plans use vision statements to describe specific activities that need to occur as part of a change (Cummings and Worley 167).

These statements should be clearly defined and measurable. Commitment planning is the process of identifying key actors in an organization, those whose commitment is necessary for the change to be successful, and organizing a way for them to support and be involved in the change.

Activity	Key Points
<i>Forming a Transition Management Team</i>	Creates accountability Able to give transition specific attention
<i>Activity Planning</i>	Defines specific necessary activities in the process of completing the transition Breaks down the change into manageable pieces Should be specific, clear and measurable
<i>Commitment Planning</i>	Brings an organization together Keeps the key actors in a transition involved Can be accomplished through effective management, including delegation strategies

Figure 2.13 – Managing the Transition
 Summary of strategies for Managing the Transition.

One effective way of committing members of an organization to a change is through the delegation of duties. While delegation can get work done well and keeps members involved in an organization, it relies heavily on trust and high levels of both ability and willingness in members (California State University Student Activities “Effective Delegation”). For delegation to be successful, members in an organization who have tasks delegated to them must be willing and able to complete their tasks without high levels of leader involvement. Additionally, the leader delegating duties or tasks needs to be able to hold

members accountable for what they promise to do. Precise communication can help counter this problem; indicating conditions of satisfaction and working out a plan both help commit members to their delegated task and can hold them accountable for what they are asked to complete (Lemburg).

More specifically, setting expectations involves a series of ideas that need to be communicated. Guidelines need to be established regarding not only the general structure of the task being delegated, but also the resources members can access and the organizational rules that the members need to adhere to. The most effective results of delegation are produced when the results are described, but the choice of methods is left up to the persons actually completing the task (Activities Resource Center). Explaining the results that indicate satisfactory completion of a delegated task is only part of the responsibility of a leader in creating accountability. To follow up on a task, clear deadlines need to be established as well as an outline of consequences for failure to complete a task. Members of an organization who complete a delegated task successfully should likewise be given credit for their work and have successes announced publicly (Activities Resource Center).

Sustaining Momentum

As an organizational change is occurring it is important to make sure that it be completed, or the progress of change could reverse, and an organization can find itself in its initial state once more. At Brinkholm, part of the problem has been a lack of follow-through (see *Locally Supported Agriculture: Brinkholm*). Shareholders have been willing to make changes, but have rarely completed

them, which often results in wasted money and time (Mikkelsen). Immediately after any new process begins, it has the attention and excitement of an organization to back it, but as time continues, the initial high initiative can diminish. Unless enough resources for a change and a system of support are put into place for members of the organization, the reverse transition is likely. Additionally, an organization should provide its members with proper training in any new techniques, and reinforce new organizational behaviors. Finally, it is important to realize that change takes time, and sometimes the benefits of a change are not evident, even after the change has been completed fully. For the change to be completed successfully, it is very important to make sure that the process continues. If the organization abandons the change during the transition, or decides to change again immediately after the change has been completed, the results of a change might never be felt.

As the previous discussion implies, our project relies heavily on these principles of organizational change. While in Denmark, our goal was to establish the motivation for an organizational change, and to work with our sponsor organization to develop a vision for its future. The decision to continue with the change is going to be an incredible challenge for Brinkholm to overcome. To aid them in the process, we chose to use a series of interactive research methods, each of which is described in the next chapter.

3. Methodology

The goals of this project were to assess the need for an organizational change in Brinkholm and to aid the farm in the process. From the initial contact that we had with members of the farm, we decided to assume that Brinkholm was in need of a transformation and planned our research methods around that assumption. Our role in Brinkholm involves the initial stages of organizational change – providing motivation for change and developing goals for an organizational vision. The two-fold function of our project led us to develop a very interactive and interdependent system of methods (Figure 3.1). A questionnaire, supplemented by conversations and formal and informal interviews, was used to establish a base understanding of Brinkholm. This foundation was used to develop motivational factors and a series of vision-based goals for Brinkholm in a final future workshop.

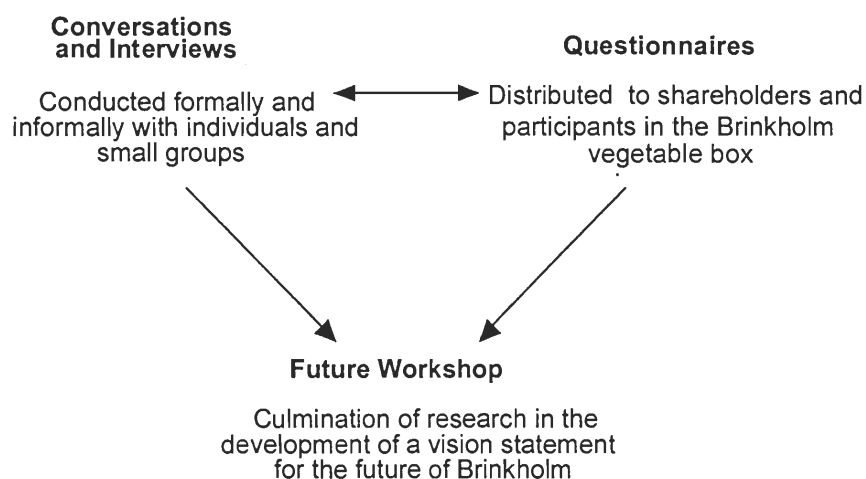


Figure 3.1 - Methodology Flow Diagram linking different elements of the methodology.

Questionnaires

The cornerstone of our methodology is the questionnaire, which was designed to acquire a clear picture of Brinkholm as an organization. Using a standardized method allowed members of the Brinkholm community to vocalize

their opinions with a minimum amount of effort. To best accomplish this goal, we chose to distribute the questionnaire online. Hosting the questionnaire on a website allowed for both easy access and easy analysis. The development of the questionnaire's mechanics and the corresponding back end programming was completed using internationally supported technology so that all interested parties, regardless of computer hardware or software, were able to respond. Additionally, the questionnaire was provided in both Danish and English for simplicity and courtesy.

When we designed our questionnaire, we ensured that the majority of the questions were both direct and closed. Direct questions are very specific, focusing on the matters being researched. Closed questions have a set number of answers rather than simply an open spot in which to write. These styles of questions were used for several reasons. Using direct and closed questions increases uniformity when interpreting the results by creating simple categories to classify. Secondly, there is a mild psychological aversion to open questions, causing fewer responses and less exacting detail (Turner). Closed questions also eliminate the need for large amounts of translation—the responses in Danish were referenced by numbers, which allowed for easy interpretation. While these recommended principles are necessary in many cases, we decided that it was also important to offer the correspondent the option of expanding on the closed question, by offering optional open questions. These optional questions were provided to allow respondents to voice individual opinions or suggestions in addition to the standardized information.

In order to get a representation of how strongly participants felt about a subject, we found it necessary to provide the option of a neutral answer, such as “I have no opinion.” By including this phrase and similar phrases as options, fewer people might manufacture an opinion simply for the questionnaire. Maintaining a neutral voice throughout the questionnaire, such as avoiding favoring answers or questions, allows the respondent to reply to the questionnaire in a direct form.

To further confirm this goal, the questions were subjected to a labor-intensive process of drafting and revision, designed to include the opinions and comment of both the advisor and liaisons. The information was then analyzed and used both to gauge prevailing opinions on issues and to isolate issues to be further explored with interviews, conversations and the future workshop.

Conversations and Interviews

We held interviews with individual Brinkholm participants, including consumers, shareholders and the farmer. These interviews, both individual and in the form of informal *focus groups* and conversations, allowed for expansion upon the information gathered in the questionnaire.

Informal focus groups were useful tools in further analyzing the data collected in our questionnaire. Best suited for small groups ranging from four to seven participants, focus groups are typically led by a moderator who elicits information via discussion and group interaction (Brehm, Kassin and Fein). This type of dialogue is successful on a small scale because participants were chosen as representatives from different fields that would be affected by the study.

Influenced by the relaxed atmosphere at Brinkholm and the Danish spirit of informal exchange, we chose to move away from conventional focus groups, and hold more relaxed conversations with one or two team members and several members of the Brinkholm community. Interviews and informal focus groups were largely held simultaneously with events like shareholder's days in order to limit the occasions in which participants were needed. Since parties had their own interests at heart, the discussions contained many viewpoints and the information that was drawn from each session is likewise varied and influenced by individual opinions.

Questions used in the conversations were more thought provoking and open-ended than those found in the questionnaire. Through discussion and conversation tangents, we were able to investigate unrevealed subtleties influencing people's points of view on the issues presented. After the questionnaire results were analyzed, areas of conflict became more apparent. These issues shaped the questions and topics of both conversations and interviews.

Conducting an interview was a more complicated task than expected. It was first important to ensure that potential interviewees were knowledgeable of the issue at hand. In this case, our potential interviewees were chosen from involved shareholders and Brinkholm supporters that were aware of the organizations strong and weak points. Design of the questions was equally important; as interviewers, we had to ensure that the questions were neutral and inoffensive while still relevant.

Future Workshop

As the questionnaires were returned and conversations were conducted, we prepared for a future workshop where we discussed possibilities for the future of Brinkholm. Shareholders and those that receive vegetable boxes were all invited to participate in the future workshop. To notify participants in Brinkholm of the time and location of the future workshop, we chose to both send an email out to the list of shareholders and enclose a note with the weekly vegetable box newsletter the week before the workshop.

Typical future workshops are processes that generate organizational visions based on problems with the present state of organizations. They begin with a critique phase designed to draw out the current problems. Then a fantasy phase begins, where participants are asked to imagine positive changes to the situation. Finally, an implementation phase evaluates the changes for feasibility (Winberg), and creates a final vision to be implemented.

Conversely, in a scenario workshop several future scenarios are brought before the participants, and are initially revised as a group. These improved scenarios are then used as a tool to enable the participants to design their vision of the future. The next step is to identify the barriers that exist to prevent these views from becoming a reality and finally an action plan is designed to overcome the barriers (Sclove).

Our variation of a future workshop was designed to be a combination of these two concepts. Like a typical future workshop, we began with an evaluation of the present, and a vision of the future; similar to a scenario workshop, we had

previously designed several possible future scenarios to use in the discussions and then identified barriers.

The primary goal of the future workshop was creating a vision and a plan for the future of Brinkholm. The development of a vision relies largely on principles of organizational change. Creating a vision for Brinkholm's future was the first step in what is hopefully a successful organizational change that will create a more stable organization. The actual workshop was a combination of several ideas—a scenario workshop, a traditional future workshop, a focus group, and a brainstorming session.

Creating the proper atmosphere was important for the unique evening that we planned. The workshop was held in an office with enough room for approximately 15 people to fit comfortably in a circle. We elected to use a circle of chairs for our discussions because it implies equality among both the Brinkholm members and the moderators. On either side of the room, large sheets of paper were hung on the wall for the ideas and brainstorms to be recorded on.

The evening opened with an introduction to our group, the project, and a brief overview of the night (see Appendix G). During our interviews and conversations, we experienced a lot of uncertainty as to the purpose of our being in København. We used this introduction to explain the process of an IQP and how our project could help Brinkholm. The project's relationship to Brinkholm as a starting point, we discussed the current state of Brinkholm as we saw it through our conversations and questionnaires.

We presented this information to the members in order to hold a discussion about what they wanted from Brinkholm. This type of discussion worked well, based on using a comparison between the current state of and the desired state of the organization. Exposing the gaps between the current and desired states of an organization are effective motivators for change. In addition to developing motivation, the discussion led to realizing some of the core values and ideologies of Brinkholm. Creating this motivation worked well to lead into the second part of the workshop: developing goals for Brinkholm's future.

We used the questionnaires and our conversations with Brinkholm participants to get an idea, prior to the future workshop, of where the members wanted Brinkholm to be headed, and planned the development of goals along those lines. To develop a goal, we discussed possibilities for the future with the group of participants at the future workshop and, as a group, agreed upon several to pursue. Before discussing actual goals for Brinkholm, a model of an effective goal was presented (Figure 3.2; see also Appendix G). The SMART Model was used to give the participants a basic understanding of what elements make successful goals.

The discussion was opened with a general question asking the participants what the most important goal for the future of Brinkholm was for them. The key part of the discussion was defining the roles of each member of Brinkholm. This discussion was emphasized to eliminate any confusion with regards to who was intended fulfill the goals.

S	Specific	<ul style="list-style-type: none"> • Who is involved with the goal • What needs to be done • When it needs to be done by • How it can be completed • Why the goal needs to be successful
M	Measurable	<ul style="list-style-type: none"> • How are you going to know when the goal has been completed? • Set a specific set of requirements and a timeline • Keeps a goal on track
A	Attainable	<ul style="list-style-type: none"> • Break it into steps: any goal is actually the sum of smaller goals.
R	Realistic	<ul style="list-style-type: none"> • Need a willing and able group of people to work to achieve the goal • Challenging goals inspire harder work and can be easier than easy goals
T	Tangible	<ul style="list-style-type: none"> • Tie the goal to something that can be experienced. • If there is a visible result to a goal, the process is more likely to succeed.

Figure 3.2 - SMART Goals

After a solid central goal and several subsidiary goals had been developed, we held a final discussion on the next step in the process. For the change to be successful, shareholders needed to commit themselves to making the change happen. Towards this end, we suggested that they bring the new vision up at the annual meeting to discuss it.

Further Note

While it was initially planned that the bulk of our results would arise from our interviews and focus groups, reality proved to be different. Interviews and

conversations were extremely useful in providing us with background information concerning Brinkholm's history and the problems that led to its current state, but provided little insight into solutions for these problems. The reduced importance of the interviews to our results led us to concentrate on the questionnaire and future workshop for analysis (see Results and Analysis). Like the interviews and conversations, the future workshop turned out differently than we had expected. The insight gained at the workshop was used primarily to develop our conclusions and recommendations (see Conclusions and Recommendations).

4. Results and Analysis

The results of our questionnaires were used to develop a basic idea of the current state of Brinkholm. Information for accessing the questionnaire was sent to every shareholder who had provided Brinkholm with his or her email address and to every box recipient in the weekly newsletter. Approximately 600 people received this notification, and 87 responded. Those people who did not receive the email, (110 shareholders and all box recipients), may have been less likely to respond depending on their willingness to either read the weekly newsletter, or spend the additional time to come online before filling out the questionnaire.

Community Demographics

Brinkholm has 500 shareholders, 100 of whom also receive a box. There are also 200 non-shareholder box receivers who receive weekly or biweekly boxes. Our questionnaire was completed by 45 box receiving shareholders, as well as 25 shareholders who do not receive a box and 17 non-shareholding box recipients. Of the 87 Brinkholm community members who completed the online questionnaire (see also Appendices A, B and C), most had multiple reasons for

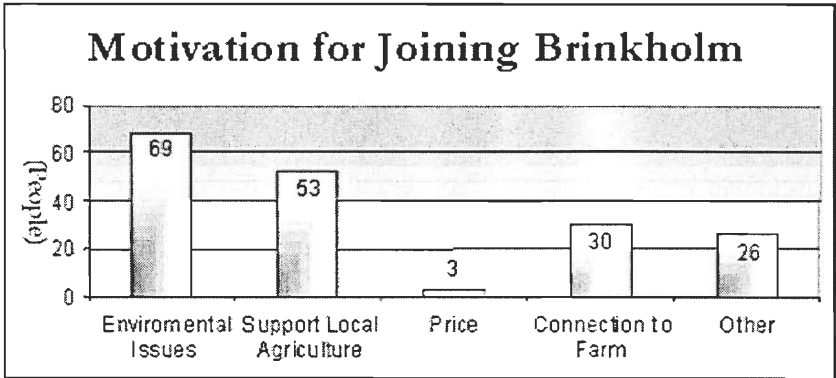


Figure 4.1 - Motivation for Joining Brinkholm

their initial involvement. A majority of those who responded chose to join Brinkholm to support both local agriculture and the environment, elaborating that they wanted to remove the land from commercial “profit hunting” and allow a younger generation to start a farm (Figure 4.1). Surprisingly, relatively few members sought a connection with the farm; most cited distance and time constraints as the primary reason to explain this response.

The farm’s location appeared to be a major contributor to shareholder and consumer’s reluctance visit the farm more regularly. From København, the trip requires two train rides totaling more than an hour, followed by a 20 minute walk to the farm from the train station. This complicated route makes Brinkholm very isolated from most of its participants. Besides the time necessary to make the journey to the farm, the trip is limiting to members with children and the elderly that do not have access to cars. Although Brinkholm is situated far away from many of its consumers, all but one respondent were satisfied with delivery options available. While the farm’s location made it difficult to have regular interaction between members of the community, Brinkholm has developed a very effective distribution system.

These responses, with a large majority of respondents joining the farm for ideological reasons, also support the statements made by members of the farm during interviews. Most of the people who are involved with Brinkholm seem to be interested in the ideology of the farm itself, and not interested either in receiving produce from the farm, or maintaining a connection with the farm. An

analysis of the respondents who receive boxes continued the characterization of Brinkholm's population.

Vegetable Boxes

Of the 64 vegetable box recipients that were surveyed, 54% received a weekly box with the remaining receiving their box every other week (Figure 4.2a). The majority shared the box between either two or four people (Figure 4.2c), giving the impression that the type of family dynamic targeted by Brinkholm consists largely of small families and older couples. Both of these hypotheses are validated somewhat by the demographics of the shareholder day participants.

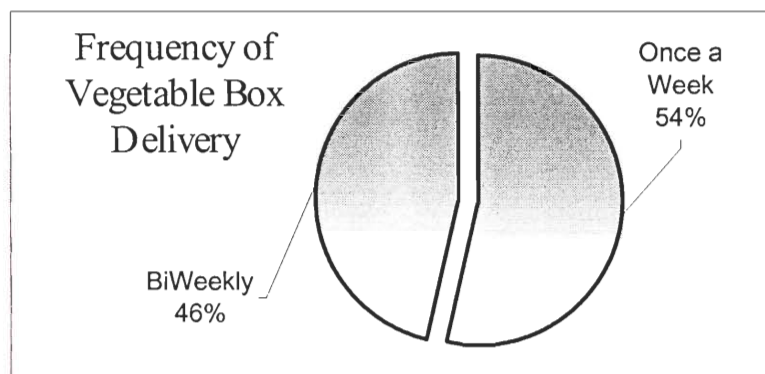


Figure 4.2a - Frequency of Delivery

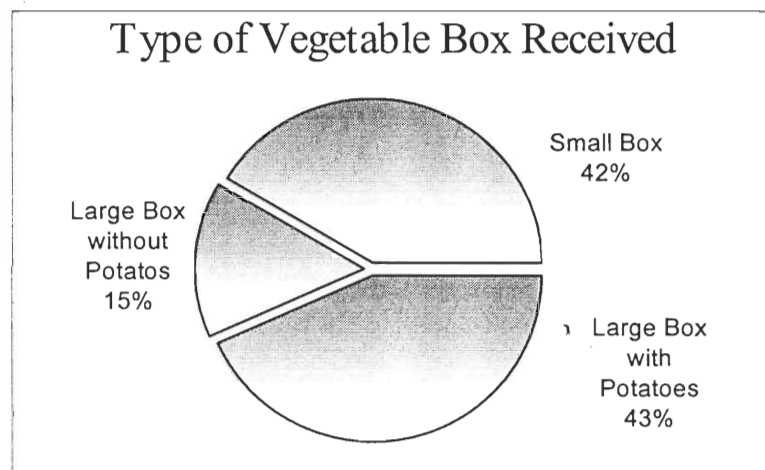


Figure 4.2b - Type of Box Received

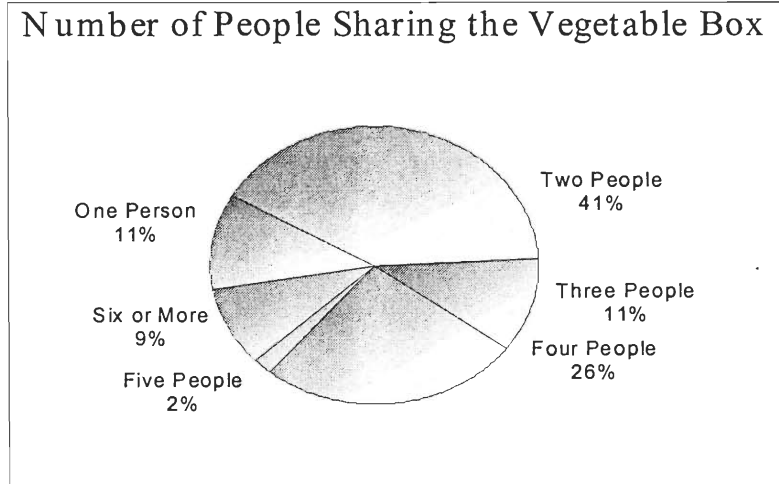


Figure 4.2c - Number of people Sharing Vegetable Box

The most popular box choices are the large box with potatoes and the small box (Figure 4.2b). The content of the boxes met with mixed results.

Although 81% of the surveyed box recipients found the produce to be at least above average, and only 6% unsatisfied with the quantity, many notable suggestions were made to help further improve the boxes' content.

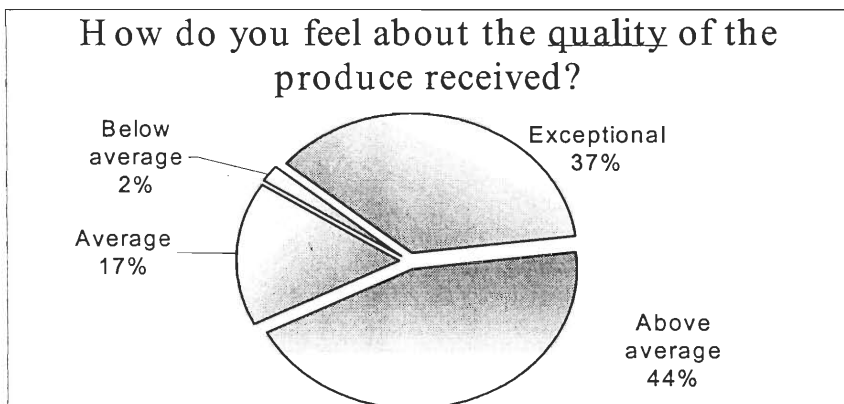


Figure 4.3a - Quality of Produce

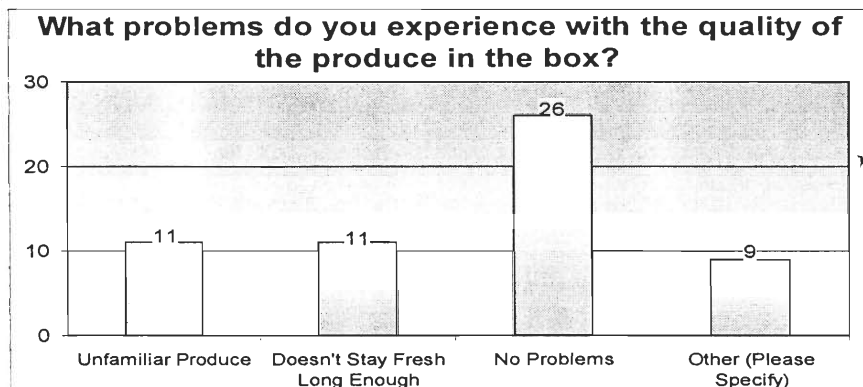


Figure 4.3b - Problems with Quality of Produce

Eleven people felt that some of the produce was unfamiliar, but many responded positively to recipes posted on the farm’s internal website. This idea was discussed with Hardy Mikkelsen during an interview (see Appendix E). He responded by suggesting that many websites specializing in recipes exist, and when he did include recipes in the weekly newsletter, he was simply taking them directly from those sites (Mikkelsen). Many people commented that there were too many heads of lettuce and carrots and too few onions and potatoes. Others complained about unripe and foreign products such as avocados and mangos.

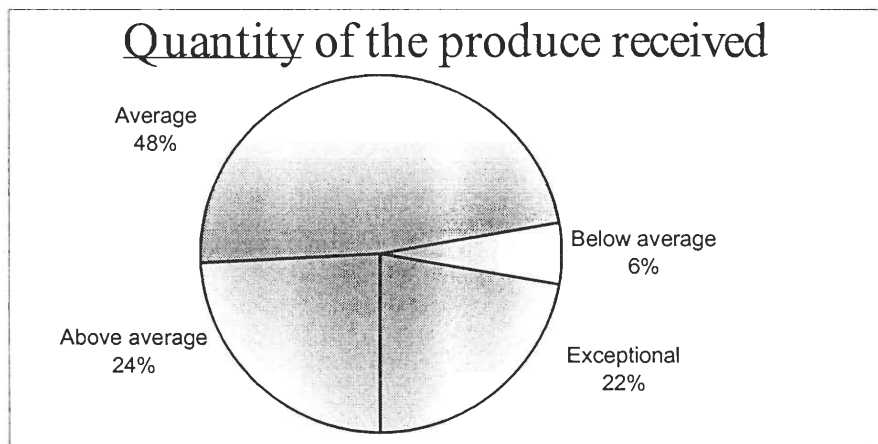


Figure 4.4a - Quantity of Produce

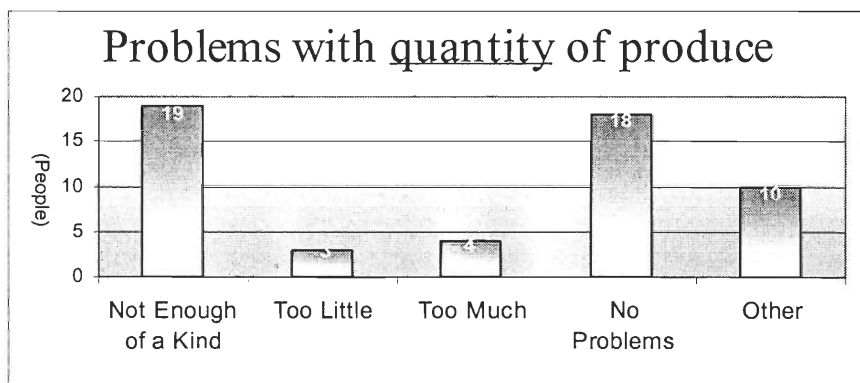


Figure 4.4b - Problems with Quantity of Produce

Brinkholm can currently not afford to produce its own vegetables and has fallen back on operating as an organic food distribution center. The majority of the farm’s shareholders have been very understanding of the current condition at Brinkholm. While most understand that the current produce in the boxes has

been imported from other farms, they still place a great importance on Brinkholm returning to its original goal statement of growing its own produce. This goal was further confirmed during the future workshop. If Brinkholm continues to import food instead of growing it, the shareholders might not be so forgiving.

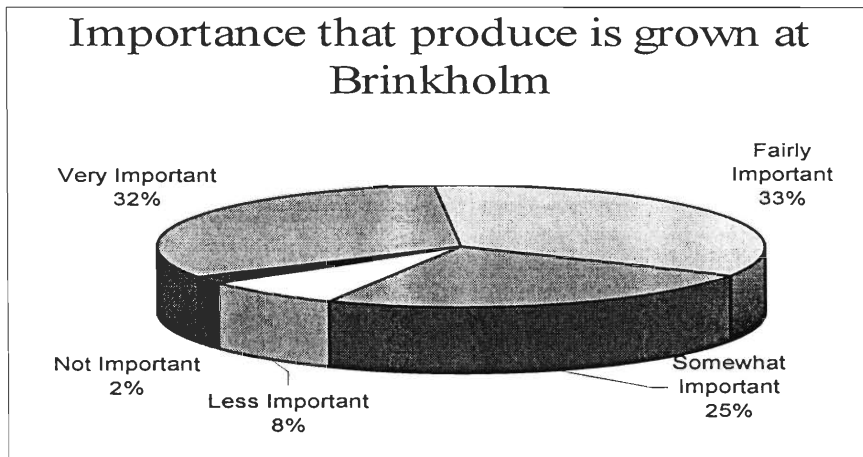


Figure 4.5 - Importance that the Produce is Grown at Brinkholm

Community Involvement

As a locally supported farm, Brinkholm was designed to be dependant on its community of members. Knowing this plan, we aimed to understand the willingness of both shareholders and box recipients to become more involved in Brinkholm. As part of this research, we also sought to gauge members' interests in various practices that can create more community involvement at locally supported farms.

The first of these practices are methods to directly stimulate production. From studying other farms' methods for stimulating production, we discovered several options for increasing monetary support during the growing season (see also Locally Supported Agriculture: Implementation). These were presented to the surveyed participants. Rather than increase the price per box, 73% of box

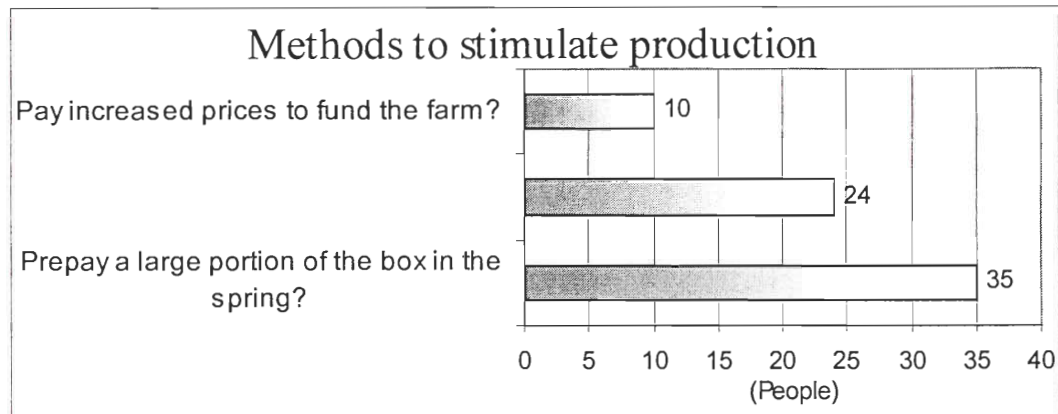


Figure 4.6 – Methods to Stimulate Production at Brinkholm

recipients favored the idea of paying for their boxes in the spring. Despite the farm's location, nearly 35% of those who responded were willing to work a required number of hours a month on the farm. Where the increased price and prepay options allow the farm to have more money at its disposal, the expectation to produce food for 300 boxes would still rest on the shoulders of the current farmer. As a result, serious considerations on whether this increased income would go towards buying seedlings or hiring another farmer would be necessary. Required hours would present more responsibilities to box recipients, but would make the current situation of one farmer more realistic without directly costing either shareholders or the organization more money.

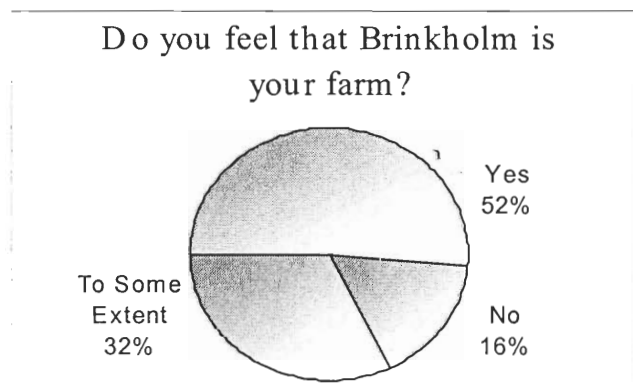


Figure 4.7 – Is Brinkholm is your Farm?

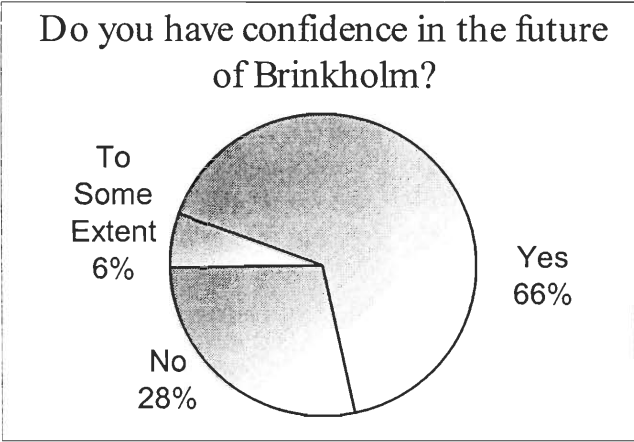


Figure 4.8 - Confidence in Brinkholm's Future

In spite of the current situation, spirit among its members is relatively high.

Evidence from the questionnaire shows that only five responding shareholders felt that the farm was not theirs, and 69% of box receivers and 62% of Shareholders had confidence in the future of Brinkholm. In an attempt to make the farm more attractive to community members, the idea of a sponsored orchard was presented to the participants. Most (59%) approved of the idea and were

Of Those Willing To Donate a Tree

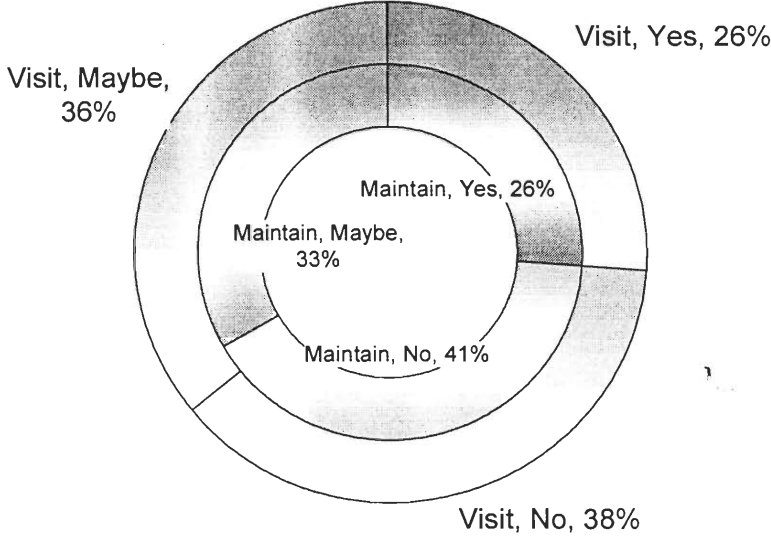


Figure 4.9 - Percentages willing to visit or maintain their donated tree.

interested in donating for an orchard, but only 26% of those willing to donate would be willing to maintain their tree and only 26% said that sponsoring a tree would be more willing to visit and volunteer at Brinkholm.

Although the original idea was supported, the subsequent work needed was not. This lack of follow through seems to affect many areas of the farm. Consequently, one of the goals for the future workshop was to redefine shareholder and consumer responsibilities.

The concept of introducing a self-pick field was also proposed as a means of making Brinkholm more attractive to its members. Most respondents agreed with the idea, specifically with regards to self-pick fruit and herbs. This arrangement would allow a portion of the harvest and distribution work to be done by volunteers, rather than by overworked farm staff. Self-pick crops can also provide motivation for getting shareholders and box recipients to the farm.

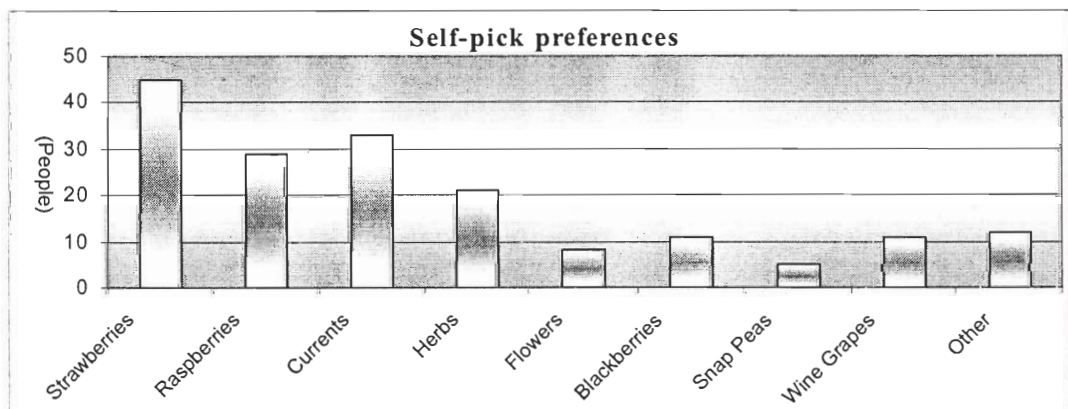


Figure 4.10 – Self pick preferences

Many other examples of locally supported agriculture have family days where members of the community spend a day of recreation on the farm. These occasions can be used for educational workshops and leisure time. In our questionnaire, we chose to measure interest in having such a family day. Of the

respondents, 37% said they would be interested in attending a family day; an additional 38% said perhaps they would be interested in such a day.

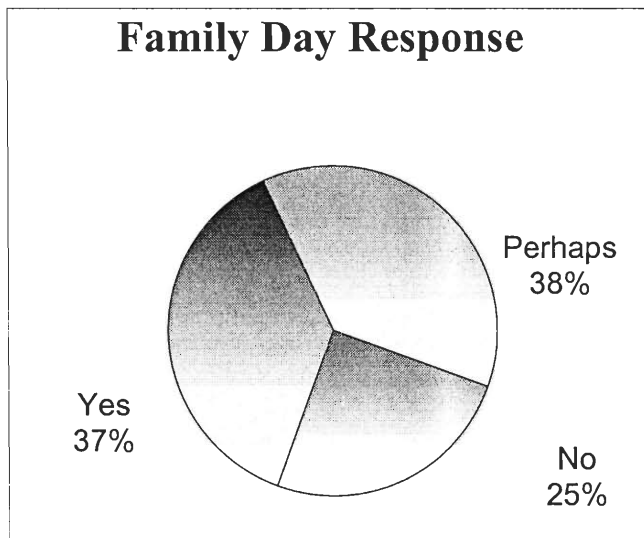


Figure 4.11 - Family Day Response

Holding a family day with workshops would require community members who were interested in both teaching and learning skills. Many respondents were interested in learning skills, but fewer were willing to teach them. Typically, fewer than 25% of respondents were willing to teach others to do what they knew. This response could be another symptom of the all-encompassing problem of shareholders showing interest and not playing an actual active role in the future.



Figure 4.12 - Questionnaire Skills inventory

At many farms, the presence of animals makes members more interested in coming to the farm. We chose to ask respondents about animals on the farm both in general, and with respect to specific animals. According to the questionnaire, 39% of respondents rated it as “very important” and another 23% rated it as “mostly important” for Brinkholm to have animals on the farm. During a phone interview, Ane Odgaard expressed interest in exposing her child to the animals and was happy to hear that the members were considering this

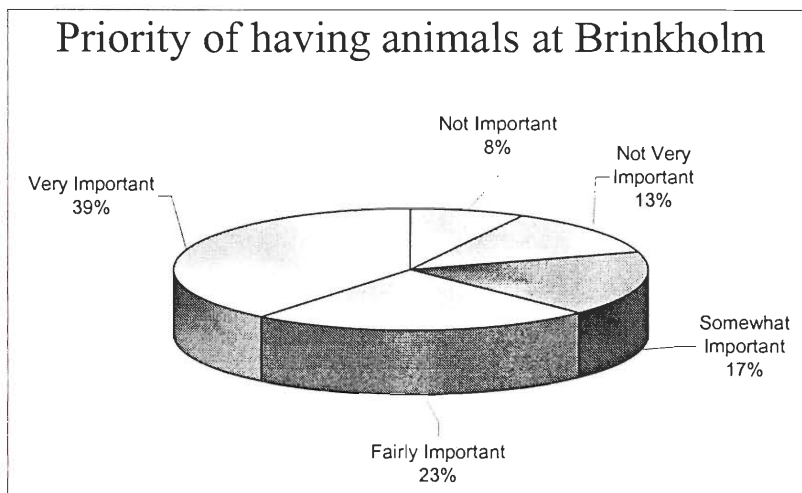


Figure 4.13a - Importance of Animals

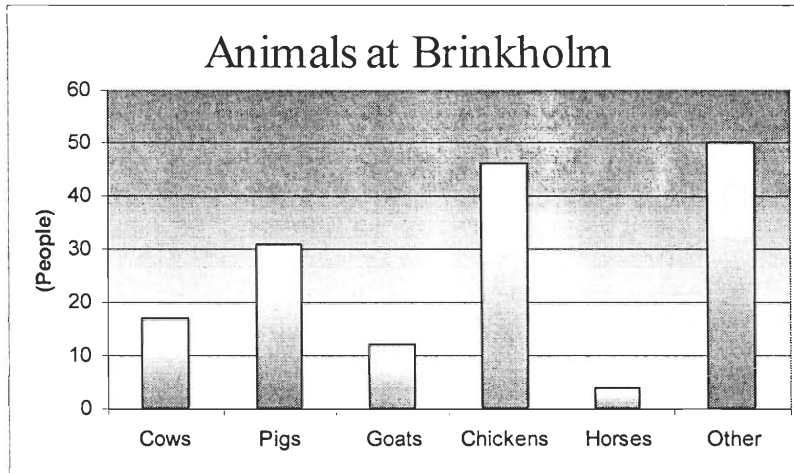


Figure 4.13b -
Brinkholm Animals

option. When asked, members most prefer adding sheep and pigs to the farm with secondary support for goats and geese. With more than three quarters of the respondents at least somewhat interested in animals on the farm, this addition could do a great deal to improve community involvement at Brinkholm.

The Future Workshop

The conversations at the future workshop added some breadth to our results, but largely confirmed many of the results of our questionnaire. Some of the topics that were discussed include: the importance of Brinkholm growing its own food, family days and the concept of prepayment. Compared to the questionnaire, involvement in the future workshop was relatively small. Besides the team, five Brinkholm members attended the workshop, four were shareholders, and one was a non- shareholder box receiver. One possibility for the minimal turn out could be attributed to the fact that instead of the planned fifteen day notice, the email informing of the meeting was not passed on to shareholders by our contact until six days before the workshop. Another deterrent could be attributed to the time frame; the workshop was held in the

evening, when it might not have been easy to find time to come to central København, especially for members with families or without easy means of transportation.

The five outside opinions at the workshop were very well representative of the Brinkholm community as a whole. Pia Fussing, a member of the board of directors, represented a managerial and authoritative side of Brinkholm. Her comments served to inform us of previous attempts to gain support for the farm and ideas currently being discussed by the board. Dorte Nørgaard has a strong background in agriculture and is a long term member of Brinkholm. She brought to light legal implications limiting volunteer opportunities at the farm. Michèle Simonsen is a non-shareholder box receiver who pointed out the lack of communication between shareholders and non-shareholders. Thorkil Svensgaard was a member of the original board, and a past member of “The Seasons,” Brinkholm’s local competitor. He decided to join Brinkholm because he appreciated that he could support the concept with visitation, not only box receiving. Bente Andersen represents the more motivated group of shareholders who are less familiar with what went wrong with the farm, and are instead more focused on improving the future of the farm.

From an initial conversation about expectations of Brinkholm, we found that many people joined with similar ideas of what they could gain from the farm. The concept that members could support organic farming while also removing land from capitalist speculation was very important to the group. The ability to

enjoy the rural land and interact with animals was also an important reason to join Brinkholm instead of just buying organic products at a store.

The main ideas for improving Brinkholm centered on increasing communication amongst members. Although the chairmen's letters to all Brinkholm members are successful in reaching even those without Internet, there is still a lack of interaction both amongst members and between board members and participants. It was pointed out that a sort of class system, in which box recipients were not allowed to access an internal website nor directly invited to visit the farm, exists. The concept of arranging a carpool system to the farm, perhaps via the existing website, was mentioned and met little resistance. These would likely increase visitation and volunteerism at the farm and in turn assist Mikkelsen in producing vegetables and packing the vegetable boxes. One shareholder came up with the idea of paying for a share by working it off. This suggestion met with opposition for many reasons: there was a predetermined limit to the number of shareholders the farm could support; there was also a question as to how many hours would be the equivalent to 5000 DKK and whether or not this practice would be looked down upon by those that paid for their share. One shareholder added to this concern, mentioning her concern that volunteer work by non-shareholders would cause problems with Danish retirement and unemployment laws. Unlike shareholders, participants in the Brinkholm box scheme are not part owners of the farm, so working there could legally be treated as employment. This complication was new to us, and gave us

a very realistic foundation on which to construct the final products of the workshop.

The result of the future workshop was a collection of goals and steps to achieve those goals. The overall goal was to return Brinkholm's production of vegetables to a sustainable level. Achieving this goal will involve hiring a second farmer, increasing the involvement in the farm by box receivers, examining employment and labor laws, renewing commitment in shareholders, and creating an innovative payment system. A key part of this goal became an important goal in itself; the idea of hiring an extra farmer seemed to be the key to allowing Brinkholm to produce its own vegetables. Some difficulties with this idea were discussed, particularly finding money for the farmer to be paid and finding the farmer living accommodations. In response to these concerns, a new round of shareholder recruitment was suggested; both via personal letters from current shareholders to acquaintances as well as appealing to well-known local personalities. This new income could be used both for paying new farmers and for finding them somewhere to live.

The results from the questionnaires and interviews were used as building blocks for the future workshop. The goals established during the future workshop were similarly used as a basis for our recommendations. The most important goals are presented here with further analysis for them to be presented and implemented during the next yearly meeting.

Conclusions and Recommendations

Most of our conclusions and recommendations were the product of the future workshop supported by the results of the questionnaire. The most important goal to come from the workshop was that Brinkholm should produce all of the food that goes into the vegetable boxes. On the way to this goal, it is also important that Brinkholm begin to use more locally grown produce.

Currently, the farm includes out-of-season produce such as avocados and mangos. Including these products doesn't make sense when such a large part of Brinkholm's vision is to encourage sustainable agriculture. The challenge with using boxes that are produced locally is preparing box recipients to expect to receive foods only when they are in season. One of the effects of globalization is the availability of foods from around the world at any time of the year.

Consumers expecting to receive tomatoes in the spring or early summer could be disappointed if they were to find out that they could only receive them when they were in season in late summer.

To achieve the primary goal of food grown at Brinkholm, several other goals were developed to help the process. The primary focus of these goals were in three areas: providing aid to the current farmer by hiring a second farmer, increasing the involvement of the Brinkholm community and making the organization financially stable. If the goals presented in this chapter are discussed and implemented at the next annual shareholders' meeting, Brinkholm will be well on its way to producing its own vegetables again.

Hiring a Second Farmer

Currently at Brinkholm, one farmer provides produce boxes to 300 recipients. Since Brinkholm's primary goal is to begin growing its own vegetables, it is especially important during this transition time to have at least two farmers at Brinkholm. This new farmer would allow one farmer to devote all his or her time and energy to agricultural production, while the other could continue to provide vegetables from external sources. Being a farmer at a locally supported farm can be an unusually consuming task. Farms that produce a single crop can be maintained using a single production method, which makes it possible for a single farmer to manage this type of farm. Locally supported farms like Brinkholm are different; producing a diverse selection of crops to please 300 recipients is a task too great for a single farmer.

A second farmer with a background in animal husbandry would also give the farm an added capacity of being able to raise animals beyond the existing chickens. According to the questionnaire, Brinkholm members most prefer adding sheep and pigs to the farm with secondary support for goats and geese. These animals, although not directly labor intensive to raise, require an extensive knowledge of medical practices, nutritional needs and reproductive procedures with which the current farmer is neither familiar nor comfortable. As raising animals at the farm is a priority for the members of Brinkholm, a new farmer should possess the skills to do so.

Inspiring Community Involvement

It is also important that the farm begin using more involvement from the Brinkholm community;; the farmer (or farmers if that is applicable in the future) would still need support from members. One reservation Mikkelsen has to the idea of volunteer labor is that training volunteers sometimes takes just as long, or longer, than completing the task himself. A skill inventory within the questionnaire elicited a positive response with regards to learning skills needed to volunteer at the farm (for example, weeding, pruning and tractor operation). Thus, it is our strong recommendation that Brinkholm plan a family day in which there are both skills workshops for adults, and enjoyable activities for children to experience rural life. Besides training members to become educated volunteers, an event with this atmosphere would help to create camaraderie among members.

Other effective ways of bringing more people to the farm would be through the development of a sponsored orchard or self-pick fields. An orchard would allow involvement at multiple levels. Those shareholders who were interested in giving Brinkholm more money would be able to do so for a specific purpose. Shareholders who wanted to become more physically involved with the farm would likewise have the opportunity to participate in supporting trees. This help would take the pressure off the farmer and give the shareholders or box recipients more obvious work to do at the farm. A self-pick field would similarly create more involvement and reduce pressure on the farmer, but in a more informal way. The field would require less maintenance than an orchard and make members of the community feel freer to help when they chose.

These two ideas also work as possibilities for immediate and long term investments. A self-pick field would be an excellent idea to incorporate into Brinkholm as early as this season, while an orchard would take much more planning, more support, and a longer period to mature. Implementing a self-pick field this season would be most efficiently done with a mixture of crops that are ready after a single season and crops that take longer to mature. The combination of immediate satisfaction and anticipation of future rewards provides an excellent incentive for getting participants involved in Brinkholm. An example would be planting both a crop like strawberries, which can't be harvested during the first year, and a crop such as snap peas, which could be harvested later this summer.

Using incentives like these could bring not only shareholders but also box recipients to the farm more frequently. Incorporating a means of communication between these groups into the farm's website would also aid this cooperation. One suggestion from the future workshop was that members would be more willing to go to the farm if members they knew were to accompany them. This type of "carpooling" could easily be accomplished via a web-based community designed to fit the farm. Using carpooling is not only an excellent way to encourage more participation in the farm, but also a means of furthering the cause of a sustainable system; it decreases the amount of pollution produced by members going to the farm.

Those members that receive vegetable boxes but are not shareholders are an entirely untapped resource. Box recipients have only minimal access to

information from Brinkholm. They do not receive emails from the farmer, do not currently have access to the members' section of the website, receive communication almost exclusively through the weekly newsletters enclosed in the vegetable box. Even so, these members still responded to our questionnaire and were as willing as the shareholders to become more involved in Brinkholm. If Brinkholm truly is committed to getting more people involved, the clear lines between shareholders and box recipients need to be blurred. These members comprise more than 25% of Brinkholm's community and actively spend money each or every other week, but are not allowed to become more involved without a serious economic commitment. Using box recipients as a resource could start to solve many problems with regards to involvement on the farm, but Brinkholm shareholders would need to understand how important the recipients actually are. While shareholders contributed a one-time fee to the farm, box recipients are currently the only barrier standing between Brinkholm and bankruptcy. Even considering this reality, non-shareholder box recipients are being treated as second-class citizens who are less important than the shareholders who have a voting say in what goes on.

Shareholders pay their membership fee specifically to become partners in a cooperatively owned farm. Making box-recipients a larger part of the community would not change this fact. It would take some of the immediate threat away from Brinkholm, and it could encourage box recipients to become shareholders in the farm. There are many ways for Brinkholm to convince box recipients to become more involved in terms of additional benefits or required

work as part of the price of the vegetable boxes, but with some methods there needs to be careful attention paid to what is legal with respect to labor laws in Denmark.

Brinkholm needs to investigate these laws in order to understand fully what is allowed in terms of working on the farm, both for shareholders and for those members who receive boxes. During the future workshop, some participants expressed concerns about who was legally allowed to work at the farm and what the maximum period they would be able to work for each week. Special legal concern should be paid to researching clearly defined rules for pensioners working on land that they own, and the limitations of ownership concerning trade unions and living arrangements. If there are laws or set guidelines for working on a farm that require ownership as well as workers to be members of a union, it could make it difficult for members working with Brinkholm to ease the workload on farmers.

If research finds that ownership is required for work to be considered nontaxable, those members who receive boxes would still be left out of the larger part of the Brinkholm community. One way to address this issue would be to institute a lease system within the price of vegetable boxes. In addition to the price of the box itself, non-shareholders who received boxes would have to pay a small fee. This fee would act as the rental price for a part of the land. During the time that members received boxes, they would be considered part owners of Brinkholm. This ownership would eliminate the difficulties that Danish labor laws create for working at the farm. Implementation of this fee could be handled

in several forms, most simply by raising the price of a box for non-shareholders, or lowering the price of a box for shareholders. Raising the price for non-shareholders could deter current box recipients from continuing to participate in the vegetable box scheme, or new box recipients from joining. Lowering the price of a box would cause more financial problems for Brinkholm, where it would be forced to profit less from the sale of each box. A third way would involve decreasing the price of a box for a shareholder, and adding a fee for box recipients as an extra charge for a lease; this method would create less of a change for both Brinkholm and box receivers to deal with, and be less likely to prevent new members from joining.

As further encouragement to participate, Brinkholm could institute a lease-to-own system where after a certain amount of time (i.e., five years) of continued membership, a box receiver could become a full, voting shareholder in Brinkholm. The most important part of offering vegetable boxes with leases is the ownership that comes with it. As part-owners of Brinkholm, members who received boxes would not be precluded from working on the farm and provide more help to Brinkholm's farmers.

Achieving Financial Stability

While this lease option addresses many of the legal and financial problems of Brinkholm, the existing economic situation is made worse by the accounting software used by the farm (see also *Locally Supported Agriculture: Brinkholm*). One solution would be to purchase small business accounting software, available for a reasonable price (600 DKK) from several vendors, and transfer all existing

information into this format. An alternative is to have a new database and easy to use software developed by a database professional. This option would make it easier to move the data from one database to the other. The company or individual designing the new database would be able to transfer the information as part of the construction.

Another way of simplifying accounting practices at Brinkholm is to require or encourage payment for a years worth of boxes in the late winter or early spring. This form of payment, similar to the basis of a CSA, also creates available money when it is needed for planting. Since Brinkholm is dependent on its current box receivers for financial support, it would be infeasible to force all receivers to prepay. Those recipients who are currently receiving produce might not be interested in buying boxes a season at a time, and it would be dangerous for the farm to lose their support.

The majority of the recipients who responded to the questionnaire were in favor of this prepayment. Therefore, offering it, especially with an incentive, would be a good idea. One way of encouraging members to pay at the start of a year would be to offer a reduced price for a season membership. This plan would give the farm a smaller total amount of money, but more money at the start of a season, when it is most crucial. Alternatively, or perhaps concurrently, introducing a more regulated payment schedule, including a system of fines for missed payments, could be implemented. Both these concepts work well with the idea of a lease. If box receivers sign leases every year both for the opportunity to use the farm and to pay for and receive boxes, these contracts

could define payment schedules, and guarantee commitments for the year, even if some box recipients were unable to prepay.

At the next annual shareholders' meeting, we recommend that these recommendations be introduced. If the goal of Brinkholm growing its own food is to be realized, the entire Brinkholm community needs to be willing to work to achieve its goal. Our recommendations are summarized in the following outline.

Summary of Recommendations

- 1. Brinkholm needs to begin to grow its own vegetables.**
 - a. A quick crop of vegetables and fruits, along with continued local production of eggs and spelt, would provide a positive attitude shift in the perception of Brinkholm as quickly as this fall.
 - b. Since the farm is currently operated by only one farmer, member participation is the key to making this goal successful.
- 2. Any imported produce for Brinkholm's boxes should be grown locally.**
 - a. Including avocados or mangos does not make sense when current box receivers would all like to see Brinkholm return to growing Danish produce.
 - b. One obstacle is preparing box receivers to expect and be knowledgeable of the types of food grown in various seasons.
- 3. The option of a second farmer should continue to be considered.**
 - a. If it is truly a priority for Brinkholm to begin raising more animals than just chickens, it requires finding a second farmer with animal husbandry experience and skills.
 - b. Although a second farmer requires more financial backing, the ability to increase Brinkholm's production would also increase.

4. **Brinkholm should incorporate a Family Day into their list of activities.**
 - a. The Board of Directors should plan a Family day with educational workshops. This event would teach everyone how to help Brinkholm in a positive way and create a social setting for its members to begin creating relationships.
5. **Increasing communication between Brinkholm participants should be a priority of everyone.**
 - a. Box recipients should be included more often in the future of Brinkholm. Currently, they receive little communication from the farm and are barely involved in the farm.
 - b. The website should be used as a tool to plan carpooling and exchange ideas pertaining to the farm and its philosophies.
6. **The legal rules mandating working at the farm should be explored and made known.**
 - a. Although not an excuse to avoid volunteering at the farm, all participants should know the rules governing their involvement with Brinkholm.
 - b. One possibility for the elimination of legal questions regarding labor would be to develop a lease system to allow box recipients to legally own part of the farm without becoming full shareholders in the farm.
7. **Brinkholm needs to achieve financial stability.**
 - a. New accounting software needs to be purchased or designed. The current software is difficult to update, and does not present information in an entirely useful way.
 - b. A system of paying for all of a season's boxes in the spring could be instituted. This procedure would give the farm money when it needs it most.

- c. Box recipients need to be held accountable for money they don't pay. A system of fines could be introduced for late payments, or box recipients could tell the farm how many boxes during the season they would be purchasing before the start of the season.

If a willing and able group of people works to achieve a goal, anything is possible. Even now, change at Brinkholm is happening. Shareholders are becoming more involved in the farm; a new shareholder planted crop has recently been planted at the farm; the troubles of the past seem to be departing as Brinkholm prepares for its future.

Glossary

Active Listening – A communication strategy for paying attention to the needs of an individual. Active listening involves not only listening to what someone has to say, but also interacting with him/her to make sure that he/she knows that you are paying attention. Active listening is an important part of dynamic or two way communication

Agent – Person, or persons in an organization trying to enact a change.

Agrarian Reform – Movements to change agricultural strategies based on environmental impact and community involvement.

Biodynamic – Method of farming using strictly organic materials for fertilizing and soil conditioning.

Biological Cycles – Natural biological system where organisms rely on each other for sustenance in a cyclical manner. An example of this would be plants living off organic matters in soil, then dying and providing organic matter in the soil for later plants to live off.

Box Scheme – A method of disruption of fresh produce, typically organic in origin, where for a fee, either per delivery or by season, fresh vegetables from local farms are delivered via a box to a participant's home.

Community Supported Agriculture (CSA) – A system whereby farmers are supported directly by the Community prior to the growing season and produce is delivered directly to the investors as it is ready.

Cooperative - Any case where people join together to accomplish something jointly for all of their benefit.

Core Group – Management Tactic for CSA suggested by multiple sources. Especially a group consisting of dedicated members of all represented party's in the CSA, Shareholders and Farmers. Responsible for management level decisions outside of shareholders meetings.

Core Purpose – Statement describing an organization's function in existence.

Core Values – Guiding principles that define an organization.

Crop Diversity – A measure of how many different kinds of crops are grown at a farm.

Crop Rotation – Planting different crops on a field in different growing season.
A strategy used to improve crop yields.

CSA – (see Community Supported Agriculture)

Drop off Points – A place centrally located to both the farm and consumers homes where the farmer brings produce and consumers pick it up.

Ecosystem – The interaction of a group of organisms living in a common environment.

Focus Group – A moderated conversation regarding obtaining ideas on a specific topic or interest, typically with 5-7 people.

Future Workshop – A process designed to produce an organizational vision based on current problems in an organization.

Full Share – in CSA, refers to purchasing a full interest in a farm, and receiving a portion (dictated usually by the number of other “shareholders”) of the farms production

Grundtvig – Famous 19th Century Danish philosopher, founded the folk high school movement and the cooperative movement.

Half Share – in CSA, refers to purchasing half of what is normally considered a share, in exchange for half of what is normally considered a share of the produce.

Han – Family group of between 6 and 15 families involved in the Japanese organization Seikatsu.

Interview – A guided conversation led by an interviewer attempting to gain information from an interviewee.

LSA – (see Locally Supported Agriculture)

Landbrugs Lauget – Translates to “Agricultural Group” if taken literally, more appropriately means Farmers Guild, direct organizers of Brinkholm.

Locally Supported Agriculture – A broad term including both CSAs and SSAs where a farm is financially supported by individuals usually getting a portion of produce in reciprocation.

Monoculture – the use of one plot of land exclusively for one crop over an extended period of years. Classic example is Corn.

NOAH – Friends of the Earth Denmark, Danish environmental group, overall sponsors of the Brinkholm Project.

Organic – “Organic agriculture is an ecological production management system that promotes and enhances biodiversity, biological cycles and soil biological activity. It is based on minimal use of off-farm inputs and on management practices that restore, maintain and enhance ecological harmony” (Alternative Farming Systems Information Center).

Organizational Change: A complex process by which organizations seek to better themselves. Can be broken into individual steps.

Power – The potential of one person or organization to influence another.

Pygmalion Effect – A social phenomenon where the expectations of performance or success influence the actual performance or success of a group, individual, or process.

SSA – (see Shareholder Supported Agriculture)

Scenario Workshop – An advanced planning session designed to take multiple scenarios, introduce them to concerned parties, allow said parties to critique and advise scenarios with the overall goal of producing a polished final scenario for implementation.

Shareholder – An investor in an enterprise, holding a stake, or “share” in said enterprise.

Shareholder Supported Agriculture – An organizational model where individuals support a farm by paying a one-time fee and gaining a vote. Most SSAs also offer the option to become a consumer as well.

Social Capital – The community formed by the interaction of different beings. Relates an understanding of each being's situation and relationship to what his position in life is to one another.

Soil Chemical Activity – The natural balance of compounds in soil; different natural and artificial stimuli can alter this balance making soil more fertile or less fertile.

Taikei – Japanese term for partnership. Descriptive of early Japanese efforts in cooperatives and community supported agriculture.

Trust – “The confidence reposed in a person in whom the legal ownership of property is vested to hold or use for the benefit of another; hence, an estate committed to the charge of trustees.”

Vision Statement – a statement of the core values of an organization and a bold goal and picture of a desired future that guides the organization towards a clearly defined future

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Appendix A: Questionnaire - English

Spørgeskemaundersøgelse om Brinkholm *Brinkholm Questionnaire*

[Klik her for
spørgeskema på dansk](#)

[Click here to take the
Survey in English](#)

Brinkholm Questionnaire

I would like to introduce you to a project for improving Brinkholm. The goal of our project is to use the knowledge we have gained from our research, and analyze the expectations and needs of Brinkholm members in order to form a plan for the future of Brinkholm that best represents everyone's hopes.

In order to get an idea of how you feel about Brinkholm, we invite you to take part in a short survey. All responses are confidential and your input is greatly appreciated.

[Click here to take the
Survey in English](#)

If you are interested in being an interview participant or attending a scenario workshop, please [click here](#).

Thank you for your assistance.

Sincerely,

Carla Corbitt
Kristofer Carlson
Matthew Haag

General Questions

This page has basic questions, and provides us with your status at Brinkholm.

First Name (optional)

Last Name (optional)

How many years have you
been a participant in
Brinkholm? 2
 1 or less

Do you currently receive a box? Yes
 No

If you do not receive a box,
why do you choose not to?

Are you satisfied with the
delivery options? Yes
 No

If you are not satisfied, please
explain why:

Are you a shareholder? Yes
 No

Why did you join Brinkholm? Environmental issues
 Support local agriculture
 Price of produce
 Connection to a farm
 Other (please specify)

Have you ever recruited
someone to become a
Brinkholm shareholder? Yes, with success
 Yes, without success
 No

Have you ever recruited
someone to receive a
Brinkholm box? Yes, with success
 Yes, without success
 No

Submit Page 1

Brinkholm Boxes:

These questions will give you the opportunity to comment on the vegetable boxes.

What type of box do you receive	Large with potatoes Large without potatoes Small
How often do you receive It?	Once a Week Bi-weekly
How many people share the box?	1,2,3,4,5,6 or more
How often do you purchase additional products/produce	With Every Box Once a Month Less than once a month or never
How much of the share is wasted on an average week?	All wasted Most wasted About half wasted Little wasted Very little or none wasted
How do you feel about the quality of the produce received?	Exceptional Above average Average Below average Poor
How do you feel about the quantity of the produce received?	Exceptional Above average Average Below average Poor
What problems have you experienced with the quality of the produce in the box? (Select all that apply)	Unfamiliar Produce Doesn't Stay Fresh Long Enough No Problems Other (Please Specify)
What problems have you experienced with the quantity of the produce in the box? (Select all that apply)	Not Enough of Specific Kinds Too Little Too Much No Problems Other (Please Specify)
What advantages have you experienced from the box?	New types of Produce Fresher Produce Saved Money Other Please Specify

Would a recipe database on
the Brinkholm website be
helpful? Yes
No

How important is it to you
that the produce in the boxes
be from Brinkholm? Very Important
Fairly Important
Somewhat Important
Less Important
Not Important

[Submit Page 2](#)

Brinkholm Communication:

How do you communicate with Brinkholm?
Weekly Box Notes
Email Correspondence
Yearly General Meetings
Shareholder's Day
Personal visit
Other (please specify)

Do you feel that your feedback was valued?
Yes
No
To some extent

In order to stimulate production at Brinkholm, would you be willing to do any of the following?
Prepay a large portion of the box in the spring?
Volunteer for a required amount of hours?
Pay increased prices to fund the farm?

Do you feel that Brinkholm is your farm?
Yes
No
To some extent

If you could change anything about Brinkholm, what would it be?

Do you have confidence in the future of Brinkholm?
Yes
No
To Some Extent

If no, why not?

Did you respond to the letter regarding preordering of Meat?
Yes
No

If no, why not?

Submit Page 3

ORCHARD AND U-PICK OPTIONS

Brinkholm would like to accommodate its member's expectations for the farm in the coming years, as well as increase member visitation and participation. The following questions are a few ideas we have come up with that has worked at other organic farms.

Would you be willing to sponsor one or more fruit trees to donate to an orchard at Brinkholm?

Yes
No
Perhaps

Would you be willing to maintain (weed, prune, etc) trees in the orchard?

Yes
No
Perhaps

Would the responsibility of one or more fruit trees make you more willing to visit and volunteer at Brinkholm?

Yes
No
Perhaps

What type of plants would you want available for "u-pick"?

Strawberries	Raspberries	Black/Red Currents
Herbs	Flowers	Blackberrys
Snap Peas	Wine Grapes	Other (please specify)

Would the opportunity to pick these extra items make you more willing to visit and volunteer Brinkholm?

Yes
No
Perhaps

[Submit Page 4](#)

SHAREHOLDER DAYS & FAMILY DAYS:

Through our research, we have found that many farms plan periodic Family Days in order to create a sense of community among their members. While Shareholder Days are primarily for Shareholders only, Family Days would be open to all those interested in the farm. Workshops on farming skills and enjoying the land would take place, along with any other suggestions you have.

Have you ever attended a shareholder's day?	Yes No I am not a Shareholder
Did you think there was enough to do?	Yes No Not Relevant
Did feel you made an active contribution?	Yes No Not Relevant
Did you feel qualified for the tasks assigned?	Yes No Not Relevant
What tasks do you possess skills for?	Tractor Maintenance Weeding Pruning Planting Building Packing Boxes Maintenance/Construction Distributing Boxes Animal Care Future Planning Management Tractor Operation Other (please specify)
What tasks are you interested in learning?	Tractor Maintenance Weeding Pruning Planting Building Packing Boxes Maintenance/Construction Distributing Boxes Animal Care Future Planning Management Tractor Operation Other (please specify)
What skills would you be willing to teach at a workshop?	Tractor Maintenance Weeding Pruning Planting Building Packing Boxes Maintenance/Construction Distributing Boxes Animal Care Future Planning Management Tractor Operation Other (please specify)
What else would you be interested in doing at the farm?	Holiday at the farm Educational workshops Other (please specify)

Would you be interested in a family day of workshops and enjoying the land?
Yes
No
Perhaps

How important is it to you that there are animals at Brinkholm
Very Important
Fairly Important
Somewhat Important
Not Very Important
Not Important

If it is important to you, what kind of animals would you like to see?

Cows
Chickens

Pigs
Horses

Goats
Other (please specify)

Submit Page 5

Interview & Scenario Workshop Participation Form

Thank you for your interest in improving Brinkholm. We will be conducting interviews from Monday 29 March until Wednesday 5 May. If you would like to take part in an interview or focus group please email the following information to brinkholmteam@wpi.edu.

First Name _____
Last Name _____
Shareholder? [Yes] [No]
Box Recipient? [Yes] [No]
Daytime phone _____
Evening Phone _____
Best Time: [before 08:00] [8 to 10] [10 to 12] [12 to 14] [14 to 16] [16 to 18] [after 18:00]
Best Day: [Monday] [Tuesday] [Wednesday] [Thursday] [Friday] [Saturday] [Sunday]
Email Address _____

Thank you for your assistance.

Sincerely,
Carla Corbitt
Kristofer Carlson
Matthew Haag

Thank you for your assistance!

We look forward to taking your information into account when proposing a future plan for Brinkholm. If you have any questions or concerns with this questionnaire or with the project to improve Brinkholm, feel free to email brinkholmteam@wpi.edu.

If you are interested in being an interview participant, or attending a scenario workshop, please [click here](#).

Thank you for your assistance.

Sincerely,
Carla Corbitt
Kristofer Carlson
Matthew Haag

Appendix B: Questionnaire - Danish

Spørgeskemaundersøgelse om Brinkholm Brinkholm Questionnaire

Klik her for
spørgeskema på dansk

Click here to take the
Survey in English

Spørgeskemaundersøgelse om Brinkholm

Jeg vil gerne præsentere et projekt, som vi for øjeblikket arbejder med, og som har til formål at gøre Brinkholm bedre. Formålet med vores projekt er at bruge den viden, vi har fået gennem vores forundersøgelse, samt at analysere de forventninger, I har til Brinkholm, for at tegne et fremtidsbillede af Brinkholm, der bygger på alle de involveredes ønsker.

For at få en idé om, hvad du har af tanker om Brinkholm, inviterer vi dig til at deltage i denne spørgeskemaundersøgelse. Alle svar er fortrolige, og dit bidrag vil blive værdsat!

Svar venligst senest tirsdag d. 13. april.

Klik her for spørgeskema
på dansk

Hvis du er interesseret i at blive interviewet og/eller deltage i et fremtidsscenario-værksted, venligst tryk her.

Mange tak for hjælpen.

Venlig hilsen,

Carla Corbitt

Kristofer Carlson

Matthew Haag

Generelle spørgsmål

Denne side indeholder spørgsmål, som giver os indsigt i din forbindelse til Brinkholm.

Fornavn (udfyldes kun, hvis du har lyst)

Efternavn (udfyldes kun, hvis du har lyst)

Hvor mange år har du haft forbindelse til Brinkholm? 2
1 or less

Modtager du for tiden en kasse? Ja
Nej

Hvis du ikke modtager er kasse, hvad er grunden så til dette?

Er du tilfreds med de muligheder, der er for selve leveringen af kasser? Ja
Nej

Hvis du ikke er tilfreds, så forklar venligst hvorfor:

Er du andelshaver? Ja
Nej

Hvorfor gik du ind i Brinkholm/Landbrugslauget? Af miljømæssige grunde For at støtte et mere lokalt baseret landbrug
På grund af prisen på produkterne For at have forbindelse til en gård
Andre grunde (uddyb venligst herunder)

Har du nogensinde forsøgt at overtale nogen til at blive andelshaver i Brinkholm? Ja, med success
Ja, men uden held
Nej

Har du nogensinde forsøgt at overtale nogen til at abonnere på en kasse? Ja, med succes
Ja, med uden held
Nej

Send denne side og gå til side 2

Brinkholm kasser:

Disse spørgsmål vil give dig mulighed for at kommentere på indholdet i kasserne.

Hvilken slags kasse modtager du?	Stor kasse med kartofler Stor kasse uden kartofler Lille kasse		
Hvor ofte modtager du den?	En gang om ugen Hver anden uge		
Antal personer, der deles om kassen	1, 2, 3, 4, 5, 6 eller flere		
Hvor tit bestiller I ekstra produkter?	Hver gang En gang om måneden Sjældnere end en gang om måneden eller aldrig		
Hvor meget af kassens indhold går til spilde i en almindelig uge?	Det hele	Det meste	Cirka halvdelen
	En lille smule	Meget lidt eller ingenting	
Hvad mener du om kvaliteten af de produkter der er i kasserne?	Virkelig god	Over middle	Middel
	Under middle	Dårlig	
Hvad mener du om mængden (i forhold til prisen) af produkter i kasserne?	Virkelig god	Over middle	Middel
	Under middle	Dårlig	
Hvilke problemer har du oplevet, der har været med kvaliteten af de produkter, der er i kasserne (sæt gerne flere krydser)	Ukendte produkter Holder sig ikke friske længe nok Ingen problemer Andre (uddyb venligst herunder)		
Hvilke problemer har du oplevet, der har været med mængden af de produkter, der er i kasserne (sæt gerne flere krydser)?	Ikke nok/for meget af bestemte ting For lidt For meget Ingen problemer Andre (uddyb venligst herunder)		

Hvilke fordele synes du, der er forbundet med at modtage en kasse? At lære nye typer grøntsager at kende
Friskere produkter
Sparede penge
Andre (uddyb venligst herunder)

Ville det være nyttigt med en database med opskrifter på Brinkholms hjemmeside? Ja
Nej

Hvor vigtigt er det for dig, at grøntsagerne i kasserne kommer fra Brinkholm? Meget vigtigt
Temeilig vigtigt
Af nogen betydning
Af mindre betydning
Uden betydning

[Send denne side og gÅ til side 3](#)

Kommunikation med Brinkholm:

Hvordan kommunikerer du med Brinkholm?	Læser det ugentlige brev	Deltager i andelshaverdag
	I kasserne	
	E-mail korrespondance	Besøger garden
	Deltager i generalforsamling	Andet (uddyb venligst herunder)

Synes du din feed-back til gården er blevet værdsat og anvendt?

Ja
Nej
I nogen udstrækning
Ikke relevant for mig

Ville du være villig til at gøre noget af det følgende for at sikre Brinkholms produktion og afsætning?

Forudbetale et større antal kasser om foråret?
Arbejde frivilligt i et aftalt antal timer?
Betale højere priser for at støtte gården?

Tænker du på Brinkholm som din gård?

Ja
Nej
I nogen udstrækning

Hvis du kunne ændre noget ved Brinkholm, hvad skulle det så være?

Tror du på at Brinkholm har en fremtid?

Ja
Nej
I nogen udstrækning

Hvis nej, hvorfor ikke?

Har du svaret på opfordringen til at forudbestille kød?

Ja
Nej

Hvis nej, hvorfor ikke?

[Send denne side og gl til n?ste](#)

Frugtplantage og muligheder for selvpluk

Brinkholm ønsker at imødekomme andelshavernes forventninger til gården i de kommende år og at øge andelshavernes lyst til at besøge gården og deltage i det praktiske arbejde. De følgende spørgsmål er opstået som følge af idéer, vi har fået ved at se på, hvad der har virket andre steder, der minder om Brinkholm

Ville du have lyst til at sponsorere et frugttræ til en frugtplantage på Brinkholm?	Ja	Nej	Måske
Ville du have lyst til at være med til at passe frugtplantagen (luge, beskære mv.)	Ja	Nej	Måske
Ville ansvaret for et eller flere frugttræer øge din lyst til at besøge Brinkholm og yde en praktisk indsats?	Ja	Nej	Måske
Hvilken slags planter kunne du tænke dig til selvpluk?	Jordbær Krydderurter Grønærter	Hindbær Blomster Vindruer	Solbær / Ribs Brombær Andet (uddyb venligst nedenfor)
Ville muligheder for at kunne plukke disse ekstra produkter øge din lyst til at besøge Brinkholm og yde en praktisk indsats?	Ja	Nej	Måske

Send denne side og gå til side 5

Andelshaverdage og Familiedage:

Gennem vores undersøgelser har vi fundet ud af, at nogle tilsvarende gårde jævnligt afholder Familiedage for at bibringe en fællesskabsfølelse blandt deres medlemmer. Mens Andelshavedage primært er for andelshaverne, er Familiedagene et tilbud til alle, som har interesse for gården. Sådanne dage kunne tilbyde workshops med undervisning i forskellige dyrkningsmæssige færdigheder udover at man kan nyde gården, dyrene og landskabet mm.

Har du nogensinde deltaget i en andelshaverdag?	Ja	Nej	Jeg er ikke andelshaver
Syntes du, der var nok at lave?	Ja	Nej	Ikke relevant
Følte du, at du kunne give et vigtigt bidrag ved din indsats?	Ja	Nej	ikke relevant
Følte du dig kvalificeret til de opgaver, du udførte?	Ja	Nej	ikke relevant
Hvilke opgaver kan du påtage dig?	Vedligeholde traktor Plante Køre ud med kasser Kontorarbejde	Luge Bygge/vedligeholde bygninger Passe Dyr Køre Traktor	Beskære Pakke kasser Fremtidsplanlægning Andet (uddyb venligst nedenfor)
Hvilke opgaver kunne du godt tænke dig at lære?	Vedligeholde traktor Plante Køre ud med kasser Kontorarbejde	Luge Bygge/vedligeholde bygninger Passe dyr Køre Traktor	Beskære Pakke kasser Fremtidsplanlægning Andet (uddyb venligst nedenfor)

Hvilke færdigheder ville du være villig til at undervise i på en workshop?	Vedligeholde traktor	Luge	Beskære
	Plante	Bygge/vedligeholde bygninger	Pakke kasser
	Køre ud med kasser	Passe dyr	Fremtidsplanlægning
	Kontorarbejde	Køre Traktor	Andet (uddyb venligst nedenfor)

Hvad kunne du ellers være interesseret i at foretage dig på Brinkholm?	Deltage i workshops og lære nyt	Andet (uddyb venligst herunder)
--	---------------------------------	---------------------------------

Ville du være interesseret i familiedag med workshops og tid til at nyde omgivelserne	Ja	Nej	Måske
---	----	-----	-------

Hvilken betydning har det for dig, at	Meget stor betydning	Stor betydning	Af nogen betydning
---------------------------------------	----------------------	----------------	--------------------

der er dyr på Brinkholm?	Ikke særlig stor betydning		Uden betydning
Hvis det har betydning for dig: hvilke dyr kunne du tænke dig, at der skulle være?	Køer	Grise	Geder
	Høns	Heste	Andet (uddyb venligst herunder)

[Send denne side og gå til næste](#)

Tak for hjælpen!

Vi glæder os til at inddrage dine svar i vores forslag til fremtiden for Brinkholm. Hvis du har nogen spørgsmål og overvejelser i forbindelse med denne spørgeskemaundersøgelse eller vores projektarbejde med at forbedre Brinkholm, er du velkommen til at sende en e-mail til brinkholmteam@wpi.edu.

Hvis du er interesseret i at blive interviewet og/eller deltage i et fremtidsscenarioværksted, venligst tryk her.

Tak for hjælpen.

Venlig hilsen

Carla Corbitt

Kristofer Carlson

Matthew Haag

Appendix C: Questionnaire - Results

General Questions

This page has basic questions, and provides us with your status at Brinkholm.

First Name (optional)

Last Name (optional)

How many years have you been a participant in Brinkholm?
2 - 69
1 or less - 18

Do you currently receive a box?
Yes - 62
No - 25

If you do not receive a box, why do you choose not to?

Are you satisfied with the delivery options?
Yes - 86
No - 1

If you are not satisfied, please explain why:

Are you a shareholder?
Yes - 70
No - 17

Why did you join Brinkholm?
Environmental issues - 67
Support local agriculture - 52
Price of produce - 3
Connection to a farm - 30
Other (please specify) - 25

Have you ever recruited someone to become a Brinkholm shareholder?
Yes, with success - 24
Yes, without success - 27
No - 36

Have you ever recruited someone to receive a Brinkholm box?
Yes, with success - 31
Yes, without success - 34
No - 22

Brinkholm Boxes:

These questions will give you the opportunity to comment on the vegetable boxes.

What type of box do you receive	Large with potatoes - 23 Large without potatoes - 8 Small - 22
How often do you receive It?	Once a Week - 28 Bi-weekly - 25
How many people share the box?	1 - 6, 2 - 21, 3 - 6, 4 - 14, 5 - 1, 6 or more - 5
How often do you purchase additional products/produce	With Every Box - 26 Once a Month - 7 Less than once a month or never - 20
How much of the share is wasted on an average week?	All wasted - 0 Most wasted - 0 About half wasted - 1 Little wasted - 27 Very little or none wasted - 26
How do you feel about the quality of the produce received?	Exceptional - 20 Above average - 24 Average - 8 Below average - 1 Poor - 0
How do you feel about the quantity of the produce received?	Exceptional - 12 Above average - 13 Average - 25 Below average - 3 Poor - 0
What problems have you experienced with the quality of the produce in the box? (Select all that apply)	Unfamiliar Produce - 11 Doesn't Stay Fresh Long Enough - 11 No Problems - 26 Other (Please Specify) - 9
What problems have you experienced with the quantity of the produce in the box? (Select all that apply)	Not Enough of Specific Kinds - 19 Too Little - 3 Too Much - 4 No Problems - 18 Other (Please Specify) - 10

What advantages have you experienced from the box?
New types of Produce - 37
Fresher Produce - 30
Saved Money - 2
Other Please Specify - 23

Would a recipe database on the Brinkholm website be helpful?
Yes - 44
No - 9

How important is it to you that the produce in the boxes be from Brinkholm?
Very Important - 17
Fairly Important - 18
Somewhat Important - 13
Less Important - 4
Not Important - 1

Submit Page 2

Brinkholm Communication:

How do you communicate with Brinkholm?	Weekly Box Notes - 46 Email Correspondence - 12 Yearly General Meetings - 49 Shareholder's Day - 20 Personal visit - 21 Other (please specify) - 12
Do you feel that your feedback was valued?	Yes - 47 No - 0 To some extent - 5 Not Relevant - 16
In order to stimulate production at Brinkholm, would you be willing to do any of the following?	Prepay a large portion of the box in the spring? - 36 Volunteer for a required amount of hours? - 24 Pay increased prices to fund the farm? - 10
Do you feel that Brinkholm is your farm?	Yes - 35 No - 11 To some extent - 22
If you could change anything about Brinkholm, what would it be?	<input type="text"/>
Do you have confidence in the future of Brinkholm?	Yes - 45 No - 19 To Some Extent - 4
If no, why not?	<input type="text"/>
Did you respond to the letter regarding preordering of Meat?	Yes - 25 No - 44
If no, why not?	<input type="text"/>

ORCHARD AND U-PICK OPTIONS

Brinkholm would like to accommodate its member's expectations for the farm in the coming years, as well as increase member visitation and participation. The following questions are a few ideas we have come up with that has worked at other organic farms.

Would you be willing to sponsor one or more fruit trees to donate to an orchard at Brinkholm?

Yes - 42
No - 10
Perhaps - 21

Would you be willing to maintain (weed, prune, etc) trees in the orchard?

Yes - 13
No - 40
Perhaps - 20

Would the responsibility of one or more fruit trees make you more willing to visit and volunteer at Brinkholm?

Yes - 12
No - 42
Perhaps - 19

What type of plants would you want available for "u-pick"?

Strawberries - 42	Raspberries - 29	Black/Red Currents - 33
Herbs - 21	Flowers - 8	Blackberrys - 11
Snap Peas - 5	Wine Grapes - 11	Other (please specify) - 12

Would the opportunity to pick these extra items make you more willing to visit and volunteer Brinkholm?

Yes - 27
No - 21
Perhaps - 25

[Submit Page 4](#)

SHAREHOLDER DAYS & FAMILY DAYS:

Through our research, we have found that many farms plan periodic Family Days in order to create a sense of community among their members. While Shareholder Days are primarily for Shareholders only, Family Days would be open to all those interested in the farm. Workshops on farming skills and enjoying the land would take place, along with any other suggestions you have.

Have you ever attended a shareholder's day?	Yes - 38 No - 20 I am not a Shareholder - 6
Did you think there was enough to do?	Yes - 21 No - 1 Not Relevant - 42
Did feel you made an active contribution?	Yes - 21 No - 2 Not Relevant - 41
Did you feel qualified for the tasks assigned?	Yes - 21 No - 1 Not Relevant - 42
What tasks do you possess skills for?	Tractor Maintenance - 2 Weeding - 22 Pruning - 18 Planting - 16 Construction - 8 Packing Boxes - 17 Distribution - 7 Animal Care - 14 Future Planning - 10 Management - 16 Tractor Operation - 9 Other - 6
What tasks are you interested in learning?	Tractor Maintenance - 5 Weeding - 1 Pruning - 5 Planting - 16 Construction - 2 Packing Boxes - 2 Distribution - 0 Animal Care - 6 Future Planning - 3 Management - 0 Tractor Operation - 5 Other - 2
What skills would you be willing to teach at a workshop?	Tractor Maintenance - 2 Weeding - 4 Pruning - 3 Planting - 6 Construction - 0 Packing Boxes - 2 Distribution - 1 Animal Care - 2 Future Planning - 3 Management - 2 Tractor Operation - 2 Other - 2

What else would you be interested in doing at the farm?
 Holiday at the farm - 16
 Educational workshops - 17
 Other (please specify) - 3

Would you be interested in a family day of workshops and enjoying the land?
 Yes - 24
 No - 16
 Perhaps - 24

How important is it to you that there are animals at Brinkholm
 Very Important - 25
 Fairly Important - 15
 Somewhat Important - 11
 Not Very Important - 8
 Not Important - 5

If it is important to you, what kind of animals would you like to see?
 Cows - 17 Pigs - 31 Goats - 12
 Chickens - 46 Horses - 4 Other (please specify) - 21

[Submit Page 5](#)

Correlational Data

This Data was used to form the correlations mentions within the document.

Number that replied Yes to:		Also replied positively to:	
Would you donate a fruit tree?	42	Would be willing to maintain Fruit Tree	11
		Would visit because of Fruit Tree	11
Are you a shareholder?	58	Confident in the Future of Brinkholm	36
Are you a box recipients?	51	Confident in the future of Brinkholm	35
		Willing to Prepay for Box	36

Appendix D: Interview Questions

Farmers

Are you a certified organic farm?

Are you a CSA?

When were you established?

What role do you play in the farm?

What types of crops do you grow? Meat? Eggs?

Do you have shareholders?

If so, how many?

How do you interact with them? How often?

How many farmers/gardeners?

How much does a share cost?

How often are shares delivered?

How many shares in a season?

What mode of delivery do you use? (Drop off points?)

Do the shareholders ever work at the farm?

Do you find that your system is economically successful?

How do you advertise your farm to potential shareholders?

Do you offer any rewards to shareholders that recruit more members?

Farmers (2)

How long have you been involved with Community Supported Agriculture?

How long have you been involved with your current CSA?

What role do you play in the CSA that you are currently involved in?

How does taking part in _____ fulfill your needs as a _____?

What made you decide to become involved in Community Supported Agriculture?

How do you interact with your shareholders? How often? By what means?

Do shareholders have any input in what goes on at _____? How?

How is your distribution system organized?

Do you like the way it is organized?

How many shareholders do you have in the organization?

Farmers/gardeners?

Is there any cost to you to be part of this CSA?

Are you happy with the current organization at _____?

What changes could be made to make _____ run more efficiently?

What method(s) do you use to attract new shareholders? Are these effective?

Shareholders

Your Name is:

You have been receiving a share from _____(CSA)_____ for how many seasons?

How much does the share cost, and does it include active participation?

Beyond distribution of the share are you allowed any other benefits with your membership?

What is the average weekly content of the share from the farm?

Of that, how much do you actively consume that week? How much is wasted?

How much do you freeze, can or otherwise store for later consumption?

Is the Quantity of the produce concurrent with what you were expecting?

Is the Quality of the produce concurrent with what you were expecting?

If No to either of the above, how was it lacking.

How is your weekly share distributed to you?

Is this system of distribution satisfactory?

If not what do you feel is wrong with it, and do you have any suggestions for improvement?

At anytime since you have been a member have you had problems with the system of your CSA?

Do you still have these problems? If not, what was done to fix them?

Why did you join this CSA?

Are these needs being met through your membership?

Are there things that you wished you had known regarding CSAs before you became a member?

Have you ever recruited people to join your CSA?

If so, for what reasons, in your opinion did they join?

If there was something that you could change about your CSA, what would it be?

Appendix E: Interview Summaries

Beth Hook, 1 March 2004

Green Hill Farm

Started in 1979 as a dairy cattle farm, Green Hill Farm became an organic CSA in 1998 upon the retirement of Beth Hook's father, when Mrs. Hook and her husband took over the land. With crops ranging from lettuce to flowers and herbs, Green Hill sells a season of 20 weekly shares for a price of \$450 for returning members and \$475 for new shareholders. Interaction with their 40 shareholders is mainly conducted face-to-face when the members pick up their share at the farm each week. Along with the produce, Beth also distributes a weekly newsletter with recipes and articles like "The History of the Tomato" and "The Nutritional Attributes of Lettuce". Although Green Hill does not have a website, they find that they don't need one in order to fill all available slots. Often advertising in the consumer advocate and through NOFA and CSA Center websites, the Hills have found that they receive many phone calls and referrals without hosting a private site.

Mike Gagnon, 3 March 2004

Bear Hill Farm

Bear Hill Farm in Tyngsboro, Massachusetts has been operating as a CSA for seven seasons. The farm is privately owned and operated by Mike and Anne Gagnon, who are the primary farmers at the farm. Beyond the two farmers, their daughter works part time, and an intern works full-time during the growing season. Becoming a CSA gave the Gagnons more than they had expected. They initially formed the CSA to reduce the amount of travel required to sell their produce at farmers' markets, sometimes more than an hour away from their farm by car. Besides a reduced commute, being a CSA has allowed Bear Hill Farm to grow a wider variety of crops, have a steady market with income early in the season, and put the farmers in touch with their customers. Three times each week, Mondays, Wednesdays, and Fridays, shares are available to be picked up at the farm from 3:00 to 7:00 p.m. Often, shareholders will bring their families and spend the afternoon and early evening at the farm, interacting both with each other and with the farmers. Many of the shareholders have been involved in the farm for all seven seasons, and have formed strong bonds with each other. The farm provides 100 full shares, representing nearly 130 families. During the first two seasons, the owners ran articles in a local newspaper, but after that, the farm was advertised exclusively by word of mouth.

Dudley Davis and Kimberly Laplante, 13 March 2004

Earl Family Farm

Earl Family Farm in northern New Hampshire is privately owned and operated by Tom Earl, the primary farmer at the farm. The farm is a CSA supported by approximately 90 vegetable box-receiving shareholders. It is

currently in debt and having problems running. Dudley and Kimberly, shareholders in the CSA commented on some of the current situation.

During the last three years, the price of each share has risen each season from about \$250, to about \$350, and this year to about \$500. Many of the shareholders who started the CSA can no longer afford to maintain their share. The money for each share is collected after the fact, and some shareholders have difficulty paying, or don't pay on time.

The Earl Family Farm itself is located in a valley with several surrounding towns. The current distribution arrangement requires shareholders to pick up shares at the farm and sort their own boxes. In some towns, spin-off groups have formed, where members of a group of shareholders take turns picking up the boxes and bringing them back to the town. Dudley and Kim are part of an eight-member spin-off group in Jackson, New Hampshire. When it is their turn to collect the boxes, it sometimes takes a full day. The share room where shares are divided up is small, poorly organized and often full of children who are at the farm collecting shares with their parents.

Overall, the farm appears to be well run to Dudley – if enough people are present to help. Shareholders are asked to work a certain number of days during the season, with the current idea of scheduling being 'show up when you can.' The farm allows shareholders to complete their work requirement at one time, and most shareholders currently come at the end of the season when there is less work that needs to be done. Dudley commented that this could be part of the reason shares have gone up in price. There is no way to enforce fees for not working and the farm is forced to make up for what is lost by charging more at the start of a season.

Currently, the farm needs a richer population to grow. If consumers are already planning on buying organically grown food, then belonging to a CSA is logical. If they are not interested in buying organically, they have no interest in participating in the farm.

*Hardy Mikkelsen, 3 April 2003
Brinkholm*

Speaking with Mikkelsen gave us clear pictures, both of Brinkholm's current arrangement and of its history. Brinkholm was formed on 1 January, 2002 initially with four farmers and a group of shareholders. Shareholders contributed 5,000 DKK each, and farmers contributed 100,000 DKK each for a share in ownership of the new farm. The initial money was used to purchase the land and machinery for the farm.

During the first season, eggs, chickens, pigs, corn, and around 32 different types of vegetables were produced, but difficulties were encountered with both the management of such a varied selection of crops and with slaughtering the animals. The following year there was no vegetable production, but eggs and wheat were still produced.

Currently the farm buys and sells products to keep the vegetable boxes arriving at the houses of those who receive them. Mikkelsen is the only remaining farmer; he joined Brinkholm in August 2003. One day each week, a

bookkeeper comes to the farm to help with administrative tasks. The finances of the farm are handled in Microsoft Access, using a custom database that adds some difficulty to the process of bookkeeping by not allowing some entries to be deleted or edited. Other shareholders sometimes assist in distributing the vegetable boxes every Wednesday and Thursday. For the distribution, a shareholder's car is borrowed and the farm pays for gasoline use. Each week approximately 220 boxes are sent out. Some of the about 300 consumers receive boxes every week, others receive them every other week.

Mikkelsen had recently returned from a conference near Marseilles and was introduced to the idea of CSA. The concept of CSA that he came to understand in France is very different than the concept of CSA that is typified throughout much of the world. He commented that one farm used the CSA to sell sub-par merchandise that markets would not buy. Another seemed to be more of a zoo and museum than a farm.

He also mentioned that he was concerned about the follow through of some shareholders. If they volunteered to plant a specific type of crop, would they be able or willing to maintain it as well?

*Leif Nielsen and Jørn Pedersen, 6 April 2004
Brinkholm*

Our interview with Jørn and Leif gave us the perspective of two Brinkholm board members who have been part of the organization for much of its operational time. Brinkholm began as an idea in 1998. A *scenario workshop* of farmers was interested in finding a new way of making a farm work. They were especially interested in creating a place where producers and consumers could cooperate. Soon after this, an ad was placed in a local newspaper asking for people to become members in an organization interested in agriculture removed from capitalist speculation. For the project to be successful, it was estimated that 500 shareholders were necessary, but before it could begin the bank required Landbrugs Lauget to get 400 people to become shareholders before granting them a loan for land and equipment.

When the farm finally got off the ground in 2002, most of the 500 shareholders were expected to purchase vegetable boxes. The board had assumed that anyone interested in buying a share in such an organization would be doing so because they wanted to be able to get vegetables from a farm that they owned. This didn't happen. An estimated 2/3 of the new shareholders turned out to be only interested in supporting the idea. They felt it was a wonderful idea to support some økologisk farmers on Sjælland. Most shareholders had joined Brinkholm to help young farmers have a chance at farming the way they wanted rather than being forced into one of several cooperative monopolies, and had no interest in buying boxes every week.

Later in the history of Brinkholm disagreements, poor financial management and communication led to trouble in Brinkholm. While the farmers were under the impression that it was up to the board to take responsibility for the operation of the farm, the board felt the farmer should have complete control over production, using the board as a resource. In the original organization,

there was no plan set for income budgeting. The farm was able to provide excellent products, but no one had an overview of how things should have been organized as an organization. The shareholders made lots of plans, but took no action and enacted no feasibility studies on their plans. Additionally, in the original organization, there was no commitment built into becoming a shareholder – in an organization requiring active involvement, this was a huge error. At Brinkholm everyone was equal, so no one was willing to take the initiative.

The other information gleaned from the interview was a precise arrangement for the distribution system (Figure A.1). Each year approximately 250,000 DKK is spent on delivery including petrol costs and the cost of bicycle delivery in København.

Tuesday	Produce sorting and box packing begins. Boxes are organized by name, address and route
Wednesday	First round of delivery. Driven to some volunteers' homes. Some central locations are used to save money. Empty vegetable boxes are picked up when the new ones are dropped off.
Thursday	Second round of delivery. Boxes are delivered to København. Some boxes are delivered by a bicycle courier service at a charge of 30 DKK per box.

Figure A.1: Daily Distribution Schedule

*Lisbeth Tougaard, 3 April 2004.
Brinkholm*

From my participation in the Information Technology and Accounting workshop at the Brinkholm's shareholders' day, I spoke at length with Lisbeth Tougaard, the accountant who keeps the books for Brinkholm. The Brinkholm accounting software, she informed me, is an access database that was programmed for free by a shareholder three years ago, and has many interface problems. It is next to impossible to tell who has paid for the current week, when they paid for the current week, how much they paid for the current week, and most importantly, who owes money for the current week. It is now possible only to display all past debtors, but not to display the past debts over a time frame. This means that it is impossible to tell if a person is still receiving a box when looking at debts. There is a need for a better accounting system and a method of follow-up for missed payments.

Additionally, the farm is plagued the inability to contact members, especially the approximately 100 shareholders who have no email address registered with the farm. Simultaneously, she suggested that there be a list of "general non-urgent tasks" that could be completed by people who felt like volunteering without the need for supervision.

Ane Odgaard, 23 April 2004

Phone Interview

Ane is a box recipient and shareholder at Brinkholm farm. With the recent birth of her daughter, she has not yet visited the farm but looks forward to being able to. When asked about the ideas of mandatory work hours at the farm she agreed that it was an good way of getting participants to actively help with the farm, but cited the distance and time as a major deterrent, not only to the concept, but also to the farm in general.

A major supporter of the orchard and self-pick garden, Ane was excited about the prospect of Brinkholm producing its own vegetables again, and of raising animals on the farm

Appendix F: Farm Histories & Contact Information

Bear Hill Farm

Mike & Anne Gagnon
Tyngsboro,
Massachusetts USA 978-692-4224 Certified Organic CSA
Email - Not Available

The farm is privately owned and operated by Mike and Anne Gagnon, who are the primary farmers at the farm. Beyond the two farmers, their daughter works part time, and an intern works full-time during the growing season. Becoming a CSA gave the Gagnons more than they had expected. They initially formed the CSA to reduce the amount of travel required to sell their produce at farmers' markets, sometimes more than an hour away from their farm by car. Often, shareholders will bring their families and spend the afternoon and early evening at the farm, interacting both with each other and with the farmers. Many of the shareholders have been involved in the farm for all seven seasons, and have formed strong bonds with each other. The farm provides 100 full shares, representing nearly 130 families. During the first two seasons, the owners ran articles in a local newspaper, but after that, the farm was advertised exclusively by word of mouth.

Blue Mountain Biodynamic Farm

Tom Ono CSA
Carstairs, AB Canada
403 337-3321 BlueMtnBio-Dynamics@shaw.ca
<http://members.shaw.ca/bluemtnbio-dynamics/>

Begun in 1998, Blue Mountain has run a CSA for five years. After taking a break in 2002 to become fully certified organic, it is now undertaking its largest project yet—operating as an organic CSA. Creating an extensive plan to incorporate its members in the project, Blue Mountain is fulfilling its goal of bridging the “chasm which has developed between the urban and rural realities of our country” (Blue Mountain Information). Available in full and half shares, the consumers pay for their weekly boxes with both money and labor.

Brookfield Farm

Dan and Karen Kaplan Certified Organic CSA
Amherst, Massachusetts
USA 413-253-7991 info@brookfieldfarm.org
<http://www.brookfieldfarm.org/>

Nestled away in Amherst, Massachusetts, the Brookfield farm has maintained an organic CSA for 18 years. Brookfield Farm was founded in 1976 with the purchase of a 64-acre tract of land in western Massachusetts. Several years later, in 1980, the farm began to stray from traditional agriculture when

organic developers were hired to manage it. In 1986, the Brookfield farm opened as the third CSA in United States with fifty-five member households and approximately 4 acres under cultivation. In the second year of CSA operation, the Biodynamic Farmland Conservation Trust was created; this took on the "responsibility of running farm and clarifying and expanding the mission to include education of farmers and the public" (Eagle, "Farm History"). This trust allowed Brookfield to operate as a non profit organization, and gave the farm a sense of direction.

Buschberghof

Karsten Hildebrandt CSA & Market
Hamburg, Germany +4941567132 hildebrandt.karsten@t-online.de
www.buschberghof.de

Buschberghof was created as an organic farm in 1968, when its previous owner sold the land trust that he designed, so that creditors could not seize the land. This allowed for a continuity of leadership with benefits of a nonprofit trust.

Two families ran the farm for organic production and distribution until 1987. That year, influenced by Trauger Groh, an American CSA pioneer who had once worked at Buschberghof, the farmers set up an "economic association for the care of plants, animals and man," (Douthwaite). In this new arrangement shareholders would invest in the farm and in the salary of its employees. In return, all shareholders were entitled to as much of the farms production as they felt they needed for their families. Unlike many American examples of CSA, the Buschberghof farm's contributions are left up to the member families; each family pays the farm what they feel they can afford (Douthwaite). This unique system according to Wolfgang Stränz, long time member and spokesperson, has never been abused.

Earl Family Farm

Tom Earl CSA
New Hampshire
USA Phone - Not Available Email - Not Available
Website - Not Available

Earl Family Farm in northern New Hampshire is privately owned and operated by Tom Earl, the primary farmer at the farm. The farm is a CSA supported by approximately 90 vegetable box-receiving shareholders. It is currently in debt and having problems running. During the last three years, the price of each share has risen each season from about \$250, to about \$350, and this year to about \$500. Many of the shareholders who started the CSA can no longer afford to maintain their share. The money for each share is collected after the fact, and some shareholders have difficulty paying, or don't pay on time.

The Geneva Group

Farmers – Not Available
Geneva, Switzerland Phone - Not Available Email – Not Applicable
Website – Not Applicable

A CSA in Geneva was formed in the mid 1970s – inspired by the cooperative movement in Chile during the Allende administration (VanderTuin). This CSA is the direct predecessor to those in the US in terms of operation style: a farmer collects money in advance in order to grow food for specific people – guaranteeing fresh food for the shareholders and putting less stress on the farmers.

Production for the Geneva group was initially at multiple locations rather than a single farm. This continued through the mid 1980s, when the group had nearly 180 families subscribing to it.

Green Hill Farm

Beth Hook
Shrewsbury, Massachusetts 508-842-2588
Website – Not Available

Organic CSA
Email – Not Available

The Green Hill Farm, originally a dairy cattle farm, started as a CSA in 1998. It has a large mixture of you-pick crops with typical fare, and a herd of Scottish Highland cattle.

Indian Line Farm

Jan Van Turin and Robyn Van En
South Egremont, Mass.
USA Phone - Not Available Email - Not Available
Website – Not Available

CSA

The Indian Line Farm was purchased in 1983 by Robyn Van En, and used as an organic farm for two years. During the second growing season, five acres of the land was used to start the South Egremont CSA. The group was initially organized as a small business: three people in charge of administrative tasks, two in charge of distribution, one full time gardener with two part-time assistants and various volunteer workers throughout the year (Van En 5-16). As the CSA developed, the organization changed slightly, but for the most part remains the same.

Marian Farms

Gena Nonini
Fresno, California
USA 559-276-6185 info@marianfarmsbiodynamic.com
http://www.marianfarmsbiodynamic.com

Certified Biodynamic CSA and Market

Marian Farms is a mixture CSA and Market producing a range of Biodynamic and organic products on a year round schedule. The box scheme has a distribution center option and a direct delivery via UPS, and in addition the farm produces organic wine and brandy.

Seikatsu

Farmers - Not Available LSA
 Phone - Not Available
 Japan Available Email - Not Available
 Website - Not Available

To combat high inflation, a group of Japanese housewives began buying food collectively in 1965. Part of their unique vision involved sending products directly to members, rather than leaving them at a garage or warehouse to be picked up. Additionally, the members refuse to buy products that are unhealthy – either for the environment or for the people involved (Maruyama 81-82). This effort extends to supporting local agriculture, and helping, even with the harvest, if the farmer requests it.

In 1972, Seikatsu formed an agreement with an organic agricultural cooperative, buying directly from the producers. This helped to create a stronger community between the members of Seikatsu and the farmers involved in the food production. According to Maruyama, by 1991, 30% of the group’s purchases were made through the farm (82).

SupermarketCoop

Farmers - Not Applicable MARKET
 Located - Washington,
 DC 202-628-7160 info@supermarketcoop.com
<http://www.supermarketcoop.com/>

The SuperMarketCoop, formed in 1993 is an organization that unifies cooperatives in the United States and Mexico under one collaborative umbrella. In order to increase the competitive advantage of small farms, the project focuses on three areas: an online store, a subscription-based monthly food program, and an online database of products and their availability. The online storefront allows the farmers to focus on the production aspect, while still having control of the manner in which their products are presented and simultaneously gaining exposure and credibility by being a member of a continent wide organization

Sweet Pea CSA

Farmers - Not Available CSA & MARKET
 Phone - Not Available
 Midwest, USA Available Email - Not Available
 Website - Not Available

Sweet Pea is a Small CSA and market mixture, with one vegetable farmer who's production shares are sold of, and 4 small scale specialty producers.

Tablehurst and Plaw Hatch CSA

Farmers - unknown SSA & MARKET
United Kingdom Phone - Not Available Email - Not Available
Website - na

Tablehurst and Plaw Hatch was formed in 1995 to purchase support the farm business on a biodynamic farm owned by a charitable trust fallen on hard times. The production is for the local community and includes free-range meat eggs and milk in addition to vegetables.

Temple Wilton Community Farm

Farmers - Lincoln Geiger, Anthony & Glynn Graham CSA
Located - Wilton, NH 603-878-4019 lgeiger@tellink.net
<http://www.templewiltoncommunityfarm.org/>

The Temple Wilton Community Farm was started by Tauger Groh, Anthony Graham and Lincoln Geiger. Tauger Groh emigrated from Germany to the USA in the mid 1980s, where he had worked as a farmer at Bucshberghof prior to its conversion to a CSA. The farm began simultaneously with the Indian Line Farm and differed chiefly in its ideas on support. Temple Wilton Community Farm financially works like Bucsherghof, where members are asked to pledge what they feel the farm is worth to them, and in return receive what they what they need of the produce. The farm is in the process of purchasing land via a nonprofit trust to secure production for the future.

Terra Firma Farm

Paul Holmes CSA
Winters, California,
USA 530-756-2800 Goldenbell@aol.com
<http://www.terrafirmafarm.com/>

Terra Firma Farm as formed by Paul Holmes soon after the CSA movement started in the late 1980s. From fifty shareholders a VW Van and a rototiller, the farm has grown to supply over 700 people a week with vegetables, fruit, and nuts (Holmes).

Brinkholm Future Workshop

∞∞ 26. April 2004 ∞∞

Kristofer Carlson
Carla Corbitt
Matthew Haag

❧❧ Table of Contents ❧❧

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❧❧ *Schedule* ❧❧

17:00 – Introduction

17:40 – The ideal Brinkholm

Discussing the differences between what Brinkholm was, what it is, and what we want it to be?

18:30 – Break

Snack, smoke and chat

18:50 – Setting Goals for the Future

Discussing goals for the future of Brinkholm

19:55 – Break

20:00 – Conclusions

What have we accomplished tonight?

What is the next step?

❧❧ *Expectations of Brinkholm* ❧❧

- **Rather pay more for organic veggies from own farm**
- **Support non-monopoly based businesses**
- **Support organic farming**
- **Like that you can see where food is grown**
- **Able to contribute via visitation not boxes**
- **Introduce children to rural life**
- **Wanted to be able to see animals**

❧❧ *Ideas to Improve Brinkholm* ❧❧

- Network to arrange carpool to farm
- More economic information released
- Finances
 - Prepay (Up Front)
 - Payment Plans
- Create interaction among shareholders
- Increase Communication
- Help Hardy with labor to produce vegetables
- Chairmen's letters to reach the 110 people without email
- Interaction between board and members
 - Both ways!
- Website: Chat Room
 - Open to box recipients?
- Get to know each other
- Pay for share by working off the 5000 Kr
 - Look into legal aspect
- Brinkholm grows its own vegetables

S.M.A.R.T. Goals Transparency

<i>Specific</i>	<i>Who?</i> <i>When?</i> <i>What?</i> <i>How?</i> <i>Why?</i>
<i>Measurable</i>	How will I know when it is accomplished?
<i>Attainable</i>	Break it into steps.
<i>Realistic</i>	Willing and able to work to achieve. Challenging goals can be easier
<i>Tangible</i>	Tie the goal to something that can be experienced

❧❧ *S.M.A.R.T. Goals* ❧❧

8. **Grown Own Vegetables**
 - a. Eggs, animals, flour, fruit...
 - b. Need enough people to support
 - c. Look into purchasing another greenhouse
9. **Get Food that is grown Locally**
 - a. Not avacados or mangos
 - b. Take into account what is grown in what seasons
10. **Family Day**
11. **Second Farmer**
 - a. Money permitting
 - b. Knowledge of animals
12. **Communication**
 - a. Between groups
13. **Learn legal rules for working at farm**
 - a. Do they apply to both shareholders and box recipients?

*Steps towards reaching
S.M.A.R.T. Goals*

1. Grown Own Vegetables

- a. Look towards new box receivers to begin prepaying scheme
 - i. Look into legal issues
 - ii. Invent new word for “share of the harvest” holder
 - iii. Shareholders take on commitment of working at farm. – Necessary.
 - iv. Skills workshop on family day

4. Second Farmer

- a. Where would they live?
- b. How would it be financed?
 - a. Gain support through leaflets to 10 friends
 - b. Appeal to popular personalities

- **Accountability – Who is going to make sure these things happen?**

❧❧ *Conclusions* ❧❧

The Future workshop raised many important concepts and established a path of goals for the future. Fortunately, despite the small amount of participants, there was a good cross-section of the Brinkholm community. However, the goals outlined face many challenges in implementation. There is a need for a larger volunteer labor force on the farm, and the suggestion was made to use the resources of the Box Recipients. This encounters major legal and political issues. Legally there is concern that non-shareholding box recipients would face challenges with labor laws regarding unemployment and retirement because they do not own part of the land at Brinkholm. Politically, there is a view amongst some shareholders that a class system exists within the community, and box receivers should be kept at the lower level with limited access. This is embodied in communication: Shareholders can be engaged in multiple forms of active communication with community members; while Box receivers are restricted to passive communication only. If these obstacles are not removed, the successful implementation of the outlined goals is unlikely.