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Project Number: MBE - 9944  
(Division #49) (9944)

Community Food Project  
An Interactive Qualifying Project Report  
submitted to the Faculty of  
WORCESTER POLYTECHNIC INSTITUTE  
in partial fulfillment of the requirements for the  
Degree of Bachelor of Science  
by

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# Abstract

This report was prepared for Community Harvest Project Inc. (CHP) located in Grafton, MA. CHP has plans to expand from Grafton to Hopkinton, MA. This report examines three aspects that CHP must consider when the second location opens. The three aspects examined were analysis of volunteer data, historical data, and identification of key stakeholders. Based on data collected, recommendations were made by the team to CHP on how to prepare for the opening of the second location.

# Acknowledgements

We would like to thank Professor Michael Elmes for his excellent guidance and support during the duration of this project. We would also greatly like to thank him for always having the patience to push us along even when we struggled.

We would like to thank Amy Navin and Ken Crater for being excellent sponsors. They always provided us with any information we needed to make this project a success.

We would like to thank Paul Grady for setting up and organizing the focus groups.

We would like to thank all the participants of the survey and focus groups for their valuable input.

We would like to thank Ken Dion for taking the time out of his busy day to provide us with important historical information.

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# Executive Summary

Community Harvest Project Inc. (CHP) is a non-profit organization dedicated to providing the Worcester County Food Bank of Massachusetts with fresh vegetables. The vegetables are then distributed by local food pantries to less fortunate individuals and families in central Massachusetts. CHP was founded in 1971 by Bill and Rose Abbot under the name “Food for the Needy.” They grew vegetables on their farm located in Hopkinton, MA. The name of this farm was Elmwood Farm. After the deaths of the Abbots the farm fell into physical and financial disrepair. Ken Crater who was working with the Worcester Food Bank was tasked with saving the farm. In 2003 Community Harvest Project Inc. opened in Grafton, MA with a brand new facility. The farm has prospered, producing over 80,000 pounds of vegetables in 2010.

CHP plans to open a second location at the original location of “Food for the Needy”, Elmwood Farm. There are several problems that will challenge CHP in their move back to Elmwood Farm. This project examines several of these issues and makes recommendations on how to overcome them. The problems examined by this project are collection and analysis of volunteer data, examination of historical data, and identification of stakeholders.

The volunteer data was collected through a mass survey sent out to 1800 people who had provided their email addresses to CHP. The volunteer data was also collected through two focus groups consisting of six and seven participants, respectively. The data was then analyzed to determine the answers of several questions. The data was used to answer questions such as: “Why do people volunteer?”, “How does CHP recruit

new volunteers?”, “Does CHP retain volunteers?”, “How enjoyable is the CHP experience?”, “What improvements can be made to CHP?”, and general demographical information about the volunteers.

Historical data was collected to better understand how the Grafton location became successful. The historical data was collected through general research and interviews with CHP staff. The research provided us with the methods that CHP had previously used to expand their organization. Knowing these methods allowed us to make recommendations based on what had worked in the past and what had not worked.

The third problem was to identify local stakeholders in Hopkinton. CHP needs to know about possible stakeholders in order to gather new volunteers, leaders, and staff. General research was performed on Hopkinton community groups and government to find potential stakeholders for the new location.

Survey results showed that most people valued the hunger relief and community service aspects of CHP most. Survey and focus group data also showed that people generally have a desire to help others. The motivation to help others is hard to pinpoint, but we have found the biggest motivator regarding CHP is the feeling of accomplishment. Volunteers love that there are tangible outcomes for their hard work. This is something that CHP must keep in their expansion. The survey also showed how CHP recruits new volunteers. A majority of new volunteers are recruited by current volunteers. CHP does not successfully recruit members on its own, but grows through the good word spread by current volunteers. There is a lack of name recognition within

the surrounding communities. This was shown by both the survey and focus group by looking at where volunteers come from.

Though active recruitment is not a strong point of CHP, once someone has volunteered, they are hooked. CHP does an excellent job of retaining volunteers. Survey results showed that volunteers keep coming back to volunteer. This tells us that the volunteer experience is excellent. The staff and volunteer leaders do an outstanding job of making the experience fun and rewarding. This is backed up by both survey data and focus group data.

The use of the internet was suggested by many volunteers to keep people connected with CHP. Most suggested to use an e-newsletter. This was quite different from our experience using this method. Initially, our survey was administered through the e-newsletter, but because of such low response we sent out a simple reminder email. After sending this email, responses flooded in.

The focus groups presented contrasting arguments. The first group felt there was a lack of leadership; while the second disagreed. Due to survey results we determined there is a lack of leadership. This is a common problem among non-profit organizations. The focus groups also discussed why people volunteer and who the “members” of CHP are. It was determined as similar to the survey that people generally enjoy volunteering. The focus groups could not determine however who the members of CHP are. The second focus group discussed heavily increasing CHP’s aggressiveness in recruiting companies and schools to bring their members to volunteer.

Through research into historical information we learned some mistakes that need to be avoided when CHP expands. In our interview with Ken Dion, Ken provided some helpful recommendations. Ken stated that there are two requirements for new staff. They must be passionate for the mission, and they must have people skills. Ken believes that farm skills are not important at all. The most important recommendation from Ken was to let the farm grow as the volunteer base grows. Forcing growth without volunteers will only result in failure.

The stakeholder data researched provides a list of contacts for CHP to begin its expansion into Hopkinton. A list of different committee and board members within the Hopkinton government is provided. These will become very helpful to CHP.

After all data was analyzed and we reached our conclusions; we made five main recommendations to CHP. These recommendations are:

- There is a need for more volunteer leaders
- Collect email addresses of volunteer group members
- Work with local companies to set up volunteer days
- Establish a system that will allow individuals and families to sign up for volunteer groups only made up of individuals and families
- Work with the Hopkinton Sustainable Green Committee

# Chapter 1: Introduction

Hunger is defined as the uneasy or painful sensation caused by lack of food (Food Research and Action Center, 2009). Another term commonly used to talk about hunger is food insecurity. Food insecurity is the lack of access to enough food to fully meet basic life needs at all times. Food insecurity can be caused by many factors including a lack of financial resources, natural disaster, and transportation issues. In the city of Worcester, MA over 30% of Hispanic or Latino residents are living below the poverty level compared to only 10% of white residents (City-data.com, 2009). Households with children are twice as likely to suffer from hunger (Food Research and Action Center, 2009).

Community Harvest Project (CHP) is a program that aims to solve the problem of food insecurity. In Worcester County alone over 80,000 people rely on the food bank as one of their primary sources of food (Worcester County Food Bank, 2010). Since the food bank receives the majority of their food from old stock in local supermarkets, perishable foods such as fruits and vegetables are a very rare commodity. By growing produce at a farm just a few miles away from the Worcester Food Bank, Community Harvest Project is able to provide thousands of people living below the poverty line with a healthy source of nutrition. They even go as far as to help the people who need them the most by organizing free farmer's markets in Worcester neighborhoods that are most affected by poverty (CHP interview, 2011).

Community Harvest Project is an organization dedicated to producing fresh vegetables for the people who rely on the Worcester County Food bank. They are

located in Grafton, MA and in 2010 produced over 80,000 pounds (CHP data, 2010) of vegetables solely for the Worcester County Food Bank. This is a huge increase over previous years and CHP produces more and more every year. Because of the CHP's tremendous success, they are planning to expand to a second location. The second location is the previous home of "Food for the Needy" and CHP in Hopkinton, MA located at the historic Elmwood Farm. The Community Harvest Project is facing several challenges in planning their expansion back to Elmwood Farm. The goal of this project is to investigate the challenges CHP faces in bringing the organization back to Elmwood Farm.

The first challenge facing CHP is the lack of organized volunteer data. The staff at CHP wants to find more about why people come to volunteer at the farm. The data they do have is loosely organized, but does not provide any insight into why people volunteer. The project group examined why people volunteer at CHP and find out who are the primary stakeholders at CHP. Secondly, CHP has a lot history that can be useful in solving current problems faced by CHP. The project group researched the history of CHP to determine mistakes and successes that were made. Based on that information recommendations were made to CHP. Finally, prior to expanding to Elmwood, CHP will need to find stakeholders in Hopkinton who will help support the expansion of CHP to the new location. The project group assisted in finding these people.

The project group used a number of different methods to collect data that addresses these challenges. Surveys, focus groups, and interviews will be extensively used to find out why people volunteer at CHP.

# Chapter 2: Background Research

## Volunteerism

Volunteering is widely accepted as having positive effects on not only the benefiting organization, but also the volunteers. People all over the world spend a lot of their time helping others for both the benefit of the volunteer and the person(s) receiving help. Volunteerism is work by a person or group for the benefit of others or a cause without receiving payment for their time (Wikipedia, 2011). Volunteering has an impact on every aspect of society from the entire nations to local impacts. Volunteers annually converge on disaster areas and areas with poor economics. On average between 2007 and 2009, 62 million per year volunteered in the United States (Volunteering in America, 2010). Volunteering's impact is on everyone involved.

According to the Corporation for National and Community Service (CNCS) almost all volunteers received what is referred to as a “helpers high” after volunteering. This “high” includes increased health benefits, increased trust in others, and increased social participation (Volunteering in America, 2010). Some recent studies conducted by the CNCS have shown that the actual volunteers may receive more health benefits than the recipients of the service. One of these surveys results reported that the people receiving the service did not report improved health. The volunteers on the other hand had lower mortality rates. Couples who volunteered also showed to have longer and stronger relationships (Volunteering in America, 2010). The benefits of volunteering have had the greatest effects on people over 65. Volunteers who are 65 and older tend

to have improved health and mental stability than those who do not. Volunteering can also give a sense of purpose to retirees who would otherwise have nothing to do. There are conflicting studies reported by the CNCS regarding health benefits on younger volunteers. One report concludes that younger volunteers do not receive health benefits, but instead a feeling of personal accomplishment. The second study said that every person regardless of age receives health benefits, but the older generations do receive a greater impact from the health benefits (Volunteering in America, 2010).

In the United States 62 million people per year volunteer. Nationally the average volunteer rate between 2007 and 2009 was 26.5 % (Volunteering in America, 2011). Utah leads the US with 44.2% of citizens volunteering. The United States produced 8.1 billion volunteer hours between 2007 and 2009, with each resident averaging 34.4 hours of volunteer time. Religious institutions receive the most volunteer service.

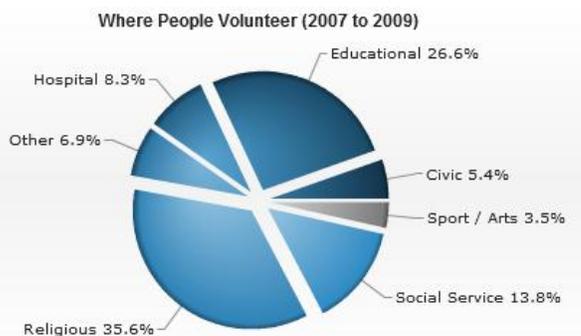


Table 1: Where People Volunteer

<http://www.volunteeringinamerica.gov/national>

While most volunteer service is directed to fundraising, volunteers also spend a lot of time distributing food, labor or physical work, and tutoring or teaching. Men are below average for time spent volunteering. In 2009, they were 3% below the US

average for volunteer rate, though male's numbers were slightly up from 2008. Women on the other hand were about 4% higher than the national average. College students are a very important volunteer group. It is one of the fastest growing groups. In 2002, 2.7 million college students volunteered. This has increased to 3.2 million in 2009. Though college students volunteer fewer total hours compared to other demographic groups, they volunteer in very different ways. They spend more time mentoring youth than any other demographic group. Parents are the most influential volunteer group. As a group parents' volunteer rates are about 10% higher than the US average. They also have a larger impact because parents tend to bring their children to volunteer also, creating even more volunteer hours. They also spend 44% of their volunteer time in educational efforts (Volunteering in America, 2010).

Massachusetts is behind in regard to volunteer statistics. Massachusetts averages 1.3 million volunteers per year. Massachusetts averages 25.5% of residents of volunteer. Massachusetts is ranked 34<sup>th</sup> among the 50 states and the District of Columbia. The hours per resident is ranked even lower at 41, with only 31.1 hours of volunteering time per resident per year (Volunteering in America, 2010). There are a few factors that could be influencing a lower volunteer rate than the rest of the nation. One factor is attachment to the community. States with a lower percentage of individuals owning homes and states with higher percentage of people living in multi-unit housing have lower volunteer rates. To express this more clearly, the more people who own homes in a state the more likely it has a higher volunteer rate. The percentage of Massachusetts residents who own their home is lower than the national average but not by much. However, the percentage of residents who live in multi-unit

housing is about 10% higher than the national average. This could be impacting the low volunteer rates and hours of Massachusetts. Finally another contributing factor to lower volunteer rates is a longer commute time. Massachusetts residents on average have a 2 minute longer commute time than the rest of the nation. Each of these factors could contribute to the lower volunteer rates of Massachusetts (Volunteering in America, 2010). Though this may not be the cause of the lower volunteer rate in Massachusetts, these trends do exist in other states with lower volunteer rates.

Worcester has similar volunteer statistics to the rest of Massachusetts, though when compared to national statistics Worcester is a little better than Massachusetts. When compared to other mid-sized cities Worcester is not ranked very highly. Worcester averages 109,500 volunteers per year, which means 26.1% of residents volunteer. They are ranked 55<sup>th</sup> among the top 75 midsized cities in the US. However, the volunteer rate is almost identical to the national average. This means that even though Worcester residents volunteer close to the national average, midsized cities tend to have higher volunteer rates than the nation resulting in a low ranking for Worcester, among mid-sized cities (Volunteering in America, 2010). Residents only volunteer one hour less per year than the national average, which is very good comparatively to national statistics. This is 6 hours higher than the Massachusetts average of 26.5 volunteer hours per resident per year. Worcester suffers from some of the same factors that Massachusetts does. Worcester also has lower attachment to the community and long commuter times than the national average. Even though Worcester suffers from some of the problems that limit volunteering as Massachusetts, they tend to be less prevalent in Worcester. Worcester's attachment to the community is higher than the

Massachusetts average but lower than the national average. (Volunteering in America 2010)

Volunteerism is a very important to CHP. It is the engine that runs CHP. Without volunteers CHP would cease to function. CHP appeals to volunteers across the state of Massachusetts. In 2009, CHP donated 47,916 pounds of produce to the Worcester Food Bank, all which is planted, weeded, and harvested by volunteers (Community Harvest Project, 2010). Volunteers have great impacts on CHP and will continue to help the program grow.

## Hunger

Hunger is a craving or urgent need for food or a specific nutrient; an uneasy sensation occasioned by the lack of food; and a weakened condition brought about by prolonged lack of food (Merriam-Webster, 2011). This is a dictionary definition, but to us, the feeling of hunger is the need to eat another meal.

## World Hunger

World hunger is referred to by the second definition which is aggregated to the world level. Malnutrition is the insufficient, excessive, or imbalanced consumption of nutrients (Merriam-Webster, 2011). There are two basic types of malnutrition: protein-energy malnutrition and micronutrient malnutrition. Protein-energy malnutrition is the insufficient consumption of calories to satisfy the body's nutritional needs (Farlex, 2009). Micronutrient malnutrition is a deficiency of substances required but, not produced in the body for basic functions. Micronutrients are required by the body to catalyze bodily

functions (WFP, 2011). Protein-energy malnutrition is the most important when discussing world hunger. It is the most deadly because without calories a body cannot function.

The exact number of people that are malnourished in the world is unknown. An estimate of the increase in malnourishment globally was determined by comparing a country's income level compared to its income distribution. As seen in Table 2, malnutrition increased in 1997. The world produces enough food to feed its entire population. The world produces 2,720 kilocalories (kcal) per person per day (Hunger Notes, 2011). The factors for the increase of malnourished people are correlated to the world economic crisis. People do not have enough money to purchase food because prices are high. There is enough land available to produce the required food to feed the world. The government and international agencies do not have the resources to cultivate the land (Hunger Notes, 2011). In 2010, there was an unexpected decline in the number of undernourished people. Despite the decline, as seen in Figure 2, the number of people malnourished is still unacceptable (FAO, 2010).

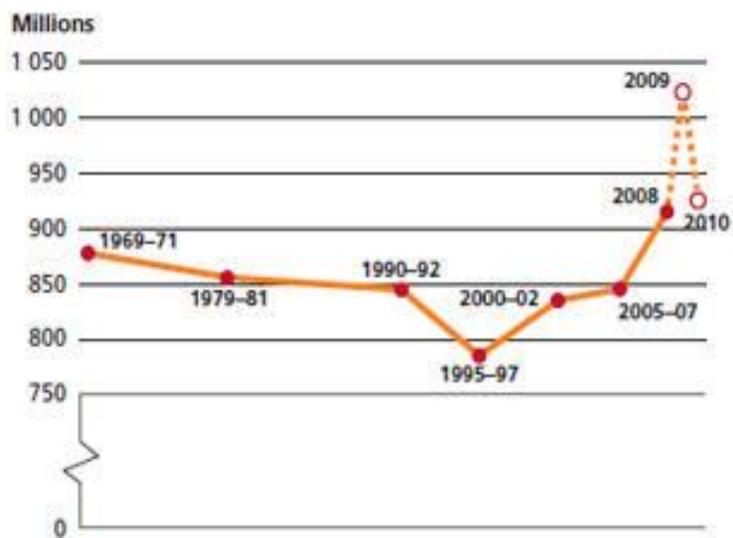
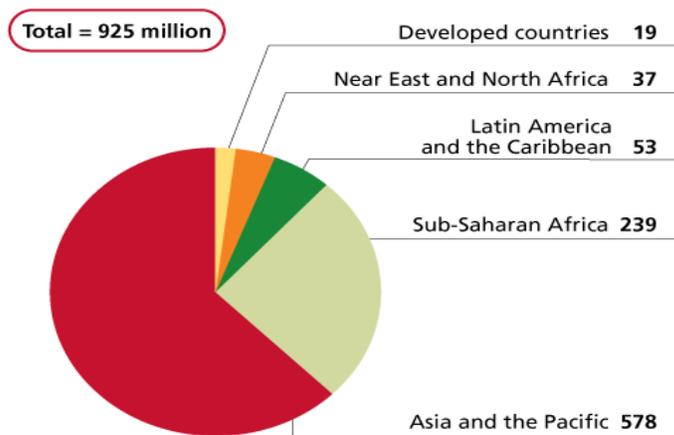


Table 2: Number of undernourished people in the world



Source: FAO.

Table 3: 925 million hungry people

FAO

## Hunger in United States

The United States of America is a strong and resourceful country, well-known for having the most stable economy (The Oakland Institute, 2004)(Food Bank Serving Southwest Texas, 2010). A problem is the dramatic increase of hunger in the United States. Politicians avoid mentioning the growing hunger problem and talk about the poverty in America knowing that both are linked to one another. This silent “epidemic” of hunger is affecting Americans of different age groups and ethnicity, whether they live in cities or rural areas. These Americans are suffering with two things in common: they are low-income and they are increasingly going without enough food (Going Hungry in America, 2004).

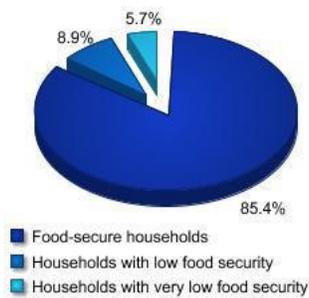
There are many food organizations that have conducted studies on hunger. One particular study conducted in 2009 was *Hunger in America 2010*, conducted by Feeding America. Feeding America consists of feeding agencies all over the United States. This study is well-known for being valid and detailed, because of the high involvement that occurred. 61,000 interviews were conducted and 37,000 surveys were collected. The report identified the most food insecure states and demographics.

The earliest data that was taken was in 2008 by the Census Bureau (Hunger in America, 2011). Figure 3 indicates the status of the population from food-secured household to food-insecure households. A food-secured household is defined as when all members of the household have enough food for a healthy and active lifestyle at all times (Disabled World, 2008). There are 10.4 million U.S. households with low food

security, and there are 6.7 million U.S. households with very low food security (Hunger in America, 2011).

Food insecurity is defined as a condition of uncertain availability of or inability to acquire safe, nutritious food in an acceptable way (A Just and Sustainable Recovery, 2010). Figure 4 represents food insecurity compared to the average of the United States. In 2005 over 35 million people, including 12 million children, in the US were food insecure or hungry.

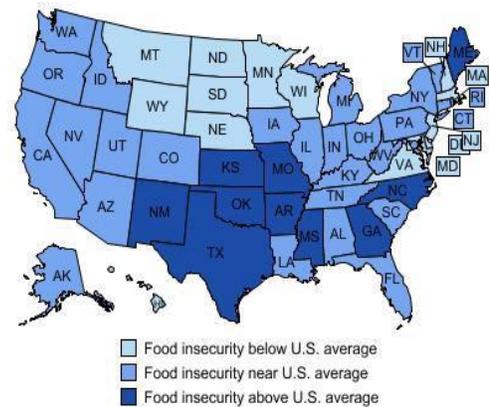
**Food security status of U.S. households, 2008**



**Note:** Food-insecure households include those with low food security and very low food security.

Source: Calculated by ERS using data from the December 2008 Current Population Survey Food Security Supplement.

**Prevalence of food insecurity, average 2006-08**



Source: Calculated by ERS based on Current Population Survey Food Security Supplemental data.

**Table 4: Food Security status of US households**

(Hunger in America, 2011)

(Hunger in America, 2011)

Hunger in America can be hard to recognize. As the economy has worsened the effects of hunger and made it more severe. Many Americans are relying on food stamps and private organizations to help with this crisis. The most affected demographics are the elderly, the unemployed, immigrants, and the mentally and physically impaired. It is

important to know how many people are actually going hungry and not being able to feed their family.

### Hunger in Massachusetts

The Greater Boston Food Bank, Worcester County Food Bank, and The Food Bank of Western Massachusetts are the main food resources in Massachusetts to supplying food to those without. Are all also members of Feeding America. They participated in the national study that was previously mentioned. These organizations understand that solving the problem of a hunger needs to be seen in a long term picture. They do this not only through various food programs, but also through public education programs that supports all Americans in need of hunger relief. (The Greater Boston Food Bank, 2010).

The number of people in Massachusetts suffering from hunger is roughly 660,000 people (The Greater Boston Food Bank, 2010). Most of these people live in low income communities. It is a fact that families with children suffer four times more than the state wide average (The Greater Boston Food Bank, 2010). There has been a 20 percent increase within the year. Since most solutions and programs are run by volunteers the needs for those who are hungry can't be fully met. For this reason, state and federal food programs are critical resources.

## Hunger in Worcester

Hunger rates in Worcester are six times greater than the Massachusetts average (The Greater Boston Food Bank, 2010). In 2006 about 464,000 Massachusetts residents relied on emergency food supplies and of that at least 71,000 were residents in the Worcester County (Hunger pangs, 2006). Former Mayor of Worcester, Lt. Governor Tim Murray formed the Worcester Advisory Food Policy Council because of the seriousness that the problem had become. This council is a partnership of statewide nonprofit organizations and community members that are within Worcester. A project, Hunger-Free & Healthy, was informed by the council to help the issues that are occurring in Worcester. The strategies that they use to resolve the issues of hunger are working for them. There are various strategies that they implemented in their programs, but all revolve around increasing the quality and quantity of food. This foundations mission is to use all the resources available to improve the health of those who live or work in the Central Massachusetts region (WAFPC, 2010).

The feeling of the need to eat another meal is the way most people view hunger. This is very different from the hunger that is an everyday fact of life for millions of people around the world. That feeling of “needing another meal” in fact never goes away. These people are hungry all time and the lack of food takes a toll on their lives. There are lots of countries facing hunger issues in the world. As you research countries and their states individually you realize the effect that hunger is happening to people everywhere. Though it might not be impossible to eliminate hunger in the world, the economic and political complications that surround it make it unlikely to be a quick fix.

## Community Development and Town Governance

Part of the future plan for CHP includes expanding to a second location and the possibility of an on-site community. Like any new enterprise by a company or organization looking to expand, there are laws and regulations that must be followed as they expand to a new area. Every city, county, and state has their own laws that must be followed by a developer when developing any kind of property. As CHP expands these regulations must be followed. An understanding of the how each new location is governed is required not only because of laws and regulations, but also so CHP can take full advantage of the opportunities allowed by different communities. CHP executives must also have an understanding of community development methods. This knowledge is required so a successful and efficient community can be developed at the new location, if that is the goal pursued by CHP.

### Town Governance

There are many local governments throughout the United States. The type of local government varies from state to state. Some states have counties and others townships that oversee a particular area of land. Several cities and towns usually make up counties. Townships also have different meanings state to state. Towns in the United States are usually run in two forms. There is the Mayor-Council form and Council-City Manager form. In the Mayor-Council form the mayor is the executive head of the town. The council members act as advisors. The power of the mayor varies city to city. In the Council-City Manager form of town government the council is elected to

run the town government. The city manager is hired by the council to carry out daily city operations, though the manager usually has no executive authority (IMCA, 2011).

The state of Massachusetts is split into 841 local governments. This includes county, municipal, town, school districts, and other district governments. The cities and towns of Massachusetts make up 351 of these governments. There are 45 municipal governments (Census of Governments, 2002). A municipal government, in Massachusetts, is defined as a city with a minimum population of 12,000 citizens. Towns are counted as separate types of government but they do not differ much from municipal governments. Originally Massachusetts had an influential county government, but several county governments were abolished in the late 1990s due to inefficiency. The roles of the counties were absorbed by the state government. A majority of Massachusetts is only governed by a state and local town or municipal government (LMVA, 2011).

Hopkinton, Massachusetts, is run in the style of a Council-City Manager. Hopkinton has an open town meeting which is run by elected councilmen. Through most of its existence Hopkinton's daily operations were run by the councilmen, but in 2007 a city manager was elected (Wikipedia, 2011). At each town meeting a warrant is issued that contains all issues that will be voted on. The issues are directed to the department they correspond to for discussion. They are then voted on by the councilmen. The councilmen also carry out day to day operations of the city.(Hopkinton, MA, 2011).

## Community Development

Urban planning in the United States became necessary because of the problems generated by urbanization. Urban planning first came about in paleo-neolithic villages. This was also the first emergence of the city as a unit. As technology improved and the need for experts in occupations grew cities were born. This started from people possessing jobs such as hunters and gatherers to having jobs like blacksmiths, bakers, soldiers, etc. Not everyone could farm because of the demand for other products. The need for a unified command and organization was also a factor in the development of cities (Levy, 1997).

The United States developed into an urban environment differently than the first cities. The settlers who came from Europe had already developed cities in Europe and immediately went to develop cities in North America. Though European settlers established cities, it was not until the 1840s that true urban development began. The U.S. began to grow into an urban nation due to several factors. One of these was a general population boom. Urban growth was much faster than population growth. The development of new mass transportation methods also led to urban growth. The industrial revolution was the biggest factor in urban growth. New technologies made city life easier than rural life (Mumford, 1995).

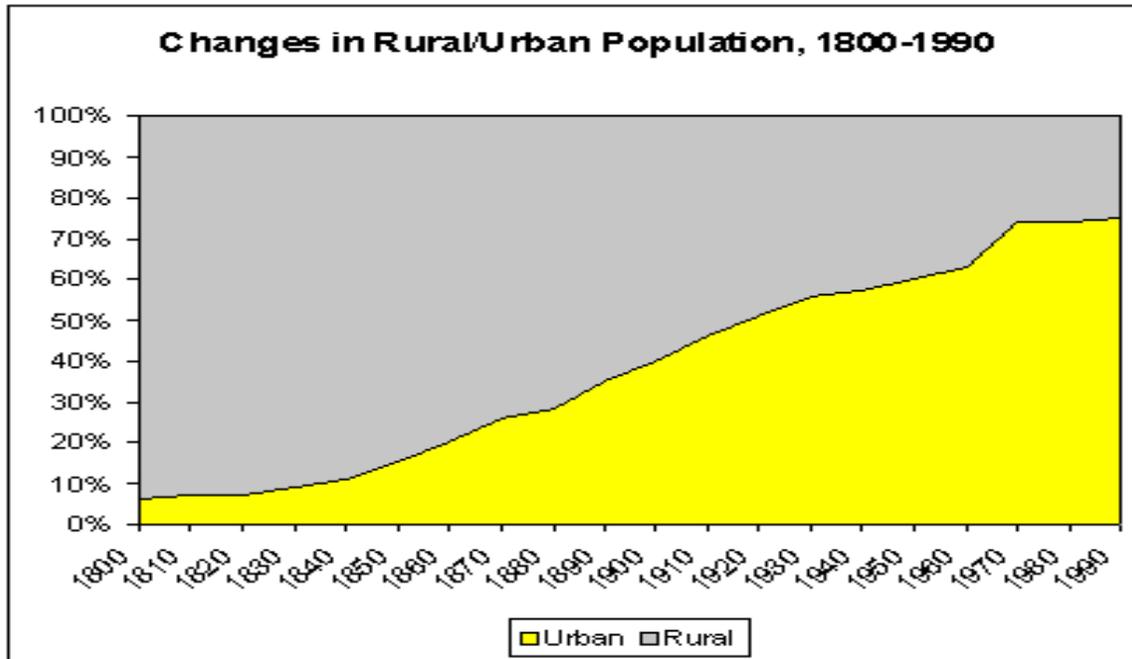


Table 5: Changes in Rural/Urban Population, 1800-1990

[http://www.google.com/imgres?imgurl=http://www.elderweb.com/files/elderweb/history/rural\\_urban.gif&imgrefurl=http://www.elderweb.com/book/export/html/6477&usq=\\_\\_R7Wxxqao-5coDd6W-fqML1B-6EA=&h=344&w=417&sz=6&hl=en&start=0&zoom=1&tbnid=mUPNUgrObukxNM:&tbnh=133&tbnw=161&prev=/images%3Fq%3Dunited%2Bstates%2Burban%2Bvs%2Brural%26um%3D1%26hl%3Den%26sa%3DN%26biw%3D1659%26bih%3D852%26tbs%3Dsch:1&um=1&itbs=1&iact=rc&dur=216&ei=sgzcTJqYFYengesz8UW&oei=sgzcTJqYFYengesz8UW&esq=1&page=1&ndsp=41&ved=1t:429,r:2,s:0&tx=90&ty=78](http://www.google.com/imgres?imgurl=http://www.elderweb.com/files/elderweb/history/rural_urban.gif&imgrefurl=http://www.elderweb.com/book/export/html/6477&usq=__R7Wxxqao-5coDd6W-fqML1B-6EA=&h=344&w=417&sz=6&hl=en&start=0&zoom=1&tbnid=mUPNUgrObukxNM:&tbnh=133&tbnw=161&prev=/images%3Fq%3Dunited%2Bstates%2Burban%2Bvs%2Brural%26um%3D1%26hl%3Den%26sa%3DN%26biw%3D1659%26bih%3D852%26tbs%3Dsch:1&um=1&itbs=1&iact=rc&dur=216&ei=sgzcTJqYFYengesz8UW&oei=sgzcTJqYFYengesz8UW&esq=1&page=1&ndsp=41&ved=1t:429,r:2,s:0&tx=90&ty=78)

Community planning in America started in colonial times. It was loosely based on European planning. Evidence of this can still be seen in many New England cities and towns. Planning would change from traditional styles and be reformed as cities grew and new problems arose from increases in population. In the early 1800s there was not much planning and more reactions to problems as they arose. Communities grew on their own, without guidance. The lack of a planning and the growth of problems led to many reforms during the 1800s. These reforms included things like the sanitary reform, housing reform, and beautification movements (Levy, 1997). Around the time of World War I, privatization began to take place. Individuals began to grab up urban land. The power of local governments to exercise control over private property was also

established during this time. The production of the automobile truly helped establish the modern city. Due to easy transportation urban areas grew in size. This change brought on the use of zoning and master planning (Mumford, 1995).

In 1974, Congress passed the Housing and Community Development Act. This program provided a way for municipal and town governments to receive federal funding. This funding was used to fund programs and growth in the cities and towns, such as sewage or housing programs. Communities were provided Community Development Block Grants. This provided local governments with more control of how federal money was used. They however could not be used for tax relief, only to stimulate growth. Almost all municipalities in the United States received funding in this form (Mumford, 1995).

In Massachusetts, community development falls under the Department of Housing and Community Development. There are five aspects within the community development part of the department. These are assistance and training, chapter 40B planning, community planning, funding programs, and housing energy programs. Assistance and training provides local governments with a more qualified expert to provide advice, so communities can be run more efficiently. Chapter 40B planning provides funding to appeals for zoning so lower income housing can be established. The community planning portion of this state department acts similar to assistance and training as it provides expert consultants in the field to local governments. The funding programs help lower income area and revitalization of cities and towns. The energy

programs help pay energy bills of lower income areas and provide funds to make homes more energy efficient (Mumford, 1995).

## **Agricultural Impact and History**

### **Agricultural Impact on Social Classes**

The world depends on agriculture to survive. The population of the world depends on agriculture to be fed and clothed. Almost all products of this type are at some point are developed from agriculture. The higher living standard a person has the more they depend on agriculture. They consume more products and therefore are more dependent. However, the lower classes are also completely dependent. They do not have the money to purchase food that upper classes purchase (Hamilton, 2009). This is where CHP becomes involved. They provide agriculture products to the poor who cannot afford them. Most farms operate on profit, but CHP operates on volunteers and donations. They are similar to other farms except for that fact.

### **Agricultural History**

About 10,000 years ago agriculture was developed in the Middle East. Early civilizations in the Middle East began by picking grass seeds and saving them to plant the next season. This skill learned by ancient people completely changed the style of how people lived and developed. Before they learned to farm humans relied on being hunters and gatherers. The development of agriculture allowed for the first development of permanent settlements (Story of Farming, 2004).

About 50 percent of the world labor force is involved in agriculture. In the United States less than 10 percent of the work force is involved in agriculture, while in Asia 60 percent of the work force is involved in agriculture. Farms in the US are also generally larger in size because they are mostly for commercial use and produce in bulk. Farm size also depends on how the type of farms. Ranches and farms with livestock must be larger due to a large area needed for grazing. The average size of the farms is also dependent on what the country exports. Certain products require certain size farms and not every country produces those products (Hamilton, 2009).

Before the 19<sup>th</sup> century the United States had identical farming methods to Europe. It was completely dependent on Europe for almost all aspects of farming, including seeds, livestock, and machinery (Story of Farming, 2004). Because of this dependency it made American farmers inventive in the search for farming techniques. There are ten major farming regions in the United States. The northeast and Great Lakes area produces most of the nation's milks. The Appalachian states produce most of the tobacco in the US. Florida possesses a large citrus fruit production center. The rest of the southeast and delta states produce a large amount of cotton, soybeans, rice, and sugarcane. Much of the Midwest is known as the Corn Belt, while farther west in the Great Plains a large amount of wheat is grown. The Rockies are a great area for cattle and sheep. The Pacific coast is the most diverse area. It produces wheat, fruit, dairy, cotton, cattle, and even sugarcane. The US is the world's largest agricultural producer, exporting 39 billion dollars' worth in 1989 (BioWorld, 2011).

The farm at CHP is managed by two paid positions: the farm manager and the volunteer coordinator. The farm manager is in charge of all aspects regarding the actual farming. This is a yearlong position that is active even outside of the growing season. The farm manager is in charge of what will be planted and when it is planted, purchasing supplies and equipment, scheduling all field activities and preparation, and training all other staff in field tasks. The volunteer manager's main purpose is to supply the farm with a labor force. The volunteer coordinator must supply and adequate labor force for the schedule that the farm manager sets. All other tasks on the farm are accomplished through volunteer labor (CHP Interview, 2011).

## **Identifying Stakeholders in Volunteer organizations**

Stakeholders in volunteer and non-profit organization must be treated differently than those who hold a stake in a for profit company. In a non-profit organization, stakeholders hold no monetary stake in the organization. It is first necessary to understand the different types of stakeholders in a volunteer organization and evaluate why they hold a stake in these organizations. Stakeholders can be classified as either internal or external. Internal stakeholders work inside of the organization, whereas external stakeholders are directly affected by the operations of the organization

### **Internal Stakeholders**

Starting at the top, members of the "Board of Directors" (BOD) hold a major stake individually in the organization. They are responsible for ensuring that the organization is running in an efficient and financially stable manner. They make important decisions

regarding changes in the operation of the NPO (Non-Profit Organization). Often times BOD members do not receive any monetary compensation for their work. They choose to give up some of their free time to help run a NPO because they strongly believe in the organization's goal and want it to thrive. They may also be major contributors of donations to the NPO. Since the BOD of a NPO is usually only comprised of a few people, it is very important to treat them as individual stakeholders. Although members of the BOD have the ability to make changes to their organization, it is the responsibility of the organization's management team to oversee day to day operations of the organization. The decision to follow through with any changes lies with them (The Denver Foundation's, 2011).

At the top of the management ladder of an NPO is the executive director. His or her primary responsibility is to act as a liaison between the BOD and the rest of the management team. They are perhaps the individual with the most power in the organization. Any change made by the BOD goes directly through them. They have the ability to override any decision made by the BOD. This however comes with the caveat that the BOD is responsible for both removing a current executive director and hiring a new one if they feel it is necessary.

Other members of the management staff include volunteer coordinators and volunteer managers. Volunteer coordinators are responsible for attracting individuals and groups to volunteer at their organization. They may work with schools, churches, and local companies to recruit volunteers. They have the important job of making sure that volunteers are scheduled to work at the organization when needed (American

Hospital Association Committee on Volunteers (COV), 2004). Paul Grady is currently the volunteer coordinator at CHP.

The job of the volunteer managers is generally to oversee day to day operations of the organization. Their “employees” are the volunteers on any given day. They are handed the difficult task of working with new people every day. The goal of the volunteer manager is to provide productive and appropriate activities for the volunteers. The volunteer manager must take into account who is volunteering on any given day. One day a group of elementary school children may come to volunteer; the next day it might be employees from a local company. Each group must be treated very differently. Having good volunteer managers is of utmost important to a NPO. Monetary compensation is often used to ensure this. At CHP, volunteer team leaders are employed to help farm operations run smoothly. These unpaid volunteers are only appointed after they spend a significant amount of time helping the organization. When a group comes to CHP they work under the direction of a team leader. Volunteer managers are seen as the faces of the organization by its largest collective group of stakeholders, the volunteers.

Volunteers are backbone of any non – profit organization. Without them the organization would cease to exist. It is critical to the health of the NPO to keep its volunteers happy. Unhappy volunteers are very unlikely to be repeat volunteers.

### **External Stakeholders**

Perhaps the most important external stakeholder of an NPO is the organization’s client. For example, the Worcester Food Bank is a client of the

Community Harvest Project. The food bank is responsible for receiving and processing all of the food grown at CHP's farm in Grafton, MA. One major benefit of partnering with the food bank is that they provide trucks to collect the produce from the farm. Without the food bank, it would be virtually impossible for CHP to distribute its produce to needy families. Thus, it is important for CHP to maintain a strong relationship with the Worcester county Food Bank.

Local government in the community where a non-profit organization operates is also an important stake holder. In the case of CHP, the local government in Hopkinton, MA holds control over whether the organization can open a new farm in their town. CHP must prove to town officials that opening the farm will greatly benefit the town of Hopkinton. Without approval from the zoning commission there will be no CHP farm in Hopkinton.

## **Surveys and Focus Groups**

### **Surveys**

Surveys will be used in this project to judge why people volunteer at CHP. The key stakeholders and volunteers of the project will be surveyed to find out why they have so much interest in CHP. Creating and using surveys is a complicated task. Surveys cannot suggest answers or try to force certain responses. If mistakes like these are made, then the data cannot be used. There are also several kinds of surveys and methods of presenting them. (Colorado State Writing Center, 2011).

There are three main types of surveys: written, oral, and electronic. There are also several sub categories within each of these types of surveys. All of these survey methods have benefits and weaknesses that must be known to properly execute a good survey. The first type mentioned, written, has several ways of being presented. There are mail-in, group questionnaires, and drop off surveys. A mail-in survey is explained in its name. Mail-in surveys are sent in the mail for the respondent to complete and reply on their own time. Mail-ins are difficult to be bias and very convenient. The biggest problem facing mail-ins is they have a very low response rate. Group questionnaires are surveys that are handed out to a small group of people to complete. Group questionnaires have a very high response rate as everyone who participates completes the survey. Group questionnaires do have a weakness; they cannot be used on a large sample efficiently. It takes a long time to acquire a large sample because the surveyor is present while every survey is completed. It takes a lot of man hours that are not required by other methods. This means only a small group of people could be sampled where mail-ins could go to thousands. The final type of written surveys are drop off surveys. Drop off surveys are surveys that are presented to the respondent by someone going door to door. Drop off surveys allow the surveyor to explain about the survey and make personal contact with the respondent. They also allow the respondent to respond at their own convenience which is both good and bad. If respondents have more time they can offer more honest answers, because there is no pressure to finish in a specific time. However the surveyor could be receiving late results. Drop off surveys also do not have a very high response rate. They can be used to sample a large group but there may not be as a high response rate as other surveys (Coderre, 2004).

There are two types of oral surveys used: phone surveys and face-to-face surveys. Both have strengths and weaknesses. Oral surveys are generally more expensive than written surveys, but they can also be more effective. Oral surveys are exactly the same as interviews; there are no differences. Personal contact in surveys can be very beneficial, but there are also negatives. Oral surveys especially face-to-face, have more personal contact than any other kind of survey. If a question needs to be explained the surveyor is there to offer more explanation or details. The surveyor can also react to answers and explore for more detail if needed. Oral surveys take a long time to conduct because each respondent must be questioned individually. Even though it takes a longer time to survey each person, feedback is instant. With instant feedback the surveyor can move to analyzing data quicker. Oral surveys do cost more money than written. Some of these costs come from the increased time period oral surveys take. If a large sample size is required multiple surveyors will be required. Many times surveyors must be paid for their time. When conducting face-to-face interviews, bias is going to exist. Bias will affect the impartiality of the answers received. This must be accounted for when reviewing data. It is very difficult to ask multiple choice questions in oral surveys. Without the survey in front of them respondents tend to forget their choices (Colorado State Writing Center, 2011).

There are several ways to conduct electronic surveys. There are lots of survey websites on the Internet. Some cost money to conduct and others are completely free. The surveyor enters the questions and available answer choices and the website formats and conducts the survey. Surveys can also be sent out through email. Online surveys are very cheap compared to written and oral surveys (Shonlau, 2002). They do

not require paying for postage, locations, and surveyors. Electronic surveys are delivered instantly and are also returned instantly cutting down a lot of time. Electronic surveys also have a very high response rate compared to other methods (Solomon, 2001). Respondents tend to answer more honestly on electronic surveys because they are almost always guaranteed to be anonymous. No one sees them answer the survey and therefore respondents are not influenced by other respondents. Though electronic surveys have many benefits they also have some weaknesses. Only people with computers can answer these surveys. There could also be difficulties with software which can prevent the survey from being successful.

Several factors need to be considered when designing surveys. The type of survey used largely depends on the required sample size and the depth of the data needed. The biggest issue to overcome when designing surveys is how to get the respondent to respond in a timely manner or at all (Shonlau, 2002). It is very easy for a person to dismiss a mail in survey and never return it. The surveyor must find the best type of survey that will produce the most results for their project. Large samples make it difficult to conduct oral surveys, but oral surveys will provide more in depth responses. These are all difficulties a surveyor must overcome. The best a surveyor can do is to look at the strengths and weaknesses of each survey to determine which one meets their goals best (Colorado State Writing Center, 2011).

When administering surveys, it should be the goal of the surveyor to make the survey as easy as possible for the respondent to complete. If the survey is sent in the mail, then the surveyor should provide an envelope and stamp for the respondent to

return. Examples like this make response rates higher. Incentives for any kind of survey can help increase response rates. Monetary or the chance to win some kind of reward is the most common method. When conducting oral surveys, more than one surveyor is usually required. This could mean a staff for making phone calls. Oral surveys require a very well prepared surveyor. The surveyor must be familiar with the questions and know when to push for more detail. The surveyor must also know when an inappropriate answer is given (Solomon, 2002).

Once all the data has been collected the surveyor moves on to organizing and analyzing the data. Organizing the data varies depending on the kind of data. If it is numerical, then graphs and charts can be used. Every piece of data collected should be assigned a type of identification number and be filed in an appropriate area. Everything regarding the survey should be recorded including dates of return and when surveys were sent out. After the data is organized, the surveyor moves on to analyzing the data. Statistical analysis can be used, but it is not always useful if the data is not quantifiable. Finally after all data is organized and analyzed the survey is reported (Colorado State Writing Center, 2011).

Surveys can provide a lot of data in a short amount of time. They are also inexpensive compared to other data collection methods. Surveys do possess problems that limit their usefulness. It can be hard to judge an opinion when using surveys. Sometimes if the respondent's opinion is not available they will choose whatever is available and will not reflect their true opinion. Answers like agree/disagree are quantifiable but they do not leave the respondent any room for explanation. They may

provide data but not always give the truth on how the respondent feels. Surveys work well for gathering data, but do not always provide valid data.

## Focus Groups

Focus groups are another tool that will be used to evaluate CHP's problems identifying stakeholders. A focus group is a gathering of people who are questioned about their opinion on a particular subject. The participants in a focus group are usually those who have been involved with the subject or are experts.

Focus groups are an excellent way to collect data. They work very well because they allow people to express their opinions and in an open environment without discrimination. Participants in focus groups usually all have something in common. They all relate somehow to the research being done. The participants are also going to possess different ideas and opinions about the subject. Focus groups allow a researcher to gather many ideas in a short amount of time and also gather lots of detail on the opinion (Lehigh University Writing Center, 2011).

When selecting who to invite to participate in the focus group the researcher must consider several factors. Most focus groups are usually six to twelve people. There must be enough people to gather promote diversity, but not so many that the discussion cannot be controlled. Not everyone invited to a focus group will participate so the researcher must invite more and secure the best possible candidates. The ideal candidates are determined by a list of attributes that the surveyor wants. The candidates are then picked by those who best meet those attributes and agree to

participate. Most focus groups last for about 2 hours. They usually have five to eight questions that are brought up for discussion. A skilled moderator is a must for focus groups. The moderator guides the questioning and keeps the group on target. The moderator must know about the project, but also be neutral and allow the participants to express their views. The moderator not only asks the questions but guides participants into further detail. Another person is required to take notes on the discussion (Colorado State Writing Center, 2011).

Focus groups also have some weaknesses. Sometimes participants make up answers. This could be for several reasons such as feeling inadequate to other participants. Another problem is participants do not always express their true opinion. It can be hard to judge these results because they can be insignificant. A lot of information is talked about in two hours of a focus group and the researcher must determine what is important and what is not. Another common problem is when there is a dominant participant in the group. A dominant participant can lead others to answers and try to force the moderator. A moderator must remain in control of the discussion or the meeting can become useless (Lehigh University Writing Center, 2011) (Colorado State Writing Center, 2011).

Focus groups are like any other research method and they will have strengths and weaknesses. Focus groups gather detailed data in a small volume. If a large sample is required then focus groups are not an ideal form of research. A skilled moderator can gather a lot of data in a short amount of period. Focus groups do not require a lot of money to perform, and therefore can be useful in low budget research.

# Chapter 3: Methodology

## Phase 1: Collect and Analyzing Volunteer Data

The most prominent aspect of this project was to collect and analyze data from current volunteers at the Community Harvest Project. A survey and a focus group was used for this phase of the project. Before any surveys were distributed a sample of volunteers was selected from the entire population of eligible volunteers. Eligibility was by the amount of involvement a volunteer had with CHP over the past few years. Team leaders and group leaders were attractive participants for the focus groups. Team leaders are individuals who not only spend a lot of time volunteering at the farm, but they also help direct farm operations when large outside groups come to volunteer at CHP. These team leaders are perhaps the most valuable resource to CHP since they are willing to volunteer their time for no monetary compensation. They hold a major stake in CHP and thus their opinions were very important.

### Survey Design and Distribution

The surveys were initially distributed in electronic form through CHP's newsletter. There were 1800 recipients of this newsletter. A reminder email was sent to each person on the mailing list a week after the initial release of the survey in the newsletter. Zoomerang.com was chosen to be the survey provider. "Zoomerang" is a relatively low cost survey creator and distributor of surveys.

The survey consisted of five parts. The First part had two questions. Each question was applicable to anyone who had ever heard anything about the Community Harvest Project. Question 1 asked the following: "What do you value the most about the

work that CHP does? (you may check more than one).” Question 2 asked: “How did you first hear about CHP?”

The second part consisted of qualifying questions for later sections. First, participants were asked to identify their role at CHP. They could identify as volunteers, people who brought or led a group, or donators. Participants who selected the “none of the above” answer to the question were dropped from the survey at this point. If they indicated that they had volunteered or led a group at CHP they were asked how many times and for how long they have volunteered at the farm. Respondents who had only donated were only asked how long they have been involved with CHP. This group was also sent straight to part four of the survey.

The third part of the survey consisted of questions relating to the survey participant’s experience at CHP. The participant was asked to rate questions about their experience on a one to four scale ranging from strongly agree to strongly disagree. A statement was be made in the affirmative and the participant was able to choose if they agreed or disagreed with the statement. This part will be divided into three subsections: “Before visit and orientation”, During visit,” and “After visit.” The participant was then be asked three open response questions. They were as follows:

1. What did you like the most about your experience at CHP?
2. How could we improve your volunteer experience?
3. Do you have any suggestions on how to expand CHP's reach?

The fourth part of the survey asked participants about improvements that they would like to see at CHP. Options included adding an orchard, developing additional farm sites outside of the Worcester area, and increasing Partnerships with urban groups (i.e. YMCA, Boys and Girls Club, REC etc.). The other question in this part asked what the participant believed would be the most useful way to disseminate news and information to volunteers at the farm.

The final section was used to collect demographic information about the participants. Participants were asked to identify their gender, age, and employment status. This information was used in the survey analysis section this report to cross tabulate certain demographic groups with their responses to other questions. After answering these questions participants were asked if they would be willing to participate in a focus group. A separate page was used to obtain contact information from participants who were willing to participate in the focus group.

### **Survey Analysis**

Results from the survey were exported from “Zoomerang” into Microsoft Excel. All charts and graphs presented in this reported were created using excel. One feature that gave us a lot of flexibility in analyzing our results was “Zoomerang’s” ability to cross tabulate results. We were able to compare responses to one question with that of another. For example we were able to compare the age of a respondent to the amount of times they volunteered.

### **Focus Group Design**

Two focus groups were held. Each group consisted of 5-7 participants. The focus groups were facilitated by Professor Michael Elmes. The project group created all

of the questions that were asked during the focus groups. The project group was present for both focus groups fulfilling the roles of note takers. After each session, recorded audio of the focus group was transcribed by the project team.

The questions asked were focused on gaining an in-depth look at how current volunteers feel CHP. Opening questions that allowed each participant to introduce themselves were asked first. These questions led into more open questions about CHP.

## **Phase 2: Gather Historical Information Relating to Elmwood Farm**

Current historical information pertaining to the Elmwood Farm was located in many different places. The project group's goal was to combine this important information into one database. Sources included CHP's website, old newspaper articles, and the current farm manager at CHP. Numerous articles dating back to the 1970's were found in the Worcester Telegram and Boston Globe. These articles contained a lot of pertinent information about Elmwood Farm and the Community Harvest Project throughout the years.

An interview with Ken Dion, the current farm manager at CHP was conducted. Valuable information about the past decade of CHP's existence was obtained. Mr. Deon was able to provide us with a behind the scenes look at the operations and history of CHP.

### **Phase 3: Identify Local Hopkinton Stakeholders**

It was important to identify who are the potential stakeholders for the Hopkinton farm. In order for CHP to even begin to reestablish Elmwood they needed support from these stakeholders. Possible stakeholders discovered included the town manager, members of the Zoning Advisory Committee, the Hopkinton Green Committee, neighbors to the farm, and the Hopkinton Historical Commission. During this phase contact information for each potential stakeholder was be collected and organized. Research sources for this phase included the internet, CHP's contact database, and word of mouth.

# Chapter 4: Results

## Phase 1: Collect and Analyzing Volunteer Data

### Survey results

Using the website Zoomerang we surveyed the known volunteer base of CHP. The survey was designed to look at the demographics, motivation to volunteer, and understanding of CHP's mission of the volunteer base. A total of 1800 volunteers were asked to complete the survey. 158 completed the whole survey and 25 partially completed the survey. The survey used can be seen in the Appendix. The results are as following:

| <b>1. What do you value the most about the work that CHP does? (you may check more than one)</b> |     |     |
|--|-----|-----|
| Hunger Relief  | 145 | 80% |
| Education  | 62  | 34% |
| Sustainable Farming  | 96  | 53% |
| Community Service  | 129 | 71% |
| Team Building  | 46  | 25% |
| Nutrition  | 60  | 33% |
| Land Conservation  | 48  | 27% |
| Other, please specify  | 3   | 2%  |

| <b>2. How did you first hear about CHP?</b> |    |     |
|---|----|-----|
| Information table at event                  | 6  | 3%  |
| Publication/Newspaper                       | 24 | 13% |
| Searching the Internet                      | 9  | 5%  |

|                       |            |             |
|-----------------------|------------|-------------|
| Facebook              | 1          | 1%          |
| Place of worship      | 12         | 7%          |
| School                | 16         | 9%          |
| Volunteer Group       | 43         | 24%         |
| Friend                | 35         | 19%         |
| Other, please specify | 35         | 19%         |
| <b>Total</b>          | <b>181</b> | <b>100%</b> |

| 2. How did you first hear about CHP? |                                      |
|--------------------------------------|--------------------------------------|
| #                                    | Response                             |
| 1                                    | Worcester Food Bank                  |
| 2                                    | Worcester County Food Bank           |
| 3                                    | I'm a neighbor                       |
| 4                                    | Worcester County Food Bank           |
| 5                                    | live in Grafton                      |
| 6                                    | live beside CHP property             |
| 7                                    | Worcester County Food Bank           |
| 8                                    | Business contact                     |
| 9                                    | They applied for one of our grants   |
| 10                                   | Referred to by WCFB                  |
| 11                                   | corridor nine chamber of commerce    |
| 12                                   | Cub Scouts                           |
| 13                                   | Live in Hopkinton near original site |
| 14                                   | Shakespeare Club of Grafton location |
| 15                                   | Part of founding group               |
| 16                                   | presentation to civic club           |
| 17                                   | word of mouth                        |
| 18                                   | girl scouts                          |
| 19                                   | United Way website                   |
| 20                                   | Worcester Food Bank                  |

|    |  |
|----|--|
| 21 | live in Grafton  |
| 22 | United Way's Day of Caring   |
| 23 | located close to my home   |
| 24 | Community Service Chairman   |
| 25 | Through Hebrew School Principal                                      |
| 26 | Through my employer, EMC   |
| 27 | Community Service Fraternity   |
| 28 | Bank of America volunteer group                                      |
| 29 | i don't remember!  |
| 30 | United Way Day of Caring   |
| 31 | Worcester county food bank website                                   |
| 32 | helped start it  |
| 33 | Alpha Phi Omega  |
| 34 | mailing requesting a donation  |
| 35 | From the former Executive Director of the Worcester County Food Bank |

**3. Have you ever? (check all that apply)**

|                        |     |     |
|------------------------|-----|-----|
| Volunteered            | 146 | 81% |
| Brought or led a group | 67  | 37% |
| Donated to CHP         | 73  | 41% |
| None of the above      | 13  | 7%  |

**4. How long have you been involved with CHP?**

|                  |    |     |
|------------------|----|-----|
| Less than 1 year | 36 | 24% |
| 1 - 2 years      | 58 | 39% |
| 3 - 4 years      | 27 | 18% |

|                 |            |             |
|-----------------|------------|-------------|
| 5 or more years | 26         | 18%         |
| <b>Total</b>    | <b>147</b> | <b>100%</b> |

**5. How many times have you volunteered or led a group at CHP?**

|              |            |             |
|--------------|------------|-------------|
| 1            | 29         | 20%         |
| 2            | 24         | 16%         |
| 3-5          | 48         | 33%         |
| 6+           | 46         | 31%         |
| <b>Total</b> | <b>147</b> | <b>100%</b> |

**6. How long have you been involved with CHP?**

|                  |           |             |
|------------------|-----------|-------------|
| Less than 1 year | 1         | 6%          |
| 1 - 2 years      | 7         | 41%         |
| 3 - 4 years      | 6         | 35%         |
| 5 or more years  | 3         | 18%         |
| <b>Total</b>     | <b>17</b> | <b>100%</b> |

**7. Please rate your Community Harvest Project experience Before Visit**

| Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option. | <b>Strongly Agree</b> | <b>Agree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> | <b>N/A</b> |
|---|-----------------------|--------------|-----------------|--------------------------|------------|
| Communication prior to visit was helpful  | 53<br>38%             | 58<br>42%    | 2<br>1%         | 0<br>0%                  | 25<br>18%  |
| Setting up a volunteer visit was easy   | 55<br>40%             | 46<br>33%    | 1<br>1%         | 0<br>0%                  | 36<br>26%  |

**8. During Visit**

| Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option. | Strongly Agree | Agree     | Disagree | Strongly Disagree | N/A      |
|---|----------------|-----------|----------|-------------------|----------|
| The orientation gave perspective to CHP's role in hunger relief   | 75<br>54%      | 45<br>33% | 5<br>4%  | 0<br>0%           | 13<br>9% |
| The work in the field was manageable  | 92<br>67%      | 39<br>28% | 0<br>0%  | 0<br>0%           | 7<br>5%  |
| There was enough guidance while at the farm   | 78<br>57%      | 53<br>38% | 1<br>1%  | 0<br>0%           | 6<br>4%  |

| <b>9. Post Visit</b>  |                |           |          |                   |         |
|---|----------------|-----------|----------|-------------------|---------|
| Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option. | Strongly Agree | Agree     | Disagree | Strongly Disagree | N/A     |
| You felt appreciated for your time  | 103<br>75%     | 31<br>22% | 0<br>0%  | 0<br>0%           | 4<br>3% |
| Your experience at CHP was enjoyable and rewarding  | 111<br>80%     | 24<br>17% | 0<br>0%  | 0<br>0%           | 3<br>2% |
| You would share your experiences with others  | 113<br>82%     | 21<br>15% | 1<br>1%  | 0<br>0%           | 3<br>2% |

**10. What did you like the most about your experience at CHP?**

92 Responses

**11. How could we improve your volunteer experience?**

57 Responses

**12. Do you have any suggestions on how to expand CHP's reach?**

44 Responses

**13. What helps best to connect you to CHP?**

|                                  |    |     |
|----------------------------------|----|-----|
| Paper newsletter                 | 15 | 11% |
| Electronic newsletter            | 81 | 60% |
| Special events                   | 30 | 22% |
| Volunteer section on our website | 27 | 20% |
| Facebook updates                 | 38 | 28% |
| Other, please specify            | 18 | 13% |

**14. What is your gender?**

|                      |            |             |
|----------------------|------------|-------------|
| Male                 | 48         | 33%         |
| Female               | 96         | 66%         |
| Prefer not to answer | 1          | 1%          |
| <b>Total</b>         | <b>145</b> | <b>100%</b> |

**15. What is your age?**

|                      |            |             |
|----------------------|------------|-------------|
| Under 18             | 3          | 2%          |
| 18-24                | 32         | 22%         |
| 25-34                | 12         | 8%          |
| 35-44                | 20         | 14%         |
| 45-54                | 45         | 31%         |
| 55-64                | 25         | 17%         |
| 65 or older          | 4          | 3%          |
| Prefer not to answer | 4          | 3%          |
| <b>Total</b>         | <b>145</b> | <b>100%</b> |

**16. What best describes your employment status?**

|                       |            |             |
|-----------------------|------------|-------------|
| Employed full-time    | 67         | 47%         |
| Employed part-time    | 15         | 10%         |
| Self-employed         | 8          | 6%          |
| Homemaker             | 8          | 6%          |
| Student               | 31         | 22%         |
| Retired               | 7          | 5%          |
| Not employed, other   | 5          | 3%          |
| Prefer not to answer  | 2          | 1%          |
| Other, please specify | 1          | 1%          |
| <b>Total</b>          | <b>144</b> | <b>100%</b> |

**17. Would you consider participating in a focus group to supplement this survey in the near future?**

|              |            |             |
|--------------|------------|-------------|
| Yes          | 51         | 35%         |
| No           | 94         | 65%         |
| <b>Total</b> | <b>145</b> | <b>100%</b> |

**Open Response Answers**

**10. What did you like the most about your experience at CHP?**

| # | Response   |
|---|--|
| 1 | Bonding outdoors with my wife while helping out the community.   |
| 2 | There are very few opportunities for kids to serve - most places don't allow it due to "liabilities". CHP not only welcomed my kids, but made them feel like their service was valuable, made a difference and empowered them. |
| 3 | Working with people from all over on a project I highly value.   |
| 4 | Getting outside and being involved in such great community service   |
| 5 | We were able to give back to our community   |
| 6 | Since I think hunger anywhere is unacceptable, it was rewarding to think I helped alleviate that to some degree.   |
| 7 | 1. working on the farm 2. being able to volunteer for a great cause 3. being able to help harvest the crops, knowing it would be going to help someone that may have had trouble putting food on the table that night.         |

|    |  |
|----|--|
| 8  | Working with people of all ages and from different backgrounds to assist the community with hunger relief. Also, you provide a very engaging environment for everyone that wants to participate. |
| 9  | Watching students learning about where their food really comes from  |
| 10 | Seeing how much work was actually done in the end.   |
| 11 | Working for a great cause  |
| 12 | the knowledge that my group was giving back to our community   |
| 13 | making a difference  |
| 14 | Warm & fuzzy feeling of helping.   |
| 15 | Leading groups in the field and anything that didn't involve summer squash.  |
| 16 | The volunteer coordinators were friendly and the work was relaxing.  |
| 17 | Reward of being able to give back  |
| 18 | The sense of community, and being able to so easily help others and have fun doing it!   |
| 19 | Having an impact on a critical local issue.  |
| 20 | I loved learning about the CHP and the actual work itself. It felt good to plant & harvest and know that my efforts were for a good cause.   |
| 21 | how to cut a vegetable from a stem   |
| 22 | I liked being able to actually see the benefit of our work and how it will help the hungry.  |
| 23 | I like the knowledge that I was helping others.  |
| 24 | How I was able to spend time with my kids and family together and at the same time help a good cause.  |
| 25 | The feeling of good will   |
| 26 | It was a place that my teenagers could also accommodate me and work  |
| 27 | Staff was very helpful and communicated well with volunteers   |
| 28 | The ease of everything from contacting Tracey and scheduling to having to make last minute adjustments. That might have bugged Tracey, but she never let on:)                                    |
| 29 | The work was very easy and everyone in our group could do it. Also, there was one child with us, he came totally unfamiliar with farm work and at the end of our shift he didn't want to stop!   |
| 30 | I am a Team Leader. I love sharing all there is about CHP. I learn something everytime I am there. The staff always makes me feel good about being there.  |
| 31 | Everyone was pleasant, easy to work with, helpful in trying to make my job easier  |
| 32 | The service it provides to the community.  |

|    |  |
|----|--|
| 33 | I liked being able to see how much food we harvested.  |
| 34 | On Thursday when the Worcester County Food Bank truck came to get the vegetables. It was very rewarding to know how we made a difference.  |
| 35 | Contributing to the Food Bank  |
| 36 | Helping to feed people in need.  |
| 37 | Knowing that the fruits of the labor of every group that I have been in (and more of course) directly benefits our community.  |
| 38 | First was spending time with my son. Then knowing we were helping others. Then we were able to bring some of his friends along. All around it was just great and we are planning to volunteer again this year! |
| 39 | I personally enjoy seeing people work hard for those in need. It's a great way to give back and also enjoy a day in a beautiful place on this planet.  |
| 40 | It's a fun way to experience something new while doing something good for others.  |
| 41 | Jobs for everyone, including some young children that were there with their parents.   |
| 42 | the woman leading the program  |
| 43 | It was fun and felt good for lending a hand towards a good cause.  |
| 44 | Earthy and sunny   |
| 45 | Learnig about farming  |
| 46 | Providing a needed service   |
| 47 | The compact efficiency means even the smallest effort has an affect.   |
| 48 | The lack of pressure   |
| 49 | feeling of community and helping those who need help.  |
| 50 | They made volunteering fun, they were well organized. My son could participate with me.  |
| 51 | I have only donated to CHP. We left the area about the time the farm was getting set up.   |
| 52 | I enjoyed the actual picking of the vegetables. Going into the fields was what I enjoyed most while working along with others.   |
| 53 | Feeling like I was truly needed and made a difference.   |
| 54 | we volunteered with girl scouts and it gave the girls a great opportunity to learn about helping other's and doing some "dirty work" and learning what's involved.   |
| 55 | Amy was super friendly and helpful   |
| 56 | The volunteer coordinators were very positive, appreciative and helpful. The projects are always well-organized.   |
| 57 | I loved the opportunity to bring my students out into the community to do work of service to others.   |

|    |  |
|----|--|
| 58 | Helping others that are not as fortunate in a fun and rewarding atmosphere   |
| 59 | Being outside doing work that mattered; the staff and their friendliness and ease to work with; the orientation before working, when I went with a group; the fact that so much is donated to the food bank  |
| 60 | Staff were caring and patient  |
| 61 | Helping  |
| 62 | The connection to the land.  |
| 63 | The wonderful people   |
| 64 | Blueberry picking!   |
| 65 | The people we got to work with.  |
| 66 | Feeling good about giving back to the community through volunteering there.  |
| 67 | The work was enjoyable   |
| 68 | Meeting some great people.   |
| 69 | The chance to give back to others  |
| 70 | Working on the farm and knowing CHP's values. (Everything!)  |
| 71 | One of the two times I volunteered our group was given an orientation/movie presentation explaining what CHP was and their purpose. I then learned from an individual working there about how CHP was founded and think it is an amazing story and should be included in the orientation movie. It was amazing to learn the story and made me feel like one person with an idea really can make a difference. I also really enjoy working in gardens |
| 72 | Seeing the effect upon the students and also how well they cooperated with each other.   |
| 73 | Doing farm work, and one time I was there for the pancake breakfast.   |
| 74 | I liked how I would always have fun when I was there, even when I was working.   |
| 75 | Planting the vegetables in the fields. Being educated on CHP's history, the farming process, etc.  |
| 76 | It was the first time I got to work in the fields on a farm.   |
| 77 | Picking the vegetables with a group was a good time.   |
| 78 | It was a lot of fun to work outside and better the lives of people. It is good to see that there are good people in the world.   |
| 79 | Working with groups from other organizations for the same purpose.   |
| 80 | Working with people from all walks, always doing a something different.  |
| 81 | The feeling you were helping out in the process of helping people in need.   |
| 82 | making a difference, being outside, helping people to have better food choices   |

|    |  |
|----|--|
| 83 | Everyone working there is there with the right attitude... we were working to grow and harvest food for people that couldn't afford to buy it themselves. Children that might otherwise go hungry or be malnourished would be eating healthy food. |
| 84 | The staff is incredibly friendly and welcoming, which made me comfortable on the farm. Learning about our region's agricultural history while working toward a hunger-relief goal was awesome!   |
| 85 | Education and group work   |
| 86 | The staff was amazing. They really love the volunteers.  |
| 87 | Community spirit   |
| 88 | It's a great, easy way to make a big impact in the fight against hunger and anyone (from kids-seniors) are able to contribute.   |
| 89 | Teaching my daughter about community involvement   |
| 90 | Getting dirty  |
| 91 | Learning about the whole project. I liked the informational slide show. I like that the whole family can volunteer together.   |
| 92 | The people who work there, both paid staff and volunteers.   |

#### 11. How could we improve your volunteer experience?

| #  | Response  |
|----|---|
| 1  | One time we had to hunt around for someone to guide us - first time volunteers need extra welcome and guidance.   |
| 2  | More year round opportunities   |
| 3  | At times it felt like there were more volunteers than things to be done   |
| 4  | Don't know...promise sunny skies and 72 degrees everyday??  |
| 5  | When a large group is booked maybe have a select team from that group come in a week before to volunteer. This way those individuals could assist with leading the group.   |
| 6  | When I went with a school group of 5th graders the orientation session was WAY TOO LONG - even I was getting bored (this was 2 years ago - my first time at CHP, so it may have changed since) and I did return with other non-school groups  |
| 7  | Perfect   |
| 8  | Make sure the leaders are always "on stage" and not negative. We had a leader who was yelling at some of the volunteers and they felt unappreciated and commented that would be the last time they volunteered. Explain why something should not be done rather than yell or be crabby. |
| 9  | a bit more "instruction" prior to the actual day of.  |
| 10 | more staff on site  |

|    |   |
|----|---|
| 11 | not sure...   |
| 12 | N/a   |
| 13 | Have a database/cork-board/chalkboard of what is in which field and what work needs to be done where (with dates that things have been last harvested/planted)... this way when one task is completed that is an easy way to figure out what needs to be done next. |
| 14 | more than 2 leaders in large groups ( > 20 poeple)  |
| 15 | More pre-made days for sc outs, religious groups, sports teams etc to "sign-up"   |
| 16 | Increase the size of the board.   |
| 17 | Coordinated leadership  |
| 18 | I don't think we could have had a better experience. One general idea: some sort of email blast when there's an emergent need for workers.  |
| 19 | I would like to be at one or two of you meetings to iron out any problems and get a lay of the land   |
| 20 | My experience was great.  |
| 21 | Can't think of anything.  |
| 22 | N'A   |
| 23 | Spread out the groups more, so that there is minimal congestion in the seeding (and plucking, in the winter) rows.  |
| 24 | No need it was great!   |
| 25 | It would be awesome if there were some educational programs for kids - I've seen other farms in the state that do summer camps.   |
| 26 | Would like to be able to volunteer more, but Saturdays are not usually possible. During the summer (school vacation), more posted "drop-in" times during the week would probably be helpful.  |
| 27 | Nothing that I can think of.  |
| 28 | it was delightful!  |
| 29 | Keep working out the fine points  |
| 30 | Advertize publically  |
| 31 | ?   |
| 32 | Weather control!  |
| 33 | overall pretty good as currently set up.  |
| 34 | Can't think of anything.  |
| 35 | NA  |

|    |   |
|----|---|
| 36 | I think there should be more opportunities to learn how to lead a group. Leadership training on what to emphasize when leading a group.   |
| 37 | Possibly to know ahead exactly what we will be doing.   |
| 38 | I really can't think of anything, since my experiences were always good ones. I only wish I lived closer so that I could volunteer more!  |
| 39 | Keep up the same volunteer program with new volunteer coordinator   |
| 40 | not applicable  |
| 41 | Truth be told, I haven't been in almost two years, but I think the volunteer organizing and scheduling for individuals could be improved. I volunteered with my mom and sister and sometimes we showed up and weren't sure where we were headed or what we were doing really. I would love to be able to show up, grab what I needed, and then set to work on a project that I am used to doing. But I understand that volunteers have to do what needs to be done, not just what they enjoy doing. |
| 42 | Get more groups to work together.   |
| 43 | Experience was good.  |
| 44 | Maybe a little bit more guidance of what to do.   |
| 45 | It was hard work but that is to be expected. The really hot summer days we volunteered were hard on our group so maybe more information ahead of time. We found planting and harvesting were easier for younger group members than weeding.   |
| 46 | Educating all of the volunteers about CHP makes them feel like their work is needed and appreciated and that they are making a difference. Showing more people the orientation video and the story of the founding of CHP.  |
| 47 | I am not sure.  |
| 48 | Chocolate chip cookies!   |
| 49 | I can't think of anything to suggest.   |
| 50 | Give more opportunities for individuals to show up and participate. Is Saturdays from 9:00am to noon the only time that you can just show up and help?  |
| 51 | have rain ponchos available when it's raining.  |
| 52 | N/A   |
| 53 | Sometimes team leaders can seem confused and uncertain of tasks- perhaps appointing a "day leader" to demonstrate each task before the workday would help.  |
| 54 | the more information pre-volunteer date the better, so keep up Tracey's great habits  |
| 55 | I am middle-aged, and the sun bothers me more than it used to. Farm work is alot of heavy work, in the hot sun, I wasn't exactly prepared for. Some easier work for old ladies like me would be appreciated...  |
| 56 | No idea   |
| 57 | I think it's great!   |

12. Do you have any suggestions on how to expand CHP's reach?

| #  | Response  |
|----|---|
| 1  | encourage volunteers to "take a friend"   |
| 2  | Not sure what you are asking - are you trying to grow more? reach more hungry people? reach more volunteers?  |
| 3  | Not at this time  |
| 4  | I believe that word of mouth, will most likely be the most successful. The graphs show the increased yield each year, especially last year.   |
| 5  | More exposure in Grafton news or Worcester T & G  |
| 6  | I think you are doing a great job   |
| 7  | have clubs at local colleges  |
| 8  | networking, word of mouth, pr, keep hitting those big companies...Although I'm a Grafton resident, I LOVE seeing the expansion that is already taking place throughout central mass. The CHP makes me proud to live in Grafton. |
| 9  | Nope  |
| 10 | facebook twitter  |
| 11 | Yes.  |
| 12 | Local cable TV  |
| 13 | Local food projects like John St. Baptist, Worcester, Veteran's Shelter, the group in Uxbridge who's name escapes me...farmer's markets in urban housing communities?   |
| 14 | not at this moment  |
| 15 | Can't think of anything.  |
| 16 | no  |
| 17 | Maybe notifying high schools on the area so kids know it is a volunteer opportunity that they can do on a weekly basis.   |
| 18 | Partner with more organizations outside town for a CHP day.   |
| 19 | Not at this time.   |
| 20 | keep it in the teen Outreach program across the US.   |
| 21 | More of the same  |
| 22 | no  |
| 23 | Would need more land to have enough for more volunteers to work.  |
| 24 | reach out to more college's in the area? Not sure if you do it now. Lots of schools have alternative spring break,  |

|    |  |
|----|--|
|    | maybe those kids/young adults can come in and help with non planting issues...talented young adults in need of real world experience.  |
| 25 | I had forgotten about CHP, but would like to bring my kids and volunteer some more. Would love to get a drop in schedule.  |
| 26 | NA   |
| 27 | I would like to get more special needs students come to the farm to help out and enjoy the experience.   |
| 28 | more advertising, other than girl scouts I haven't heard much about it.  |
| 29 | Bring your knowledge and resources to encourage urban gardening/farming closer to Boston. Seek out urban community partners to team with to promote education and teach how to make use of unused/misused space to create a sustainable/sustaining urban garden. |
| 30 | Collaboration with other community organizations...? The Blackstone River Watershed Assoc. and Alternatives of Whitensville are cosponsoring a river clean-up with a "Clean and Green" fair.   |
| 31 | Are you on Facebook? Mailing the brochures to various churches or organizations and schools; ??  |
| 32 | Come to one of the Civic Engagement committee meetings with the Worcester Consortium of colleges - contact Mr. Mark Bilotta to be put on the agenda!   |
| 33 | continue the marketing efforts   |
| 34 | Presentations on campus.   |
| 35 | Attract different groups to volunteer  |
| 36 | social media   |
| 37 | NO   |
| 38 | Not sure; spread word through school districts (PTO?), local grocers   |
| 39 | Perhaps do a marketing campaign that includes more brochures and more details on the website about any programs specific to certain areas.   |
| 40 | Reach out more to the churches in the surrounding communities. I don't believe the great majority of them even know that CHP exists along with the volunteer opportunities that they offer for youth, seniors, etc.  |
| 41 | More advertisements in places like student campus centers  |
| 42 | Volunteermatch.org. List on website days other groups will be there when people can join in (aside from normal drop in hours)  |
| 43 | Couldn't CHP donate food not only to the Worcester County Food Bank, but also to the local food banks, in their respective towns ?   |
| 44 | Facebook or twitter just try to get the cause out there.   |

## Focus Group 1

The first participant of the focus group got involved with CHP through cub scouts. He has been involved for 3 years; but only through scouts. He lives a quarter of a mile away.

The second participant was solely a volunteer leader. He got involved because he saw it driving by one day. He and his wife have only led groups.

The third participant found CHP via the internet. He started by just periodically checking the website and Facebook page until in the summer of 2010 he decided to become a volunteer. He lives in the town of Westborough which is 7.4 miles from Grafton.

The fourth participant came through another volunteer group. His church needed a place where both the young and old could volunteer. CHP was the perfect solution to their problem. He has only supported CHP financially and never volunteered.

The fifth participant is a board member of CHP. He initially worked on the farm as a paid contractor. He lives across the street from CHP and was recruited by Ken Crater and Peg to become a volunteer. Eventually he began to volunteer on the board. The final participant came late. She is the wife of one of the paid staff at CHP.

One major issue discussed by the group was why people volunteer. The rewards of volunteering and how it made the volunteer feel constantly came up in conversation. Almost all participants agreed that there is a good feeling that comes with volunteering. One participant said "This is the first organization that I felt I had a huge impact on a personal level in the end result." This attitude was evident in all the participants. They

loved that they could see what they had accomplished. There is also a sense of accomplishment that comes with helping others. They also mention several times that the opportunity to interact with new people in a positive environment is something that is not always available in the workplace. The participants made volunteering seem like it was an escape from the pressure of work.

The participants felt there was a lack of leaders because of the difference in commitment it requires. One person felt that some people just do not have the leadership qualities. They also felt that volunteers want to be able to come and go, but as a leader that option is not available. It was expressed that there is a shortage of leaders in many organizations and this is not unique to CHP. "Cub scouts, there's a shortage of leaders. At church, there's a shortage of leaders. I don't think it's a, it's not just here. But overall I think people don't necessarily feel like they need to step up." It was further explored what it meant to step up as a leader. The group discussed the commitment level required to be a leader, but came to the conclusion that even volunteers can be very committed to the cause even though they are not leaders. Finally, it was decided that leadership qualities are something that not everyone has and there are not enough people who do to fill all the roles desired by organizations.

Another widely discussed topic was who the members of CHP are. There is not a definition of who is a member and who is not. "There's a void in the middle. You've got your board and people at the top. And you've got these volunteer groups that come and do the yeoman's work, but how do you define what your membership is." The group did not come up with a definitive answer to this question. The reason for this is the lack of

ownership that could be felt by volunteers. They did however all agree that to define a member that the program must be more rewarding. They wanted volunteers to be recognized by CHP instead of only thanked for their work. They did not provide a plausible way to recognize these people. Monetary donations to define membership were brought up, but it was felt this would scare away some potential volunteers.

The last topic discussed was what is preventing CHP from expansion. The participants came up with the following answers. They all agreed it comes down to organization. To be able to expand there is a need for more organized and passionate people. Without those kinds of people at both farms the project would fail. Finally they all agreed that it also comes down to money to pay staff.

## Focus Group 2

Focus group 2 was not as successful as the first. It provided some good data but was not nearly as helpful as the first focus group. The first participant of our second focus group was a teacher who was involved with Worcester County Food Bank. She wanted a place to get kids involved and found CHP through the food bank. She is a team leader at CHP. The second participant was the husband of the first. In 2010, his wife brought him to the fall festival and he has been volunteering ever since.

The third participant first came to CHP through work in 2010. The company he worked for needed a place where 40 to 50 people could all volunteer together. They came in June of 2010 and harvested tomatoes and green peppers. He grew up on a farm so CHP reminded him of home. After his first visit he could not wait to get back to

CHP. The fourth participant is the wife of number three. She got involved through her husband and ended up bringing a woman's group from her church.

The fifth participant came for the first time in the summer 2010. She ended up visiting the farm 3 times that summer. Each time she visited she brought her four kids with her. She really enjoyed CHP because of the opportunities for kids. She stated several times there are very few places she can bring her kids to teach them the value of community service.

The sixth participant first visited CHP through work. She has visited three time, all through her workplace. She works in Auburn. Every time she has visited she loved to be able to see the work that she and others accomplished.

The final participant has been a longtime volunteer at many other organizations and independently. She began volunteering as a teenager giving out backpacks filled with food to the homeless of Worcester. She has currently only given financially to CHP, but plans on bringing her grandson this summer.

The most influential topic discussed in this focus group was the topic of getting CHP involved in work places. Many large companies have volunteer days, but only bring a small amount of people. A participant suggested that CHP be more aggressive with recruit volunteers. "I work for a company that has 30000 employees in a ten mile radius here, and yet they do 1 year day a year. They do give back. You know I would love to see CHP strong-arm them a little bit more. And like encouraging them more." If

CHP was more aggressive with companies, volunteer groups, and community groups they might be able to open up their volunteer pool to even greater numbers.

The focus group also discussed why people volunteer. They came to several conclusions that were similar to both the first focus group and survey data. They concluded that there was a huge sense of accomplishment at CHP. They all enjoyed the opportunity to change people's lives. One participant said that she loves the flexibility of volunteering. "So I appreciate the flexibility and the positive attitude and the fact that I chose to do it." She continued to say that there is a positive energy that comes with doing something that you want that is good for others. These two topics were the only discussions that provided us with very valuable input. As mentioned earlier the second focus group was not as helpful as the first.

## **Phase 2: Gather Historical Information Relating to Elmwood Farm**

### **Ken Dion Interview**

Part of gathering historical data consisted of an interview with long time employee of CHP Ken Dion. Mr. Dion was able to provide us with valuable input about the history of CHP along with some recommendations. The following paragraphs paraphrase the interview as it was not recorded. The actual interview notes can be found in the Appendix.

The first question asked was: Tell us about yourself and how you got started at CHP. Mr. Dion gave a very in depth answer. He grew up in the city of Worcester MA. He is a full time firefighter working 42 hours a week in Worcester. He was involved with the

Grafton Land trust and then attended the groundbreaking of the current CHP facility and was invited to get involved with CHP. He had 6-7 years' operating heavy machinery and was able to help with that aspect on the farm. In 2003, he was invited to become the first volunteer coordinator by the original executive director Dr. Clark Nicklow. In 2004 Dr. Nicklow passed leaving no expertise in the farming aspect of the operation. Ken had the most experience and was asked to take on the role of farm manager along with volunteer coordinator. In 2005 with 1000 volunteers it became evident Ken could not do it all and a separate volunteer coordinator was hired. Ken now works 42 hours a week as a firefighter, and 30 as the farm manager.

Next we asked Ken how the growth of CHP happened from his perspective. He told us that the first year there was one acre that was farmed. The next year they farmed three acres. Now they are farming 10.5 acres along with an orchard. In 2002 there was 100 volunteers, but by 2005 they were averaging 1000 volunteers a year. The volunteers grew themselves and there was no need to advertise. Ken went a little off topic and explained to us how he would grow the new farm at Elmwood. He said that farm skills are not important; it is about people skills. There is a huge need for excited and credible people, and not to force it because you cannot teach passion. He also said that most important aspect is to let the volunteer base control the growth of the farm and not the opposite because the volunteer base will grow.

Ken also told us how he managed his budget. He had always been under budget because he was always able to stretch the dollar. He found people to donate, or found

equipment that was cheap but in good condition. Finally in his closing comments, Ken recommended using an advisory board to conduct the initial operations at the new farm.

## History of Elmwood Farm and the Community Harvest Project

### *Early History of Elmwood Farm*

The history of Elmwood farm dates back to 1780. The first known owner of the farm land was Rev. Elijah Fitch. Fitch, a minister of the First congressional church in Hopkinton, purchased the land from the heirs of Benjamin Caryl. Caryl had acquired 103 acres of land that included what is today Elmwood Farm through a land grant. Elijah built a small house that his family would occupy until his death in 1788. The house was then occupied by John Adam's and his wife Joanna. There they raised their seven children (Schuler, 1989). In 1800 construction began on a two and a half story federalist style brick home. This took approximately ten years to complete. This was due to the lengthy amount of time that it would take to transport the brick for the building from Cambridge (Opatka, 1997). This building still stands on the property today.



Figure 1: The house as it appeared in 1989.

[http://www.hopnews.com/historical\\_commission/Ash\\_St/37a-Ash-St.-97.html](http://www.hopnews.com/historical_commission/Ash_St/37a-Ash-St.-97.html)

The next known owners of the property were the Perkins family. A notable member of this family was Lucy Fitch Perkins (1865-1937). Lucy, an author, was best known for writing children's stories. It is believed that she would share her stories with the local children before publishing them. Some of her works include *The Dutch Twins* (1911), *The Irish Twins* (1913), *The Eskimo Twins* (1914), *The Mexican Twins* (1916), and *The Belgian Twins* (1917). Also during this time the farmhouse was a stop on the Underground Railroad (Opatka, 1997).

### *The Bill and Rose Abbott Era*

Bill Abbott was a native of Melrose Massachusetts. He earned degrees from Boston College, Northeastern University, and the Harvard School of Horticulture. He was a World War II veteran and a member of the 10th Mountain Division (Telegram & Gazette, 1997). While stationed in Italy, Abbott was appalled by the amount of starving children that he encountered (Frain, 1996). In 1956, Bill along with his wife Rose purchased Elmwood Farm from Edward Goddard (Telegram & Gazette, 1991). At first, Bill had planned on establishing a dairy farm, but a heart attack in his late 30's halted this plan. The farm sat dormant for years. Then, in 1969 Bill was approached by Rev. Robert Kennedy of Westwood. Kennedy suggested the idea the Abbott should grow vegetables on his farm. The produce grown was to be donated to the Pine Street Inn, a soup kitchen in Boston. The first volunteers on the farm were people convicted of minor crimes who were sentenced to community service to be served at the farm. Surprisingly,

Abbot noted in an article in the Telegram and Gazette, “Many times, when they finish their court-assigned time, they come back on their own to help out in the garden.”

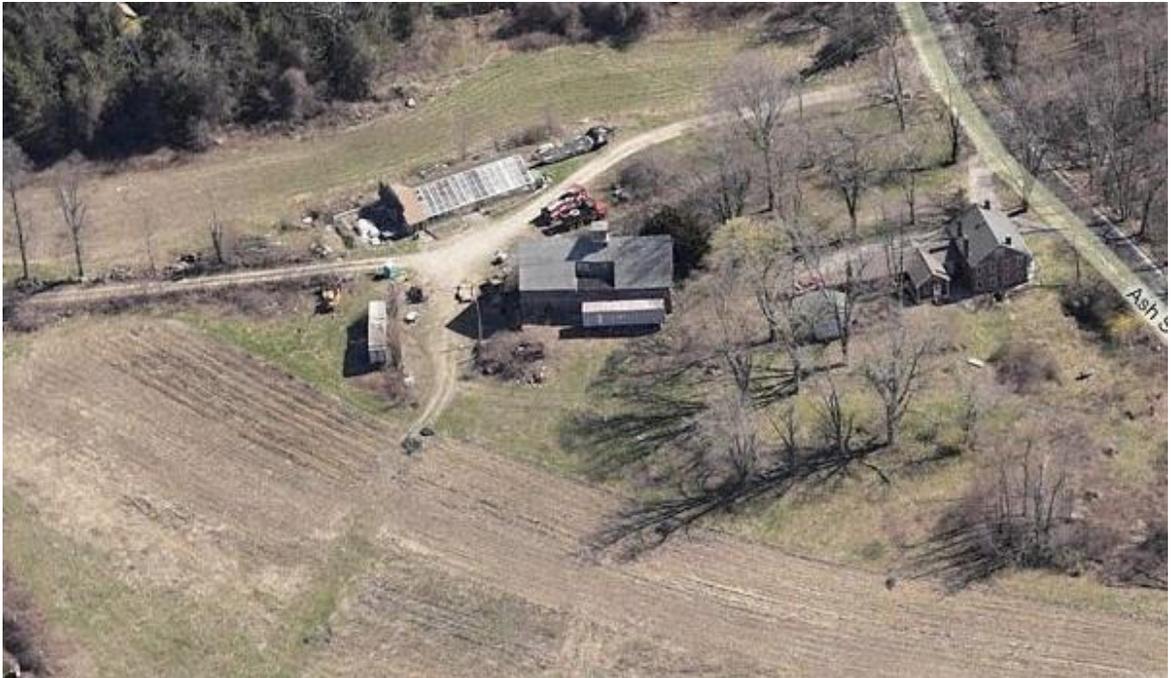


Figure 2: Elmwood Farm Aerial Photo

<http://www.bing.com/maps/#JnE9Litob3BraW50b24IN2Vzc3QuMCU3ZXBNLjEmYmI9NTguNzczNzcxMDgwMTgyMyU3ZS0zMC45MzQ4NjAyMjkIN2UxOS45ODM0NDcyOTAwMTA2JTdlLTExMi42NzMxNDE0Nzk=>

In 1971 the Abbots officially founded Food for the Needy. Over the next two decades Bill established a long standing relationship with the Worcester County Food Bank. Abbott decided that it would be best to donate all of the food that was grown on his farm to the food bank. The farm attracted over 300 volunteers a year made up mostly of school children and church groups. With the help of these volunteers up to 60,000 pounds of food was harvest in any given year (Telegram & Gazette Staff, 2001).

### *Decline of Elmwood Farm*

After the deaths of Bill and Rose Abbott Elmwood farm began to fall into a state of disrepair. In 1995, 17,496 pounds of vegetables were produced. In 1999, only 2,627 pounds of food were produced (The Associated Press, 1999). That is an 85% decrease in production in just 4 years. The amount of farmable land also shrunk to only four acres. In addition to problems with harvest yield, the organization also entered into a conflict with the local community. An article by the Associated Press stated, “A farm that has grown produce for a local food bank for 25 years is littered with debris including old oil drums and car batteries, according to local conservation officials” (Associated Press, 2000). To make matters worse, the farm was plagued by vandals who not only vandalized the property, but were also known to steal equipment from the farm (Koury, 1999). Although this is a concern of CHP it has not been a major reason to postpone the expansion into Hopkinton. A drastic change was necessary.



Figure 3: Elmwood Farm in 2005 and 2010

(Google Earth)

### *Revitalization in Grafton*

Originally, the Food for the Needy organization had planned to expand their operation outside of Hopkinton and keep Elmwood Farm operational. A member of the Worcester Food Bank board was asked to assist the Abbots in keeping alive their dream of Food for the Needy. This man, Ken Crater, established a volunteer board which eventually became the CHP board of directors. Initial planning for a new farm started in spring 1999. Prospective locations included Millis, Medway and Franklin (Koury, 1999). A property was put on the market next to Ken's home. Ken and his wife with the help of a committee purchased the 11 acres that eventually became the Brigham Hill Farm. In 2003 the Brigham Hill Farm was opened and became the new home of The Community Harvest Project. The new name for the organization was

chosen to replace Food for the Needy. A large barn and greenhouse were added to the property by the end of the first year. According to Jean McMurray, executive director of the Worcester Food Bank “They (CHP) are our largest nonprofit donor of fresh produce” (Sacks, 2006). In 2010, over 80,000 pounds of fresh produce was grown on the Grafton farm. This was in great part due the efforts of over 3000 volunteers.



**Figure 4: Brigham Hill Farm in 2001 and 2007**

(Google Earth)

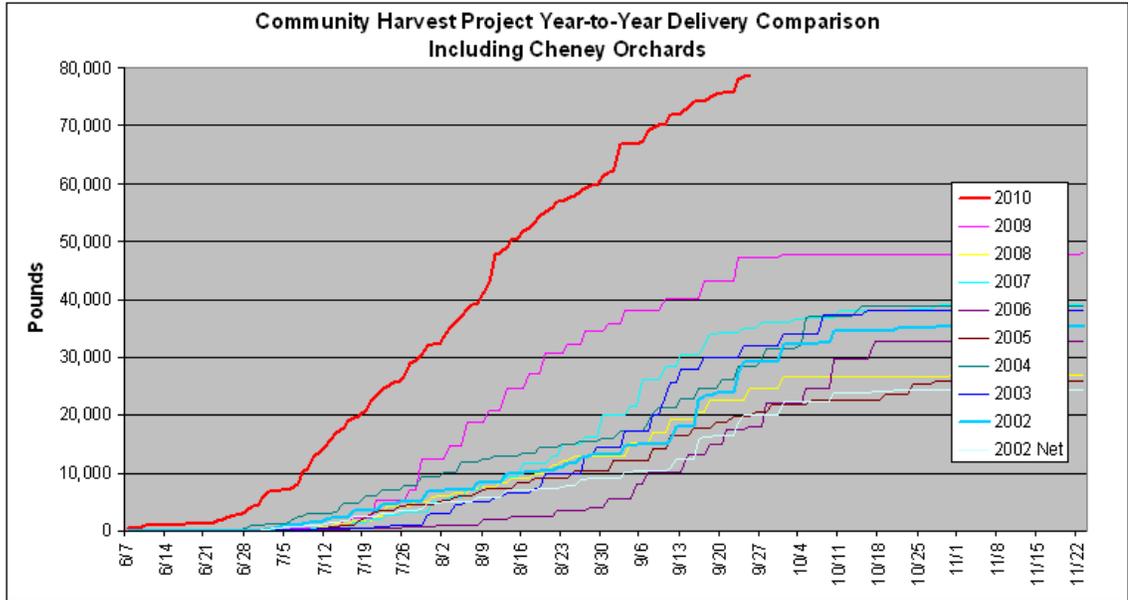


Table 6: CHP Year to Year Delivery Comparison

<http://www.community-harvest.org/pix/harvest10.gif>



Figure 5: Barn and greenhouse at Grafton farm

<http://www.community-harvest.org/pix/bhcb.jpg>

### Phase 3: Identifying Local Hopkinton Stakeholders

We identified the following people as important stakeholders within the Hopkinton government for CHP. The following people may need to be contacted by CHP during the expansion at CHP.

| Committee               | Position                   | Name                            | Email  |
|-------------------------|----------------------------|---------------------------------|--|
| Conservation Commission | Chairman                   | <b>Robert G. Murphy Ph. D.</b>  | murphyro@bc.edu  |
|                         | Vice Chairman              | <b>Jeffrey S. Barnes</b>        | <a href="mailto:barnesje@comcast.net">barnesje@comcast.net</a>           |
|                         | Member                     | <b>Frank D’Urso</b>             | <a href="mailto:fdurso@comcast.net">fdurso@comcast.net</a>               |
|                         | Member                     | <b>Craig Nation</b>             |  |
|                         | Member                     | <b>Andre Griben</b>             | <a href="mailto:amgpv@att.net">amgpv@att.net</a>                         |
|                         | Member                     | <b>Marcus C. Waldron, Ph.D.</b> | <a href="mailto:kathyandchris@comcast.net">kathyandchris@comcast.net</a> |
|                         | Member                     | <b>Melissa Recos</b>            | <a href="mailto:mrecos@gmx.com">mrecos@gmx.com</a>                       |
|                         | Conservation Administrator | <b>Don MacAdam</b>              | dmacadam@hopkinton.org   |
|                         | Secretary                  | <b>Anna Rogers</b>              | <a href="mailto:annar@hopkinton.org">annar@hopkinton.org</a>             |
| Board of Selectmen      | Chairman                   | <b>Todd Cestari</b>             | tcestari@hopkinton.org   |
|                         | Vice Chairman              | <b>Benjamin L. Palleiko</b>     | ben@palleiko.com   |
|                         |                            | <b>Michelle Gates</b>           | mgates@hopkinton.org   |
|                         |                            | <b>John M. Mosher</b>           | jmindesign@gmail.com   |
|                         |                            | <b>Brian J. Herr</b>            |  |
|                         | Town Manager               | <b>Norman Khumalo</b>           | nkhumalo@hopkinton.org   |
| Planning Board          | Chairman                   | <b>Joseph Markey,</b>           | jmarkey@hopkinton.org  |
|                         | Vice Chairman              | <b>Mark Abate</b>               |  |
|                         |                            | <b>John Coolidge</b>            |  |
|                         |                            | <b>Claire Wright</b>            |  |
|                         |                            | <b>Ken Weismantel</b>           |  |
|                         |                            | <b>Carol DeVeuve</b>            |  |
|                         |                            | <b>Deb Thomas</b>               |  |
|                         |                            | <b>Richard MacDonald</b>        |  |
| <b>John Coutinho</b>    |                            |                                 |  |

|                                       |                                   |  |  |
|---------------------------------------|-----------------------------------|--|--|
|                                       |                                   |  |  |
| Hopkinton Cultural Council            | Chair,<br>Treasurer,<br>Secretary | <b>Jean Bertschmann</b>                |  |
|                                       |                                   | <b>Ruth Gorman</b>                     |  |
|                                       |                                   | <b>Nancy Lagasse</b>                   |  |
|                                       |                                   | <b>Tom Phelan</b>                      |  |
|                                       |                                   | <b>Anne Pouch</b>                      |  |
|                                       |                                   | <b>John Savignano</b>                  |  |
|                                       |                                   | <b>Laure Warren</b>                    |  |
|                                       |                                   | <b>Katie White-Pylos</b>               |  |
|                                       |                                   |  |  |
| Hopkinton Sustainable Green Committee | Chairman                          | <b>Nancy Dourney</b>                   |  |
|                                       | Vice Chair                        | <b>Ann Randall - Vice Chair</b>        |  |
|                                       | Secretary                         | <b>Aubrey Doyle - Secretary</b>        |  |
|                                       | Treasurer                         | <b>Scott Richardson - Treasurer</b>    |  |
|                                       |                                   | <b>John Carroll</b>                    |  |
|                                       | IT/QA/Management                  | <b>Frank D'Urso - IT/QA/Management</b> |  |
|                                       |                                   | <b>Tom Dawson</b>                      |  |
|                                       | Sustainability Manager            | <b>Gretchen Govoni</b>                 |  |
|                                       | Selectman                         | <b>Ria McNamra</b>                     |  |
|                                       |                                   | <b>John Mosher</b>                     |  |
|                                       |                                   | <b>Christiane Perrin</b>               |  |
|                                       | Attorney                          | <b>Gino Spinelli</b>                   |  |
|                                       |                                   | <b>Andy Boyce</b>                      |  |
|                                       |                                   | <b>John Keane</b>                      |  |
|                                       |                                   | <b>Margo Roman</b>                     |  |
|                                       | Accountant                        | <b>Carol DeVeuve</b>                   |  |
|                                       |                                   |  |  |
| Recycling Committee                   |                                   |  |  |
|                                       | Chairman                          | <b>Phil Butler</b>                     |  |
|                                       |                                   | <b>Tom Drechsler</b>                   |  |
|                                       |                                   | <b>Jacqueline Potenzzone</b>           |  |
|                                       |                                   |  |  |

Table 7: Local Hopkinton Stakeholders

The following community groups were identified as potential stakeholders and volunteers.

- Boy Scout Troop 1
- Boy Scout Troop 4
- Cub Scout Pack 4
- Cub Scout Pack 26
- Cub Scout pack 97
- Educate Hopkinton
- Hopkinton Area Land Trust
- Hopkinton Community Education Program
- Hopkinton Community Endowment
- Hopkinton Education Foundation
- Hopkinton Garden Club
- Hopkinton Girl Scouts
- Hopkinton School district
- Hopkinton Moms Group
- Hopkinton Trails Group
- Hopkinton Woman's Club
- Hopkinton Churches and Church groups
- Hopkinton government
- Local surrounding businesses
- Hopkinton Historical Commission

# Chapter 5: Analysis

## Phase 1: Collect and Analyzing Volunteer Data

### Respondent Demographics

Obtaining certain demographic information from the survey respondents was necessary in order to fully analyze the results of the survey. This information allowed us to match demographic groups to their responses. This information will provide CHP with the knowledge on how to best recruit and keep their volunteers.

### Sample Size

The total population represented by the results of the survey was 1800 people present on the Community Harvest Project's electronic mailing list. This list includes volunteers, donators, and other individuals who supplied CHP with their email addresses. A sample size of 183 respondents was obtained from the population. Participants were self-selected from the population. This sample makes up 10% of the population.

### Gender

144 participants answered the question "What is your gender?" Results from this question indicate that 66% of participants were female and 33% were male. This is a 2:1 ratio favoring females. This is not a surprising outcome because based on national data women do volunteer more. In 2010 57% of volunteers were women (Volunteering in America, 2010).

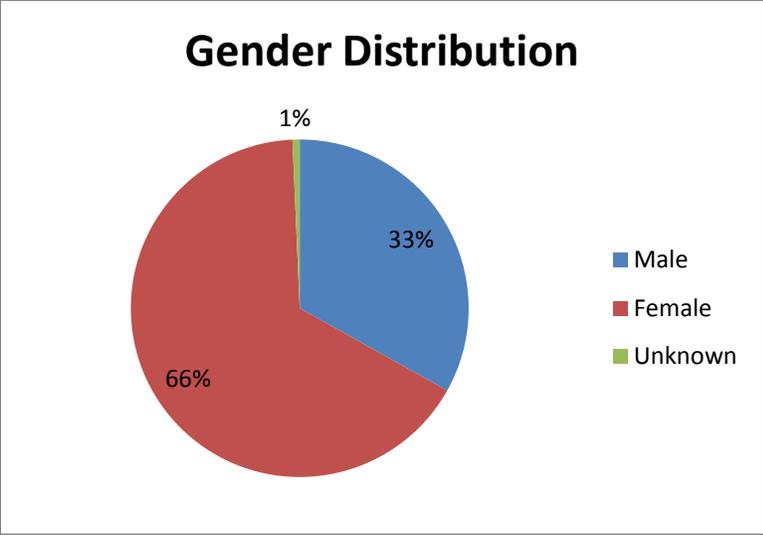


Table 8: Gender Distribution

**Age**

141 participants answered the question “What is your age?” A graph of the results show that the largest group was 45-54 year olds followed by 18-24 year olds. The results appear to be binomially distributed with peaks at these two age groups. Since this survey was distributed electronically a lack of respondents age 65+ was anticipated. Gender and age were cross-tabulated so we could examine if CHP was not recruiting males or females of certain ages. It was found that middle aged men volunteer at CHP at a lower rate than other groups.

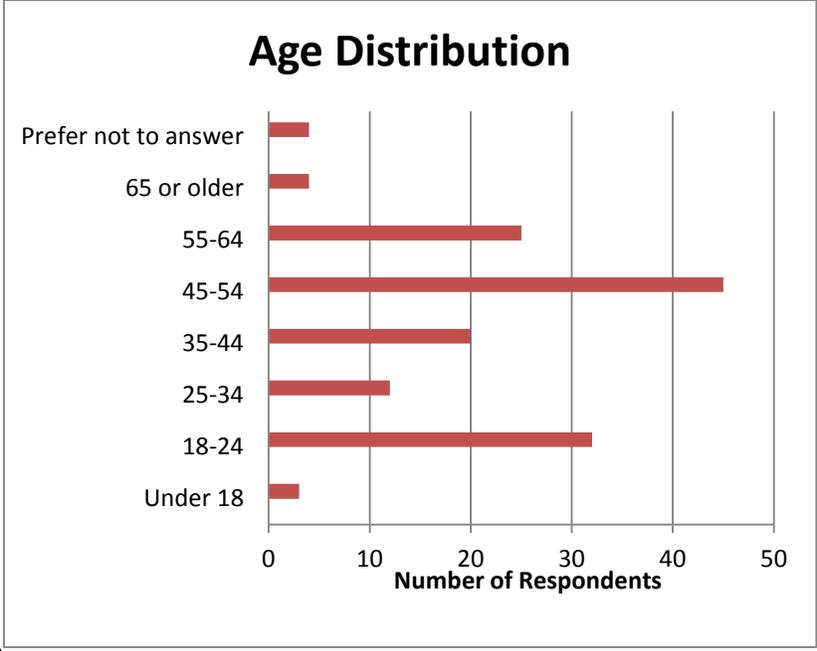


Table 9: Age Distribution

## Gender vs. Age

| What is your age?  |        |                      |        |
|--|--------|----------------------|--------|
|  | Total* | What is your gender? |        |
|  |        | Male                 | Female |
|  | 145    | 48                   | 96     |
| <b>Under 18</b>  | 3      | 1                    | 2      |
|  | 2.10%  | 2.10%                | 2.10%  |
| <b>18-24</b>   | 32     | 14                   | 18     |
|  | 22.10% | 29.20%               | 18.80% |
| <b>25-34</b>   | 12     | 3                    | 9      |
|  | 8.30%  | 6.30%                | 9.40%  |
| <b>35-44</b>   | 20     | 4                    | 16     |
|  | 13.80% | 8.30%                | 16.70% |
| <b>45-54</b>   | 45     | 15                   | 30     |
|  | 31.00% | 31.30%               | 31.30% |
| <b>55-64</b>   | 25     | 10                   | 15     |
|  | 17.20% | 20.80%               | 15.60% |
| <b>65 or older</b>   | 4      | 1                    | 3      |
|  | 2.80%  | 2.10%                | 3.10%  |
| <b>Prefer not to answer</b>  | 4      | 0                    | 3      |
|  | 2.80%  | 0.00%                | 3.10%  |
| * Total = The number of respondents for the entire survey who answered the Row question and, if a filter is applied, meet the filter criteria. |        |                      |        |

Table 10: Gender vs. Age

## Employment

142 participants responded to the question “What best describes your employment status?” The two most common responses were “employed full-time” and

“student” respectively. Most of our results here were not surprising when compared to age. There were many students in younger age groups and many retirees in the older age groups. There were also a significant amount of women who were homemakers. Age, employment, and gender were cross-tabulated to find which demographics had more time to volunteer.

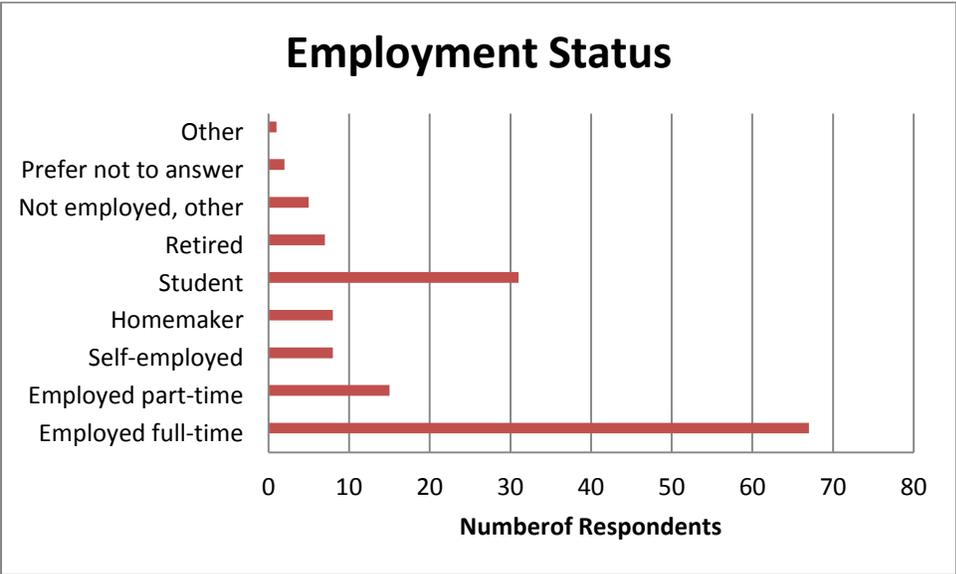


Table 11: Employment Status

## Age vs. Employment

|  | Total*  | What is your age? |         |         |         |         |         |             |                      |
|--|---------|-------------------|---------|---------|---------|---------|---------|-------------|----------------------|
|  |         | Under 18          | 18-24   | 25-34   | 35-44   | 45-54   | 55-64   | 65 or older | Prefer not to answer |
|  | 144     | 3                 | 32      | 12      | 20      | 44      | 25      | 4           | 4                    |
| <b>Employed full-time</b>  | 67      | 0                 | 3       | 11      | 10      | 30      | 13      | 0           | 0                    |
|  | 46.50 % | 0.00%             | 9.40%   | 91.70 % | 50.00 % | 68.20 % | 52.00 % | 0.00%       | 0.00%                |
| <b>Employed part-time</b>  | 15      | 0                 | 1       | 0       | 5       | 5       | 3       | 1           | 0                    |
|  | 10.40 % | 0.00%             | 3.10%   | 0.00%   | 25.00 % | 11.40 % | 12.00 % | 25.00 %     | 0.00%                |
| <b>Self-employed</b>   | 8       | 0                 | 0       | 0       | 1       | 5       | 2       | 0           | 0                    |
|  | 5.60%   | 0.00%             | 0.00%   | 0.00%   | 5.00%   | 11.40 % | 8.00%   | 0.00%       | 0.00%                |
| <b>Homemaker</b>   | 8       | 0                 | 0       | 0       | 4       | 3       | 1       | 0           | 0                    |
|  | 5.60%   | 0.00%             | 0.00%   | 0.00%   | 20.00 % | 6.80%   | 4.00%   | 0.00%       | 0.00%                |
| <b>Student</b>   | 31      | 3                 | 27      | 1       | 0       | 0       | 0       | 0           | 0                    |
|  | 21.50 % | 100.00 %          | 84.40 % | 8.30%   | 0.00%   | 0.00%   | 0.00%   | 0.00%       | 0.00%                |
| <b>Retired</b>   | 7       | 0                 | 0       | 0       | 0       | 0       | 2       | 3           | 2                    |
|  | 4.90%   | 0.00%             | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 8.00%   | 75.00 %     | 50.00 %              |
| <b>Not employed, other</b>   | 5       | 0                 | 1       | 0       | 0       | 1       | 3       | 0           | 0                    |
|  | 3.50%   | 0.00%             | 3.10%   | 0.00%   | 0.00%   | 2.30%   | 12.00 % | 0.00%       | 0.00%                |
| <b>Prefer not to answer</b>  | 2       | 0                 | 0       | 0       | 0       | 0       | 0       | 0           | 2                    |
|  | 1.40%   | 0.00%             | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 0.00%       | 50.00 %              |
| <b>Other, please specify</b>   | 1       | 0                 | 0       | 0       | 0       | 0       | 1       | 0           | 0                    |
|  | 0.70%   | 0.00%             | 0.00%   | 0.00%   | 0.00%   | 0.00%   | 4.00%   | 0.00%       | 0.00%                |
|  |         |                   |         |         |         |         |         |             |                      |
| * Total = The number of respondents for the entire survey who answered the Row question and, if a filter is applied, meet the filter criteria. |         |                   |         |         |         |         |         |             |                      |

Table 12: Age vs. Employment

### Gender vs. Employment

| What best describes your employment status? |        |                      |        |
|---|--------|----------------------|--------|
|   | Total* | What is your gender? |        |
|   |        | Male                 | Female |
|   | 144    | 47                   | 96     |
| <b>Employed full-time</b>                   | 67     | 25                   | 42     |
|   | 46.50% | 53.20%               | 43.80% |
| <b>Employed part-time</b>                   | 15     | 1                    | 14     |
|   | 10.40% | 2.10%                | 14.60% |
| <b>Self-employed</b>                        | 8      | 1                    | 7      |
|   | 5.60%  | 2.10%                | 7.30%  |
| <b>Homemaker</b>                            | 8      | 1                    | 7      |
|   | 5.60%  | 2.10%                | 7.30%  |
| <b>Student</b>                              | 31     | 13                   | 18     |
|   | 21.50% | 27.70%               | 18.80% |
| <b>Retired</b>                              | 7      | 3                    | 4      |
|   | 4.90%  | 6.40%                | 4.20%  |
| <b>Not employed, other</b>                  | 5      | 3                    | 2      |
|   | 3.50%  | 6.40%                | 2.10%  |

Table 13: Gender vs. Employment

### Mission of CHP as defined by respondents

181 participants answered the question “What do you value most about the work that CHP does?” For this question participants were allowed to choose more than one answer. When designing answers to this question we worked closely with leaders at CHP to cover all possible responses. Participants were also given the option to write in their own answer if they did not like any of the given choices. Given choices were as follows:

-Hunger Relief

- Education
  
- Sustainable Farming
  
- Community Service
  
- Team Building
  
- Nutrition
  
- Land Conservation

At least 98% of respondents selected one or more of the choices above. Only 2% inputted their own responses.

The most popular response was “hunger relief”, with 80% of respondents selecting this option. This was followed closely by “community service”, which was selected by 73% of respondents. Over half of the respondents (54%) believed that “sustainable farming” was important to the work that CHP does. “Education”, “nutrition”, “team building”, and “land conservation” were chosen by 33%, 33%, 27%, and 25% of respondents respectively. We cross-tabulated this question with age in order to examine what different age groups valued. This information allows CHP to recruit each age group in a style that would most appeal to the group.

| 1. What do you value the most about the work that CHP does? (you may check more than one) |  |     |     |
|---|--|-----|-----|
| Hunger Relief   |  | 145 | 80% |
| Education   |  | 62  | 34% |
| Sustainable Farming   |  | 96  | 53% |
| Community Service   |  | 129 | 71% |
| Team Building   |  | 46  | 25% |
| Nutrition   |  | 60  | 33% |
| Land Conservation   |  | 48  | 27% |
| Other, please specify   |  | 3   | 2%  |

Table 14: Values of Respondents

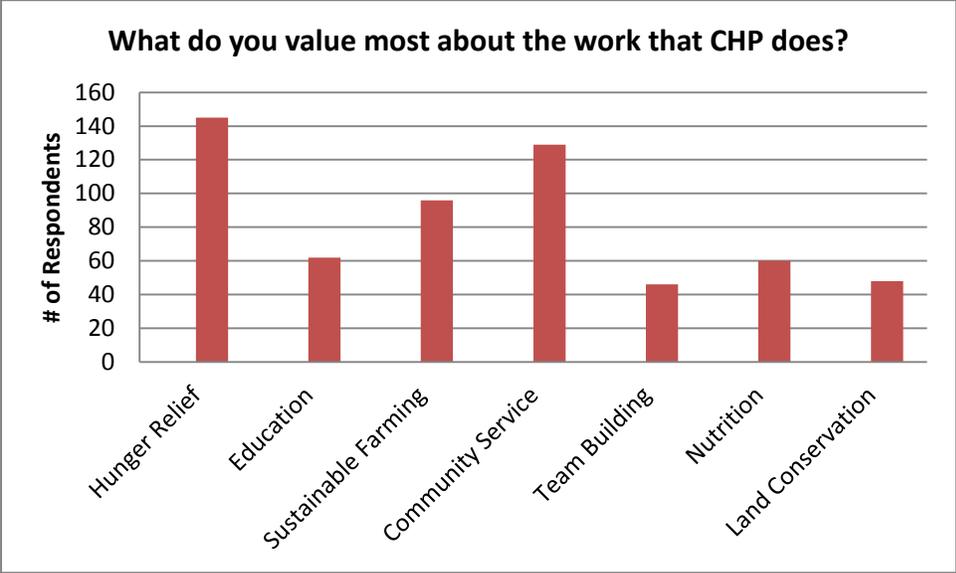


Table 15: Values of Respondents

| What do you value the most about the work that CHP does? (you may check more than one) |        |                   |        |        |        |        |        |             |
|--|--------|-------------------|--------|--------|--------|--------|--------|-------------|
|  | Total* | What is your age? |        |        |        |        |        |             |
|  |        | Under 18          | 18-24  | 25-34  | 35-44  | 45-54  | 55-64  | 65 or older |
|  | 145    | 3                 | 32     | 12     | 20     | 45     | 25     | 4           |
| <b>Hunger Relief</b>   | 114    | 2                 | 24     | 10     | 14     | 39     | 22     | 3           |
|  | 78.60% | 66.70%            | 75.00% | 83.30% | 70.00% | 86.70% | 88.00% | 75.00%      |
| <b>Education</b>   | 47     | 0                 | 11     | 3      | 4      | 11     | 13     | 3           |
|  | 32.40% | 0.00%             | 34.40% | 25.00% | 20.00% | 24.40% | 52.00% | 75.00%      |
| <b>Sustainable Farming</b>   | 76     | 2                 | 21     | 5      | 13     | 17     | 14     | 2           |
|  | 52.40% | 66.70%            | 65.60% | 41.70% | 65.00% | 37.80% | 56.00% | 50.00%      |
| <b>Community Service</b>   | 109    | 2                 | 25     | 9      | 14     | 36     | 18     | 3           |
|  | 75.20% | 66.70%            | 78.10% | 75.00% | 70.00% | 80.00% | 72.00% | 75.00%      |
| <b>Team Building</b>   | 37     | 1                 | 9      | 3      | 9      | 7      | 6      | 1           |
|  | 25.50% | 33.30%            | 28.10% | 25.00% | 45.00% | 15.60% | 24.00% | 25.00%      |
| <b>Nutrition</b>   | 46     | 1                 | 16     | 5      | 6      | 9      | 7      | 1           |
|  | 31.70% | 33.30%            | 50.00% | 41.70% | 30.00% | 20.00% | 28.00% | 25.00%      |
| <b>Land Conservation</b>   | 37     | 1                 | 7      | 2      | 4      | 11     | 8      | 1           |
|  | 25.50% | 33.30%            | 21.90% | 16.70% | 20.00% | 24.40% | 32.00% | 25.00%      |
| <b>Other, please specify</b>   | 3      | 0                 | 1      | 0      | 1      | 1      | 0      | 0           |
|  | 2.10%  | 0.00%             | 3.10%  | 0.00%  | 5.00%  | 2.20%  | 0.00%  | 0.00%       |

Table 16: Cross Table of Age and Values

### Mission of CHP Analysis

Out of the 181 people who answered the question “What do you value most about the work the CHP does?” 145 provided their age. Hunger relief was identified by a majority in all age groups that it is important to them. The results were very consistent across all age groups without any outliers. This tells us two things. The first that CHP does a great job at communicating what everyone’s hard work goes too. Secondly, it shows people have a craving to want to help others. This is also seen in the

“Community Service” answer choice. It received the second highest response to what volunteers value most. This answer was also consistently chosen without any outliers by all age groups. These two highly chosen responses show that there is a desire to help others.

Around one-third of respondents valued education the most. There was however an outlier age group within the data. Both the 55-64 and the 64+ age groups had significantly higher responses rates compared to other age groups. This information lets CHP know how to recruit and retain volunteers with in older demographics.

#### **First Contact with CHP**

An important part to increasing the reach of Community Harvest Project is determining how people first hear about the organization. CHP advertises their organization through many different venues including the internet, Facebook, newspapers, places of worship, etc. Finding the best way to get CHP’s name out into the community will be very important if the organization wishes to expand.

Participants were asked the following question: How did you first hear about CHP? 181 participants responded to this question. The two most popular responses were through a volunteer group and through a friend with a combined 43% of the responses. Only 22% of respondents discovered CHP through methods other than those that could be classified as “word of mouth.” About half of respondents who found CHP outside of “word of mouth” found out about CHP in a newspaper publication. This question was cross tabulated with age to research how each age group is recruited.

This information provides CHP with the best possible method of recruiting a desired age group.

| <b>2. How did you first hear about CHP?</b> |  |            |             |
|---|--|------------|-------------|
| Information table at event                  |  | 6          | 3%          |
| Publication/Newspaper                       |  | 24         | 13%         |
| Searching the Internet                      |  | 9          | 5%          |
| Facebook                                    |  | 1          | 1%          |
| Place of worship                            |  | 12         | 7%          |
| School                                      |  | 16         | 9%          |
| Volunteer Group                             |  | 43         | 24%         |
| Friend                                      |  | 35         | 19%         |
| Other, please specify                       |  | 35         | 19%         |
| <b>Total</b>                                |  | <b>181</b> | <b>100%</b> |

Table 17: How did you first hear about CHP?

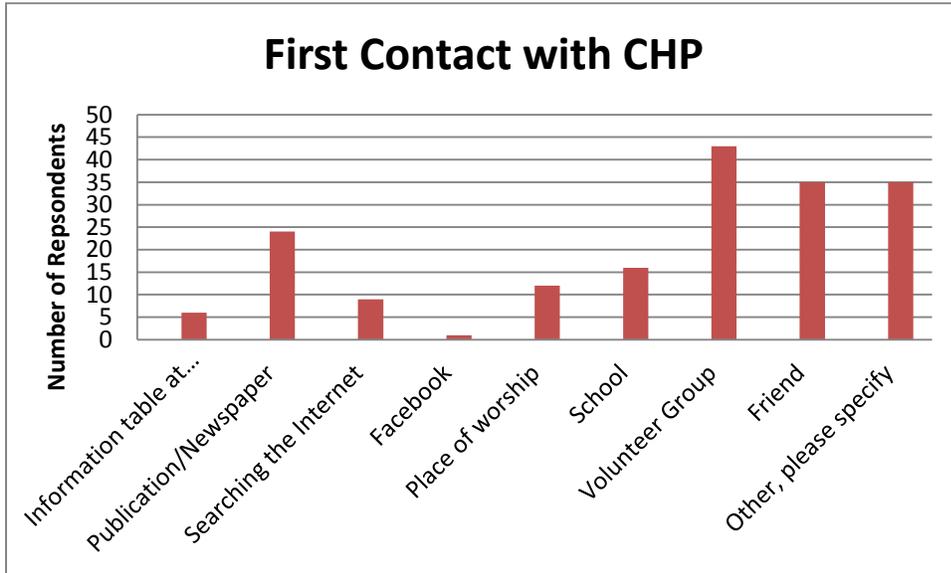


Table 18: First Contact with CHP

## Results by Age Group

| How did you first hear about CHP? |        |                   |        |        |        |        |        |             |
|-----------------------------------|--------|-------------------|--------|--------|--------|--------|--------|-------------|
|                                   | Total* | What is your age? |        |        |        |        |        |             |
|                                   |        | Under 18          | 18-24  | 25-34  | 35-44  | 45-54  | 55-64  | 65 or older |
|                                   | 145    | 3                 | 32     | 12     | 20     | 45     | 25     | 4           |
| Information table at event        | 4      | 0                 | 1      | 1      | 0      | 1      | 0      | 0           |
|                                   | 2.80%  | 0.00%             | 3.10%  | 8.30%  | 0.00%  | 2.20%  | 0.00%  | 0.00%       |
| Publication/Newspaper             | 17     | 0                 | 0      | 1      | 3      | 6      | 4      | 1           |
|                                   | 11.70% | 0.00%             | 0.00%  | 8.30%  | 15.00% | 13.30% | 16.00% | 25.00%      |
| Searching the Internet            | 5      | 0                 | 1      | 0      | 2      | 2      | 0      | 0           |
|                                   | 3.40%  | 0.00%             | 3.10%  | 0.00%  | 10.00% | 4.40%  | 0.00%  | 0.00%       |
| Facebook                          | 0      | 0                 | 0      | 0      | 0      | 0      | 0      | 0           |
|                                   | 0.00%  | 0.00%             | 0.00%  | 0.00%  | 0.00%  | 0.00%  | 0.00%  | 0.00%       |
| Place of worship                  | 10     | 0                 | 0      | 0      | 0      | 7      | 3      | 0           |
|                                   | 6.90%  | 0.00%             | 0.00%  | 0.00%  | 0.00%  | 15.60% | 12.00% | 0.00%       |
| School                            | 14     | 0                 | 3      | 2      | 3      | 6      | 0      | 0           |
|                                   | 9.70%  | 0.00%             | 9.40%  | 16.70% | 15.00% | 13.30% | 0.00%  | 0.00%       |
| Volunteer Group                   | 39     | 2                 | 22     | 2      | 2      | 5      | 4      | 2           |
|                                   | 26.90% | 66.70%            | 68.80% | 16.70% | 10.00% | 11.10% | 16.00% | 50.00%      |
| Friend                            | 27     | 0                 | 3      | 3      | 5      | 10     | 5      | 0           |
|                                   | 18.60% | 0.00%             | 9.40%  | 25.00% | 25.00% | 22.20% | 20.00% | 0.00%       |
| Other, please specify             | 29     | 1                 | 2      | 3      | 5      | 8      | 9      | 1           |
|                                   | 20.00% | 33.30%            | 6.30%  | 25.00% | 25.00% | 17.80% | 36.00% | 25.00%      |

Table 19: Age vs. First Contact

## First Contact Analysis

Surprisingly we found that the Internet does not have a very big impact in recruiting new volunteers. 78% of people first came to CHP through “word of mouth”. It

was surprising that only 6% of respondents found CHP through online sources. It was even more surprising when a later question showed that a majority of people would prefer online communication when communicating with volunteers. In order to recruit new volunteers through the internet CHP will have to become more aggressive in its recruitment via the internet.

In an interview with Ken Dion he mentioned that the volunteers will grow themselves. This is very evident through the data collected. Most participants do not discover CHP directly through CHP, but from other organizations. The younger age groups overwhelmingly find CHP through other volunteer groups. Though this age group had no respondents find CHP through a newspaper or publication. Only respondents in the older age groups found CHP through a publication. This information lets us know what weaknesses CHP has at recruiting different age groups and also the best way to recruit an age group.

### **Participant Classification**

Participants in the survey were classified into three categories: volunteers, people who brought or led a group, and donators. Participants were asked to select all categories that applied to them. The answers selected by each individual participant would determine which questions they would be asked regarding their CHP experience. For example someone who had only donated was not asked how many times they have volunteered.

This question received 182 responses. 146 (81%) respondents identified themselves as volunteers. 73 (41%) respondents were donators to CHP. 67 (37%)

respondents brought or led a group. There were 13 respondents who could not identify with any of the given categories. These respondents were not asked any further questions in the survey.

| <b>3. Have you ever? (check all that apply)</b> |     |     |
|---|-----|-----|
| Volunteered                                     | 146 | 81% |
| Brought or led a group                          | 67  | 37% |
| Donated to CHP                                  | 73  | 41% |
| None of the above                               | 13  | 7%  |

Table 20: Have you ever?

| <b>Have you ever? (check all that apply)</b> |               |  |                               |                       |                          |
|--|---------------|--|-------------------------------|-----------------------|--------------------------|
|  | <b>Total*</b> | <b>Have you ever? (check all that apply)</b> |                               |                       |                          |
|  |               | <b>Volunteered</b>                           | <b>Brought or led a group</b> | <b>Donated to CHP</b> | <b>None of the above</b> |
|  | 157           | 131  | 62                            | 62                    | 13                       |
| <b>Volunteered</b>                           | 131<br>83.40% | 131<br>100.00%                               | 59<br>95.20%                  | 51<br>82.30%          | 0<br>0.00%               |
| <b>Brought or led a group</b>                | 62<br>39.50%  | 59<br>45.00%                                 | 62<br>100.00%                 | 25<br>40.30%          | 0<br>0.00%               |
| <b>Donated to CHP</b>                        | 62<br>39.50%  | 51<br>38.90%                                 | 25<br>40.30%                  | 62<br>100.00%         | 0<br>0.00%               |
| <b>None of the above</b>                     | 13<br>8.30%   | 0<br>0.00%                                   | 0<br>0.00%                    | 0<br>0.00%            | 13<br>100.00%            |

\* Total = The number of respondents for the entire survey who answered the Row question and, if a filter is applied, meet the filter criteria.

Table 21: Have you ever cross-table

The chart above shows how many participants checked more than one box for this question. Of the 131 people who have volunteered 59 have brought or led a group at CHP. This means there are only 3 respondents who have only been leaders. We also found that there are only 11 respondents who have only donated. The first focus group discussed the issue that there are not enough leaders. The survey results show that 39.5% have brought or led a group, which is much higher than was expected based on the focus group discussion. There was no distinction made by the survey between group leaders and people who brought a group, therefore we are not sure the exact number of leaders.

#### **Level of Involvement with CHP**

In order to gain a perspective into how much experience participants had with CHP, volunteers were asked the following questions:

1. How long have you been involved with CHP?
2. How many times have you volunteered or led a group at CHP?

Results from the first question show that 63% of the 147 respondents have been involved with CHP for less than two years. 61% of this group had been involved for 1-2 years. Only 36% of the 147 respondents had been involved for three or more years. Half of this group or 18% of the total sample has been involved for five or more years.

| <b>4. How long have you been involved with CHP?</b> |  |    |     |
|---|--|----|-----|
| Less than 1 year                                    |  | 36 | 24% |
| 1 - 2 years   |  | 58 | 39% |
| 3 - 4 years   |  | 27 | 18% |
| 5 or more years                                     |  | 26 | 18% |

Table 22: How long have you been involved with CHP?

The majority of respondents have only been involved for less than 2 years. Results from the second question show that they are active volunteers. 64% of respondents indicated that they have volunteered more than 3 times. About half of this group has volunteered over 6 times. Only 20% of the total sample for this question has volunteered only once.

| <b>5. How many times have you volunteered or led a group at CHP?</b> |  |    |     |
|--|--|----|-----|
| 1  |  | 23 | 17% |
| 2-3  |  | 22 | 17% |
| 4-5  |  | 45 | 34% |
| 6+   |  | 43 | 32% |

Table 23: How many times have you volunteered or led a group at CHP?

Cross tabulating the two questions indicates a moderate correlation between time involved and number of times volunteered.

| <b>How many times have you volunteered or led a group at CHP?</b> |               |  |                    |                    |                        |
|---|---------------|--|--------------------|--------------------|------------------------|
|   | <b>Total*</b> | <b>How long have you been involved with CHP?</b> |                    |                    |                        |
|   |               | <b>Less than 1 year</b>                          | <b>1 - 2 years</b> | <b>3 - 4 years</b> | <b>5 or more years</b> |
|   | 133           | 30   | 57                 | 23                 | 23                     |
| <b>1</b>  | 23            | 12   | 8                  | 2                  | 1                      |
|   | 17.30%        | 40.00%   | 14.00%             | 8.70%              | 4.30%                  |
| <b>2-</b>   | 22            | 6  | 14                 | 1                  | 1                      |
| <b>3</b>  | 16.50%        | 20.00%   | 24.60%             | 4.30%              | 4.30%                  |
| <b>3-</b>   | 45            | 5  | 22                 | 14                 | 4                      |
| <b>4</b>  | 33.80%        | 16.70%   | 38.60%             | 60.90%             | 17.40%                 |
| <b>6+</b>   | 43            | 7  | 13                 | 6                  | 17                     |
|   | 32.30%        | 23.30%   | 22.80%             | 26.10%             | 73.90%                 |

Table 24: Cross Tabulation of Retention and Length of Involvement

These two questions when compared to each other show the ability of CHP to retain volunteers and keep them involved. CHP does a great job of retaining volunteers. As expected, the greatest percentage of people who have only volunteered once is in the group of people who have only been involved for less than a year. As respondents have been involved longer the percentage of people who have only volunteered once decrease. This shows that CHP retains most of its volunteers.

The longer a volunteer has been involved the more visits they tend to have. There are some outliers but most outliers are a positive. 23% of volunteers who have been involved less than a year have volunteered 6 or more times. This is a very positive result for CHP. Only positive results came from this data.

### Keeping volunteers Informed

Communicating effectively with volunteers and donors is key to keeping people informed and interested in CHP. CHP uses multiple methods of communication including electronic and paper newsletters, Facebook, special events, and their website.

In order to gauge how most volunteers and donors receive information from CHP the following question was asked: “What helps to best connect you to CHP?”

Out of 134 total respondents, 80 (60%) selected the electronic newsletter as one of the ways they prefer to receive communications from CHP. Facebook updates appear to be very popular among the 35-44 age group with almost 50% of the group selecting this response. The 18-24 age group seems to be more attracted to attending special events than older age groups. Cross-tabulation with age revealed how different age groups would like to be approached.

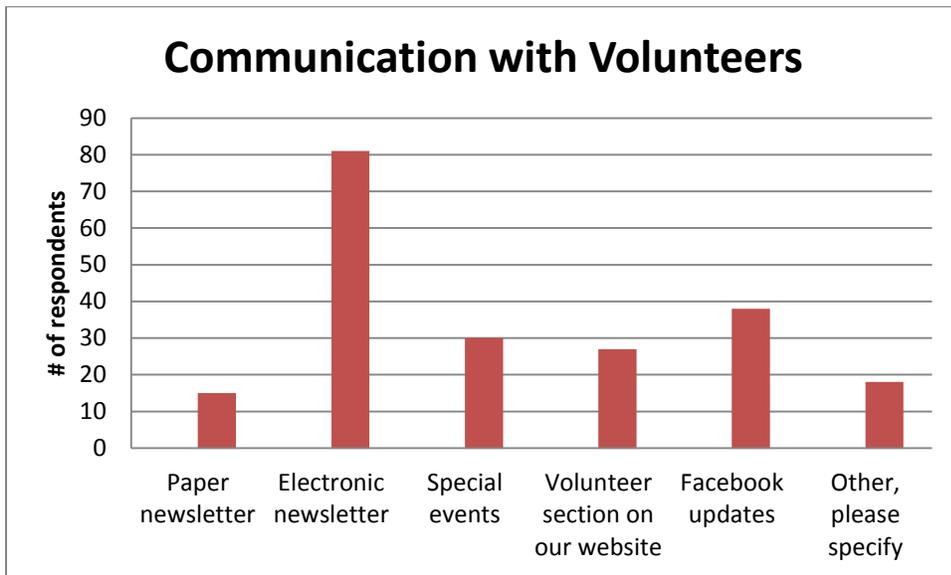


Table 25: Communication with Volunteers

## Results based on Age

| What helps best to connect you to CHP?  |        |                   |        |        |        |        |        |             |
|---|--------|-------------------|--------|--------|--------|--------|--------|-------------|
|   | Total* | What is your age? |        |        |        |        |        |             |
|   |        | Under 18          | 18-24  | 25-34  | 35-44  | 45-54  | 55-64  | 65 or older |
|   | 134    | 3                 | 26     | 11     | 19     | 45     | 23     | 4           |
| <b>Paper newsletter</b>                 | 15     | 1                 | 0      | 0      | 2      | 7      | 2      | 2           |
|   | 11.20% | 33.30%            | 0.00%  | 0.00%  | 10.50% | 15.60% | 8.70%  | 50.00%      |
| <b>Electronic newsletter</b>            | 81     | 1                 | 10     | 7      | 11     | 30     | 18     | 2           |
|   | 60.40% | 33.30%            | 38.50% | 63.60% | 57.90% | 66.70% | 78.30% | 50.00%      |
| <b>Special events</b>                   | 29     | 0                 | 8      | 1      | 3      | 9      | 5      | 2           |
|   | 21.60% | 0.00%             | 30.80% | 9.10%  | 15.80% | 20.00% | 21.70% | 50.00%      |
| <b>Volunteer section on our website</b> | 27     | 0                 | 9      | 2      | 2      | 9      | 4      | 0           |
|   | 20.10% | 0.00%             | 34.60% | 18.20% | 10.50% | 20.00% | 17.40% | 0.00%       |
| <b>Facebook updates</b>                 | 38     | 0                 | 8      | 1      | 9      | 14     | 6      | 0           |
|   | 28.40% | 0.00%             | 30.80% | 9.10%  | 47.40% | 31.10% | 26.10% | 0.00%       |
| <b>Other, please specify</b>            | 18     | 1                 | 4      | 2      | 1      | 7      | 2      | 1           |
|   | 13.40% | 33.30%            | 15.40% | 18.20% | 5.30%  | 15.60% | 8.70%  | 25.00%      |

Table 26: Results based on age

Most respondents would prefer to be contacted electronically. This is very good news for CHP as it can save money. However, as seen by responses to previous question most people do not find CHP through the internet. Special events and an electronic newsletter both received the same amount of response.

The electronic newspaper was requested far more by respondents above the age of 24. Respondents less than 24 years of age were very spread out mostly between the electronic newsletter, special events, a volunteer section, and Facebook updates. Many of the “Other” responses were sending out simple emails. This question provided data

that most people prefer to be contacted through the internet whether it is emails, newsletters, or Facebook.

## Rating the Volunteering Experience

Volunteers were given the opportunity to rate their volunteer experiences at the Community Harvest Project. They were presented with a series of statements related to their visits and were asked if they “strongly agreed”, “agreed”, “disagreed”, or “strongly disagreed” with each given statement. Volunteers were also allowed to choose the option “N/A” if a given statement did not apply to them. This part was split up into three sections: Prior to Visit, During Visit, and Post Visit.

### Prior to Visit

In this section participants were given the following two statements:

1. Communication prior to visit was helpful
2. Setting up a volunteer visit was easy

Responses to question one were split primarily between “Strongly Agree” and “Agree”. Only 1% of respondents chose “disagree.” 18% of respondents selected “N/A”. This means that 78% of respondents received some kind of information prior to their visit.

Responses to question two showed that more respondents strongly agreed with the statement, than those who only agreed. 40% chose “Strongly Agree”, while 33% chose “Agree.” 26% of respondents selected “N/A.” This group would include people who are led to volunteer at the farm with their company or organization.

| Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option. | <b>Strongly Agree</b> | <b>Agree</b> | <b>Disagree</b> | <b>Strongly Disagree</b> | <b>N/A</b> |  |
|---|-----------------------|--------------|-----------------|--------------------------|------------|--|
| Communication prior to visit was helpful  | 53<br>38%             | 58<br>42%    | 2<br>1%         | 0<br>0%                  | 25<br>18%  |  |
| Setting up a volunteer visit was easy   | 55<br>40%             | 46<br>33%    | 1<br>1%         | 0<br>0%                  | 36<br>26%  |  |
|   |                       |              |                 |                          |            |  |

Table 27: Prior to Visit percentages

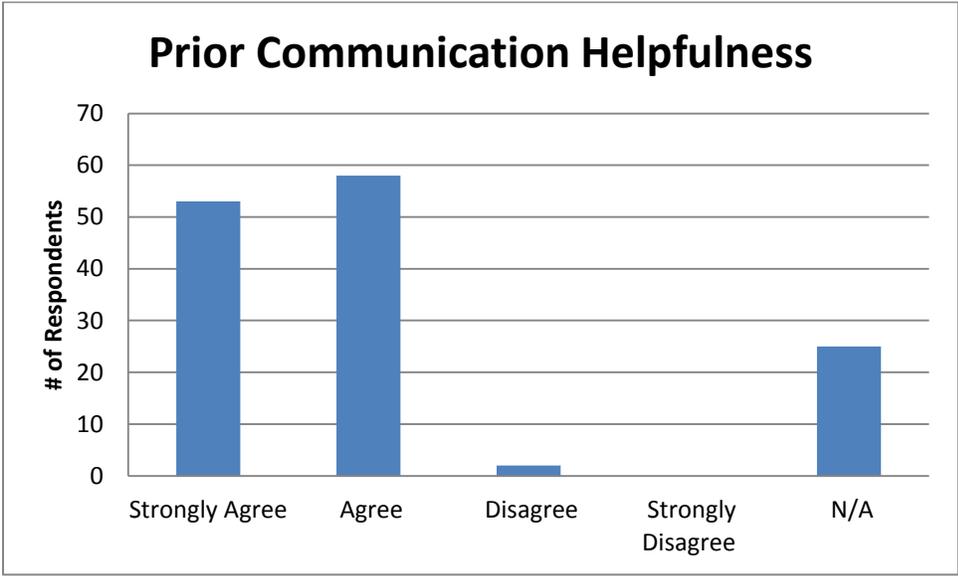


Table 28: Prior Communication Helpfulness

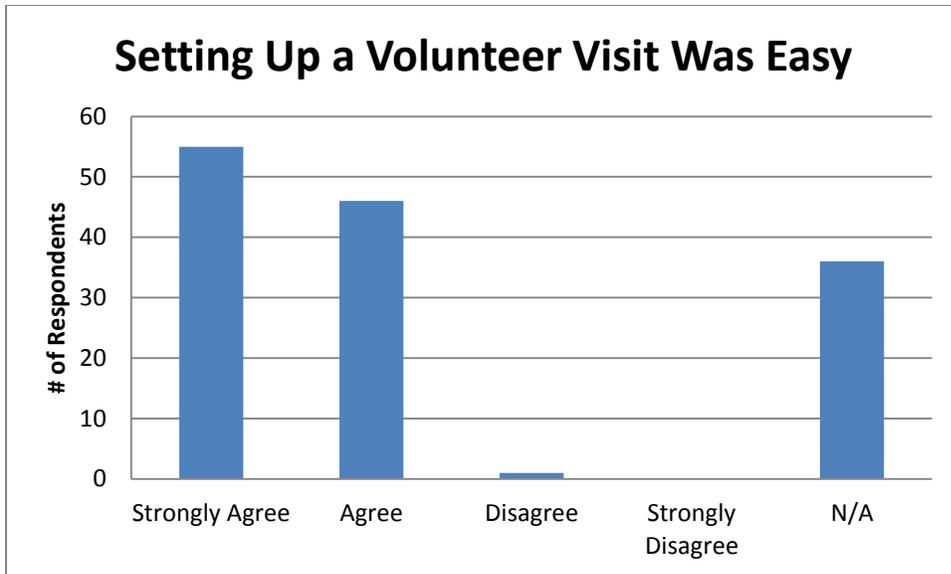


Table 29: Setting Up a Volunteer Visit Was Easy

The information presented by these questions tells us that CHP does a great job of communication and scheduling prior to the visit. There were a few people who disagreed with the statements made for each question, but the results were overwhelmingly positive. This let us know that current administration is doing a great job.

### During Visit

Volunteers were asked to respond to statements about their experience at the farm:

1. The orientation gave perspective to CHP's role in hunger relief.
2. The work in the field was manageable.
3. There was enough guidance while at the farm.

| Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option. | Strongly Agree | Agree | Disagree | Strongly Disagree | N/A |
|---|----------------|-------|----------|-------------------|-----|
| The orientation gave perspective to CHP's role in hunger relief   | 75             | 45    | 5        | 0                 | 13  |
|   | 54%            | 33%   | 4%       | 0%                | 9%  |
| The work in the field was manageable  | 92             | 39    | 0        | 0                 | 7   |
|   | 67%            | 28%   | 0%       | 0%                | 5%  |
| There was enough guidance while at the farm   | 78             | 53    | 1        | 0                 | 6   |
|   | 57%            | 38%   | 1%       | 0%                | 4%  |

Table 30: Percentages of During the visit

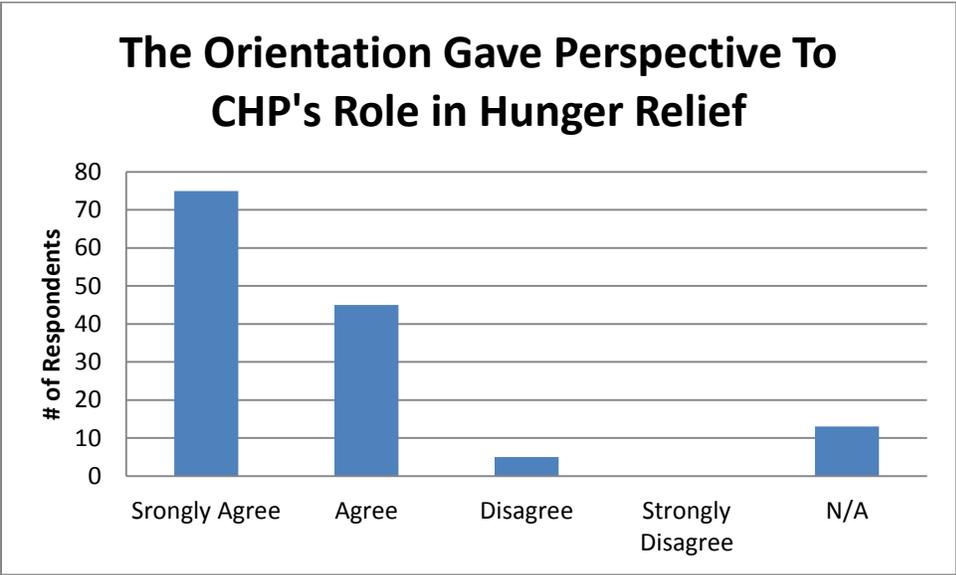


Table 31: The orientation gave perspective to CHP's Role in Hunger Relief

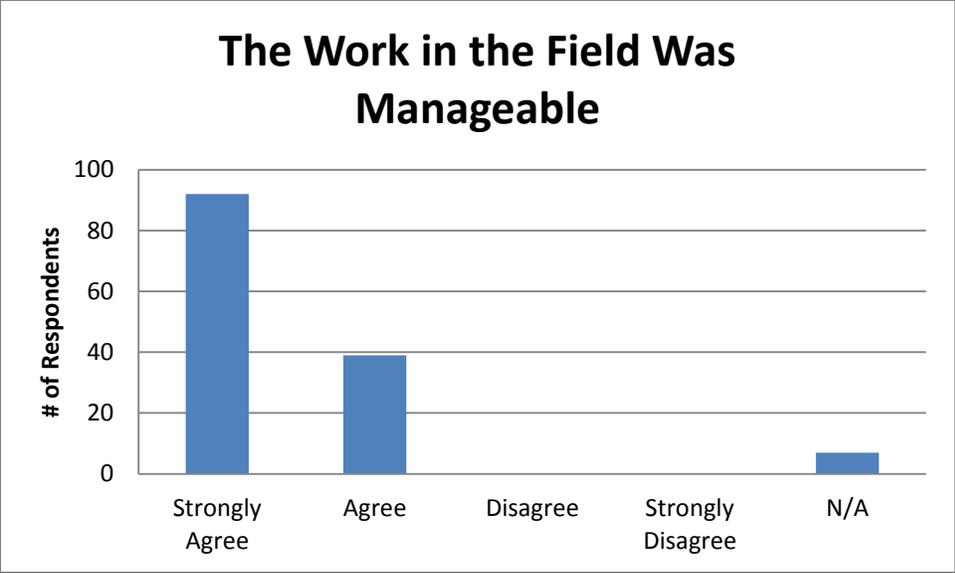


Table 32: The Work in the Field was Manageable

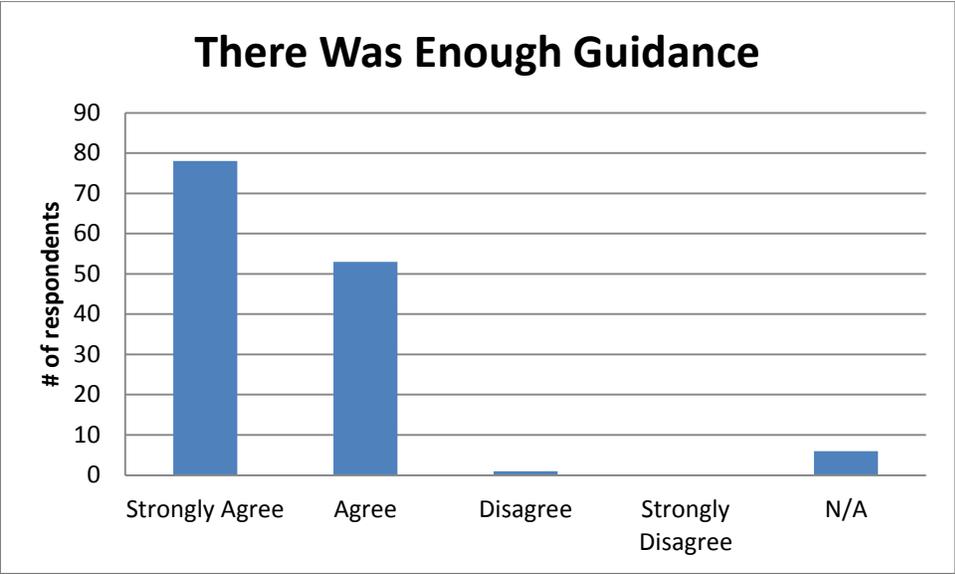


Table 33: There was Enough Guidance

The questions about the visit provided us insight into the actual programming that takes place at CHP during a volunteer visit. Just like the questions about prior to the visit interaction, these results were extremely positive. There were very few negative responses. There is not much that needs to change regarding the actual volunteer visit.

### After visit

Volunteers were asked to respond to statements relating to their opinions after visiting the farm:

1. You felt appreciated for your time.
2. Your experience at CHP was enjoyable and rewarding.
3. You would share your experiences with others.

| Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option. | Strongly Agree | Agree | Disagree | Strongly Disagree | N/A |
|---|----------------|-------|----------|-------------------|-----|
| You felt appreciated for your time  | 103            | 31    | 0        | 0                 | 4   |
|   | 75%            | 22%   | 0%       | 0%                | 3%  |
| Your experience at CHP was enjoyable and rewarding  | 111            | 24    | 0        | 0                 | 3   |
|   | 80%            | 17%   | 0%       | 0%                | 2%  |
| You would share your experiences with others  | 113            | 21    | 1        | 0                 | 3   |
|   | 82%            | 15%   | 1%       | 0%                | 2%  |

Table 34: After Visit Percentages

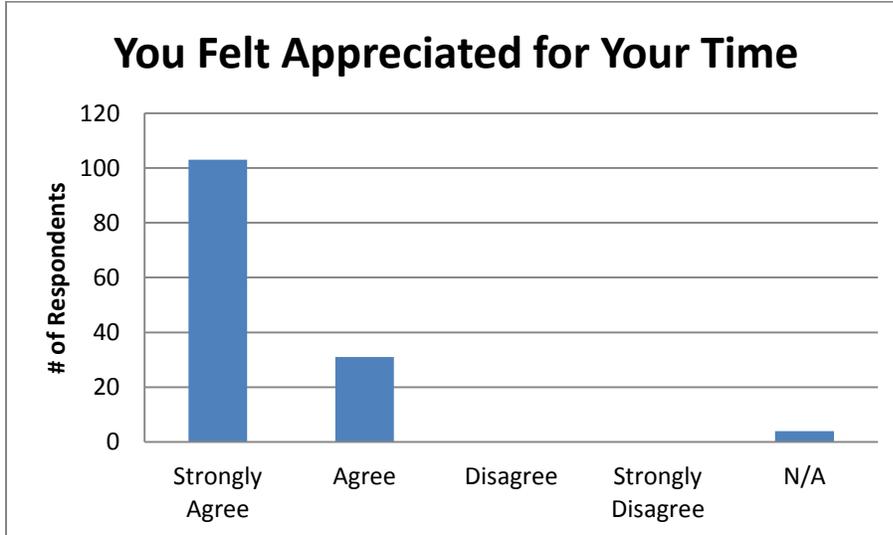


Table 35: You Felt Appreciated for Your Time

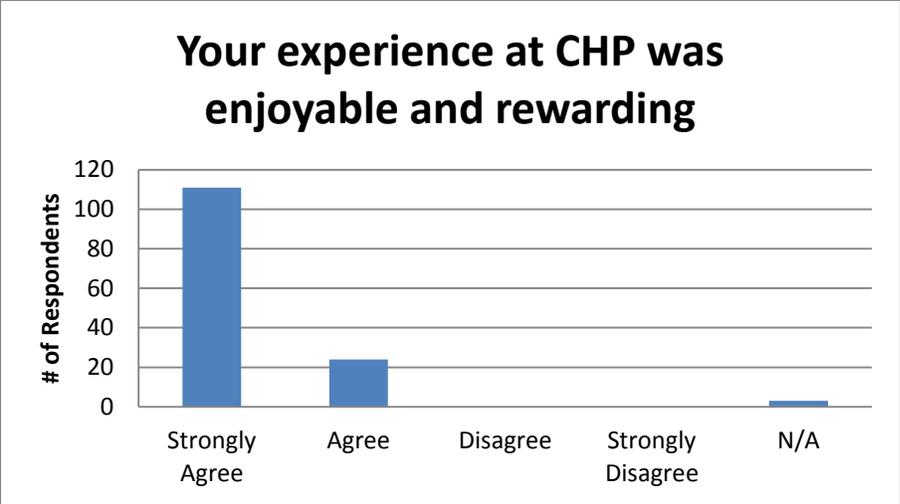


Table 36: Your experience at CHP was enjoyable and rewarding

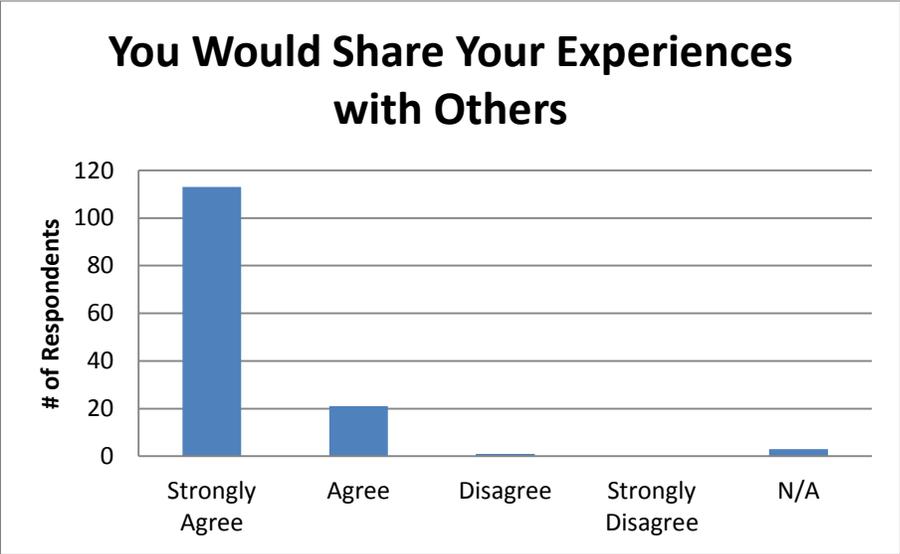


Table 37: You would share your experiences with others

The third group of these types of question was also very positive. The question “You would share your experiences with others” had a very strong positive response. This question correlates to several other questions showing us that CHP has grown mostly through “word of mouth”.

## Open Ended Questions

The three open ended questions that were asked were: “What did you like most about your experience at CHP?”, “How could we improve your volunteer experience?”, and “Do you have any suggestions on how to expand CHP’s reach?”. The individual responses were divided into groups based on similar responses. From these groups we were able to analyze how respondents felt on more than an individual level.

### Question# 10 **What did you like most about your experience at CHP?**

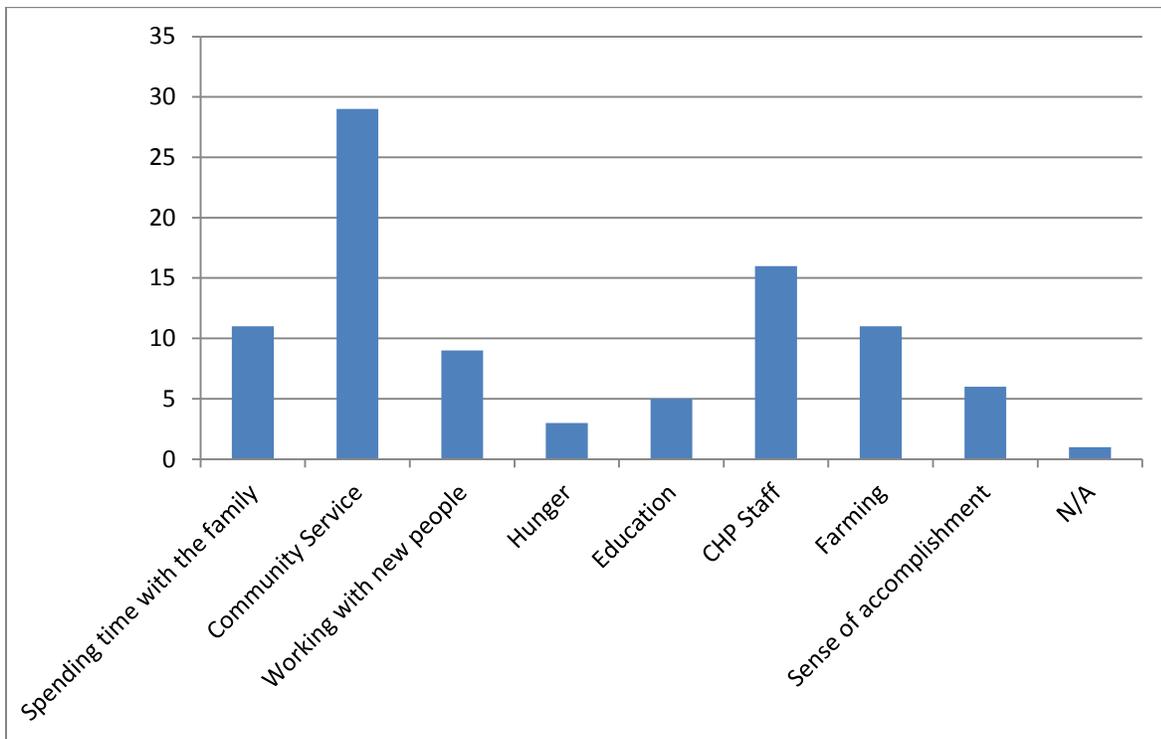
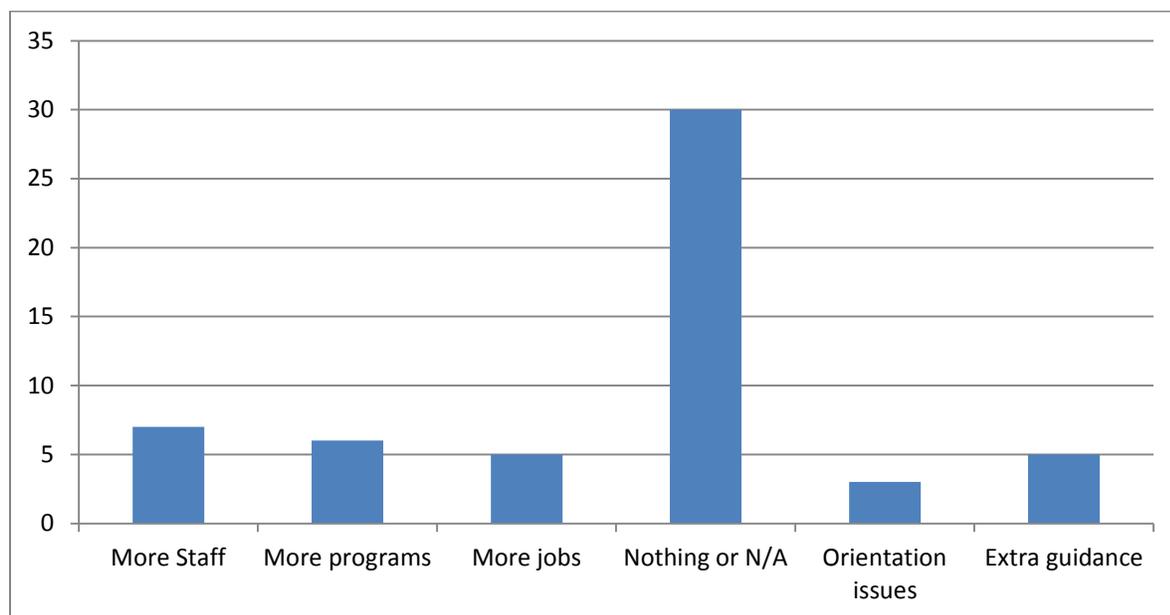


Table 38:What did you like most about your experience at CHP?

The first question “What did you like most about your experience at CHP?” provided understanding on why people volunteer not only at CHP, but also why they volunteer in general. The results showed that one-third of people just enjoy volunteering. There is something about volunteering that people love. This is backed up

by other questions in the survey and focus group data. The second most enjoyable aspect of CHP as determined by the survey respondents was the CHP staff. This is also backed up with other questions within the survey that show that the staff is superb and performs their jobs very well. Finally, the question responses also correlate to the social aspect that was discussed in the focus groups. It backs of the arguments made by the focus group participants that CHP provides as social environment that is unique to itself.

**Question #11 How could we improve your volunteer experience?**

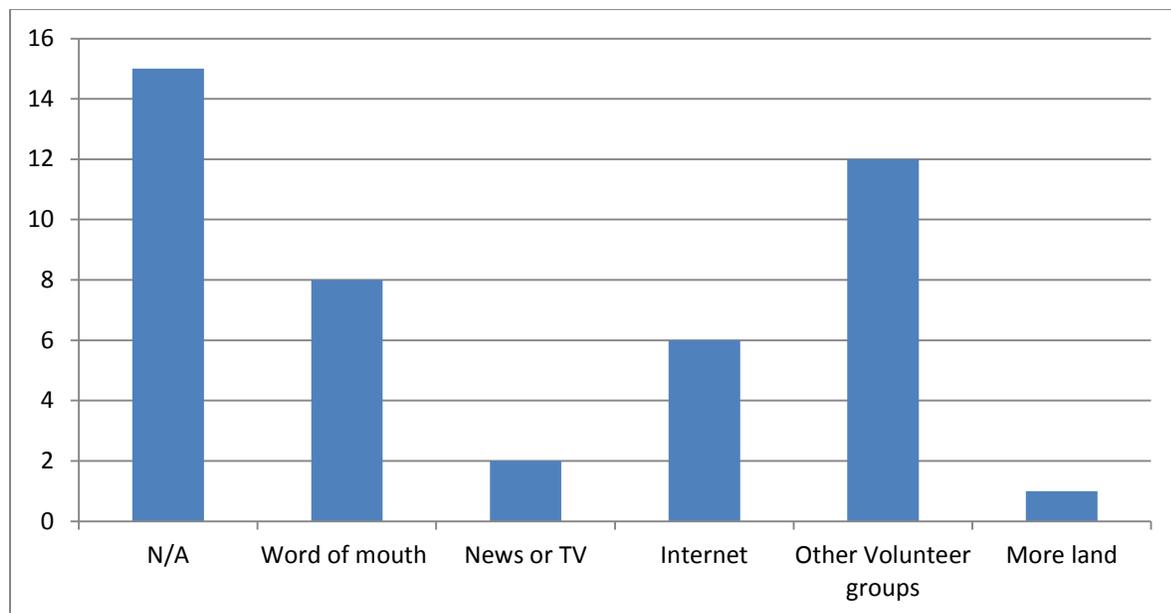


**Table 39: How could we improve your volunteer experience?**

The second open-ended question that was asked what could be improved at CHP. Surprisingly, an overwhelming amount of respondents said that there was nothing that needed to be changed. Though it is great that many people think the staff and board is doing a great job, it did not assist us in finding weak points within the program. The rest of the groups of answers were spread fairly evenly. We did not find a major

weakness but as was mentioned in the first focus group there is a lack of staff or leaders and needed more guidance. The other three groups that answered were put into all had to do with programming issues. Respondents wanted more programs, more jobs while volunteering, and issues with orientation. These groups did not have a very high response and were the minority.

**Question #12 Do you have any suggestions on how to expand CHP' reach?**



**Table 40: Do you have any suggestions on how to expand CHP's reach?**

The final question asked how to expand CHP's reach. About one-third of respondents came up with nothing. The next highest group was "connecting with other volunteer groups". Another 1/4 of people thought that CHP would best grow itself through other volunteer groups. This is backed up by other survey data that showed many people are brought to CHP by other groups. Thirdly, respondents selected "word of mouth" as the best way to expand CHP's reach. "Word of mouth" has been shown by

survey data to be the most effective way of growing the volunteer base. Only 13% of respondents felt that the internet was the best tool to expand with. This actually correlates to the effectiveness that CHP has had with internet recruiting.

## **Phase 2: Gather Historical Information Relating to Elmwood Farm**

The historical data we gathered showed several risks that CHP needs to avoid in the expansion back to Elmwood Farm. If these risks are avoided it should allow for an easier transition to a second location. First, Ken Dion's interview provided several lessons. The first of these is in regards to the growth of the farm. Ken stated that the volunteer base must determine the growth of the farm. When a certain number of volunteers is reached then the farm grows, not the opposite. Growing the farm for the sake of growing will only put CHP in a hole. Too much growth without waiting for volunteers will not only prevent farm work from being completed, but also put unnecessary stress on the staff to perform.

Ken's second point was about the type of people CHP needs as staff. Ken determined that there are two characteristics that are a must for CHP staff. Those are passion and people skills. When we look at the history of CHP there have always been these types of people. Adding a second location presents a new problem. There will now be double the need for passionate people. These people will need to be found and

trained before the second location can open. There needs to be more capable staff than what is presently available.

CHP has historically struggled with the problem of needing someone to step up and take over certain positions. This was evident for both Ken Crater and Ken Dion. Both men stepped up when CHP needed them most. This is also an unnecessary risk. It could be avoided by training more volunteers in the aspects of jobs such as Farm Manager. CHP would be much safer training volunteers or staff to know multiple roles. This will especially be helpful with an expansion, as it will allow for crossover between sites until permanent positions can be set at the new location.

### **Phase 3: Identifying Local Hopkinton Stakeholders**

This section does not require much analysis. The stakeholders identified were presented in Chapter 4. That information can be used by CHP to find potential volunteers and stakeholders. The specific people mentioned could have an impact of the success of the new location in Hopkinton. Therefore, they must be taken into consideration by CHP when they proceed with the expansion.

# Chapter 6: Conclusions

There are several questions we asked ourselves about CHP at the beginning of the project. These questions were:

- Why do people volunteer?
- How successfully does CHP recruit new volunteers?
- Does CHP retain volunteers?
- How enjoyable is the volunteer experience?
- Who are the volunteers of CHP?
- What can be learned from the history of CHP?
- Who are the stakeholders of CHP?
- Will CHP be able to successfully expand to Hopkinton?

## Why do people volunteer?

Through our data collection we have determined several reasons why people volunteer. The first is that there is an inner drive in some people to help others. There is no other explanation besides that people feel good about volunteering. Community service is a requirement at some institutions and community groups, but outside of those requirements people want to be happy, and volunteering makes them happy.

Secondly, people enjoy feeling a sense of accomplishment. This was evident in all aspects of our research. CHP offers the ability to see what you accomplished at the end of every volunteer visit. This must be kept in the program of CHP at any location. The ability to see concrete evidence of accomplishment is an amazing tool of motivation.

People also volunteer at CHP because the experience is awesome. People have a good time during their visit. The combination of accomplishment, a fun experience, and the happiness associated with volunteering drives people to volunteer at CHP.

### **How successfully does CHP recruit new members?**

Unfortunately, CHP does not do very well directly recruiting. Very few volunteers are directly recruited by CHP. Most volunteers come to CHP through “word of mouth.” The lack of direct recruitment does not mean lack of effort. People may be responding better to the influence of their friends and family. We have offered solutions to this problem in our recommendations. Volunteers are recruited by other volunteers or groups around 80% of the time.

### **Does CHP retain volunteers?**

CHP does an excellent job of retaining volunteers. Many volunteers have visited over 6 times in just their first year. The reason for excellence in retaining volunteers was shown in our survey data. The experience at the farm received excellent reviews. Many respondents felt there was nothing to change about the experience. The staff also received very high reviews. The experience and passionate people in Grafton must be duplicated at the new location.

### **How enjoyable is the volunteer experience?**

As stated in the paragraph above, the experience at CHP is amazing. It offers many experiences that cannot be duplicated in other environments. The experience is a

mix of social connections, a sense of accomplishment, learning new skills, teamwork, service, the great staff, and the good feeling that comes from volunteering. These are the aspects that must be duplicated in Hopkinton.

### **Who are the volunteers of CHP?**

The volunteers of CHP are a diverse group. CHP allows for people of any age group to work on the farm. The majority of volunteers are women, but other than that the group is very diverse. They are all ages and social classes coming together for one purpose.

### **What can be learned from the history of CHP?**

The history of CHP teaches us several things. CHP cannot let the growth get out of control. The growth at Grafton was steady and controlled. That same pattern must be maintained in order to successfully grow. Secondly, having the correct staffing is necessary; not only does CHP need the right type of people. Replacements need to be trained before positions are vacant so CHP can be ready to transition between staff.

### **Who are the stakeholders of CHP?**

This was discussed in great depth within the first focus group. We have come to the conclusion that any volunteer is a stakeholder. Every single volunteer has placed some stake in CHP through their effort. Though there are stakeholders who are significantly more important and committed. There is a need for more commitment of

volunteers, so team leaders can be developed. Other stakeholders are government officials that CHP will require permission from to build.

### **Will CHP be able to successfully expand to Hopkinton?**

After all our research and data collection we believe the answer to this question is yes. People love the experience. There is no issue in that regard. The issue that could prevent a successful expansion is infrastructure. The new location will require staffing, equipment, marketing, and new volunteers. Many of these problems are solved by money. We have provided recommendations in the following chapter to help streamline the expansion.

## **Chapter 7: Recommendations**

### **There is a need for more volunteer leaders**

It is evident from written responses to the survey and from the focus groups that there is a need for more volunteer leaders. This problem was mentioned ten times in the open response section of the survey. It was also frequently brought up by a volunteer leader in the first focus group.

Volunteers are asked to become volunteer leaders when a current leader sees them working on the farm. The volunteer leader is responsible for approaching potential the future leader, and asking them if they would like to become one. The volunteer leader in the focus group estimated that this method nets 2-3 new volunteer leaders a year.

## **Collect email addresses from volunteer group members**

When volunteers arrive at CHP they are asked to sign their name in a guestbook. They are not however asked to give their email addresses. One participant in the second focus group expressed concern over asking volunteers for their emails when they first arrive. She explained, "I'm hesitant to give out my email address. I would rather you know see how it goes, and then give it." A solution to this would be to incorporate a sign out system at the end of the day that gives volunteers an opportunity to share their email addresses with CHP.

Another option would be to supply volunteers with directions for adding themselves to the mailing list when they first sign in.

## **Work with local companies to set up volunteer days**

Local companies are a valuable resource to CHP. They have the ability to provide a large amount of volunteers on any given day. However, it appears that most companies only host one volunteer day a year. This only allows a small amount of potential volunteers the opportunity to volunteer at the farm. By work with companies such as EMC, who has thousands of employees in the Worcester area, CHP could greatly increase its reach. Instead of a group of 50 volunteers coming one day a year, large companies could be encouraged to have multiple volunteer days. This will be especially important when the farm in Hopkinton opens. By increasing the amount of available volunteers, CHP will be able to open the farm in Hopkinton with a strong volunteer base. This will allow the farm to thrive from the start. Then, CHP can begin to reach out to the local Hopkinton community.

## **Establish a system that will allow individuals and families to sign up for open volunteer groups made up of only individuals and families**

One problem that frequently came up in the survey and focus groups was that individuals and families often do not have the same volunteer experience as those that come in large groups. They can get lost in the crowd with little to no direction. One focus group participant pointed out, “When (name redacted) and I were coming mostly because we, maybe chaos is too strong, but maybe a weaker point. Because we would come a lot of times when there was big groups on Saturday mornings, and we missed the group orientation, but they kind of just, a lot of times they just directed us to go to the group and we a lot of time didn’t really feel like we knew what we were doing or where we were supposed to go. So I don’t know if other people who came as individuals had that experience. Sometimes it seemed more geared towards the big groups and then you kind of got lost in the shuffle.”

A solution to this problem would be to set up open volunteer groups. These could be arranged using multiple methods. A simple method would be to post a signup sheet at the farm. Volunteers could sign up for days that they are interested in volunteering. They would do this when they visit the farm. A more high tech solution would be to create Facebook Events. CHP already had a Facebook account with 768 fans. This method would allow individuals to sign up without having to be at the farm.

## **Work with the Hopkinton Sustainable Green Committee**

In 2008, Hopkinton created the Hopkinton Sustainable Green Committee. This committee made up of 16 members is responsible for “promoting sustainable and

environmentally responsible practices on the Town of Hopkinton.” Their areas of focus include energy, agriculture, conservation, and commerce (HopGreen, 2011.) This committee could be a strong and valuable supporter of the Community Harvest Project.

An article in the Hopkinton Patch published in January 2011 presented goals that the HopGreen committee has set for the future. One goal in particular was to “Establish Community Supported Agriculture” in Hopkinton. Traditionally, this program involves allowing local farmers to sell “shares” of their crops to local residents. The participants in this program then receive a weekly shipment of fresh produce from these farmers (Cassidy, 2011).

The Community Harvest Project abides by the same basic principle as the Community Supported Agriculture (CSA) program. That is to provide fresh, locally grown produce to area residents. The difference between the two programs is that produce grown at CHP is donated to local food pantries. It is then distributed to area residents who are economically vulnerable.

The Community Harvest Project would be a great complimentary program to the CSA program and vice versa. Those who can afford to purchase “shares” from local farmers could secure fresh produce from the CSA program. Individuals and families who are less financially stable would still be able to get fresh produce with the help of CHP.

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# Appendices

## Appendix A: Survey

The following shows the survey, optional answers, and any logic that was used in the survey.

### Community Harvest Project Survey

Page 1 - Question 1 - Choice - Multiple Answers (Bullets)

[Mandatory] [Randomize]

What do you value the most about the work that CHP does? (you may check more than one)

- Hunger Relief
  - Education
  - Sustainable Farming
  - Community Service
  - Team Building
  - Nutrition
  - Land Conservation
  - Other, please specify
- 

Page 1 - Question 2 - Choice - One Answer (Bullets)

[Mandatory] [Randomize]

How did you first hear about CHP?

- Information table at event
  - Publication/Newspaper
  - Searching the Internet
  - Facebook
  - Place of worship
  - School
  - Volunteer Group
  - Friend
  - Other, please specify
- 

Page 2 - Question 3 - Choice - Multiple Answers (Bullets)

[Mandatory]

Have you ever? (check all that apply)

- Volunteered [Skip to 3]
- Brought or led a group [Skip to 3]
- Donated to CHP [Skip to 4]
- None of the above [Skip to 10]

Page 3 - Question 4 - Choice - One Answer (Bullets)

[Mandatory]

How long have you been involved with CHP?

- Less than 1 year
- 1 - 2 years
- 3 - 4 years
- 5 or more years

Page 3 - Question 5 - Choice - One Answer (Bullets)

[Mandatory]

How many times have you volunteered or led a group at CHP?

- 1
- 2
- 3 - 5
- 6+

[Skip Unconditionally to 5]

Page 4 - Question 6 - Choice - One Answer (Bullets)

[Mandatory]

How long have you been involved with CHP?

- Less than 1 year
- 1 - 2 years
- 3 - 4 years
- 5 or more years

[Skip Unconditionally to 6]

Page 5 - Question 7 - Rating Scale - Matrix

[Mandatory]

Please rate your Community Harvest Project experience

Before Visit

|  | Strongly Agree           | A g r e e                | D i s a g r e e          | Strongly Disagree        | N / A                    |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Communication prior to visit was helpful | <input type="checkbox"/> |
| Setting up a volunteer visit was easy    | <input type="checkbox"/> |

Page 5 - Question 8 - Rating Scale - Matrix

[Mandatory]

During Visit

|   | Strongly Agree           | A g r e e                | D i s a g r e e          | Strongly Disagree        | N / A                    |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| The orientation gave perspective to CHP's role in hunger relief | <input type="checkbox"/> |

|   |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| The work in the field was manageable        | <input type="checkbox"/> |
| There was enough guidance while at the farm | <input type="checkbox"/> |

Page 5 - Question 9 - Rating Scale - Matrix

[Mandatory]

Post Visit

|  | Strongly Agree           | A g r e e                | D i s a g r e e          | Strongly Disagree        | N / A                    |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| You felt appreciated for your time                 | <input type="checkbox"/> |
| Your experience at CHP was enjoyable and rewarding | <input type="checkbox"/> |
| You would share your experiences with others       | <input type="checkbox"/> |

Page 6 - Question 10 - Open Ended - Comments Box

What did you like the most about your experience at CHP?

.....

.....

.....

Page 6 - Question 11 - Open Ended - Comments Box

How could we improve your volunteer experience?

.....

.....

.....

Page 6 - Question 12 - Open Ended - Comments Box

Do you have any suggestions on how to expand CHP's reach?

.....

.....

.....

Page 7 - Question 13 - Choice - Multiple Answers (Bullets)

[Randomize]

What helps best to connect you to CHP?

- Paper newsletter
- Electronic newsletter
- Special events
- Volunteer section on our website

- Facebook updates
  - Other, please specify
- 

Page 7 - Question 14 - Choice - One Answer (Bullets)

[Mandatory]

What is your gender?

- Male
- Female
- Prefer not to answer

Page 7 - Question 15 - Choice - One Answer (Bullets)

[Mandatory]

What is your age?

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or older
- Prefer not to answer

Page 7 - Question 16 - Choice - One Answer (Bullets)

What best describes your employment status?

- Employed full-time
  - Employed part-time
  - Self-employed
  - Homemaker
  - Student
  - Retired
  - Not employed, other
  - Prefer not to answer
  - Other, please specify
- 

Page 8 - Question 17 - Choice - One Answer (Bullets)

[Mandatory]

Would you consider participating in a focus group to supplement this survey in the near future?

- Yes
- No [Skip to End]

Please fill out the following contact information if you wish to participate in follow up focus group:

✎ N a m  
✎ P h o n e N u m b e r  
✎ E m a i l

**Unconditional Skip to End**

Would you be interested in hearing more about CHP?

- No thanks, I know how to get involved
- Yes, I would love to get involved. My email address is

## Appendix B: Focus Group Questions

The questions below is the outline and questions used at each of the focus groups.

### Opening Questions:

1. When, how, and why did you become involved with CHP?
2. How far away do you live?
3. What other organizations to you volunteer for?
4. What motivates you to volunteer?
5. Why do you believe motivates other people to volunteer?

### Main Questions:

1. What separates CHP from other volunteer organizations?
2. What can be done to make the experience at CHP more enjoyable/ rewarding?
3. If you have volunteered at or worked for another organization how did your experience compare to that at CHP?
4. If you were given the opportunity to create a motto for CHP, what would it be and why?
5. How do you feel about the possible expansion of CHP?
6. How would you characterize the relationship between staff and volunteers at CHP?

## Appendix C: Focus Group Transcription #1

This is the exact transcription of everything that was said in the first focus group.

ELMES: Alright, I'm Mike Elmes, since about October, a group of students, want to introduce yourselves?

(Introductions)

ELMES: They have been working with Ken and Amy here to investigate volunteerism and why people volunteer here at Community Harvest Project. And so you may have filled out a survey you probably did or else you would not be here because you indicated somewhere on the survey you were interested in participating and that's great. So really this is just an opportunity for us to find out more about how you got involved in the organization; why you got involved; why you think other people get involved in any kind of a volunteer activity as a way of helping the students understand the best practices in attracting other volunteers here. So maybe the first question and I have a list of questions the students helped prepare is to talk a little bit about how you got involved when you got involved why you got involved in this organization. Anybody want to start?

Participant 1: I'll start. I we were looking for a place to have a sleep over with the cub scouts and somebody mention the Community Harvest project probably 3 years ago. And I spoke with Tracey and Tracey said sure no problem. Gave us the run of the place for the night and I said if we're going to come up here and use your facility, we'll come up in the morning and I think we pulled weeds that particular time and we used the property probably 3 or 4 times since then for cub scouts events and volunteer at least 7 or 8 times.

ELMES: And how long ago was that? How many years ago or weeks ago?

Participant 1: I think we did.... We came up and worked and spent the night here twice starting 3 years ago; once two years ago; I spent the night her with the boy scout troop over the winter. The beginning of the winter.

ELMES: So in your case in was a matter of an organization that you volunteered a lot of time to already and it turned into a place where you could do some cub scout boy scout stuff in addition to you know participating in events here.

Participant 1: It kind of came down to they were nice enough to let us use the facility what can we do to help them.

ELMES: I see.

#1 We pulled weeds for three hours in the morning.

ELMES: right.

#1 Its kind of to show the kids that you don't necessarily get everything for free and you should have to work for stuff.

ELMES: Do you do volunteer work here other than work associated with the cub scouts or boy scouts?

#1 Every time just about every time has been with the cub scouts

ELMES: Great. Alright. Who wants to go next? Go ahead.

Participant #2: First of all I've never been a volunteer here.

ELMES: You've never been a volunteer?

2: I've only been a volunteer leader and I've been here for 3 years. And I came to this plantapalooza because we just happened to see it just driving I live like a mile here and we happened to see a sign so we pulled in and started talking to Tracey and found out more about what this was and started looking and thinking this is a great place to come help other people cause we have a lot so we just been coming ever since.

ELMES: So you started as a volunteer leader? How did you graduate so fast? Or is there no graduation process?

2: well I think it was more Tracey was looking for leaders.

I see

She gets a fair amount of volunteers but she doesn't really have as many people who are willing to pony up and put in a lot of time and for me it's like I did this Sunday with B of A cause I don't mind doing Sunday

ELMES: so you do Sunday every week?

#2 No, just Sunday when they have people who want to come in on a Sunday

ELMES: OK

#2 And then we have groups that come in and are 150 people and they need someone who might live close to come over and help whatever its one of those things towards the end of the season when people are pulling weeds or pulling up all the tarp you know the plastic out there nobody wants to do so it's like ok we'll just do it. It's one of those things .

ELMES: So you're just a mile away. How far away do you live Ed?

#1 ¾ of a mile

ELMES: Ok so you're within a real local distance both of you. Alright. Anything else about you?

#2 Um usually my wife and I work as a pair but she's not here. I think it's just more we get a big kick out of doing this it makes us feel really good.

ELMES: Alright were going to talk about that more what that big kick is in a little bit. I think that's an interesting question to think about. Do you want to go next?

#3 Sure Myself was on the internet one day and I started to find out about the barn then it traced me too the facebook area and facebook and I kept following it and seeing what type of stuff was going on what type of stuff was happening here and then I saw where it said we need more volunteers to come in and help harvest the crops and at that point I said what the heck I can go in and help you guys out and I got started there came back several times in middle of the summer last year through to September.

ELMES: So that's when you started in the middle of the summer last year? About a year ago?

#3 I found about it through the internet and started following the facebook area and when they needed someone to come whether it was weeds or harvesting the crops or pulling up the tarps

ELMES: So you live farther away?

#3 I'm up in Westborough.

ELMES: Ok in Westborough so you're not too far away. Um ok how about you gentlemen.

#4 ok sure, I probably heard of this place maybe two years ago. I serve on the board of the ????? (7:20) chamber. And two events happened at the same time. We have an under 40 group that came and volunteered as well as an accounting firm that had an employee day and they came. And it was all about the same time.

ELMES: Yeah

#4 That was the first I had heard of this place. I live in Northborough so its 10 minutes down the road. In so that was 2 years ago. Last year during the season my church was looking to do something outward activity that could incorporate from the young to the old that they could go out and give. Part of the Christian world view is to help those in need and so that's kind of hard to do in today's day in and age where the government takes care of a whole lot of stuff or tries too. How do you reach out and actively engage? so we found that and its great because we were able to get kids as young as 5 came out and people in their 60s and 70s were with us as well and so we came and quite frankly it's the first I've only been here once with that church group again cause of our position we are also trying to support a little bit financially we really support the mission of what your trying to do here. And so were just looking how else how it works I filled out the survey and got a call so I figured ill show up and see what else can go one here but I'm probably the least engaged

ELMES: So that event when your brought a group then that was last year?

#4 yeah last spring

ELMES: OK last spring great alright thank you. David

#5 well full disclosure I'm on the board here so I'm still a volunteer. It's not a paid board. I live across the street I've got not that house but the one on the other side mine was kind of a rocky start I didn't volunteer right off the bat. I've known ken and peg people here since they moved into the neighborhood and I actually built this farm as a contractor. That doesn't mean I volunteered I didn't. I had a contract to do it. And I didn't volunteer right away. I've been on other boards ?????, the food bank, but in those boards you really don't get to touch and feel. You understand the mission and I learned about the mission about what this is about and hunger and how many people out there are hungry and how many families in Grafton alone and I think you talked about it on Sunday I was one of you volunteers

#2 yeah I remember.

#5 was that your wife?

#2 yes

#5 and you really don't understand how many people just in your own town are actually not eating there not drunks there not any of that there people who are having trouble making ends meet so they feed the kids first but you know you go to a soup kitchen but you need to touch the product and really have a hand in having a positive impact personal impact on the outcome and being able to measure and see what your efforts went into. And I didn't volunteer right away I got kind of roped in cause I had this piece of equipment that piece of equipment and lend them this and that a backhoe for big rocks and I guess I was volunteering Cause I was doing those types of things but I really didn't get the hang of it until I came over and id listen to even this past Sunday the passion that the people the group leaders and other people about explaining getting other people involved it's just not about planting or transplanting plants and how it important it was that each individual plant would grow 5 pounds of tomatoes and how important the task that there doing goes to the end result and the number of people you're going to feed. This is the first organization that I felt that I had had a huge impact on a personal level in the end result. Absolutely amazing particularly when you know the mission. The hunger it's as common as right on your front door

ELMES: So on a personal level can you just say a little more about that? Is that by virtue of that hands on feeling of touching the product or are there other ways that personally this is the first organization that you had...

(12:00)

#5 Well most organizations that you volunteer it's all about fundraising it's all about awareness and getting the word out but you really don't fget involved in the ultimate product you don't get to touch it. We grow food here. We grow vegetables here. That's what we do. And you can measure and you can say yeah I got dirty I like getting dirty anyway. I love playing in the dirt and getting muddy and I like seeing things grow. You can just watch it progress and in the number of people and it's a very powerful place. I don't know how else to explain it.

ELMES: Alright Let's explore that some more, and your just down the street here. Do any of you volunteer at any other organizations right now or is this pretty much it? You said you volunteered at some other places.

#4 Yeah, I spent a lot of time from a professional level ???? chamber board. I serve on a committee there. I spend a fair amount of time in that organization. My wife and I are involved in the Worcester center of craft. She's a ???? member. That's a nonprofit were involved with ???? (13:05) and her group over there. And um and then with our church we've done everything from Sunday school her ????? takes up a fair amount of time as well. Marriage counseling were involved in many different aspects of the church.

ELMES: And I know your boy scouts/cub scouts. Anything else on your plate?

#1 I do a lot of church too. Not necessarily volunteering with people but property related stuff. Fixing the broken church.

ELMES: The church organ?

#1 The organ is the one thing in my job I have nothing to do with.

ELMES: You fix the infrastructure of the building.

#1 Yeah

ELMES: Yeah got it. IS this your primary only but you're here a lot it sounds like. Same with you. Alright. So let me just ask you in general a general question about volunteerism and your own views about why people volunteer. Do you have any kinds of ideas on why people volunteer any? What comes to mind when I ask you that. Why do you think people volunteer?

(14:31)

# 2 I can tell you from the teams I've led its everything from I want to get a couple of days into Disney to doing our community service to the bank of America guys were here on Sunday cause they love it. They can't wait to get out here. They have already booked three more visits on Sunday this year . so there are some people who just really just want to we have people who come out to the farm and wander around by themselves at all hours just weeding an cutting and plowing and doing whatever they can do even though we say the farm is closed. And they are out there by themselves. Because the farm produces you get the idea of people who plant seedling those are our pepper and they go out to the field and when they put them out in the field and come back to harvesting time there like I remember those. Those are the ones that we planted. That type of when you can follow it all the way through there's a lot most 15:20people come because they really feel warm about doing something about the hunger problem around the Worcester area which is one of the worst areas in mass

ELMES: Right

#2 well in eastern Massachusetts as you know as you go further in Massachusetts it gets worse.

ELMES: Right

So its um its . you don't find many farms so that

ELMES: do you differentiate between those different groups. It sounds like the first group is here more for the incentive whatever if they have to check some boxes off on a service learning project or they get prizes for working here but then there's the other group that is here cause they love it. They are passionate about it. How would you characterize those 2 groups? I mean is there a certain...

# 2 NO once they have all started they really get into it the thing what I meant by the ??? thing is a couple years or was it last year or the year before that Obama came out and wanted everyone to do social stuff

ELMES: Yeah right

#2 so a bunch of companies came out and said if you do this and go to a certain place and we qualify you can have well give you a prize . So Disney said in support of Obama if you worked at a nonprofit some place and volunteered well give you a break on coming to Disney.

ELMES Yeah I got it.

#2 so you get that but then you have the HS and the technical schools that say you have to have a certain amount of community service to graduate. And we get hose too. But most of the time when they actually start if you can pick out what there good at they're happy.

ELMES: Why do you think they love it?

#2 I think it's just this is a very good place to get instant gratification you actually doing something and when you're done your hands are dirty you've actually done something you can look and see what you actually did and then if you can qualify by saying you helped this many people then that becomes even more so.

ELMES: Ok got it how about others?

#5 I think that there is actually another group. There is the social aspect of it I've noticed. And your group on Sunday everybody has a great time . they are talking joking and fooling around. Very social group was bank of A and they really had it's a happy place and people like that have fun. its measurable to your point that they can look back and see what they have done. And I'm a common engineer so I measure everything I count everything and I like to look back you know I like landscaping and you know as you mow the lawn you look back and say wow that looks pretty nice. You count how many thousands of plants they planted on Sunday I know it was a lot I lost track.

#2 It was around 3000.

#5 3000 they transported they all had to be perfect they can look back and see all the tables covered with planted pots. And then I think there is a group of people who are there cause they have to cause it's a church thing and they points and I still think there is a lot of people who like to give back they have an inner desire to feel good about themselves and they been giving opportunities and it is there turn to pay back. And I think there is a lot of those. I'm one of those. A measurable guy too. A social guy too. So I fit in a lot of those boxes. I think there 2 or 3 or even 4 boxes you could fill on why people come here.

#2 this isn't a place you can come and do volunteer work by yourself. Very rarely do you have there are some people who come who for instance my wife teaches at northeastern and some of her students come and volunteer but some of her students are people who have been working on farms and other places like this. So its ok to take a walk and do what you want to do but most people are teams and so even if they don't know each other so by the time they get halfway down a row everybody knows everybody else. So it becomes a very team oriented

ELMES: a community sort of. Experience. And so how would you contrast that with what we do at work? Is this in contrast to what people do at work? The social part of work some people work and do things that are measurable?

#1 I think it comes down to you got to go to work. You don't have to come up here. it feels good to come here. I don't necessarily enjoy going to work.

ELMES: But you do enjoy Hi come one in.

#6 Hi I'm \_\_\_\_\_.

ELMES: Hi \_\_\_\_\_. Come one in. Please join.

#6 I'm \_\_\_\_\_. I made the cookies.

ELMES: There very nice would you like one.

#6 Actually is there anymore pizza.

ELMES: Pizza yeah lots of pizza. Ok so work you got to go to you may or may not like it There's something about this because its by choice

#1 maybe because its by choice maybe because you get your hands dirty it just feels good to volunteer.

#3 you may have desk job and working with comp all day long and its different to be able to come out to a place like this.and do something physical for a good purpose and knowing that somebody is going to be able to eat food that night because you picked so much crop. For instance one day we were out doing corn and we got a thousand pounds of corn in one day so you know you worked

ELMES: so it's the good that you provide to the people who are going to consume the food.

#3 sure. Absolutely.

ELMES: ok Any other ideas were just talking what motivates people to volunteer why do people volunteer? We touched on the values associated with it the social part. The physical part the hands on experience of actually seeing something concrete grow and be delivered why else do you think people volunteer and in general could other types of volunteer organizations it could be the Red Cross you know

# 2 I think in the end most of I've done things with the Red Cross and hurricane support. In different places I live most of the time you really want to give back to people that you and even the people that you don't know it's one of those things like a tornado came through the town out in Nebraska everybody got up and shipped themselves off to help the people that were hurt. It one of those thing sthat this happens to help the people who are hurt. I don't really complain I don't make a lot of money but I make enough money I want something I can get it. If I come here ii know that I'm helping those people who are choosing between gasoline and food because and it's going to be harder this year

ELMES: because both are expensive

#2 It's worth it to me. To come out here and do the hours just to give back and when I go home I'm tired and I feel like I've really helped. I think there is a lot of people who volunteer usually come from that point of view we raising somebody because we are looking at the kids and saying I can make a good person out of him pope who go down to Katrina we can rebuild New Orleans it's that type of it's how you feel about yourself inside. If I earn my karma points I can waste them someplace else.

ELMES: Right build up your bank account.

#5 There's two things. A lot of people have a sense of obligation. The giving back that you talked about and the other one. The big organizations: the Red Cross. What are the big ones ? The YMCA . I think there is a huge networking thing going on there where from the business standpoint being involved is good for business I think there is a lot of motivation when you get to the big boards but there is none of that here. Everybody on the board is... There is nothing here for me from a business standpoint. It's nice from a business standpoint you're related to it and people recognized oh your involved here and that's all good. But for a lot of people I think the motivation is networking

ELMES: for other types of charities.

#5 I thought of a dozen a few minutes.

ELMES: for business needs

#4 Seen and be seen

#5 Yes I think there is a lot of that. I've been on boards that show up for meetings but you never see them but there is that motivation. Not here. You come here you come to here really participate you have to participate.

ELMES: so talk about the experience feel free to chime in anything that you would add to that you're eating your pizza but go ahead.

#6 Well I think what CHP apart is how many little kids I see there are not very many places that people can bring their little kids. And get them actively involved in doing things

ELMES: so for families?

#6 yeah I think that is the motivation for a lot of people I've met out in the fields is bringing

#2 It's also huge school groups Grafton elementary school comes here with two three hundred kids and there doing what they can do. We get people all the way up to fraternities from WPI and Assumption. Its

#4 I was here Sunday they actually got buckets. I'm thinking safety and they got kids standing on buckets I thought they were going to rip all the plants apart. They went out of their way to make sure little kids were involved. I was really impressed with that. They did a nice job it was fun to watch them.

ELMES: these were elementary school kids?

#4 they were small. 2 or 3 real little ones.

ELMES: 4 or 5?

#2 seven.....?

#4 well we had 5 year olds. As long as you showed them what to do they were right at it they were very task oriented. Until they were done then they ran around. Then they were task oriented again.

#2 its ok for them to be running around as long as you keep them in the right place

#4 A lot of what we deal with every day in the work world or corporate life is survival of the fittest or utilitarian and you know what can do the most good for the most people the few that get lost and I think whether its duty and a lot of things that motivate people there is a compassion aspect that I can get my hands dirty and I'm actually helping someone pretty much directly and goes toward what you're saying it's not about who you see or whose getting seen and big bang for the buck it's how do you really help people in need that I can not only can I do something about but your point but you can train up younger kids from the beginning that they can have an impact even though there just little kids and that makes an impression that they carry on you know excuse the phrase but it's seed planted. The older they get there going to remember those kind of things and hopefully replicate it.

ELMES: So do you think do most of you have agricultural backgrounds or had an interest in agricultural growing up or are you doing this and people are like if anyone knew I was outside doing plants they would be really surprised. Or do most of you like ?????????? Right. Or are you the guy who kills your plants in your office? So are you sort of inclined to this type of work? Because you have always been interested in gardens at home or maybe you grew up on a farm. You said you're from Nebraska

#2 My dad was in the air force. So I had 21 years of moving around all over the place. So I moved everywhere. Sorry. I've lived to many freaking places. But my wife was born and raised in Norway and to her planting was planting the flowers in the backyard. But she loves this. I live in a condo and I'm not really allowed to do that there.

ELMES: So this is a way you can actually do some planting. So from the time you arrive here as a volunteer how is the experience different from actually being somewhere else as a volunteer? In other words I don't know how you as a volunteer. If I were to come here as a volunteer how would my experience be different from if I went to some other organization? What's unique about this experience here? Would you say? Based on other places where you have done volunteer work. You have a smile on your face.

#2 No I mean can't really input much because I've never been a volunteer. The only thing I can really say is as a leader the first thing we try to do is welcome everybody here. And make them feel you know. And talk to them about how this is all private property and people who are here are kind enough to let us plant to help other people.

#1: To me it's more common, enjoy the family have a good time and we'll show you, help us do something good for other people. So, that's how I look at it. And then at the ends it's by the way you did this and this is how you helped. Over the last three years we've gone from 40000 or so pounds to 80000. Now as people more and more people of skill have volunteered and more and more people have stepped forward and wanted to help its gone as far as now we have somebody a farmer or orchard owner out in Brimfield yeah whose read about CHP in the paper and thought "I'll give this a try" and he let us go let us try out last year and now he wants us to come out continuously and now we have apples and peaches. So it's it kind of goes out through conversations but on the other I also know people who live in Milford who have no clue that this farm exists. You know it's kind of its been Grafton's secret three years ago. It's starting to spread a little bit. But.

ELMES: Is that a good thing? The spreading does it create new challenges or...

#1: Um, the only new challenges that I think we're going to have is I think there we need more land. Haha

ELMES: more land, yeah

#1: yeah and again we are sort of spreading around the corner and we have more land we will need more leaders. It gonna be a harder job for the farm manager.

ELMES: So explain to me that a little bit about that because I had not volunteered here so I have volunteered at other, at another organization. That had an outdoor sort of focus, sustainability focus and sometime I experienced it as a somewhat chaotic environment, it wasn't organized in a way that people really knew what they were supposed to do and there was overlap and it was kind of chaotic. And I think it turns some volunteers off. And so in thinking about what my potentially turn people off here, not knowing anything about the organization, does anything come to mind in terms of just trying to get at

#1: I think if anything there are people there's people. They either ask me not to something they really don't want to do, like weeding or things like that

ELMES: you're asking them to do something they don't want to do

#1: Yeah and so you're here to volunteer and we need to, this has to be done. For a beginning we have to plant 3 rows of peppers and there done halfway through, there like what do we do now and you're like I don't know. And I can't tell you what to do now because I'm not, this is what I was told to lead you to do.

ELMES: You went too fast

#1: Well there just well there just efficient. And the expectation wasn't there. That's what happened on Sunday. Bank of America wanted to grow all their plants and then towards the end their like ok what do we do for the next hour. So

ELMES: so what did they do?

#1: They actually cleaned out the basement

ELMES: oh haha, that's good

#1: So they found something else to do, but it's that type of thing. And it's gotten better and better as year go by because we listen to the volunteers.

ELMES: So what's gotten better help me, feel free to chime in in terms of other people

#1 So when I first came here we didn't really know like what plant was out there and how deep to plant, and what was in field 1 of field 2, things along those lines. And now it's gotten down to, if there's a purple stake out there I know that's egg plants. And we have sheets downstairs that basically say this is how deep you plant it. So it's gotten more and more organized.

#4: Just working on a team I thought it was pretty well organized. We got here then the volunteer leader said this is what's going to happen that day. And it's kind of tell them what you told them and they did that. It was laid out what we had to do. A b and C and when you've done that come back and were're gonna do this, and they walked us right through the whole process. We felt we had a level of expectation, we went out and did it, and we came through to the point even you had to clean up your own stuff afterwards. That was all told to us right up front, so I thought it was very well done very well organized. It kept everybody motivated. The

we only thing is we did start, we did start to run out of plants to plant. And there wasn't some contingency for our group to use up the rest of the time. We were about a half an hour short so other than that.

ELMES: So you commit when you come as a group to a certain amount of time and when you're done with your task that time, you can't just leave, you

#2: Well I suppose you could you can leave, we keep records of how long people actually did work. That's all it's really up to you, some people are trying to work the 3 hours they volunteered to work for, they want to work those three hours. You know

ELMES: and you some there are some people that just go off and do their own thing. Is that these are people who have experience or who just don't want to be I mean how, who are those people

#2: On most days that this place is open we have drop in hours. Anyone who wants to drop in can come during those hours.

ELMES: And how would they know what to do?

#2: Most of them are experienced and they've been here before. They very really get newbie drop ins that come. So there's one lady that just loves to weed, she'll be here 8 hours just weeding because she loves to do it. So she comes and we know who she is and we make sure she's setup and we try to make sure that she stays away for certain fields, certain rows and every once in a while a leader will walk over and make sure to catch up to what she's doing. Very rarely are they off by themselves. And then we have people who come and they want to mow with the mowers and they're off running around the field by themselves. So there's that type of you know we don't allow people to come and just harvest by themselves, because we have to wash and do certain things with the plants.

ELMES: so there are policies, procedures around what you can and can't do and who can and can't do it.

#6: I would think I think that was kind of a point of chaos. When Paul and I were coming mostly because we, maybe chaos is too strong, but maybe a weaker point, because we would come a lot of times when there was big groups on Saturday mornings, and we missed the group orientation, but they kind of just a lot of times they just directed us to go to the group and we a lot of time didn't really feel like we knew what we were doing or where we were supposed to go so I don't know if other people who came as individuals had that experience. Sometimes it seemed more geared towards the big groups and then you kind of got lost in the shuffle, and not every week just

#6: We got good instruction, definitely and I like that everything was really definitive, like this needs to be the size of this tool that you're using. So there's no like room for interpretation, but it was just sometimes we would end up in a big group and they really had enough people and I don't know you just like didn't really know where you were, you didn't really feel like you were

needed as an individual you know, because they just had like so many, so I don't know if you can really get around that

#2: I would have to that's mainly due to fact that's there's not enough leaders. I mean it's comes down to. We had 150 women for peace show up from all around the world. I mean it got to the point where we're setting up groups and we had someone from Iran, someone from Kenya and that's those are the groups so some of these people had never been on a farm and some grew up on a farm. It's amazing you would think. I think that day there was three of us for the 150 people. And we're running all over the place. So somebody else drops in we can't get the attention. But it's hard to find people who really want to. They're willing to come with a group, but very rarely are they willing to step forward and actually lead. And that's one of the reasons why I ended up being a leader was because I was like I don't really care ill lead somebody. And so it's hard sometimes, they get play in the dirt and you have to watch them.

#5: I've heard that what you were talking about, that we have not enough leaders and there's been disgruntled people that they'd stand around waiting to be told what to do because there weren't enough leaders. I've heard some people talking like that. But I've also been on the other end of the fence for the "Plantapalooza" and the where everyone comes to help setup and there's four of us left to clean up. You know, there's nobody left except the four regulars that clean the place up at the end of the night and you're out there till 11 o'clock at night putting things away so you get both ends of the spectrum. You get people who like to set up on events and we don't have enough people vs. when you don't have enough. We've got both ends of the organization problem here. And managing the workflow is very important. You can really impact the attitudes of those who work hard but then there overworked vs. the ones who come and there's not enough to do. You can do harm either side of the fence. (They say) "I'm not going to help out again I do it all by myself."

#2: Some of that's due to the fact that it's not setup right. And some of its also due to the fact that I'll be told, like I thought that we were only going to have 10 people from Bank of America and we ended up having 25. So now ok I got to find something for 15 more people to do. So it's one of those things you know, we never really, while they say look we're going to bring this number of people because it's a volunteer situation, because it's Saturday morning, because its whatever. Sometimes you get the number of people and sometimes you don't get the number of people.

ELMES: Right or you get more or whatever. So being a volunteer leader is a special kind of volunteerism and is it a challenge to find leaders because its, is it time commitment or lack of experience. Why do you think there aren't more leaders or is there a shortage of leaders?

Some people don't like to

ELMES: There is a shortage.

#5: And I don't think it's just, I mean you obviously there's a shortage of leaders here. Cub scouts, there's a shortage of leaders. At church, there's a shortage of leaders. I don't think it's a, it's not just here. But overall I think people don't necessarily feel like they need to step up.

#2: I think there's a difference between volunteering and being committed. I think if you're a leader, you're committed. You're willing to come in and learn everything. You're willing to put the extra effort out. If you're a volunteer you come and you what you have to do and you leave.

#1: Well I'd argue a little about that. I have a wife that loves to volunteer, but does not want to be a leader. She doesn't want to stand up and have to speak to groups. You know, it is what it is. She doesn't, she's a committed individual, but she just doesn't want to be responsible to speak in front of people and have to delegate. No problem with doing it with kids. Here own kids. But you know, going out to people who are here peers. She'd rather be given a task then go out and do the task. She calls herself a good laborer. So I don't know if, I think some people just need the skills. They either have it or maybe they never had the opportunity to do it

#2: I agree, I've always considered myself a worker bee. As I can I've always worked for companies, even though people say you should go out and be an entrepreneur. I don't to take the risk and I don't want to leave people. I's rather work for somebody.

#5: Either way there's a lot of work. It's not easy

No

ELMES: How many leaders are there here?

#2: You'd have to ask Paul, I'm not sure.

Not enough.

#2: I can tell you we get more and more every year. It's not like we get dozens. Maybe 1 or 2, 3 or 4, something like that. Most of the time it's just the same people.

ELMES: But generally except for David's Wife, leaders spend more time at the farm.

#2: Yeah, when we're here, we're in charge of the farm. We open up. We make sure that it is security wise. We're responsible for what happens on the field. Calling 911. We're responsible for making sure everything's done right. And then we're responsible for closing up and cleaning up the bathrooms. And making sure the place is locked up and secured before we leave.

ELMES: Right so it is a lot more responsibility, a lot more time.

#2: It more learning, I mean I need to know how to do everything from replanting, seeding. All the way up to pulling plastic and preparing the field for winter. So it's also knowing every step of the way and knowing.

#4: I don't think people like having to commit. They want to be able to come and go when they choose. You have to actual set your time aside. Say I will give you extra for these number of days, whereas a volunteer says "I don't feel like going there." So I'll give you that part about the commitment.

#5: There's different levels of leadership. And in volunteer organizations, suffer from baron's levels of commitment in organizational skills because you, if work for me and I give you a paycheck, you have to do what I tell you to do. If you're a member of my church, or a member of my Boy Scout troupe, or whatever, I don't have that same, excuse the word, control. So how do you get by, and how do you build motivation is a key. As I said, here I don't know what the structure is. I'm probably the least engaged in this particular group. Some of the other places that I volunteer lack some structure and one of them has some pretty good structure in place. So it, so you go by the 80/20 rule. 20% of the people do 80% of the work and among other things a whole parade. But it, so it's how do you deal with those spears of influence. And does this organization know who their volunteer groups are. Do they reach out to them on a regular basis? Is there some sort of training program in place that says "gee, we, our ideal would be x amount of team leaders for the field and we're gonna achieve that goal by reaching out to those people who have come x amount of times in the past year or. There's a methodology that the top can think about how to employ, how to build the organization to handle some of those things. You're not going get all the way there but.

ELMES: How would those of you that are here and have spent time here, what are the mechanisms that Steve is talking about? To pull people in, to make it a good experience, to you know circles of influence I think you said, spears of influence. I mean how do you try and pull volunteers in? And how do you try to make it a good experience so that they'll keep coming back?

#6: I know Paul contacts people about groups that have been here in the past.

ELMES: And does what, when he contacts them?

#6: I think invites them back. I it appears they had a good experience with them in the past. I think they stay in communication with them. From year to year.

#2: I mean we're also as of last year a part of Facebook; we have a mailing list that now they book themselves through "Constant Contact". So they can now mail out an email newsletter. So things like that are starting. They kind of, they try to reach out to the local schools and churches. And then its word of mouth. So there are people who come, most people come here one year, you see them come back next year.

ELMES: So they might only come once a year? That would be a success?

#2: Yeah, I think so

#4: There's a void in the middle. You've got your board and people at the top. And you've got these volunteer groups that come and do the yeoman's work, but how do you define what your

membership is. Who is as nonprofit organization, how do get a group of people that you have you know certain things that are going to go on here that you need to get done. And how do you identify that core group, that 20%. You may have 1000 people that come here every year, but that's all they do. I mean I come because of my church group, and you come because of your Boy Scout troupe and your wife comes because she takes here elementary school class. But that doesn't get you this group that says I identify in membership, in community harvest. There's a disconnect for me. I'm not saying one of mine.

#5: Like a member of the YMCA

#5: That's been a debate that's been going on for quite a while here. What do you call your volunteers? Are they volunteers. Are they members. There's no stockholders. There's none of that. It's like it's a vaporware organizational structure with a bunch of members that really aren't tagged as a member.

ELMES: So there are different kinds of volunteers? Different levels, degrees of commitment?

#5: We talked about "so maybe we should have members"

ELMES: Vs. volunteers?

#5: Well I guess they're stockholders, but they're really not stockholders by business sense. You can be a stockholder because you're involved. Those kind of things have been debated and it would be nice to find some way of making them a part of or feeling like a member

#4: Well Worcester center for craft is going through the same thing. They shut down due to some issues about two years ago. They got resurrected and now there this ongoing, "ok, who been involved in the various studios. Who were paid to go to the classes? Who were trained to do certain things, and who has given financially?" They went through people who were involved in various things and asked, "Would you be willing to pay 25 dollars or 50 dollars to be associated?" There're going through a structural process as we speak, vs. a church that is more organized. But those are the same kind of questions that are being asked.

ELMES: So these would be members. They would be volunteers. They would be more committed or at least they would have demonstrated greater commitment. Either by paying a membership fee or donation or time spent. That's what you're talking, because you talk about the 20% that do 80% of the work.

#4: Yeah so how do you identify them and draw them in. You've got to have more of your leaders, but that's a group leader or a team leader. But who trains you guys and what's that core. Does that core of leaders get together and say, "gee, I had that problem or I had that problem." How do you grow and learn from the strengths and weaknesses of all those groups that you know you feel like an island because you're the only one that's here with two other guys whenever that is, but you don't realize that there's another 20 or 30 people like you, but you've never met. You don't know how to, you don't know all the things you've learned. Don't do this, do this.

#5: My question is: How do you develop that sense of ownership? Remember your kind of a part owner. So how do you get that without calling them members or volunteers? I don't know how you do that. I've been struggling with that since I've been involved with this place.

#2: I don't know when it comes down to the volunteer level. The volunteer leaders all feel ownership. I mean I personally fell ownership. I like coming, just because I feel like this is more like a home.

#5: So can you develop a sense of ownership without being called a member? Is that really a deeper meaning or a deeper feeling being tagged a member with your name on a list. You're already on the mailing list.

#2: Yeah to me, that makes me a member of this farm.

#5: Does that make you an owner?

#2: I mean I don't, you come down to a financial commitment or not. Are you a member because you paid? I don't really know. You know it's like

#5: I'd rather have somebody come and work 80 hours a year and forget the money.

#2: But then you have to say what does that member get back. You know the members gonna get back stuff that they volunteered. When it comes down to member there has to be privileges of membership.

#2: In fact here in Grafton they didn't have a super market until ...

For a long time

#2: Till ten years ago now they have a stop and shop. Which don't think they even have one in Northbough. It is that type kind of the thing... You can't.. so you basically try to built it up at the beginning but in the end saying you planted this much and this correlates to this much poundage but then you have the guy in the back of America saying and that correlates to this many salivates and this and this and you know .. a family .. we planted 15,000 tomatoes plants which correlates 10,000 poundage of tomatoes which correlates to like something like 16 tons tomatoes which correlates to the number of families which get like 5 tomatoes which correlates to 16 sandwiches which correlates

Elmes: So this information you provide to them

#2: Just a way to play with the numbers something fun

Elmes: Oh ok

#2: So at the end they could understand what I did and how it relates all the way down the line. It is easier and I like that. It is easier at the end you did fantastic work and this what your works actually means to the greater good

Elmes: So you after every volunteer session you kind of a deep breath or does that happen more at the beginning .. You are saying this is at the end of experience and you sit down with a group and tell them here is what you contributed.

#2: Well that is something new for this year

Elmes: Oh ok

#2: Umm they were finding at the end of last year that people would break up into teams and at the end each team would know what they did, but as a group they didn't know what they did .. And so umm finding it easier to spread the word as a group this is what you did and then being able to correlate that to something .. I mean at the beginning there is an introduction .. blah blah blah .. but at the end it is like ok you did this .. It becomes a big competition how much did you pick I picked 10 pounds of squash how many pounds of squash did you pick? . That kind of the thing

Another guy: Also how many tomatoes did this group pick towards the other group

#2: Yea I mean it just becomes this whole thing.. And so people at the end feel really like oh your group picked 25,000 pounds of tomatoes

The girl: You have people picking squashes that are like

#2: At the end of any volunteer work if you could feel good about what you have done then you want to do again and you feel good about yourself

Elmes : So you had to create a motto for community harvest project, what would it be as an organization of volunteers primarily, what is the motto that would make sense?

The guy at the end: Model

Elmes: Motto mot-to

Another guy: That question makes a lot of sense I don't have any answer for it. But

The guy at the end: We plow deep while other men sleep

Elmes: Say that again

The guy at the end: We plow deep while other men sleep

Elmes: We plow deep a lot of men sleep

The guy at the end: while other men sleep

Elmes: While other men sleep

Elmes: What does that mean?

The guy at the end: It is a work thing

The guy at the end: That is about it

Number 5: They have one here it is we grow something tracia sends in her emails we grow foods so others can eat is that what it says

The lady: Or the plant a seed

Number 5: I like that she always sends a a

Elmes: We grow foods so that others can eat

The guy at the end: I think I answered on the back one time I said We play so other can play .. Because we come out here and have a pretty good time

Elmes: Yea yea right right

The guy at the end: Oh I remember she wanted to come we had summer we had the staff out last summer and she wanted to come back and a play day so on the back we play so others can play

Elmes: Well alright That is two good ones

Another guy: The plant the send is the ones you see on bumper stickers

Elmes: Plant the seed is on the bumper stickers

Another guy: I don't know if it is on this flyer the Grafton had a parade last year Amy Navin and Tracy passed out a xerilion bumper stickers and they all said plant a seed community harvest project

Elmes: Ok Um. So Talk about .. I mean you are aware that there is a possibility of an expansion .. right .. How do you feel about that and what are the challenges associated with that

#2: Expansion here or over at Hopkinton

Elmes: Expansion to Hopkinton .. Here it is a different issue because here it is a land issue

The guy at the end: I don't think it is land issue anywhere

Elmes: Anywhere

The guy at the end: Anywhere and here is my reason is because you have a lot of people that own land this hill is has a tremendous amount of open space and fields that have been maintained. I mean I own land across the street that I would give away hay to a farmer as long as he comes he mows it and keeps it from growing in and I mean everyone who is land owner here has the same issue is that they what to get tax reductions it is farm that you want to give to something and I have talk to other people not only here but other communities they would love

to have something or someone come and do something with their land and property as long as it is respectful and not messy the feeling is good. I prefer to see .. take the whole place .. take the whole farm and make it a farm again and I will be happy as a client and there is other people that would do the same .. I don't think it is the land because there is a motivation from land owners part to have it farm .. it is an activity it is nice its produced a chance to give back not spending a dime on it or lifting a finger. The issue is the people side the organizational side and in this practical organization they first of all it is a what you call it they don't use chemicals .. Its its

#2: Organic

The guy at the end: Organic. Thank you

The second lady: I don't think

#2: It is not official organic but it is close as it could possible get

The guy at the end: It is not registered organic but they don't even talk chemicals here it is purely natural stuff and if they use something in the corn. The corn has sort of a natural

Elmes: Ingrated and pest management

#2: We use everything.. What doesn't go .. There is several layers of vegetables .. what doesn't go or doesn't pass to go to the food banks is then looked at says can we cut off. You pick up a pear and there is a spot and you cut it out you can still use the pear so we do that with the vegetables middle here and we makes things for the the veterans homes and then what is rotten goes to the pigs in tuffs and they give us their good stuff to be put in the field so everything is used

The guy at the end: So there is still relecty of land they get 3 to 5 thousand of volunteer people a year they have a relectice to mechanize they could really do a lot more. I am big mechanize but then there is that balance the people to chemistry to mechanical farming. You know

#2: You can't have volunteers lining with mechanics unless they are..

Elmes: Trained

#2: trained because you can't have little kid playing with chemicals

The guy at the ends: But then you get to me there is a conflict because you are trying to produce has much food as you can for the people who need it and as cost effective as you can I mean everything here is donated and so but then the argument that I hear is that you lose the awareness part

Elmes: You lose the number of volunteers

The guy at the end: You lose the number of volunteers the awareness of why you here and the socially aspect and all those other things. It is an interesting balance you have to work through I honestly don't see the land being an issue

#2: One of problems with this land is that we been working too hard. And we need to regenerate something. That is the biggest problem The Hopkinton that is a whole different county it is so that is a totally different scenario. But the land is the

Elmes: But what about the challenges from the point of you a volunteerism, you know trying to staff with volunteers, the whole new farm; is that doable is that an easy challenge, do you think this system here in terms of volunteer leader and volunteerism it could be replicated there relatively easily or do you think there are some issues that should be addressed or atleast thought through, or what are the issues really that is the question

The guy at the end: Well one eliminated factor is more the organization the more money you need because you still have to have paid staff to do the organizational stuff, you have to find professional organizers full time that work for nothing you have to pay people at some point ... You have to buy the seeds .. The more you do the more money you need that's the other issue

#2: I think that is the biggest elimination. I don't think I think the farm in Hopkinton probably can get started pretty quickly. I mean if you take some the volunteers leaders over here and ask them to go to Hopkinton to help them out and get them started I think you could easily do that. I mean we are willing to go to Bradfield so it is not like we are not willing to travel to do work. Umm and I think that we have scratched the surface of people who possible to come here to volunteer I mean the Worcester County is huge. We don't have people coming here from Holden, Fitchburg you know because we are too far away. I mean we can rarely barely get poeple from Milford which is right down the road and you know I am Jewish you know and a sinago from Westborough just showed up last year for the first time and so they never even knew about it. So it one those things There is a lot lots of communication that could happen to get people in here. I mean the news letter goes off and that's great then they have the harvest festival at end but I mean I can't tell how many People came just from the town of Grafton to the Christmas party to Christmas thing who were wondering what the tree mount the treetem. The pumpkin throwing was all about because they were like oh really you guys do that we didn't know that we just live 3 miles away you know so there is a lot of lack of communication to so I don't think if you were actually moving to Hopkinton that you would have a hard time won't have such a hard time getting Volunteers especially if start involving schools and you know you get the state involved

The guy at the end: You just need to find that pot of passionate people from that geography area in that different town over there. I mean you have the Craters here who are passionate the mission here

Elmes: You think it has to be local thing?

The guy at the end: I think if you get the local areas going. To take this model and stamp it in a place you need to develop those passionate pods of people to um to make it grow and then their motivation and their excitement and um grows like what has happened here

Elmes: Yea um Most of you or a lot of you are within a mile or two from here. So if your

#2: Well if you look at the growth the community farm and like even urban like community garden like you go and have .. and we will teach some of the stuff then here is biggest community block you can possible think of and your are helping other people and it is that type

Elmes: So if attracting volunteers isn't going to be the challenge and land isn't going to be the challenge when and if you expand to Hopkinton, What do you think the challenges will be?

#2: I think it is going to be getting the leaders

Elmes: Getting the leaders people like yourself

#2: I mean one of things for me

The guy at the end: And money

Elmes: And money

#2: And money I mean I think it going to be that type of thing. It's . I mean one of things I find questioning myself is that I want to help a lot with most of happens here happens during the week if you look at that you are actually cutting a lot of people because I mean I have to work and a lot of leaders that are actually leadering during the week are older than I am or they are about my age and not successful. Very rarely do you find people that are younger than me coming in here. It is that type. So it is a unique person that could come and actually lead for three hours even if It is only twice a week. It is the type of trying to get the volunteers leader that could do that. As well as getting cash to

Elmes: And partly the function of a week day that is where it is the hardest because you would need either somebody that is retired or somebody that even has a schedule different work schedule.

Paul wife: Or college kids

Elmes: College kids could be leaders

#2: Yea if they are

Pauls wife: In the case that they can get credit

Elmes: Service learning type of stuff

Another guy: They have all sorts of clubs that they could have train leaders and then they could get the kids involved

Elmes: Right having train. Universities. Do other universities come out here lie Holy Cross, Assumption, or any of others

#2: Assumption, Holly Cross, Worcester State, and WPI

Elmes: And WPI. Oh ok

#2: Well of course they disappear over the summer

Elmes: Well yea they go home

#2: And yea that is when we mostly grow

Elmes: Right

#2: They are here during the winter but we don't grow during the winter

Elmes: Well they are here during the spring so they could help plant things and harvest things

#2: Yea and I mean we get some those kids to stay over the summer and well they come out. They is some people that come all the way from Northeastern. We can get summer kid but we usually don't

Elmes: So are there any final comments or words of wisdom that would like to pass the students which will be part of their report to Amy and Ken around this Volunteerism that you think is important us to know about. Or we covered it all. There was a lot of good discussion I thought

The guy at the end: I think it is great from them because you are not going to find these answers on the computer. You are not going to find a piece a software that will answer their questions. This is all about me why people do what they do what is the motivator.

Elmes: yea

The guy at the end: What is the foundation to get people to do what they do. And I mean a suppose if we had the answer to that in a book we could all retire

#2: This will also help finding those people in those areas like cub scouts that feel really good about being here helping. I always get a kick out of the guy because he owns 50 acres that he actually grows , but he was thrill that he actually got people to come out here from Cambridge to volunteer that never seen him. Like this is the best thing in the world. He is really into that. He gets a big kick out of it.

Elmes: One think I never asked are you guys looking for more volunteers not even having to do with expansion. But if you found them would you want them. You have the capacity to handle them.

The guy at the end: We would have to leaders to go with them. Yes we would take more volunteers

Elmes: But you need more volunteer leaders to manage that process

#2: I don't really know to me. To me the elimination is the fact that things have to grow

The guy at the end: Without organization you are going to have chaos with chaos you are going to have dissatisfied customers and our customers are volunteers.

Another guy: How close to capacity are you for this footprint?

The guys at end: We have been able to we have 50 acres here so the footprint is hasn't been tax yet

#2: Yea we have ten acres down here we started on I think 5 acres of corn I think

The guy at the end: Two

#2: Two acres of corn and expand that out

The guy at the end: I think

#2: That is important thing um yea there is lots lots of room to expand and they are thrilled to plant more pound

The guy at the end: And agillion pound over there. Does agillion work

#2: Out there you have to 18 or older because that was his dictation

The guy at the end: yea well he does have chemical out there they use disorganic

Elmes: So the challenge is how to find and recruit and train and motivate and inspire people to take on this leadership role because that is what you need. Sounds like that the eliminating factor whether you expand here or whether you are going to expand in Hopkinton and that is interesting and I think that is an interesting challenge

The guy at the end: I only have one another question I don't know if it an observation or a question. In other organizations social organizations churches cub scouts I don't care what kind of club you are talking about um they seem to be on the decline rotary club they seem to in decline particular with kids because there is so many things that people to do. And there is huge distraction and before cub scouts and boy scouts were huge because they weren't a lot of things to do and it was place for kids to go. Churches I know. The situation with churches with winning blah blah blah but here it is like a magnet and we to think 3 to 5 thousand I mean I don't know but it at least three and could be up to five thousand volunteer people to show up here. What is the magnitude , why is it they are moving away from these social groups like boy scouts and they seem to gravitating to here. Is it the churches or boy scouts lacking something or skills. I think there is a key there some place.

Another guy: You also have to identify what do you mean by 3 to 5 thousand are you counting everybody that comes through and 75% of them came once or is that 3,000 hits once a week of the same body counter

The guy at the end: I think it is people visits people volunteer visits or it could be the same person

#2: Or it could be one person once

The guy at the end: But still they come and they come back some do some don't but that is still a magnitude. To get that many people to show up and do something

Elmes: well in the survey just to give you a little reference point. What do you value the most about the work that CHP does the number one answer is Hunger relief the number two answer was community service and those were the two high. The third was sustainable farming. And well the low the lowest that well from this list was team Building, land Conservation, Nutrition, Education, so it is Hunger relief that mission Hunger relief and community service to primary drive and the primary way. How they first heard about Community harvest the volunteer group was by far the number one well 24% and well friend and then Other was 19 those are both 19%. So there is something to me about the mission here that is very clear meaning and clear and that I think attracts people

... Can I say this I don't know a single religion that exists out there that doesn't say you shouldn't put something aside for the poor.

Elmes: putting something aside

#2: For the poor

Elmes: yea

#2: Almost every person that I have known volunteer are very committed to that and when it comes to lets grow vegetables for people

Elmes: Straight basics

#2: For people in need or starving. They don't stand up to do it, but it is local in the neighborhood they don't have to go. Like going out there and building a church steeple has in money coming out from your own pocket for churches. I mean here you just come and say I am going to spend a couple of hours you feel better about it. So I think that fact that you are able to be a core to most of the weeds. Makes this really good idea. Or a good opportunity so you could feel better about taking your time.

The guy at the end: I like that.

Elmes: Well on that note I want to thank you for taking one hour and half of your time on Tuesday night and I am sure the students report will come to the farm and I think to there will be no names I mean that is important that there will no names identified in the transcript.

The guy at the end: Ok because I don't remember any names

Elmes: Alright

## Appendix D: Focus Group Transcription #2

ELMES: So what this is is uh this is a focus group uh and the idea of focus groups, I'm going to start playing this...this whole thing is my backup the high tech stuff is just my cell phone. The idea of a focus group is to try to get some insight into some issue phenomenon you know of interest in this case the community harvest project and by having a group of people who have an interest in community harvest project and to get insights discussion dialogue where you're sort of learning from each other reacting to each other so its uh it's not if we wanted to interview you individually we could do that but that's not really what we're looking for we're really looking for the exchange the insights that you are able to offer based on set of conversations so uh some of the questions will be more individual but that's ok. So it's really freewheeling its intended to sort of probe into sort of get into some depth in this case it's the the question of volunteerism and why people volunteer, why people volunteer here uh and that's what we're trying to find out ok. Any questions?

Guy: I just want to say thanks for coming everyone, and we really appreciate you coming out, and I am going to excuse myself, because we don't want staff to influence anybody's opinions.

ELMES: It's probably ok.

Guy: Be as honest as possible, we are just looking for your idea's and like the students said how we can improve experience but also how we can approach the Hopkinton community cause we really want to get back to our original site, that's our goal for next year. But I'll be upstairs if you guys need anything so...

Ladies (2): Thanks

ELMES: Um, well why don't we just go around the table and maybe you can each give a little start individually and each give us a little vignette, perhaps of when, how and why you became involved with community harvest project. Now I know from having done this last week that some people are more involved than others and that's fine, even if you've only been here once that's fine you know or if you know you've been here every day for the last three years that's fine so really just looking for how you got involved why you got involved um, and when you got involved. Anybody want to start? Go ahead you start.

1: My name is .... I'm a teacher and part of uh one of the things we're focusing on with our kids is getting them involved in the community somehow so this last summer was my first summer where I didn't have to go to grad school and I thought like whoah, the rubber has met the road huh you know that's what we talk to the kids about and I need to do it so I called the food pantry they referred me here promptly and I signed up for three days a week and it was fun. You know I had a good time so I stayed, but I appreciated the flexibility of the scheduling and I guess the flexibility of the activity while I was here.

ELMES: so why did you get interested, what was you're...

1: Well, it was the first, so because I'm a teacher I have to account for what I do in my summer to my family and friends but I can't just have my summer off

ELMES: so you mean your own pride

1: It's how it is

ELMES: right, I see like you haven't earned it

1: right so I've always gone to grad school and now I wasn't and I knew that volunteering was important to me you know important to the values of the community I interact with and

ELMES: well I'll follow up with you about the case of why community harvest project with all the hundreds of thousands of opportunities but you don't need to answer that yet.

1: alright

ELMES: but you can start thinking about that. How about you?

2: My name is ... I uh first time I uh volunteered here was during the fall uh festival um...

ELMES: Fall of 2010?

2: Yes

ELMES: uh-huh

2: and uh picnic and uh bunch of events here

ELMES: uh-huh and why did you come?

2: My wife took me (laughter)

ELMES: Is this your wife?

2: This is my wife yes

ELMES: I see ok

2: And I had a blast um I was cooking hot dogs and was involved and it was fun um

ELMES: So you've come, you both have come multiple times, you're not a...

2: I've only been here once

ELMES: Once ok, how many times have you, roughly

1: Three times, three times a week for two and a half months

Elm: Three times a week for two and a half months

1: yup

ELMES: very good, um very good I think we have answered the how part (laughter) I was thinking how did oh yea (laughter). Sir?

3: My name is ... um I originally came last year and it was through my work. I work for ..... in Hopkinton and my work, once a year, they offer the opportunity to give back

ELMES: um-hmh

3: and um so last year, you know I've been there almost 12 years and the first few years I did other projects and uh the group that I was in was looking for something that um we could all do, a bunch of us.

ELMES: yea

3: and so we noticed there weren't limitations, uh one of the projects they do is they do four or five habitat for humanity sites, the problem with that is you can only get about 10 or 12 volunteers

ELMES: right

3: where as this was an opportunity to um where 40 or 50 people could actually come

ELMES: yea

3: so um I came last year in June and uh it was just amazing you know we were only hear 5 or 6 and yet I think that day we planted somewhere around 600 tomato plants and 400 green pepper plants, um, came home really excited uh you know now that I work for a large corporation, but you know I grew up on a farm in upstate New York, and you know this was like being a kid again you know

ELMES: right

3: in the dirt, on your hands and knees

ELMES: sure

3: gardening is just something that my wife and I enjoy doing together anyways

ELMES: sure, sure

3: so I couldn't wait to get home and tell her about it, um we're involved in several other ministries at our church and this just was something, uh, it was unfortunate last year we were only able to get here a couple of times um, you know our schedules we're already committed to and this year the nice thing about it is that we actually freed up a lot of our schedule so that we could participate

ELMES: more frequently

3: more

ELMES: right where in upstate New York, just curious?

3: uh I'm from a little place called Norwich

ELMES: yea uh I know Norwich cause I know Hamilton

3: ok

ELMES: and I know that whole area

3: colgate?

ELMES: yea right, I know Shelburne and I know that whole area

3: right but you know everybody has at least you know I go back to when I was a kid

ELMES: yea yea sure

3: ten years ago, um but yea everybody had farms and everybody had their own garden

Elm: sure right. So let me uh I'm going to combine these questions, distance that you live from here, do you live nearby? Do you guys live nearby or?

4: Yea we drive but we could bike

ELMES: so it's a mile or two, a couple miles

4: yea

ELMES: ok

3: we're less than 10 miles

ELMES: ok great. You Madame

4: I'm ...

ELMES: Hi ...

4: Married to #3. And I heard about this opportunity from my husband who had his great experience here and wanted to come home and share it with me and he knew that I love gardening and loved to we have a we put up a garden this last summer

ELMES: yea

4: and we had a woodchuck (laughter) that was just determined to eat everything we had

ELMES: right see I've had a few of those

4: So I got all my gardening fun here. I actually came um a couple times

ELMES: yea

4: just a few times, and one of the times I was able to bring a couple women from my church to enjoy it as well

ELMES: ok

4: I kind of started a gardening group of girls there and we try to do different gardening things

Elm: so is your husband coming or first coming back telling you the story and then you said I'm going to go check this out and then

4: right

ELMES: and then how often have you been here both?

3: We've only been here a couple times each

ELMES: yea

4: yea

3: One of the things is um you know it was just learning about the history of CHP, you know we have a food pantry within our church that CHP of course supports with produce

ELMES: right sure

4: Benefitting from this is seeing that really made us want to be a part of it

ELMES: right, got it, good alright, um yes hi

5: My name is ... and I came I think three times last summer here with my four kids in tow

ELMES: ok

5: At first heard about it I think through a friend and also seen it advertised in the newspaper maybe

ELMES: ok

5: And that kind of peeked my interest and a friend said maybe we should go check this out and it just worked out that I was able to go that day

ELMES: um-hmh

5: So I took the kids along and I guess that's what really um interested me the most, I love to garden anyway but there are very few opportunities where you can take your kids

ELMES: um-hmh

5: and teach them to serve their habitat is great but they don't allow kids you know

Elm: um-hmh

5: so to instill in them the importance of volunteering and giving back

ELMES: yea

5: I was looking for opportunities to do that and when they did come they were so empowered

ELMES: hm, how so, what do you mean empowered?

5: They gave the kids knives to chop off the (laughter) I mean four boys you give them a knife and they were like (laughter)

ELMES: what were they cutting?

5: They were cutting the cauliflower, cutting off the extra stuff and leaves off of that

ELMES: oh great ok

5: and most places oh you know safety you can't take the kids

ELMES: yea (laughter)

5: um I mean they had the kids weeded and um I mean to see the difference after you know we weeded those eggplants, and they picked beans, and you know they had games going who can fill their buckets. They just really felt like they were making a difference

ELMES: right, right

5: They were treated with respect and they had something to give

ELMES: that's great

5: um so that's what makes me really excited about it as a mom, um and I just love the idea of using the land and although people may not have any gardening experience to come and get their hands dirty, learn that that's all about where it comes from, um it was just a really positive experience, and we were able to invite some friends after that to join us and then the news cameras came in and they got to be in the background of that that day and

ELMES: oh so there's a TV crew here

5: yea and just um

ELMES: and how far away do you live?

6: we're in Northbridge so maybe seven miles

ELMES: seven miles ok, great thank you

6: I agree with everybody so far, especially #5 I really liked the weeding part of it, and seeing what happens afterwards, and actually getting in there with the spiders. It felt great

ELMES: with the spiders (laughter)

6: um and like ... our firm gives back every year and um, we do it for each of our offices and

ELMES: and who are you

6: uh ... and we're in Westborough

ELMES: ok

6: but the other offices also do things

ELMES: right

6: um and I think we've been here three times so far

ELMES: ok

6: three years yea

ELMES: and how did you first hear about it or what was the circumstances where you first came?

6: through (company)

ELMES: through (company) ok so they had been bringing staff here and you said I want to do this

6: yea it was my second day of employment with them (laughter)

ELMES: you're early

6: yea they said you're going to the farm tomorrow and I thought wow is that nice cause you know I had worked for um for ... before that and they give back a lot too but it wasn't as a group. We didn't do it, it was more charity and donations

ELMES: right

6: but with (company) it was as a group we went they closed the firm for the whole day

ELMES: yea

6: and we all come out here and

ELMES: yea are there any other places that either of the organizations where people go as a group go and volunteer or are there other group types of volunteer activities?

3: not the amount of employees you can bring here and you know much smaller like I said you bring a max of ten twelve people to habitat where here I think we brought 50 the day we were here

ELMES: right so other than habitat and this place can you think of any other types of places where people go and do physical labor, that you can think of

3: not through our organization

ELMES: not through your company, ok. Great, yes thank you very much. Hi

7: You're welcome. My name's ... and um I've been volunteering for quite a long time not here, but uh I believe all of my life, I've been trying to give back cause I've always felt very blessed. Um, I made some ill attempts, I remember as a teenager passing out backpacks to homeless people on the street

ELMES: uh huh

7: and uh then I got involved in um giving some homeless out on the common in Worcester, during the winter months

ELMES: uh huh

7: and I thought well this is awesome its right in my community and I worked in Grafton all my life and I can give back to the town that has been good to me. So, I haven't been here yet I've just been giving money.

ELMES: ok so your financial support

7: yes so this year I plan to take my grandson here and do some volunteer work.

ELMES: Excellent. So you're in Grafton. Now are you in Grafton.

6: I'm in Auburn

ELMES: Alright auburn.

7: I actually live in Millbury I work in Grafton.

ELMES: Ok live in Millbury work in Grafton alright so let's go to the other organizations that you have volunteered for what are the other kind of organizations in your life that you volunteer for?

6: I do boy scouts.

ELMES: Boy Scouts

7: we do food pantry.

ELMES: alright food pantry did you do habitat

3: I have done habitat for humanity before.

ELMES: ok

5: habitat and church

ELMES: backpacks to homeless people

7: yeah

ELMES: but that was an independent sort of

7: a lot of it was independent but I've also done thanksgiving things like food pantries and that kind of stuff with my children growing up

ELMES: how about anyone else?

1: I taught.. I spent the summer teaching kids from like the area who are not fluent in English how to read their summer reading books and we cleaned not we I cleaned and organized the closet at the women's shelter last year so it was a big year for volunteering. The summer before that we went on our honeymoon to India and volunteered at school for half the time and we that's like the highlights

ELMES: ok but there are others?

1: we donate 75 Christmas presents to individual kids we just donated probably thirty Easter baskets

ELMES: do you do this on your own or are you affiliated with a church that sets these ups or some other organization? Or

1: we are not affiliated with a specific organization but somebody called mission on wheels delivers the presents I collect you know so they give a list of the kids and what they want

ELMES: so you just happen to know them and been in touch with them and they know that your...

1:?????Yeah

ELMES: ok fair enough

4: I actually moved here from phoenix Arizona about 20 years ago and my husband is from this area and we met and because I left all my family in Arizona. I came out and wanted to get

involved in. I lived in Milford at that time and they have a woman's club Milford junior woman's club and I went ahead and joined that woman's club and they do nothing but volunteer. For the community so I've been a member done every role. Led it for a couple of years. We do all kinds of community work. I stayed in that for a little over 10 years. Then I went to work more fully and had less time for that. We did everything in the community to raise money. We wanted to be able to bless the community. And really it was better than like a school community what is it community parent come together. PTO yeah the PTO's are great they come together for a project but then there not connected much for other than that project. The nice thing about this club is that we would be involved in so many projects that we became involved in each other's lives to so it was great connection for to have these other women in my life and we shared that same desire to impact our schools and our parks and our community and we just all worked really hard to do that. We just did everything raise money to help the teachers. We helped the battered shelter we changed all the playgrounds. We did everything

ELMES: yeah sounds like you had a big impact

4: you had to do a lot of things there you had to do fundraising you had to do recruiting and you needed to keep your staff of people and you had to promote so you were always marketing and finding out what's needed out there . How do we do it? How do we make sure people know we are open to their ideas? It was everything it was like a business really. For fun

ELMES: how much time a week do you think you spent on that?

4: well at the time I was there we probably had 12 different committees for all major projects throughout the year. Then we had the fundraising and how we were going to manage that for each committee. We had a maximum of forty women. They worked on a lot less to get the job done.

ELMES: very labor intensive.

4: Basically we just met once a month officially and probably weekly unofficially. To work on projects at people s homes.

ELMES: anything else regarding other volunteer organizations?

3: I would like to mention we live in Uxbridge but we attend services.. Church services in Mendon. For the last ten years and within our church we have a program called compassion New England and within that umbrella we have 12 smaller ministries from a food pantry to a blessing barn much like a Salvation Army type.. a couple of weeks ago we had our 3<sup>rd</sup> annual what we call earth aid where we had 140 members go out between 16 different sites like Woonsocket and Milford and Mendon and cleaned up the town the parks got donations of mulch and like I said it's our 3<sup>rd</sup> annual

ELMES: So let's get to the question about volunteerism and volunteering. There's really two parts and maybe this is the same question. Why do you volunteer and not just here but anywhere? And why do you think other people volunteer? Could be several reason could be the

same reasons but let's start with why you volunteer. What motivates you to volunteer? Go ahead.

7: I just really feel blessed and there are people out there with real needs. My children are healthy, I have a roof over my head, food in my fridge, and I just always felt the need to give back. So that's where my reasoning comes from.

ELMES: ok others.. We'll start with you. I think that is a better place to start. You know yourself best right. Hopefully. Why do you volunteer?

1: This sounds kind of obtuse but because I want to. I have time and I want to

ELMES: sure you have the time but you want to do a lot of things. But why volunteer? Why not go find a second job?

1: flexible hours. I'm serious the flexibility.

ELMES: so there is some flexibility that you don't have to lock into

1: that's why I don't go get another part time job which would fulfill the requirement of having something to discuss. What I did over the summer.

ELMES: the all-important justify your life during the summer.

1: yeah well you know you're a teacher too. I like the flexible hours. I want to I like when I show up the feeling that I feel like doing it I'm in the mood to do it I have this positive energy because it's a positive choice not like I love my job but you know this morning I was tired . You're annoyed with your jobs someday even though you like it

ELMES: so the sense of choice and the freedom of choosing

1:like a little bit of a flexible atmosphere like if I roll in here at 9:05 and it's been a slow morning no is like oh \_\_\_ its 9:05 it's like oh sweet you're here there's a family out there can you go chill with them. Oh yeah no problem. So I appreciate the flexibility and the positive attitude and the fact that I chose to do it

ELMES: alright positive attitude the flexibility the sense of being blessed. Giving back to people what other ideas what other reason do you have for

4: I like being involved in something where people come together when they don't have too. They don't really get anything out of it except for the joy of doing whatever the task is because there's no payment and there's often a lot of work and demand of you. It pushes you it stretches you but you walk away with something you couldn't have bought. And I also like the camaraderie of working with people who are there for that purpose of doing something that changes other people's lives. There is a unity that is kind of an unspoken thing. . And that's a cool thing.

ELMES: talk about unity. It's not a unity where you see yourselves you get together outside of the organization where you volunteer its more what how would you characterize it.

4: Common purpose. It doesn't necessarily have to be an interest but a purpose. It's something that everyone gets a reward out of.

1: It's kind of nice to apply the skills that I have in my regular life to a different setting I mean that's sort of nice.

ELMES: What's nice about that?

1: it's really easy for me to fall into a routine of teaching how I teach and doing things how I do them and I bring that whole skill set here and now we've got 7 year old with knives. And so that's cool. And you've got to see how you apply your current teaching skill set and safety level to that concept that's going to be ok. And the flexibility that if the cucumber is not cut at the exact right length it still goes in the bucket.. It's not oh zero oh here do your homework again.

ELMES: What age group do you teacher?

1: Middle school

ELMES: ok middle school. So you don't want to give them knives.

1: My kids are great I could....

ELMES: Alright. I'm just teasing

4: another good thing is your learning something. You're learning something that maybe that you didn't know. You're interacting with people who are not in your normal circles.. You have an opportunity to hear out of your comfort zone of friends. Your able to meet new people you able to hear maybe something in there life cause your talking while you do things. That you may not see them again. They may never come back. It's like an airplane ride. You may never see them again but you are sharing something. Either verbally or just a task. But you're learning a lot from each other.

ELMES: Maybe we'll come back to this but how do you learn from each other?

4: Well in this, I'm like a sponge in every job I go to. Just learn and grab all the information and with this it's just about finding out how to better garden. The techniques the skills what did they learn what did they watch I came going why do they hang.. It's like an observational thing.. Why do they hang on the perimeter these bars of soap? What creature does that keep away? It's like ....

ELMES: It's a technique of growing and planting.

4: How can I get rid of my wood chuck? I'm open for that.

ELMES: How about others?

3: I think that for me its rewards of meeting someone else's needs. You know it's um. I've been involved in a lot of ministries where you cater to the elderly and single moms and you know there's just something about giving people hope when the have kind of lost hope.. For me it's beautiful for to come out here and work on the farm. For me it's the produce that grown here supports 178 Worcester county food bank locations. It's that kind of ripple effect and you know working at our own local food pantry you know to have single mom come in with two little ones she's worried about how am I going to feed my kids this week. To be able to give her 2 large grocery bags full of food. Or its winter time and she doesn't know how she is going to pay for oil or she doesn't have winter clothes for her kids and to be able to bring her into a consignment type shop and say whatever you want it's yours you don't have to pay for it

ELMES: so have you.. You've actually experienced that through your church. You've seen users of what's grown here. Actually people taking it. Do you think that makes a difference? Knowing the users or having actually witnessed the users?

4: I think um...

ELMES: People you have actually helped.

15:09

Well I think you don't even have to know them. You can see the anguish on their face. You don't have to know their names or anything about their past, their history, their story. Whatever it is, its instant gratification to like you said. At least this week, they don't have to worry about feeding their kids this week.

That's something, that's something when you get that kind of to help someone in need. That lasts a long time, that feeling inside you that you actually made a difference. As opposed going on a great vacation that last only a couple of weeks and that memory fades. That kind of stuff stays with you.

ELMES: or how about just giving money? Is that as satisfying?

It is. As long as you looking in someone's face or helping them out when you see them. When you stand out in a food line. And that kind of thing has a long lasting effect. I mean it's a sadness you take with you. And you're glad you could help. I think actually go with more of a sadness. If you can give some money that you've made and you don't actually look at them, I think you feel a little bit better about what you've done. As opposed to you want to do more when you see them stare in your face. You feel like you've not done enough.

I sort of think that's an individual feeling. We give away a lot of money and I don't really have any feeling about it at all. Because we decided and that's the amount of money were going to give away and I'm happy to go that. When I come here I'm really jazzed. You know, I'm really excited to be here. I'm glad we give away money, but I don't have a sense of like euphoric happiness that I get when I'm like hanging out with the kinds at the farm. I'm not trying to

exaggerate but when I'm here I can't, I'm really happy. It puts me in a good mood to come here and like hang out with kids.

ELMES: In a way that writing a check may not always?

Yeah but does, I'm just saying for me doesn't hit me. We still do it, it's still important.

As opposed to being out in a rainstorm, in the cold. That's a different feeling. But here like everybody's got a positive attitude. Doing it in a large group of people, as opposed to just a where you get a couple of sandwiches and you go back onto the street. That's the difference.

I think another thing and I don't know if this falls in that same question. Is this a great opportunity to pull in, We have so many community hours that have to be done by delinquent people and a lot of youth gets a task of a lot of hours. And what we're finding is we can bring in these students and they can do a lot of hours in the blessing barn. They can help sort and at first they come in like very begrudging and they have to do this time. And then they start to work with people and they start to see how people are coming in and going out and it begins to transform them. And I think this opportunity here to bring kids in, like you said your children were so influenced. We as adults are influenced. To bring in community houred kids that have to put this time in for something they've done. And bring them in here and let them work with their hands. Is just like a powerful tool.

ELMES: Are any of you team leaders?

I am

I am too but I've only done it. Well actually I haven't done it. I volunteer; I came here for a mailing. Last year was my first year. But am a team leader. Yeah I just realized I'm not doing it until next year.

ELMES: How about any other perspectives, thoughts on why people volunteer. Just in general

One reason I do, my wife is a volunteer here and I enjoy spending time with her. And she's a English teacher. I'm a computer engineer. Our interests and out hobbies don't overlap too much. However in volunteering we're both equals. We both enjoy this and it's something we can do. Common ground.

ELMES: What do you think it would take for other computer engineers to be interested in volunteering at community harvest project? Is there something about the work that you think matches well with the computer engineers that you know?

Get them outside

During the weekends I enjoy work in the year

I've led a few groups from engineering companies and these guys are great. You're like hold up the pliers, and you go so, cut with the smiley face. It has to be this long. Go down the row be

methodical, lift under the leaves. You guys follow directions like there's no tomorrow. And they're really successful. And they like the concrete directions. They like to come back with like the big thing of vegetables. And you know they like me to go, ok nice job now go on to the next row. I think once they get here they're into it.

It's certainly a visual motivation. I think without my wife I would probably not be here.

ELMES: you wouldn't be here. Aha

She certainly is a catalyst for that and I certainly enjoy it when I'm doing it.

How about the two of you?

Yeah what you already said. I love the responsibility to train the kids. So that's a big motivator for me. But then um I guess I do it because I can. Right. I have the ability and during the summer I have the time being a teacher. So um

You're a teacher?

Yeah, and so I think we all have that kind of inner desire to want to help others. It combats that selfish nature that we can struggle with and learning to do things for our self's. I think it's just a responsibility as a human to help others.

ELMES: So there are lots of different ways to help others. Lots of different ways to volunteer. Why here?

I think practically the school years too busy.

ELMES: so for you it's a summer activity?

Yeah

I'm here because I can take kids

ELMES: Right

And it's close

ELMES: So there's some practical reasons why?

So the age level is kind of diverse

Yeah, even this four year old was helping out.

We have little ones pick beans or stick their finger to make the hole for the seed.

There's not a lot of things where you can have children, middle age, and elderly working together.

ELMES: Say some more about that. So it's multigenerational. What's that's like? Is there much interaction among the generations when they're out doing the job?

Oh yeah. I talked to strangers here. Like easily over the isle here, and you're like, oh this works better, or oh over here is this. I mean there's instant, the barriers completely down the minute you start your task. So you have your children talking to an older person who's wearing a hat, and working very vigorously on a weed of something. And they're watching and they're observing it and she or he just says something about, this is the way, and you've got this intergenerational thing that's happening. You couldn't put it together if you tried. It just happens.

This summer we had some teenagers from one of these places you were talking about. They have to do hours. And they're down the bean line and there's a family with other kids on the other side of the bean line. One of the toddlers he's like zipping back and forth and the mom ... You can't really lose your kid, but at the same time he's going towards a bunch of teenagers. One these big guys said, don't worry when he gets to me I'll send him back. And the moms like ok. And so for 2 hours or forever long they're out there. Little guy cruises on down.

ELMES: So it would be like daycare?

Well but that mom who would not trust that teenager with her child on the street. Certainly felt comfortable in that situation. That kid saw this teenager who he might also be already afraid of. It was a big kid, you know, tattoos the whole thing right. So then he, he's like BEAN!, and the kids like yeah, bean. There's your mom. I just was watching, like this is really cool.

ELMES: So any thoughts come to mind on what you think motivates other people to volunteer? Other than what we just got done talking about. Any thoughts on why other people volunteer in general or even specific to Community Harvest Project?

I think the common think I just heard, and I'm sorry to talk again. But is people shared information and the invitation. And I think there's not enough invitation for people to be involved in something like this.. If more people were invited. Simple as that sounds..

ELMES: What do you mean invited?

They just don't entertain that thought until somebody presents that idea to them. It never occurs.

ELMES: You mean coming to them in a church and saying were're looking for volunteers, can you please come?

Yeah. Because I did so much recruiting in that women's club. To bring in mother and their lives are full. Their lives are busy. They're either working. They're not all stay at home moms that do this. These are working moms or stay at home moms, but their lives are very full. And yet they took on something else. What is it going to give them back. It's not even directly for their child or their family. It was an invitation that drew them to be a part of something bigger.

ELMES: so what would your sales pitch be to people to come and work at Community Harvest Project? You've had experience with recruiting people to volunteer. What would your pitch be to people to come volunteer here?

People want to do something different than what their regular everyday life is. They want to be exposed to something different. They want to feel like their life is not mundane. Making a difference in other people's lives. That's always a huge thing. Even if they won't admit it they do want to make a difference in other people's lives. That's probably a huge underlying desire in every person. But they just don't time or information on how to do one little thing that will make a difference. It all seems so vague or too big. So if you make it small and make it tangible, and make the invite something that they can see in their own mind themselves doing. You can get them in, and they have to do with the involvement of the fun. Fun is a word that brings people in. There's a lot of fun here were're not lying about it.

ELMES: So if you had to make a video to show the typical volunteer experience here, what snip its would you include in that.

I didn't think I would have so much fun and I did. I didn't think I would be so, I would meet people. Turn to total strangers and be talking to them. I think that inhibits a lot of people, "oh they're all strangers." They think that those barriers that are out there are still gonna be here and there not. So would you agree they're not really here?

ELMES: What else maybe could you put in the recruiting video? Other people, yeah?

Sometimes people are afraid to commit to something because they're afraid of what's going to go on. "What are they going to ask of me?" Do ten hours a week, I can't do that. They're scared to put their foot in because their expectations are so... You give what you want. If three hours a month works for you, great.

ELMES: So how does that work now. Do you indicate to the folks here, "I'm willing to put in 5 hours a week or 1 hour a week? Or do you just show up?

Depends on your level of commitment. If you want to be like a volunteer leader then you, or you're coming with a program, you need to sign up, tell them when you're going to be here. Everybody else comes in on drop in hours. And you're welcome to say you're coming, but you're also welcome to just show up.

Communication though is fabulous. I get emails and emails. That's what attracted me was flexibility. And of course the outcomes. The two are like hand and hand. I came here the first time and saw the movie. And the whole movie and saw what happens after and it really got to me.

ELMES: This is a promotional movie?

It was just movie to introduce you to...

The history and you it's amazing to me to, I love being a friend on Facebook because every day there's a new set of pictures of that days volunteers. And another 1000 pounds of produce being harvested and being loaded into a truck. It's like you're like, I have a crappy job, and I have to go to a job from 9 to 5. And why can't I be out there, look at those lovely stiffs from WPI of St Johns, or whatever organization is in on that day. I'm really happy to hear that Paul was saying you know one of the disappointing things last year was that walk in hours was only on Saturdays from 9 to 12. There are only a few Saturdays a month that you know; the stars have to align if you have a busy schedule in order to be able to do that. Well he was saying this year now walk up hours are actually going to be extended from Monday to Friday for like 8 to 2. And including Saturdays. So now all of a sudden, it's great.

They were Monday to Friday 9 to noon last year.

Were they really? And that's something that didn't; I don't think that's on the site.

It might have been a test year.

Because I know sometimes you have to have staff here obviously. To be able to do that. So I get kind of disappointed. I work for a company that has 30000 employees in a ten mile radius here, and yet they do 1 year day a year. They do give back. You know I would love to see CHP strong-arm them a little bit more. And like encouraging them more. Let's do for the growing season which is April to October. Let's do give a day a week.

Why do you think EMC is you know, need to be strong-armed?

Well I don't know if that's the right term. Encouraged.

ELMES: Why do you think they need to be encouraged?

Because there's 30000 employees, and to only have 1 day a year to have 50 show up.

What if CHP said every Thursday is CHP day for EMC? EMC day. And we need you to send 50 people.

I think I would love to CHP offer that opportunity.

Because that would mean that it wasn't a day of volunteering. Your whole company doesn't do it at once. But it's something that they're not doing at once anyway.

Well they're getting off pretty easy. They have that money resources and they only send 50 or 70. I meant that you got a lot.

ELMES: Would that be work time, or after hours?

No, it would be work days. Which is the way I came here. It was one day. It was one of the weekdays. And in reality you worked 5-6 hours.

ELMES: So you think if there were an EMC day it might get one day a week, you might get 40 or 50 people a week?

Yeah, I mean. I would like to see someone encourage them more than just the one day a year.

Earlier, I was going to positive peer pressure, which I think applies. Particularly to companies and schools. And I think that that's why you get excited about it. And you tell the guys around you. And now they feel like shmucks if they don't try it. They try it and like it. Now they're telling the guy in the next suite. "Well you're not going, you better sign up for next Thursday. It was fun. Plus it's like a 5 or 6 hour day. That's nothing. Come on guys." So it seems like a little positive peer pressure could go a long way.

I think that's why we close. The whole firm closes. We go. So

ELMES: How many days a year do you close and come? Does your company?

For here we just, we do it once a year.

ELMES: An outing. It's more like an outing?

Well they pay a lot of money for those teambuilding outings. So this is free.

I'm actually thinking of suggesting it to my boss tomorrow or this week. It's kind of like I knew about it, but I didn't put 2 and 2 together until.

ELMES: What will be your sales pitch? What do you think will convince him that this is a good idea?

It's cheap.

ELMES: even letting you go during the day, during the work day?

We'll do once a quarter outings. And sometimes you may want to combine a quarter with another quarter to get a better event or something. And so we're in the process of doing that, and well let's do something for free.

They go to like baseball games. Beer works.

We're working on F1. That's the next one.

ELMES: So, these are other events?

That's what they're doing. He's saying why not instead of everybody going to the beerworks place, why don't we come here.

ELMES: Bring the beer with you. No

Keep away the knives.

This is what we could consider on giving back. So, we have things that we do as a firm.

ELMES: So how many of the people that come as part of a firm actually continue on their own? I assume that's the, obviously you want the firm to keep coming back and so forth. Is the goal to get some of those, convert some of those to become full time, or at least active involved volunteers?

Well we do other things to on our own. I do other things like walk for like the heart association. Best buddies, I have that coming up. But, from our trips here, I think there are like 5 of us that stayed in contact.

ELMES: In other word remained involved.

I don't think that CHP is a good harvester of email addresses. The emails were really metafictional to you. You liked getting them, and I don't recall ever having a group from corporation and come running in and line up at 5 clipboard stations and write their email. So we come, the organization loses them. We're relying on the organization to contact us back, and really we should be contacting them back. And that would be easy.

ELMES: Well how do you currently collect emails? When you register to volunteer? Is that part of it?

When I was, the day I was here, there were a few cards from CHP laying on the tables. Basically one of those if you want more information fill out this card. But it was voluntary. It wasn't you know.

And we don't. When your family walks up for the first day, I just have them sign a book because we keep track able hours. And the book just has your name I believe. We're strict about it because we need to keep track of the hours. But that's our only interest. Now we don't.

ELMES: Would you put your email down if you were invited to? When you sign in the book.

I would probably prefer to give some time. I'm hesitant to give out my email address. I would rather you know see how it goes, and then give it. But I don't remember how I have it.

ELMES: Oh, you have, you're on an email list?

Which I appreciate, but I don't want an email from just anybody, you know.

ELMES: So there's email blasts that go out, and there's Facebook. Are there any other media tools that they use to stay in touch with you?

We did posters.

ELMES: Posters, Flyers?

They had these, we were able take and put up wherever we want to. Like in the library and at the grocery store. In hopes that people would maybe think of like class trips.

ELMES: How many regularly check the CHP Facebook page?

It's more interesting during the summer.

How many people are friends with CHP on Facebook?

Oh I don't know that.

One

I'm assuming they probably have twitter.

Anything else around what motivates people to volunteer in your view? Anything that we haven't covered that you'd like to?

I think you said quilting them, right?

No I said positive peer pressure, which is different.

ELMES: That would be negative peer pressure, quilting.

But I really meant positive peer pressure. Like ok I did this and it's cool. Why haven't you done it?

Now we see it in the church, you see it all the time. For money. For volunteers. The pastors got to get up there and say hey, we need some money. Or somebodies moving this weekend and we need 10 strong arms.

I don't know enough about this program to know if they give out vegetables to workers.

No, strict policy it.

I just didn't know.

There just some very identifiable logic behind that. And I think that it goes along the lines of hey we're here not for ourselves, but for other people. As soon as you take something, that's ruined. But I'm not sure that's the precise part line.

ELMES: Is it your sense that people would benefit from some kind of incentive like that or?

I don't know. I just wanted to throw it out there. I think people would benefit from that incentive. You could have families who are going to the food pantry. Or don't even have money. They could be able to work off. We would have people do work for fuel assistance. So, yeah you could bring in people who actually want to do work to bring home some vegetables.

We do a thing called the blessing barn, where if you're willing to come in and donate time sorting cloths or whatever it is you'll get imaginary barn bucks.

ELMES: You could spend on cloths or whatever?

Correct. Some people, whether its pride or whatever. They're just not uncomfortable accepting donations. But if you tell them, you come in and work for four hours on a Saturday.

We get volunteers, just because the church started it. We get volunteers who are church people. We have people who volunteer because they like it and they end up getting the barn bucks. So they can actually take that home to their family. It has no other touching of our organization other than that. So they reap the benefit. Don't ever have to spend any cash. They can walk out with stuff for their children and they, that's how we're working out through our community.

ELMES: Ok, so I want to just kind of shift gears for a second, and I want to sort of drill down into this question of how volunteering at community harvest project is different from volunteering at other organizations? In other words, what separates volunteering here from volunteering in other organizations? We've touched on this I know. The opportunity to bring your children for example. A chance to use new skills. How would you separate this experience here with the experiences that you've had?

I like the appeal here that you can come back in four week from the time you planted something and see. You can see the benefits of your efforts.

ELMES: How do you know where you planted?

You know which row.

You know which row of tomatoes or peppers you planted. You definably know which which rows of carrots you weeded.

ELMES: You just know it because you get close to it, and you make a point of remembering?

Yeah, there is a limited number of rows. So

We archive with color tags, and maybe that helps.

They're tagged with colored stakes.

It indicates the food grown there.

ELMES: Have you ever gone back, and said, hey my tomatoes aren't here, somebody moved them?

They squash and might plant other stuff there.

ELMES: So that's a chance to come back and actually see. So what is it about that? Coming back and seeing something that's grown. I mean what's exciting about that?

Well I think things that grow represents life, and it's just one of those cool kind of things of you know, it's not like you go and paint a house. You know you go, and there's just something

about you going and putting a six inch plant in the ground , and coming back in four weeks and its 4 feet tall, and it's filled with bright colors. You know.

It may sound goofy to me.

In a lot of organizations you might be doing something but you never really see the results of it. You know it's you're not seeing a child. But here it's really tangible. You're touching it, feeling it. You're picking it, and off it goes.

It would benefit to see more of like the distributions as a follow up for people to actually be able to come and see. Maybe, like drop in people also. To see something like you saw. Where you actually see that it is distributed. And maybe some tangible pictures of that distribution to the food banks. You hear about it.

I was gonna say, do a video of a vegetable. Pick an eggplant, something like that. From seed to Worcester county food bank. If you could follow it to consumption, but at least to the food bank in Worcester.

A lot of people get a similar benefit just from seeing the truck come. And the produce that they picked that day loading on to the food truck.

ELMES: Do they get to see that every day?

Its 2 to 3 days a week, depending on what part of the harvest schedule we're in. And the if you stay till noon, I meant the trucks not always on time. Basically sometime between 11 and 12. People are usually still here then. We're like ok, hurry it up. It's got to get on this truck. And the production line speeds up and everything.

ELMES: Oh so they help load it?

We pack and then somebody drives like the "errrrrrrrrrr"

ELMES: The pallet loader.

ELMES: And then it's loaded into the truck and they get to see the truck drive off.

And it has the you know, the food pantry logo on the side.

ELMES: So there's something physical. Something tangible. Something that you can actually see some growth over time. What other things separate this volunteer experience from other types of volunteering experiences?

Outdoors.

ELMES: What do you do when it rain? Do you work anyway?

You suck it up.

You don't volunteer that day.

People just don't. If that's like your companies day, you'll put on raincoats and suck it up. And we all do the same thing. Other than that people don't really come. I think the farm may call and cancel companies.

ELMES: Does that ever create problems in terms of your schedule for getting work done? When you have a patch of bad weather and you don't have enough volunteers. How do you fill in how do you fill the work on days like that? Staff has to go and do it?

Yes, staff does it, and they call in the volunteer leaders, and the most regular volunteers to come out.

ELMES: Put on a raincoat, right?

Well I'm not even sure, because the crops don't really grow when it's raining. I mean obviously they grow a lot more when it's sunny. So,

It's not like you missed out on that much.

Yeah, but if it rained for like a week, would they go out and check, yeah I think. But I think the farm manager would go out and do it because really it doesn't, it takes volunteers a lot longer to harvest than it takes the farm manager to do it. So for him to check, it's you know.

ELMES: What else about this experience separates it from other volunteer opportunities, or volunteer experiences that you've had?

Flexible hours. You can show up whenever you want. You can leave whenever you're tired bored whatever.

ELMES: Has anyone ever had, not to be a down beater, has anyone ever had a bad volunteer experience here? And if so, what happened?

My back hurt really bad the next day.

We showed up one Saturday and were disappointed they weren't doing anything. So we just walked around. It was pretty cool. There was another young, I'd say college aged guy here who was going to mow. Same thing happened. He didn't realize there was nobody here on that Saturday for whatever reason.

That's unusual, yeah.

And he just obviously, he was more assertive than us. He had obviously mowed before cause he grabbed the mower and said I'm going to mow between.

ELMES: Somebody last week talked about they came as a group of two and they got sort of pulled into a larger group. They felt they kind of got sucked into this big group. And assigned stuff that maybe they would have preferred doing their own thing as a couple.

I think that's a risk, especially like you're a less assertive couple, and you have a kind of assertive leader like me. I've got a family of five. A family of 3.

ELMES: What if I say to you, I don't want to?

Then I'll reassign you.

ELMES: You'll reassign me

Yeah no problem. But if you are kind of quiet and you don't say that, I won't know. And so off we all go.

What I see a lot in the teens especially is not really heat exhaustion, but I'm not really used to working, it's really hot and therefore never wants to do this again. And I know I'm coming back tomorrow. And that's tricky.

ELMES: Do you in terms of things like water and hats, do you supply that, or do you give them a list of things they should bring? How does that work?

You get emails prior. If you're going through a corporation to do it. Whoever the administrator is, or the person that set it up. They send you out a list. It's on the site. It tells you if you're going to show up and volunteer, then you want to wear a hat. But I think they give out water bottles or.

We have water bottles, and a bubbler. I don't think we give out hats though. We loan gloves. We provide the knives.

ELMES: How about anything else about these experiences vs. others? And then I want to , I have one more question to ask you. Anything else you want to add? And that is your views on the expansion of the Community Harvest Project in Hopkinton. In the old Elmwood farm. So how do you feel about that? What do you think are the challenges associated with expansion?

So it's maintaining this, and adding that one back? They used to have that, right?

It started there moved here.

And then they had that one kind of cut off for a little while.

I don't know why.

ELMES: It fell into kind of disrepair and the couple that owned it died.

Do you mean other than upkeep and staffing? The basic things that every organization needs to do to physically maintain a second franchise or whatever?

ELMES: Right, yeah.

You mean other than that?

ELMES: No, in addition to that, and anything else that comes to mind.

So there's a staffing concern. What are the staffing issues you think? What are the staffing issues you think for opening a second facility?

I'm not really a manager, but I mean you got to hire people. You've got to get this staff is really in a good groove, and has got a really good understanding of how the machines work. And what machines are need for what jobs.

ELMES: Are you considered staff as a volunteer leader?

No

ELMES: No, so just wanted to be clear about that. Let's assume we have the staff. We can hire the staff. Now what are the challenges?

You got to do our outreach stuff. Like everything that that women's group did effectively. You got to do like super effectively. You need to have a decent first year.

ELMES: What's the primary thing you have to, what are you looking for in your outreach effort that first year?

Bodies.

ELMES: Just volunteers? Volunteer leaders to?

Yes, although the, it's sort of my understanding that rises up quickly form the volunteer mix. You know I said, I called and said, hey I'd like to come 3 times a week. Is that fine. They're like sure. After the first day they're like hey, you're loud, assertive, and can organize people. How about you be a volunteer leader. I was like, well ok. And then there it is you know. So.

ELMES: So they find the people, and they identify them them quickie? Like they identified you to? You are a volunteer leader?

Oh right, yes. To be.

Is there an area that comes here more than others? Like from what region?

Moving to Hopkinton, would allow you to have people come from the North? So they probably have to advertise more in that area. To bring people down.

I think that's a plus that they're not feeding off of their current base really.

ELMES: Yeah my sense is that a lot of the volunteers here are within a 7 to 10 mile radius. Some right on the street here. So it's, it's fascinating me. We did a lot, my family and I did a lot of volunteering at heifer project up in Rutland because we live nearby. So that was a local. Something about it being local, that seems to draw people.

It makes you think that like door to door might be effective. Just like hey, check out this project that's in your neighborhood. We're saying that people are really coming from that small of a distance consistently, then I personally wouldn't volunteer to do that.

Do they have a lack of volunteers, like a season or time period where they really were not booked with this location?

Well, in my massive one year experience, no.

ELMES: I mean there were 3500 or 4000 volunteers last year. I believe that's the right number. And many of them are one timer I assume. So doesn't seem like the volunteers getting bodies in here is the challenge here or is it?

But this is an organization now that's been established for a while in this location.

Can they recommend the people that volunteer to go over to Hopkinton.? Bus them there.

Or when you call to get information about it you can start funneling some people that way. Or you can use that location for corporate groups only and try to set up a group every single day. And you'd have 50 engineers in there that day.

ELMES: would all of you that live within 10 miles of here, would you be willing to go to Hopkinton to work on Elmwood farm.

Not unless it was desperate.

ELMES: you could just stop by from work. I guess the question is how far would you be willing to go to come to a place like this?

Not more than 15 minutes.

ELMES: 15 minutes by car? How long does it take to drive from Grafton to Hopkinton?

15 minutes sounds about right.

It's a scenic drive. But it's enjoyable. The nice thing about the Hopkinton location is you're right off 495. Whereas Grafton's a little bit off the beaten track.

ELMES: so how do you feel about this expansion.? What are the initial thought, concerns, hopes?

How many more food banks do we do?

ELMES: So the question is what effect will it have?

Right.

Well actually distribution is one of my questions. I'm not sensed occasionally last year. This wasn't something that was discussed a lot. But there was a problem with the style of produce

that we weren't cutting as follows. All of it was getting used all the time. I think that was .0001% of the time kind of thing happening. But, did they do any research. Is our market already full and do we have another direction to turn? I don't.

ELMES: So you don't have a sense of the market for this additional produce and that would be useful for you to know? If you found out that they can take as much produce as can be grown would you...

And I really could just be reacting to a small problem. We cut some produce too big and nobody can fit it in their stew pot.

We started off with a very small food bank, food pantry, and so we got buried. Our numbers of families that we support per week were a small number. We got a small amount of produce. So that's great that you could increase that produce that goes home to those 68 families. You could give out to all those more, so that they could. We actually could of used a lot more for our people.

Maybe now that the economy inflated, there will be more need for produce, for the people laid off. With college students home. Them taking up jobs that would go to other people that are getting laid off.

We've talked also about providing some kind of recipes or cards with zucchini because honestly how many people who get a zucchini have any idea what to do with it? To make it not taste like zucchini. We don't even have to have access to that information. Could Girl Scouts do that?

I think they did that last year.

ELMES: Recipe cards for produce.

Did you guys end up with recipe cards?

No

Yeah so that's what I mean. Maybe they made it to the Worcester county food bank, and then one per box. Can us those in huge quantities.

Because zucchini like that, is a great, fast growing, producing vegetable. And yet you're right how many people know?

Or squash.

Or squash, they pretty much say they like it or they don't. Most don't like it. Because they really never had it in a way that they would like it.

The question should become, can you cook or not? And if the answers yes, here's a recipe. If you can't well then here's some microwave popcorn.

We don't grow mac and cheese.

ELMES: so how do you think the number one or two challenges is to the expansion to Hopkinton?

Staffing.

Staffing, I would think would be number one.

ELMES: For paid staff?

I could be wrong, but I had heard for this location at least last year, there were only three paid. That's at least what I had heard. I don't know if that expanded. But staffing includes paid or volunteered positions.

ELMES: So resources for staffing?

It would be a shame to say, to see fields of vegetables burning in the sun because you can't harvest them.

Or people who come who don't have direction. That would be a failure.

ELMES: And what would cause that? People not having direction. Not enough team leaders or that sort of thing?

And not the staff member to train. I had to listen to somebody do, "this is the smiley face, we cut it when it's this long." They had to take me through that before I could then do it. For people.

ELMES: How much training did you need?

I think it's different for everybody.

ELMES: The assertive part, you could skip that section. When we moved on to another, its continues training. So if a cabbage hasn't grown yet, well I can't learn how to harvest them. So now I'm doing squash and zucchini, and I'm like an expert in 5 minutes. It's not like that hard. Then the cabbages, now come in. You got to watch somebody do the cabbages and once you hear the spiel, you now know you can do it. But also it changes from day to day. Like, we start with this harvesting method, and then somebody discovers that there's a problem with that. So then you come in the next day and it's hey.

ELMES: so how is that information conveyed to you?

I come in the next day and they're like we're doing cabbages and there's a new way. We need you to stand on your head.

ELMES: Where does the staff member learn that?

In conjunction with Ken, I guess.

ELMES: Ken, or they've gone to training or something? Some new information?

This isn't really the kind of place where you go to training as far as I know. Maybe somebody just learns how to use a new piece of equipment. But there's people who seem to be like stewards of the land. They get it on some level more intuitively than I get it. But I could be wrong. They could go to trainings every weekend.

ELMES: Anything else about the expansion? Or about your experience as a volunteer? Anything that you think the staff here should know about the volunteer experience? About how to improve that experience? About how that experience could be carried to Hopkinton? Any final thoughts that you want to add?

The facilities are like, it's beautiful here.

ELMES: Beautiful facility. You mean this facility or just the land and the?

Both

ELMES: Everything, yeah.

Like the picnic benches across the way. So companies can do that and.

Maybe they can do apple trees.

They have apple trees.

ELMES: You have another site where there's fruit trees.

Apples and peaches, that was on the

And Blueberries. It's off in that direction.

ELMES: That way, there is a place where they grow fruit.

But it's a short, it's a very short harvesting season. About 20 adults can wipe that out in one morning. So it's not people really want to do that. Picking fruit sounds fun. It's not the kind of this that you can spend bringing groups.

ELMES: As I understand, it was somebody who actually had an old orchard and donated it, right? They just said I'm not using it, so come over here and take the apples.

I think it's really important for people to have the story. Even if it's a print out. Every volunteer gets a print out of the story of this. How it came to be, you know.

ELMES: Do you have that?

No

I think that would be, that really pulls people in and it gives them purpose. You don't always have a chance to talk to everybody. I think it's just to have ever person that volunteers really get a summary page of the story of how this came to be. What they're volunteering. How it affects people. Where it goes. Something that is very tangible. It's not just the verbal communication.

ELMES: I'm curious, it makes me want to go to Facebook and look.

If you come with a group, with your employer, they do put you through the movie.

ELMES: The movie is probably the story.

That's kind of lengthy though.

I think it was about 20 minutes or something.

Many people here said somebody told me. And I think if somebody told me, I would be like can I.

ELMES: Well your husband told you the story. It became his story. And the experience that he had. But you don't know the story of the organization.

He kind of relayed the movie. People will just walk up and aren't involved in a group should get the story. And they go back home and they tell a friend. They relay that story so then that person comes and gets all the details of the story on their own, the same thing. It kind of confirms that retelling of the story.

Well that might be a good thing if the volunteer leaders carried that and as people are starting to work in the fields, that's when you got your sort of first telling of the story. Explain what the smiley face, and the clippers, and the length. And as we all start working, you hear that story. And then on your way out if you want to sign up to do the mail thing. That would be after your experience and get a flyer. Well it would be at the end. So it might be a more appropriate time in getting a flyer. Then you'd have retelling the story with some facts.

This is a really giving community, but thank goodness it's not another development. This could have very easily been 70 houses and a gorgeous view and property and that opportunity to be a part of the land a little bit. You don't get that in the city.

Less people are doing gardens. There's less handing down that knowledge for people to know how to garden. And people could come in here and really learn the technique of gardening. So they could go home and do their own little plant and have their own garden. In a much more confident successful way than just home depot.

ELMES: So there are. In the volunteer experience, you're learning how to garden, in addition to helping and all that good stuff.

There those benefits you asked us about.

ELMES: Right, learning how to garden. So you got the 1 pad 2 out.

One

ELMES: It looks like a 2. The frame that I'm not used to.

By the way one of our sons. We have five sons. Went to WPI.

He graduated to.

ELMES: That's good, what's he doing now.

Not what he went to that school for.

He's a personal trainer.