

Running head: DV FARM TRANSITIONING TO A SOCIAL ENTERPRISE

CAPSTONE PROJECT

DV FARM

Transitioning to a Social Enterprise
for Sustainability: Envisioning a
Future for Veteran Rehabilitation

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Executive Summary

DV Farm, a 501(c)(3) nonprofit located in Gilsum, New Hampshire, was established by a husband-and-wife team, Michael (“Mike”) and Martha Rivers, who are both military veterans. Mike, a former homeless veteran suffering from addiction, has intimate insight into the cycle of addiction and homelessness that his clients face. The purpose of DV Farm is to take in and rehabilitate addicted and homeless veterans who have exhausted all previous avenues for recovery. Currently, DV Farm serves up to five male clients at a time. The minimum stay is six months but can last up to two years. The clients are exposed to animal therapy, farm and forestry work, and other labor activities that prepare them with skills and positive coping mechanisms for life after the program.

DV Farm relies on donations and charitable contributions to support its mission and provide services to the clients. When the donations do not cover costs, the financial burden is shifted onto Mike and Martha, who have been self-funding the organization since its founding in 2015. The stream of donations has not been stable, and like many nonprofits the number and size of contributions have not been reliable in economic downturns. This capstone project aimed to address the problem of practice: How can DV Farm achieve financial security for long-term sustainability?

Investigating the possible solutions to this problem is vital because the uniquely tailored services provided to veterans by DV Farm are unlike other veteran-focused rehabilitative services, and the founders want to see it continue and thrive. However, Mike is nearing retirement age and has his own physical limitations resulting from past injuries and surgeries. The physical labor required in the program is something that Mike continues to do, but he will soon need staff to assist in this area. Finding sources to achieve long-term financial sustainability will allow DV Farm to continue its mission of serving veterans and allow Mike to phase out of the physical demands of the farm.

The financial anxiety of the economy due to COVID-19 added to the already precarious funding situation. The financial challenges of this particular organization and its mission led us to the literature on effective ways to fund nonprofits. To find ways to decrease the reliance on charity, the concept of social enterprise seemed a relevant pathway for the organization. Social entrepreneurship has developed in several different domains, and although a singular definition has yet to be agreed upon (Short et al., 2009), the fundamental idea is to leverage the resources of a nonprofit by utilizing for-profit business principles (Austin et al., 2006).

One promising framework that emerged from the literature review is the social value proposition (SVP) model (Austin et al., 2006). Borrowing from a commercial entrepreneurship model that suggests entrepreneurs skillfully combine people, the context, the “deal,” or business proposition, with emergent opportunities (Sahlman, 1996), the SVP model anchors the social value of the organization as a central tenet, around which people, context, the deal, and opportunities are organized (Austin et al., 2006). Using this framework, we investigated the elements that will support the social value proposition of DV Farm and its mission and create

financial sustainability through a social enterprise model. Combining our review of DV Farm, the problem of practice, the literature and framework, two main research questions emerged:

1. What are the possible opportunities for DV Farm to stabilize financial support?
2. Once the opportunities for financial stabilization are identified, what does DV Farm need in order to realize the opportunities? That is, using the SVP framework, what “people” resources are available to exploit the opportunities? What is the “deal” of the business proposition that would support engaging the opportunities? What elements of the context of DV Farm will help focus those efforts to acquire new resources?

To answer these questions, an exploratory site visit was conducted in early January 2021. We conducted semi-structured qualitative interviews with the founders, board members, donors, current and former clients, volunteers, and community members. In-person interviews were possible with the founders and current clients, and phone interviews were conducted from DV Farm with two long-time donors. Subsequent interviews with former clients, volunteers, board members, donors, and community members were conducted off site via phone or Zoom. A summary of findings is included below.

Findings Relevant to Research Question 1

- A. Farm-centered enterprise operations are not feasible, but there may be opportunities for enterprise development among the stakeholders currently involved in DV Farms.
- B. Federal, state, and private grants are available.
- C. Charitable funding has been limited to individual donors only, and outreach to corporations represents an opportunity.

Findings Relevant to Research Question 2

People:

- A. DV Farm has extensive relational resources—locally, regionally, and nationwide.
- B. Veteran sense of community (SOC) is deeply embedded in DV Farm.
- C. DV Farm’s image already has branding and recognition.

Business Expertise (the “Deal”):

- A. Record keeping is inconsistent.
- B. Founders’ business expertise is limited.

Context:

- A. DV Farm fills a gap in veteran rehabilitative services for males who have been cast off from traditional therapies.
- B. DV Farm is trusted by donors and clients alike to fulfill its mission.

Recommendations

- Recommendation 1: There is a growing set of resources available for social enterprises. DV Farm should seek assistance from these organizations whose mission is to support social entrepreneurs.
- Recommendation 2: Extensive stakeholder networks should be leveraged to identify corporate and business resources, as well as estate and trust donations.
- Recommendation 3: Formalize business processes and infrastructure, including creation of an operating budget, balance sheets, income statements and basic control and audit processes. These will be essential as the organization pursues grant funding and corporate resources.
- Recommendation 4: Investigate and apply for government and private foundation grants, especially those earmarked for veterans.
- Recommendation 5: Investigate an external social enterprise opportunity to provide revenue as well as work experience for clients.

This capstone project sought to help DV Farm achieve financial security for long-term sustainability. After literature research and qualitative and quantitative analysis, the team believes that DV Farm provides incredible social value. However, to grow, any social enterprise must not only demonstrate that social value but must show that stewardship of resources is on solid footing and positioned to expand. Currently, donors place blind trust in Mike and the board members to utilize donations in the way that best helps support the clients and the farm. DV Farm will benefit from establishing baseline business practices to help with their revenue generation. The farm has incredible human capital resources all over the country. DV Farm reaches thousands of people every day as active duty, military veterans, and civilians follow the social media updates from Mike. With their name recognition already strong in the veteran population, a for-profit social enterprise endeavor with DV branding will likely help the nonprofit DV Farm achieve financial security.

Chapter 1 Introduction

Community (noun): a group of people living in the same place or having a particular characteristic in common; a feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals. (dictionary.com, 2021)

If ever a ragtag group of individuals deserved this title, it would be the people of DV Farm. There, one will find animals such as ducks, chickens, dogs, and a horse. One will also find hard-working veterans who have suffered with substance abuse and homelessness. There is purpose and meaning in the work that is done at DV Farm.

DV Farm is a 501(c)(3) nonprofit organization located in Gilsom, New Hampshire. It was established by a husband-and-wife team, Michael and Martha Rivers in 2015. Mr. Rivers, who, from herein will be referred to as “Mike,” is an Army infantry veteran and a recovering addict, who spent years living on the streets of Boston, Massachusetts. His wife, Martha, is also an Army veteran who struggled through her own bouts of homelessness. Their struggles occurred prior to them meeting, but their common experiences led them to recognize there is a need to help veterans who experienced similar challenges. With firsthand knowledge of those struggles, a genuine empathy exists in their mission of “Helping Homeless & Addicted Veterans Reintegrate Back into Civilian Life” (DV Farm, 2021). The story of the farm, from current clients to board members and donors, is summed up in a repeated sentiment: the enormous size of Mike’s heart. DV Farm was a simple dream of his to help veterans afflicted in ways similar to him. The reality is the farm is just the beginning of a veteran’s journey to recovery. Mike wants to help veterans secure stable employment, learn valuable life skills, be financially stable, learn how to budget, and live a quality life again.

The DV Farm is a sort of last-ditch effort for substance-abuse afflicted veterans. It is nothing like the 10- or 30-day detox programs offered by the Department of Veterans Affairs (VA). DV Farm takes in clients who have been unsuccessful in their recovery attempts and either do not qualify for another detox at the VA, or it has proven to be ineffective. According to Mike, the kind of veteran that arrives at DV Farm has more often than not spent some time at the “gray bar hotel,” or jail, as he shared during an interview. These veterans often still smoke nicotine cigarettes, which is forbidden in a traditional rehabilitation program. Also, they sometimes arrive with drugs still present in their system, another marker that would prohibit them from treatment at other alternative rehabilitation sites.

There are financial and personal issues the farm faces in its daily operations. DV Farm currently has zero federal or state funding. The Rivers fundraise for the farm on a variety of platforms, such as Facebook, Go Fund Me, and Paetron. They have a number of regular donors and one-time small donations that come in throughout the year that keep DV Farm at almost a break-even point financially. Anything not covered by donations, Mike and Martha cover out of their own pockets. This is not a sustainable system for Mike and Martha, or for the clients. DV Farm is in desperate need of a remedy to their chronic financial shortage.

Note: The founders and board members will be referred to using their real names. The current and former clients, volunteers, and donors will be referred to using pseudonyms to protect their identity.

Organization Description

DV Farm is a 501(c)(3) non-profit organization located in Gilsum, New Hampshire. It was founded by Army veterans and spouses Mike and Martha Rivers. The name DV stems from a former t-shirt and mug business of Mike's, where he used the title Dysfunctional Veteran. As the name DV grew, he kept it as a title for the farm as well. The interpretation of DV, Mike says, is up to the individual. Some clients of DV Farm refer to it as "Disabled Veteran" Farm, whereas others proudly stick with the Dysfunctional Veteran title. Regardless, DV Farm is a rehabilitation center for veterans struggling with substance abuse and homelessness.

Mike's own time in rehabilitative programs informs his deeply personal ties to the cause. Mike openly admits that if not for Martha, he would love to be homeless again. A sense of freedom exists on the streets of Boston that Mike found comforting. While homeless he suffered a violent knife attack that partially crippled his left forearm and hand. Still, Mike says that being in the streets is "simpler." Even in the Covid-19 pandemic, he takes monthly trips into Boston for homeless outreach and catches up with old friends. They are excited to see Mike as someone who "came up" from the streets and made something of himself. He does not visit the streets without bringing supplies to help the homeless such as boots, modifiable sleeping bags, and hygiene supplies. Mike gives back to the homeless and has not forgotten from where he came.

The farm has a strong social media outreach. The various DV groups on Facebook have nationwide veteran, active, and even nonmilitary affiliated followers. At the height of popularity, the Dysfunctional Veterans Facebook public page had over 2 million followers. From that main page, DV Farm's Facebook page drew in over 60,000 followers, and all DV Farm posts were cross posted into the regular Dysfunctional Veterans page. During the 2016 U.S. presidential election, many of the algorithms on Facebook were altered and the Dysfunctional Veterans page was no longer accessible to the audience and closed. A private dysfunctional veterans main group page now exists with almost 200,000 followers, and the same public DV Farm exists and cross posts to the main page. Social media upkeep is one of Mike's many roles at the Farm.

The location of DV Farm creates inherent benefits as well as challenges. As previously mentioned, it is located in Gilsum, New Hampshire. The town is situated off a two-lane highway, surrounded by trees, streams, and hilly terrain. While beautiful, it is remote and does not have many services. There is an active church that has a part-time pastor and a very small public library that is open two days a week, two hours each day. A small private grocery store has recently gone out of business, but many of the residents travel the nine-mile drive to Keene, a nearby town that has an estimated population of almost 23,000 residents, of which 1,477 are veterans, for their needs (US Census Bureau, 2019). Travel to and from the farm by vehicle can be complicated by winter weather conditions. There are no public transportation services in Gilsum, so traveling to Keene does require personal vehicles. There is a regional airport located in Manchester, New Hampshire, which is over an hour drive from Gilsum. Manchester has an estimated 2019 population of 112,673 residents, with 6,352 identified as veterans (US Census Bureau, 2019). The location of the organization provides privacy and solace for the clients as they work on their recovery, but the remoteness along the edge of the White Mountains does create obstacles in finding volunteers and services. Cell phone reception is sparse or nonexistent, and internet connections are unstable. The farm relies on two-way radios to communicate across the property.

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DV Farm is situated on roughly 20 acres of land. The area is surrounded by the natural beauty of streams, hills, and forests. The clients reside in a fully equipped home which can serve five male clients at one time. (Although accommodations are available for up to six, local regulations prohibit more occupants.) Mike and Martha reside in the other house on the property, with Martha's college-aged daughter, Jaeda. The front-end of their house is converted into office space and an accessible restroom. From there, Mike hosts meetings and family-style meals once per week with the clients. In the basement, there is a workshop where the majority of the tools and mechanical supplies are located. In view of the houses is a barn with six hand-built stalls, which exist under a Quonset hut on the property. There is one horse, over twenty ducks, and over twenty chickens. Two dogs, Tank and Storm, have the run of the land and are popular with both the clients and visitors alike.

When a new client-resident arrives at DV Farm for intake, they are screened for general medical wellness, drug tested, their items are searched, and they are introduced to the veteran house. New clients are usually given two or three days to acclimate to their new surroundings without having to do the typical chores around the house. After that brief reprieve, they are introduced to cooking and cleaning the residence, as well as given direction on how to care for the farm's chickens and ducks. Veterans are enrolled at the Veterans' Administration in Keene, NH, and must keep up with all mental health and general wellness appointments. In the Covid-19 world, all appointments are through telehealth; however, Mike was previously responsible for caravanning the veterans to the VA about once a week.

DV Farm serves a community need and meets a gap in current veteran healthcare. Their mission is one that provides value to their immediate local community and immeasurable social value to veterans who have been unsuccessful in healing using prior treatment options. The farm is able to utilize a veteran sense of community (SOC) that Mike and Martha inherently belong to as veterans themselves (Thomas & Bowie, 2016). Further, a systematic review of nature-based therapy provides evidence that "improvements in affect...[and] well-being...[and] decreases in anxiety and depression symptoms" are positive outcomes for using nature-related therapy (Lackey et al., 2019, p. 1). The sustainment of the mission of DV Farm is critical to veteran well-being.

DV Farm currently relies on donations and charitable contributions to support its mission and provide services to the clients. When the donations do not cover the costs, the financial burden is shifted onto Mike and Martha, who have been self-funding the organization since its founding in 2015. The avenues of donations have not been stable and like many nonprofits experience, the number of contributions has not been reliable during times of economic downturn. This capstone project aimed to answer the problem of practice defined as: How can DV Farm achieve financial security for long-term sustainability?

Using the initial knowledge of DV Farm, the problem of practice, the literature and framework, two main overarching research questions were developed:

1. What are the possible opportunities for DV Farm to stabilize financial support?
2. Once the opportunities for financial stabilization are identified, what does DV Farm need in order to realize the opportunities?

Chapter 2: Literature Review

DV Farm began and currently operates as a nonprofit organization. Like many nonprofit charities, reliance on external donations may not be sustainable in the long-term. Chetkovitch and Frumkin (2003) found that the number of nonprofits is increasing, which intensifies the competition for donations and donors. Fortunately, DV Farm has the potential to shift from operating as a nonprofit into a social enterprise. Understanding the types of organizations that are similar and successful in operating a social enterprise will help identify the practices that this organization may need to undertake in order to demonstrate success (Weerawardena et al., 2009).

Since nonprofit organizations depend on the kindness of others, they have a fragile structure. While there are extremely successful nonprofit organizations that fully function in society, the fundamental structure of a nonprofit remains the same. Gifts from groups of people that support the organization's mission are the key factor for success. Kucher (2012) discussed how social enterprises have emerged in the nonprofit arena, asserting that many of these organizations find it difficult to sustain themselves because the majority of nonprofits rely on donations, gifts, grants, or some other charitable contributions made by individuals. In Purdy's (2020) study of how a charity transitioned to a social enterprise, it was noted that "where nonprofits are able to reduce dependencies on external funding, they are more likely to endure and ensure they stay focused on their mission" (p. 4).

Moss et al. (2008) defined social entrepreneurship as "a process of social value creation in which resources are combined in new ways to meet social needs, stimulate social change, or create new organizations" (p. 1). Social value is one of the measures of social impact which Rawhouser et al. (2017) chose to include in their analysis of social entrepreneurship. The mission of DV Farm is one of social value, meeting an unmet need of a marginalized population, namely U.S. military veterans battling addiction and homelessness.

While there is much emphasis on how nonprofits solve the problems of the larger society, there are organizations that are not nonprofits that also focus on solving the larger problems of society. These organizations often function with more visibility than nonprofit organizations. Social enterprises have been called several things in literature, including social value, social returns, social impact, and social performance organizations (Rawhouser et al., 2017). Drawing from that work and in consideration of the resources DV Farm currently has available, the farm may be able to produce products as well as provide services for the commercial market. The ability to secure consistent revenue is the cornerstone of the "enterprise" element. In general, DV Farm has an opportunity to sell their resources and/or labor commercially in order to sustain their nonprofit mission. As discussed by Burkett (2013), finding the materials, space, and resources to create products and services to sell can directly fund the farm and assist with sustainability.

In order to achieve financial stability, social entrepreneurs need to be able to identify and exploit present and future opportunities for revenue. Short et al. (2010) defined opportunity as "an idea or dream that is discovered or created by an entrepreneurial entity and that is revealed through analysis over time to be potentially lucrative" (p. 53). Diochon et al. (2011) noted that well-established social enterprises are sustainable when they focus on profit. These social enterprises were able to create social value once they started to generate money.

Transitioning to a social enterprise model could provide the opportunity to attract investors, more employees, and volunteers. Not only will this alleviate the labor burden on the owners, but Diochon et al. (2011) suggested:

That it is in the best interest of social entrepreneurs, but particularly those in nascent social enterprises, to build awareness of how people with a diversity of situated perspectives and skills can accelerate the organization's capacity for innovation and effectiveness. (p. 32)

This literature dives deeply into how social enterprises provide value for their customers, normally in the form of comfort, expediency, well-being, etc. Much like a commercial or for-profit business, the social enterprise must provide some form of service that aids the comfort of the user within the society (Kristensen & Remmen, 2019).

As with any type of entrepreneurship, factors such as constraints on external resources can limit the success and sustainability of an organization. External resource constraints include, but are not limited to, the macro-economy, regulatory structure, and social infrastructures (Austin et al., 2006). Dacin et al. (2010) suggested that social entrepreneurs are more likely than conventional entrepreneurs to pay attention to external constraints and in doing so, generate creative methods to compensate for the effects of external barriers. Understanding what external constraints are working against the farm, and to what extent, will provide needed information for continuous and viable solutions.

Leveraging resources is key to maintaining any type of entrepreneurship. Relational, cultural, and institutional resources, once identified, can provide the entrepreneur with a diversified system of attaining needed income (Dacin et al., 2010). According to Dacin et al., an entrepreneur's social capital, networks (both formal and informal), and access to communication channels are their relational resources. Leaders of social enterprises must have a grander concept of value, so understanding how to leverage these relational resources is extremely important.

Social entrepreneurs must seek to understand how their products and services will be the focal point of their business model (Phillips et al., 2014). Much like how many for-profit organizations serve their communities and feel obliged to meet the community's needs, leaders of social enterprises need to be fundamentally in tune with how their products benefit their audiences, but most importantly, the communities they serve (Phillips et al., 2014). With respect to cultural resources, Dacin et al. (2010) argued that knowing what is and is not permitted culturally and socially is "key to developing successful social entrepreneurial strategies and operational plans" (p. 49). There is an altruistic approach that most leaders of social enterprises are presumed to possess. This approach is often seen as different from what leaders of for-profit organizations possess. Leaders of for-profit organizations are still typically accepted if their methodology is unorthodox, even if there are negative impacts to those being served (Phillips et al., 2014). However, there is a higher standard for leaders of social enterprises.

Cultural resources, such as values, roles, attitudes, beliefs, and identities, external to an organization can be seen as valuable components the social entrepreneur can leverage if they have the ability to collect and analyze the cultural knowledge outside of the enterprise. Dacin et al. (2010) defined institutional resources as the political, legal, and institutional infrastructures in place that one can access. Investigating what institutional resources are available and

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understanding what each resource has to offer can provide more opportunities for sustainability and growth as well as prevent possible problems down the line.

A consideration in determining an action plan for DV Farm was to gain an understanding of the needs of the community that they serve. Thomas and Bowie (2016) explained that veteran-related mental health issues may be helped by leveraging the veteran's SOC. The ability to understand SOC as a cultural phenomenon amongst veterans is fundamental to understanding an organization like DV Farm. Veterans tend to place trust in other veterans because of their common shared experiences (Thomas & Bowie, 2016). DV Farm's veteran exclusivity creates an immediate SOC bond with Mike, and amongst the other veteran clients. The bond leads to an innate trust which would take people outside the veteran community months, if not years, to earn.

There is a need for the rehabilitative services provided by DV Farm. According to research funded by The Department of Veteran Affairs (VA), a disproportionate number of veterans suffer from posttraumatic stress disorder (PTSD) and homelessness compared with the rest of the non-veteran population (Perl, 2015). Veterans suffering from traumatic mental illnesses such as PTSD are also more likely to suffer higher rates of addiction and substance abuse than their nonveteran peers (Wanger et al., 2007). Additionally, positive mental health benefits stemming from nature-based-type therapies have been studied across varied populations. For instance, equine therapy, which is an important component to DV Farm's rehabilitation program, has proven benefits which are grounded in both attachment and bonding theory and trauma studies (Naste et al., 2017). Montgomery et al. (2017) stated that homelessness is a symptom of the problem(s) facing veterans; mental health and substance abuse are at the core of the homelessness problem. Additionally, there are positive long-term outcomes in using communal sobriety centers. Joining that communal sobriety support is another level of SOC embeddedness that the Farm has been able to gain success, but finding sustainable funding for DV Farm is crucial to aid that marginalized population.

The conceptual framework that can lead DV Farm to financial stability is a social entrepreneurship framework created by Austin et al. (2006) called the social value proposition (SVP) framework. The SVP framework focuses on how individual organizations provide social value to its people and to the community without overextending itself. Much of this framework comes from the analysis of for-profit organizations and their practices. Austin et al. (2006) analyzed the similarities of the nonprofit organization to that of the for-profit organization. Although there are many key differences, there are some significant similarities especially when it comes to social responsibility. The term "corporate social responsibility" refers to a for-profit's decision to self-regulate their practices so that it is in tune with that of the community they serve. These organizations very much concern themselves with the practices of society as a whole and conduct its overall business objectives in a way that supports the overall goals of the community (Phillips et al., 2014).

Leaders of such an organization promote corporate social responsibility (CSR). CSR is not a new phenomenon; however, as it applies to social entrepreneurship and to social enterprises, the concept does align. Social enterprises will embed themselves within the community to provide needed services with the understanding of the organization's responsibility to fulfill the needs of the community (Phillips et al., 2014). Stakeholders involved with the social enterprise also have assumed responsibility to the community, so their obligation

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to its people and to the larger society is widely expected by that community. This framework of social entrepreneurship is based on Sahlman's (1996) framework for commercial entrepreneurship—people, context, deal, and opportunity (PCDO). The SVP framework for social entrepreneurship utilizes the same elements of the PCDO model, namely people and opportunity. However, for the social entrepreneurship model, the social value proposition is the central anchor rather than the context elements of outside factors such as the economy, taxes, and other external forces. The social value proposition is “analogous to the deal element in the PCDO model in that it encompasses the terms of undertaking, but those terms need to be related to and integrated by the core social value proposition” (Austin et al., 2006, p. 373). The SVP framework will allow investigation on how overlapping elements of people, opportunity, and capital will support the social value proposition of DV Farm and its mission, and it will create financial sustainability through a social enterprise model.

While this framework is specific to social entrepreneurship and the development of the social enterprise, there are several works that discuss the components of this methodology. Phillips et al. (2014) discussed that the social entrepreneur focuses on the development of positive social outcomes for the community they serve. This is an extreme, if not the same notion that Austin et al. (2006) addressed in their discussion, where social entrepreneurship directly affects social value. As a matter of fact, Austin et al. (2006) indicated that there is typically some new invention or innovation that this social entrepreneur develops in order to make the change for the direct improvement of the market they are serving. That product or service sold in that market to a consumer is what provides the value. Further, social enterprises are most unique in that the good or service the organization delivers is the mechanism that aids with providing solutions to systemic issues (Phillips et al., 2014). That means, the needs of the whole are reflected in the goods and services that the social enterprise produces. The profit from the sale of those products is put back into the organization to ensure the organization can continue to be operational.

According to the SVP model, the social entrepreneur must be able to navigate the organization through the social demands the organization must function within, the people that the organization services, and fluctuating markets (Bacq & Lumpkin, 2021). The social entrepreneur will balance the ever-changing environment in order to make the entity a success. Social entrepreneurs must be able to maneuver themselves amongst the demands of the society they serve. As such, it is important to examine the types of relationships that are fostered between the social entrepreneur and the community (Bacq & Lumpkin, 2021). According to Bacq and Lumpkin, the social entrepreneur has to make sure the enterprise functions both financially and socially; it is their responsibility. Donors are an important factor in this equation as they are also part of the community and provide sustenance to the base of the organization.

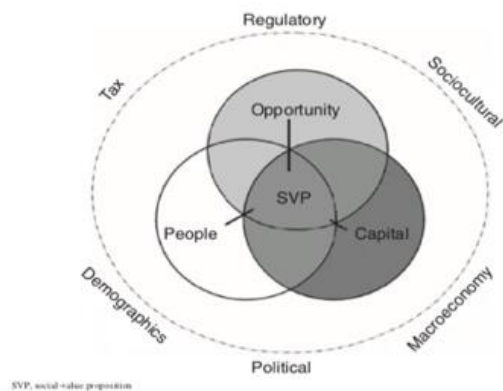
Bacq and Lumpkin's (2021) article titled “Social Entrepreneurship and Covid 19” refers specifically to Austin et al.'s (2006) SVP framework (Figure 1) and the importance of understanding the complexity of community relationships among those who purchase products and services and those who donate to those same nonprofit organizations. These organizations are at the center of the ecosystem. Bacq and Lumpkin (2021) argued that it is important to “think globally and act locally” (p. 286). The work that is done locally will often be impactful throughout society. The act of giving to that organization may have a huge impact, even outside that community. An example of this is the Grameen Bank. This bank is an entity whose mission

is |to empower the poor and to end world poverty. The Grameen Bank's efforts to provide sources of capital to the community without that community having to provide capital is the perfect example of developing positive relationships across communities that foster positive local impacts. Pervasive throughout the research are the connections to the SVP framework for those reasons. Phillips et al. (2014) discussed that social entrepreneurs bring change in equilibrium. The research consistently explores the necessity for balance between people, opportunity, and capital. The point to which the Figure 1 demonstrates where the social value proposition is established.

Commented [KS1]: Doesn't exist anymore?

Figure 1

Social Entrepreneurship Framework



The center of the diagram is typically where the need for the social enterprise is most prevalent. This is the position where the social entrepreneur's work is most valuable and the need for the solution is most desired. According to Austin et al. (2006), this is the position where most social entrepreneurs become more engrossed on finding the best ways to obtain the means of making the organization successful instead of focusing on the work that the organization has set out to do. Austin et al. (2006) discussed the need for organizational alignment within the social value proposition framework. That alignment will promote the social enterprises' ability to provide these services long term and still achieve overall sustainability.

Austin et al. (2006) recognized that there is not much literature on the practice of social entrepreneurship and social enterprise, so the framework develops the foundation for studies pertaining to the SVP framework. This framework allows the researcher to focus on different components of their organization and to tailor the research to enhance the development of new insights while applying it to individual social enterprises. There are several components to the SVP framework. Financial stabilization, in this case, as it relates to donations, public funding, and the market is a key area for where the organization would need to assess possible opportunities. As a social enterprise, identifying the proper equilibrium between these three areas

are important to the development of the research. Picciotti (2017) mentioned the importance of the development of an organization's innovations while still attaining financial stability. Picciotti's work refers to Austin et al.'s (2006) discussion of the collaborations of stakeholders involved in the work of the social enterprise. This reference discusses the importance of the area of the organization that demonstrates the resource(s) offered to the community and shows how to capitalize on it. The effort involves examination of the organization's goals and understanding how those goals pair with the organization's mission (Austin et al., 2006) such that only those goals that coincide with the mission are the main focus. More significantly, this can be done methodically through the work of a social entrepreneur because they are more likely to make decisions solely for the benefit of the enterprise to which they are connected. Siqueira et al. (2018) found social entrepreneurs have a naturally noble nature in their longitudinal study conducted over ten years with 120 social and commercial entrepreneurs.

Islam (2017) wrote about his work with three popular social enterprises: Grameen Bank, the Bill and Melinda Gates Foundation, and Charity Water. The research done with these organizations were completed through the review of the social practices of the organizations, and how the social enterprises interacted with and within the communities they served (Islam, 2017). This is important to the framework in that it further demonstrates how important it is for the organization to be active in understanding the needs of the community. Further, the social entrepreneur constructing decisions based on that is what helps drive positive organizational results. This will impact product/service delivery and promote the balance that is needed to stay tapped into the organization's mission. Picciotti's (2017) work also demonstrated the need to understand the social entrepreneur—what drives them, how they operate, and their desire to develop organizations that serve the community. Dacin et al. (2010) investigated the characteristics of the social entrepreneur in their exploration of the organizations that are structured like social enterprises. Picciotti reviewed case studies relative to the work of the social enterprise and conducted careful review of the social enterprise's impact on the community through the exploration and analysis of those involved in that particular market.

It is important that social enterprises find the best space for their organization. Social entrepreneurs have a responsibility to their organization and to the community they serve. They must find the proper balance between the services they provide and the way they focus on obtaining financial support. Being able to tap into resources that are nontraditional for a nonprofit market can be beneficial so long as it fits into the type of work the organization is focused on. The social enterprise must also make sure it is selective about their services and to the market they will serve. Selectivity is important in order to remain close to the enterprise's mission. If the organization exceeds its own boundaries, the likelihood of losing focus as it pertains to the delivery of services is extremely high. If the organization loses sight of its focus, the community that organization exists within will be negatively impacted, and the mission of the organization may be fractured.

Social entrepreneurs need to be unconventional about obtaining their financial goals but remain conventional about serving its patrons. There are a wide variety of social enterprises and social entrepreneurs in society today. Most of these individuals will conduct themselves in ways that are upright and keep the integrity of the organization for which they represent. Taking risks with the organization in the same way a commercial enterprise would is acceptable; however, the social entrepreneur must keep the mission and the people served at the forefront of the decision-

making process so that the services and the people who depend on those services remain whole. Examining the social entrepreneur's risk and the organization's strengths and weaknesses is important so that decisions can be made that support the future endeavors of the organization. Since most social entrepreneurs take that title seriously, it is most likely that the decisions they make will be for the benefit and sustainability of the organization to continue its chosen mission.

Research Questions

The study of DV Farm sought to uncover and understand various avenues of financial revenue that will sustain the organization while complementing its mission and social value of helping veterans. In order to understand how DV Farm can transition into a social enterprise, two overarching research questions were generated.

The SVP model (Figure 1) centers the social value proposition in the center with opportunity positioned at the top. The opportunity element has this pinnacle position because it is through opportunities that entrepreneurship can be initiated (Austin et al., 2006). It is necessary then to first investigate what opportunities exist for DV Farm.

Research Question 1: What are the possible opportunities for DV Farm to stabilize financial support in?

- a) Farming operations
- b) Publicly funded sources
- c) Philanthropy

The two other overlapping elements of the SVP framework, people and capital, are supporting components of realizing the possible opportunities. As Dacin et al. (2010) noted, enterprises are maintained by leveraging their resources. The type of resources that can be beneficial to supporting a social enterprise are relational, cultural, and institutional, as well as the capital resources available to the organization. Therefore, the second research question investigates which of those resources does DV Farm have, how they can be leveraged, and what resources are still needed.

Research Question 2: Once the opportunities for financial stabilization are identified, what does DV Farm need in order to realize the opportunities? What institutional resources does DV Farm need?

- a. Resources
 - i. What relational resources does DV Farm have and how can they be leveraged? What relational resources does DV Farm need?
 - ii. What cultural resources does DV Farm have and how can they be leveraged? What cultural resources does DV Farm need?
 - iii. What institutional resources does DV Farm have and how can they be leveraged?
- b. Capital
 - i. What capital does DV Farm have or have access to?
 - ii. What capital is needed?

The resources needed to either identify or leverage the opportunities for social enterprises in the SVP model are people and capital. The people element can be encompassed from the types of relational, cultural, and institutional resources identified by Dacin et al. (2010). Our second research question sought to identify the people, or the relational and cultural resources, that DV Farm has or needs, as well as what institutional resources are available. The last element of the SVP model, the capital, was another resource we sought to identify in the second research question. For DV Farm to realize the opportunities, we needed to understand what capital they have and what was needed to meet the goals of the organization.

Chapter 3: Project Design

In initial conversations, the founder of DV Farm disclosed that the current clients of DV Farm would be amenable to being interviewed; however, given the sensitive and personal nature of their circumstances, in-person interviews would be more effective than phone interviews. He also informed us that since he was shorthanded, his schedule was full every day, and it would be difficult to find time for multiple phone interviews. Understanding these circumstances, it was decided to use an exploratory mixed method design to collect both the qualitative and quantitative data. This two-phase design relies first on collecting qualitative data, which then informs which variables to quantitatively study in the second phase (Creswell & Plano Clark ., 2017). The first phase of data collection consisted of interviews that would provide insight into the possible opportunities and resources for financial sustainability available to DV Farm. The qualitative results of the interviews would then better inform how to assess the quantitative data for the second phase of data collection. The quantitative data consists mainly of the financial records, and needs of DV Farm.

Qualitative Data Collection

A site visit was conducted in January 2021. A series of semi-structured interviews were conducted either in-person, over the phone, or via Zoom. The interview questions were tailored to the various types of subjects involved, which included the founders, former and current clients, donors, board members, volunteers, and community members (Appendix A). While the questions were created prior to the interviews, the semi-structured method of interviewing allowed for follow-up questions and the opportunity to ask and have questions answered in different sequences, creating the possibility for more in-depth answers. This type of interviewing is the most prevalent in qualitative research (Bryman & Burgess, 1999).

During the site visit, the founder was interviewed over the course of two days. At various times, his wife, who is a cofounder, was also present during the interviews. Regarding the in-person interviews with the current clients, the interviews were structured informally to alleviate any perceived power dynamics that could have made the clients uncomfortable (Anyan, 2013). Negative power dynamics were alleviated by explicitly stating that the interviewees' time and responses were voluntary, allowing time for personal introductions of the interviewers, and giving reasons for wanting to partner with DV Farm. We were able to capitalize on the military aspect because one of the researchers was also a veteran, which helped to establish a strong rapport with the clients in accordance with previous academic research (Anyan, 2013).

The founder was able to contact two donors during the site visit and they were interviewed over the phone. Other names of donors, volunteers, and former clients were provided to us, and attempts were made to contact and interview them at a later date, either by phone or via Zoom. In an attempt to contact members of the area community, the founder brought us to the Gilsum Town Hall for a monthly scheduled meeting of the Board of Selectmen. Unfortunately, the in-person meeting was canceled due to COVID-19 restrictions. However, the interviews of a current and former client included mentions of both men attending the local church. The founder gave his permission to have the church contacted and a church member be interviewed regarding DV Farm. An internet search provided a website and an email address to

contact the church. It was through this email contact that a phone interview with the pastor was possible and provided information regarding the community and DV Farm's role within the Gilsum area.

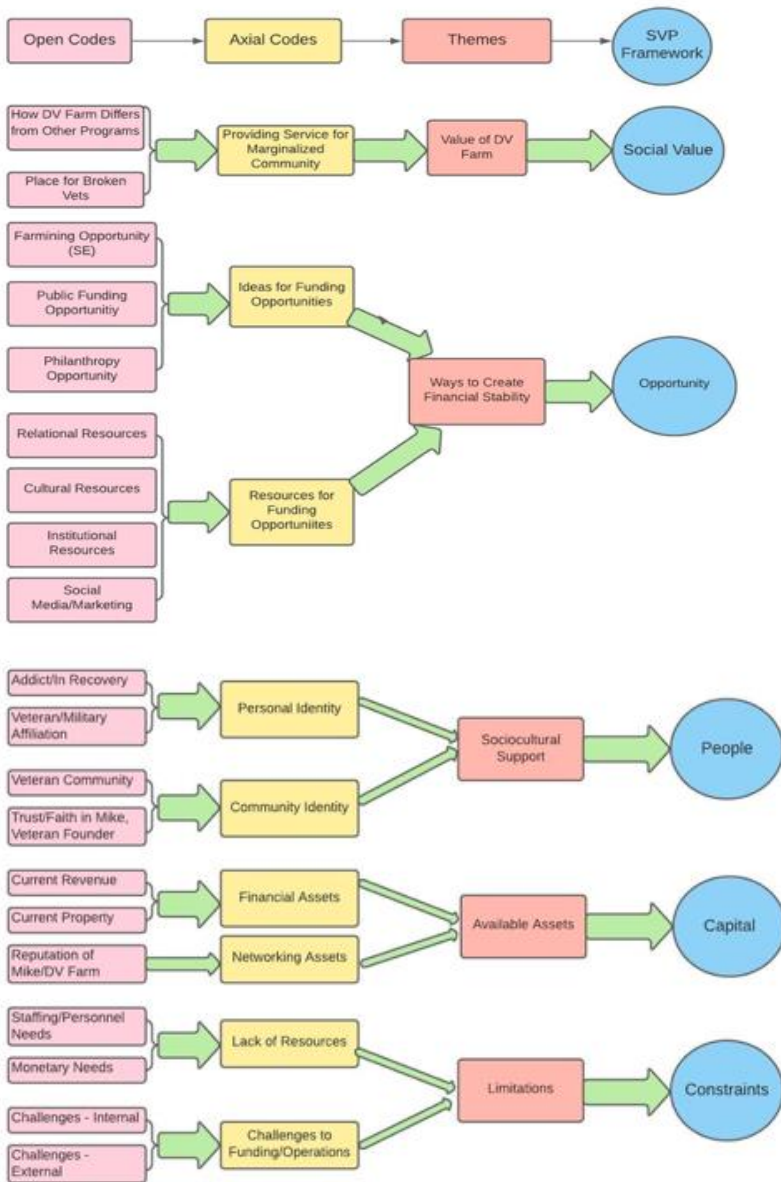
The qualitative data collection consisted of 12 recorded interviews from 11 individuals, equating to over 400 minutes of recordings. The eleven individuals consisted of the two founders, Mike and Martha Rivers, a board member, three donors, a volunteer, two current clients, two former clients, and a community member. One former client interview failed to record but a partial transcript was able to be manually analyzed. All other interviews were recorded and uploaded into a transcription software. The transcripts were edited for accuracy and uploaded into a qualitative coding software program. The completed data files were analyzed, and the coding software was used to identify and code recurring patterns.

Qualitative Data Analysis

An open-coding method was used for the initial coding of the transcripts. Pertinent responses to the interview questions can be found in Appendix B. Open coding was used to interpret the data provided, a method of coding suggested by Saldaña (2014) when using qualitative data, such as interviews and transcripts, that can be open to interpretation. Open coding allows for the data to be analytically broken down into identifiable parts (Corbin & Strauss, 1990). After multiple reviews of the transcripts, 20 codes were applied to 189 excerpts. Axial coding, or focused coding (Montgomery & Bailey, 2007), was then applied to collapse the separate codes into categories. Next, thematic analysis was used to organize the axial groupings into themes connected to the SVP framework (Figure 2).

Figure 2

Themes



The review of the interviews and transcripts identified common phrases and comments leading to 20 open codes. The open codes were grouped using axial coding. The following open codes were categorized into the following axial codes: “how DV Farm differs” and “place for broken vets” was grouped to an Axial Code of “providing service for a marginalized community.” The “opportunities” (farming operations, public funding, and philanthropy) was grouped to “ideas for funding.” The codes for “resources” (relational, cultural, institutional, and social media/marketing) were grouped to “resources for funding opportunities.” The codes for “addiction and recover and veteran/military affiliation” was grouped to “personal identity.” Another type of similar, yet different, codes were “veteran community” and “trust/faith in Mike,” the founder, which were grouped to “community identity.” The “current revenue” and “current property” codes aligned with financial assets while the code of “reputation of Mike/DV Farm” was aligned with networking assets. The last codes identified the needs of DV Farm. First was the “staffing/personnel needs” and “monetary needs” which were grouped to “lack of resources.” The last two codes were the “challenges, both external and internal” grouped to the axial code of “challenges to funding/operations.”

The axial codes were then collapsed into common themes that connected with the elements of the SVP model. The first axial code, “providing service for a marginalized community,” was aligned with the theme of value of DV Farm which connects with the anchor of the SVP model, the social value of the organization. The next two axial codes, “ideas for funding opportunities” and “resources for funding opportunities,” were connected with a theme of ways to create financial stability. This theme aligned with the opportunity element of the model. The “personal and cultural identity” axial codes were grouped into a sociocultural support theme that aligned with the people element of the model. The “financial” and “networking assets” codes were themed into available assets that connected directly to the capital element. Lastly, the “lack of resources” and “challenges to funding/operations” codes were grouped to a theme of limitations. The limitations theme aligned with the constraints, the elements that surround the SVP model.

Quantitative Data Collection

The team had asked Martha for the financials of the organization. The organization forwarded their statements of activity for both FY 2018 and FY 2019. DV Farm’s fiscal year runs from April 1st to March 31st of the following year. In addition to the statements, DV forwarded their internal operational forms and their tax documents. DV’s statement of activity for calendar year 2018 indicated that their total revenue was \$155,000 of which \$144,000 was primarily donations/fundraising, and the remainder of the funds came from program fees obtained from the residents.

Most of the expenditures were listed out separately and were organized by type. The 2018 expenditures exceeded donations by \$1,000. Since there is no P and L, it is difficult to determine how the donations were spent and the timeframe for spending the funds. Initially, there was no detail available to establish patterns or analyze the expenditures. A second request was made for the month-to-month documentation and the team remained on standby for quite some time until a request was made for access to their QuickBooks account.

For FY 2019, DV received \$112,000 in donations and \$7,000 in program fees. There was a refund of \$345 for which the team presently has not received additional information. It is unclear if the refund should be applied to the program fees or the donations. There are large travel expenses that are included in both year's statements that are questionable. In addition to those expenses, there are items like R&M, payroll, and other supplies where additional information is needed in order to determine how they are related to the farm. It is extremely important to understand if there is some mixing of personal and business expenditures within the budget, as it has been indicated previously, that personal funds are used to ensure the farm can meet expenses.

Quantitative Data Analysis

Reviewing the statement of activity brought up some concerns. Were personal funds used in previous fiscal years? How often? And were there specific times when personal funds had to be used to keep the farm afloat? There was minimal detail in the statement of activity for both fiscal years and virtually no mention of the addition of personal funding to the budget. Additional detail about the expenses would be required for a complete analysis. It is important to note that both years resulted in negative net revenue for the farm.

Martha provided the statement of activity for each month of 2019. Since the farm operates on a fiscal year calendar, it is difficult to ascertain whether the receipts for the fiscal year add up. All of the documents received were in PDF form, so the information received was equivalent to a summary. Per a previous discussion with Martha, she indicated that she had been working on the receipts for the expenses for the year. She had also indicated that she still had not put everything together. Martha does the receipts by hand after they are given to her by either Mike or anyone else doing business for the farm. This, of course, can pose issues. The receipts are compiled and may be entered into QuickBooks all at once or whenever one turns up.

Since it is unclear why or how the finances are as they are, the most important thing was to develop a budget that would detail the operational expenses of the farm. Both Mike and Martha live on the farm; therefore, it is quite difficult to ascertain whether the funding from the donations are used specifically for all expenses the farm incurs, or for some personal expenses. There are some unclear lines, so the best way to move forward was to create a clear delineation of how the funds should be used once the farm operation was clearly mapped out.

Regardless of the type of business, good financial documentation is needed. The proper documentation of finances allows stakeholders the leverage they need to make informed decisions. For instance, how much does an organization spend on fundraising? How many volunteers are needed to run the organization? How many paying positions can be part of the operational function of the organization? Documenting the organization's finances and tracking all activities relating to the financial standing of the organization will drive the ability of the organization to make changes and help with the assessment of valuation for the organization (Nichols, 2009).

The analysis done at the onset of this project indicated that the farm would best serve as a social enterprise. Social enterprises are considered hybrid businesses or a cross between a

Running head: DV FARM TRANSITIONING TO A SOCIAL ENTERPRISE

nonprofit and a for-profit entity (Nichols, 2009). That means there are similarities in the accounting structures created for the organization. Social enterprises need to be able to identify costs associated with the organization's operations and the costs associated with mission driven activities (Manetti, 2014). The clear delineation of these two areas provides the ability for stakeholders to identify the value of the organization and assess the overall direction of the enterprise.

Document Review

The following documents are actively used in order to track or process requests within the operation. In discussions with the owners, they have determined that utilizing tracking documentation enhances the communication between the owners and those making requests. The owners also have this information stored for historical reference.

Maintenance Work Order - Appendix C

The document was created so that the administrators would be able to track requests to repair issues. As the farm operation began to grow and issues became more prevalent, there was a need to create the form to use as a way to prioritize and plan how things would be fixed. It also removed the necessity of having only one person remember everything that needed to be done. The completed forms are kept in one central area and references can be made to the documents to show when things could be fixed as well as to add a timeframe on when things actually were fixed. In addition, there was a need to be able to track requests over a period of time. This way, determinations would be made on whether certain items needed to be replaced.

Visitor's Pass/Request for Off-site Visit - Appendix D

Having the recovering residents understand the process of making requests to have company on site is part of the recovery process. In addition, residents are required to make requests to go off site. After the first 90 days, each resident is encouraged to go off site for a weekend. This request allows each resident to slowly acclimate themselves into civilian life. These forms are kept in one location in order for the administrators to refer back to when requests have been made. The administrator shared an experience of an incident that occurred with a resident that the farm had not been made aware of until weeks later. The incident involved a resident who was off the premises. The form was used to track the whereabouts of that resident. If the forms had not been available, there would have been no point of reference, so the utilization of the form is a good operational tool.

Project Financial Request - Appendix E

If there is a need for funding in reference to anything needed for the farm, the form below is one that would need completion. Most of the time, the form would be completed by Mike (one of the office administrators). The form was necessary to track requests as well as to document ideas for proposed plans and the costs associated. The form will document the expected cost of the improvement.

Equine Release - Appendix F

Specifically, this form is intended to protect DV from being responsible for anything that may occur with any resident as it pertains to their interaction(s) with any horse on the farm. The form prevents residents from suing the farm.

Intake Form - Appendix G

The intake form is completed by any resident who will stay and receive services by DV Farm. The farm records all demographic information as well as any contact information that may be needed to ensure that the resident's next of kin may be notified in an emergency. The form is to be reviewed and completed by an internal DV Farm administrator who would document any medication, drug tests, and incidents that may occur. The form also acts as an inventory of information for each resident.

Medical Data Form - Appendix H

The form requests detail about any medications and the histories associated with them. This form will record doctor information, medications, allergies, and other things pertaining to the health record of the resident.

Financial Agreement - Appendix I

This agreement officially advises the resident that their program fees are due monthly. It indicates that the resident needs to provide notice if the fees cannot be paid on time.

Residential Agreement - Appendix J

The residential agreement is provided to the resident upon their decision to stay with DV Farm and undergo rehabilitation. The agreement lays out the rules as they pertain to the code of conduct that DV expects. It outlines the expectations required of the resident, answers some frequently asked questions, as well as provides an overview about how to make requests for visitation on and off site.

Release of Information - Appendix K

This is a general release form that advises to whom information about the resident may be released.

Mail Policy - Appendix L

The policy indicates that any mail received by the resident will be searched prior to that resident receiving the mail. Residents are not able to accept mail directly from any mail drop.

Frequently Asked Question - Appendix M

Running head: DV FARM TRANSITIONING TO A SOCIAL ENTERPRISE

A general letter that addresses DV Farm's overall mission and purpose.

These documents indicate there is a desire to maintain an organized environment. Mike and Martha want to track requests and processes, as well as have documentation that they can reference should issues arise in the future. The founders recognize that there is a need to keep records that can be used to establish and promote order throughout the organization.

Chapter 4: Findings

The site visit to DV Farm, the interviews with the stakeholders, and the review of the financial information led to interesting findings about the possible financial opportunities and resources available for this nascent nonprofit.

Finding #1: Findings for Research Question 1 - Opportunities

Opportunities for Farming Operations: Farm-centered Enterprise Not Feasible for Substantial Revenue (RQ 1a)

During the early stages of discussions with the founder, we wondered if there could be a product or service derived from the farm operations that could be an avenue for a for-profit revenue stream. This opportunity could involve the clients and serve as the social enterprise aspect for funding. While DV Farm currently sells chicken and duck eggs to a local restaurant for \$1 a dozen, this practice does not provide significant revenue. The farm itself could sustain an increase in the number of ducks and chickens, but this would also require a larger customer base in the nearby vicinity that does not currently exist. The site visit and interviews exposed the limitations of a farm-based enterprise. Those limitations include several factors:

- The remote area of Gilsum and the limited amount of income of the town residents

“The problem is with Gilsum being such a poor community, I don’t think people have enough money (to pay for labor services).” Local Pastor

“I mean, in Gilsum there’s not even a store. Yeah, there used to be a store, but they went out of business. There’s not a gas station, there’s nothing.” Local Pastor

- The inherent instability of the clients and the number of clients

“The problem is people are in and out. So, if you get a carpenter there and you may only be there for 4-5 months and then he’s gone. And then you don’t have it.” Mike, Founder

But as far as like, tangible products now, it’s just too much of a turnover rate here to like trying to consistently build stuff and meet demands...I got bad groups of guys here - just barely getting the chores done was a hard enough task, you know, because I’m trying to teach them not only grooming habits, social habits, a regular schedule, discipline, they got disciplinary problems or whatever. So, it’s not always, like, smooth here. Mike, Founder

- The founder’s reluctance to be responsible for creating, selling, and shipping products

We have, if at the end of the day, no matter what I decide to do, if there are no residents here, it falls on who’s left behind, like me, my wife, to maintain everything. And that happens at times where everybody’s gone. Mike, founder

I started selling shirts when I had 60,000 followers (on Facebook). And within a few months I knew I was onto something. I hired employees, a warehouse, I had a full-blown warehouse - a massive, massive operation.... But I found that I could do either one really well, either run the warehouse or run the Farm, but I couldn't do both. Mike, Founder

The interviews with Mike and the clients provided information on previously unknown projects. For the past few years, Mike and the clients have been clearing trees and building a road further into the wooded property, referred to as "The Back 40." He has plans to build small cabins with the expectation of holding short-term retreats for veterans and possibly renting them out to civilians for a source of revenue. However, no official plans have been created for the construction, the costs of building cabins, or the business plan on how to market and attract customers. There are also local zoning ordinances involved in building structures and using property for short-term stays that have not been fully investigated.

The interviews with Mike and the clients indicated enthusiasm for expanding the road and building cabins but also exposed the lack of available people and resources. At the time of the site visit and interviews, we discovered that one of the current clients was in the process of transitioning to a farm-manager role, a practice that had occurred with a previous successful client. Mike's reliance on this client's mechanical and carpentry skills was clearly noted: "(Client) keeps everything motorized, running. And the dollar amount that we are saving because of that is phenomenal. It's unbelievable. He can fix it, he's fixing a backhoe. He's gotten that six-wheeler up and running again." Austin et al. (2006) cautioned that a social entrepreneur needs to be able to not only identify and define suitable opportunities but also that the scope of the opportunity can be effectively pursued. An appropriate scope of an opportunity "will be dependent on ensuring that the scope is aligned internally with the available people and resources. Overextending the scope can cause a misalignment that can erode the core SVP" (Austin et al., 2006, p. 380). The overdependence on this one client's abilities became apparent after the site visit. Mike disclosed to us several weeks after our visit that this client suffered a heart attack and was initially pronounced dead. Fortunately, he was resuscitated and regained consciousness but spent several weeks in the hospital recuperating. With the client temporarily out of commission, work on the farm has stalled. The pursuit of such a massive project, such as building cabins, may not be internally aligned with DV Farm's current available people and resources.

Opportunities for Public Funding: Several Applicable Grants Available (RQ 1b)

In our discussions with Mike and Martha, it was discovered that DV Farm has not applied for any grants. Mike had mentioned a grant from Easter Seals that would provide \$500 a month for each resident, noting that they would be a big help; however, he has not had the time to fully investigate and apply for the grant. Although DV Farm currently does not apply for grants, Mike did express willingness to receive grant funding. Lack of grant writing knowledge and time for both Mike and Martha appeared to be the contributing factors for not researching and applying for available grants. Our research into this possible funding opportunity unearthed the following grants:

- U.S. The Department of Health and Human services offers a grant through their Substance Abuse and Mental Health Services Administration (SAMHSA) (<https://www.samhsa.gov/grants>). Each fiscal year, the available grants are listed on their website. In fiscal years 2020 and 2021, more than 11 available grants were directly aligned with the community and social value of DV Farm. The eligible grants would provide DV Farm up to \$500,000 annually. If DV Farm could secure funding from one of these grants, there would be significant improvement to the treatment capabilities of the Farm.
- Aside from the traditional SAMHSA grant funding, in early March 2021 President Biden's administration approved an additional \$2.5 billion in block grants for mental health crises worsened by the Covid-19 pandemic. DV Farm has seen negative consequences from the pandemic and would be eligible to apply for a portion of the grant awarded to New Hampshire.
- As part of The MISSION Act, the Veterans Administration (VA) offers individual grants for veterans to have the cost of their private and nonprofit rehabilitative services covered. DV Farm would need to become a registered provider and comply with the terms of the MISSION Act. This will not help fund DV Farm directly; however, veteran clients can have the cost of their rehabilitation covered by the VA which alleviates some financial burden from DV Farm.
- New Hampshire state funding: federal block grants are provided to each state and jurisdiction that applies for the funding of mental health and substance abuse treatment options. New Hampshire does receive a portion of the federal grant, for which DV Farm can apply. Grant funding is a sustainable and typically used means of funding all types of nonprofit organizations. In regard to DV Farm, they are missing out on thousands of potential dollars to help fund each client resident of the farm.

Opportunities for Philanthropy Funding (RQ 1c)

DV Farm currently subsists strictly on donations and fundraising events. They have utilized social media and available platforms such as Facebook, Patreon, GoFundMe, and Amazon Smiles, to fundraise for single donations. This system of fundraising typically brings in \$144,000 per fiscal year. Mike travels to other states throughout the year to raise awareness of the issues facing homeless veterans but also to fundraise for DV Farm. An annual event called Vet Fest was started in 2011 by one of the current board members. DV Farm is one of two veteran organizations that receives the profits of that festival held in Colorado. Mike attends this event every year, and DV Farm has received about \$12,000 from this partnership.

- Mike uses Facebook Live to inform his followers of current events and immediate needs for DV Farm or for other people or organizations while out on the road. One of the donors noted:

You know, he'll post one day, and I think when he was in Colorado, he posted that the parrot rescue needed proper tools. Those poor people were literally sanding down cages and doing all sorts of weird things with the cages by hand. So, he posted, hey, there's a need for this specific item. Boom, you give money. He goes and he buys the power tools. And you see an immediate gratification, you see an immediate impact on the dollars that you've given.

While this type of fundraising fills an immediate need, and the donor sees an immediate impact, there was no evidence of fundraising for long-term plans or goals. This, among other examples, is indicative of how Mike relies on his community via social media for resources. Austin et al. (2006) noted:

While social entrepreneurs are seeking to attract resources for the social good, rather than for financial returns, they rely just as much, if not more so, on a robust network of contacts that will provide them with access to funding.... among other resources. (p.377)

- Two of the donors suggested soliciting charitable contributions from estates and trusts.

I think we should go after people's estates. I've been thinking about you know, what am I gonna do because I don't have kids, you know. I've built a nice little nest egg here and it's like, well, what do I do with it when my time comes? Donor J.M.

- All of the donors interviewed gave positive feedback regarding contributions being invested in fundraising initiatives or for investment returns.

- While DV Farm does get physical donations and volunteers throughout the year, corporate donations can be investigated for needed equipment (i.e., Tractor Supply) or professional volunteers to assist with the desired construction (architects and/or construction companies in Boston, for example).

Opportunity Findings Summary

While it may prove difficult for DV Farm to create a farm-based for-profit opportunity supported by DV Farm clients, a for-profit enterprise that is external from the organization can still be possible. The creators of the SVP framework noted:

Although social value is very often created by bringing in resources into the organization's boundaries and by creating outputs directly, in other cases, the organization may actually have greater social impact by working in collaboration with complementary organizations.... indeed, greater social value can often be created by working collaboratively with other entities. (Austin et al., 2006, p. 378)

DV Farm has constraints to a social enterprise opportunity, but identifying and leveraging possible partnerships can mitigate limitations to business opportunities. Opportunities for grants exist but the knowledge and skills in grant writing do not currently subsist within the two founders. New philanthropy opportunities for DV Farm exist in both personal and corporate donations. Estates of those who have connected with Mike and the mission of DV Farm are possible opportunities for large charitable contributions. Corporations and businesses often donate to veteran causes. Soliciting corporate donations, either in monetary funds or donations in-kind, are an untapped fundraising opportunity.

Finding #2: Findings for Research Question 2

People

Relational Resources That Can Be Leveraged (RQ 2ai). The interviews provided insight into the many relationships Mike has and how deep the connections run. He has a strong network across the country, and his friends and internet followers have an unshakable faith and trust in Mike. A sample of the relational resources that can be leveraged include:

- A current board member who runs a website for veterans and creates and holds fundraising events. He also has a wide network among other veteran groups.

I'm usually doing something within the veteran community, from running events, to doing social media to going out meeting new veteran organizations. ... So yeah, we have a pretty good network, to be able to keep in touch and be able to know what's going on with the different groups.

- A major donor who is also involved in online veteran groups. He discussed how he has been successful in fundraising.

"I don't encourage (to donate). What I do is educate...I tell him what we're doing and different events we're doing and why we're doing it and how the money is used." J.M.

- A major donor who has business experience. While not a veteran, he worked with the military in a civilian capacity. He had owned a brewery for years and since has been granted a patent with the U.S. Patent Trade Office for liquid manipulation. He is in the process of starting a new business in his current state of residence.

- Mike currently has a wide reach across the country from utilizing communication channels such as Facebook and now TikTok. He also has access to DV Radio, a radio channel run off site by a disabled veteran. He has an extensive network that he frequently accesses using social media.

- DV Farm and Mike, individually, have strong relationships within the area community with nearby businesses and the local church.

When the DV Farm opened up, a couple of guys showed up in church and the congregation, you know, it was good. And you know, the people that have come in, and the congregation has just loved them. And they've loved the congregation. You know, it has always been with the DV Farm, a win win situation for both of us. Local Pastor

"Everybody knew us from the cops to even the locals around the Farm, the (nearby) farm, they were always donating stuff." Former Client

"And it seems like he has good relationships with the local merchants." Volunteer

- Mike has created partnerships with nearby businesses for fundraising as well as other nonprofits. Several weeks after the site visit, Mike posted a FB live video in which he announced an event in April for an all-day fundraising event to raise money specifically for DV Farm would be held at a pub/restaurant in Worcester, Massachusetts. Mike had recently adopted a parrot from an organization called Pike's Peak Parrot Rescue. He plans on partnering with this organization to bring parrots to VetFest in Colorado in summer of 2021 to highlight the benefits of adopting a parrot. Mike plans to create a fundraising event with this new partnership to be held after VetFest to raise funds to be split between the parrot rescue nonprofit and DV Farm.
- The amount of social capital that Mike possesses stood out as a significant relational resource. The donors, clients, volunteers, and community members who were contacted all expressed an unshakable faith and trust in Mike.

"I feel confident that Mike is taking the funds and using them where they're needed the most."
Donor J.F.

"I will do anything for Mike, because Mike and I have that relationship." Donor B

"What Mike has proven to me is that he knows what's best for the people he tries to help. And I don't question his decisions on how to provide care, or what care to provide." Donor J.M.

"I have blind faith in Mike and the folks at the farm and Martha and everybody is, they're gonna do amazingly good things." Donor J.M.

In response to the question, "What are the things that attract you most to the farm's mission and purpose?" Answer: "To be very blunt, Mike. I don't care what that man is doing." Board Member

Cultural Resources That Can Be Leveraged (RQ 2aii). The investigation uncovered the cultural resources available to DV Farm. However, the results were different from expected. In the attempt to locate possible social enterprise opportunities, the culture of the nearby area in New Hampshire was the intended target of this type of resource. However, through the interviews with the donors, a cultural identity of being a veteran and a part of the veteran community emerged in the forefront:

We are all together, we're a family. And I know that sounds kind of superficial to people who haven't lived it. But when you're away for years, away from your actual family, the people you are stationed with, and the people that you're spending Christmas and Thanksgiving and Easter, and all of those fun holidays. And then every drunk weekend in between. That's your brothers and sisters, those are the people that when push comes to shove, you have their back and they have yours. So it's the same as any other family, like when you see somebody failing that's in your family, you want to fix it, you want to help them. Donor J.F.

You have to realize that there is a camaraderie among military people that is extended to other military people, it becomes a little different....And it's not a group that you just get

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to invite yourself, You have to be invited...It's a cultural thing, more than anything else.
Donor B.

"I come from a very long military pedigree. I was in the Air Force, I did my four years. But every single generation going all the way back to the Revolutionary War has had someone in the military." Donor J.F.

"I'm a veteran myself. I was in the Navy back during Desert Storm. And what I learned in the Navy was a set of basic life skills, right? Drive, motivation, persistence, those kind of skills."
Donor J.M

"And I re-enlisted there and then my back went down and had two surgeries. And I couldn't go back in. All in my 20's. I wanted to go back in so bad." Current Client

Institutional Resources That Can Be Leveraged (RQ 2aⁱⁱⁱ). A few institutional resources were uncovered during interviews and research. DV Farm utilizes the VA for the clients' mental and physical needs. Mike also works with each client to help them access their disability and social security benefits (if applicable) and VA benefits using the institutional resources available to disabled veterans. An in-house institutional resource that was disclosed was the DV Farm brand.

Me and my wife are very much about creating a brand and keeping that image. So when it comes to our own brand, we're very, very protective of it and who can go out and use our name. And that's kind of how we view the DV Farm. You know, DV Farm has this excellent branding. Board Member

Other institutional resources available to DV Farm are other veteran organizations such as Veterans of Foreign Wars (VFW), American Legion, and the Marine Corps League.

Resource Findings Summary

The interviews with the various stakeholders uncovered an abundance of resources available to DV Farm. The founder has local relational resources within the immediate community but also relationships that are not limited to the confines of the city or state. Mike's work with veteran causes and homeless outreach has established an expansive network that can be leveraged beyond responding to immediate financial needs of the farm. He has partnerships with other veteran organizations as well as other nonprofits and businesses. The cultural resources that can be leveraged are based on the military identity and the veteran community. There is a bond that cannot be broken among those who are willing to make the ultimate sacrifice. The "leave no man behind" credo of United States military members does not stop once a tour of duty is over or when a servicemember transitions out of active duty; the cultural foundation of veterans supporting other veterans remains strong and is a resource for DV Farm. Institutional resources exist for DV Farm in the presence of access to the VA for services, possible grants and contacts, as well as other existing infrastructures in the form of established veteran organizations such as VFWs, DAVs, and other similar resources. For any type of opportunity, whether it be an enterprise, public funding through grants, or more charitable

philanthropy, DV Farm will need more people to help carry out the actions needed to accomplish the tasks.

Table 1

Findings for Opportunities and Resources in Social Enterprise, Public Funding, and Philanthropy

	Social Enterprise	Public Funding	Philanthropy
Opportunity	1. A product produced, marketed, and distributed that is external to DV Farm	VA small business grants 2. VA Vocational Training and Education	1. Solicit Estate Donations 2. Solicit Corporate Donations
How to Leverage Identified Resources	<p>Relational - Discuss with Board and major donors interviewed on what type of product is possible given their expertise and contacts. Utilize built-in customer base with the existing network. Employ existing relationships with business contacts.</p> <p>Cultural - Identify and market the product to veteran communities first, advertise that the proceeds directly benefit DV Farm.</p> <p>Institutional - Brand the product with DV Farm brand. Enlist other veteran groups to carry and/or market the product.</p>	<p>Relational - 1. City of Gilsum, New Hampshire community-identified needs, which would signal a market to sell product.</p> <p>Cultural 1. Leverage veteran community product suggestions via social media and radio. Gather product-related insights and apply for the VA small business grant.</p> <p>Institutional 1. Leverage VA small business grants 2. Potentially pursue VA Vocational</p>	<p>Relational - 1. Utilize existing network, social media, and relationships to advertise that estate contributions are available and welcome. Leverage the trust Mike has to assure donations of estates will be used appropriately. 2. Enlist the Board in creating a donor letter and contact various corporations. Employ existing network on possible contacts.</p> <p>Cultural - 1. Promote this opportunity within the veteran community as a final way to help those in need. 2. Leverage the veteran community as a potential customer base for the corporations through DV’s social media.</p> <p>Institutional - 1. Existing laws allow for estate donations.</p>

		education and training.	Connections with VA and other veteran organizations can promote/advertise. 2. Tax write-offs for corporations encourage charitable donations.
Needed Resources	A manufacturer, distributor, and a manager to manage the business end.	Assistance with grant writing and record keeping	1. Legal structure in place to accept such donations, promotion of such option. 2. Donation-received letter for corporations for tax purposes, accurate record keeping.

Business Expertise

The Capital held by DV Farm (RQ2bi). According to the QuickBooks data, DV has received \$21,000 in donations, but the management report shows only \$4,000. It is difficult to accurately determine what the organization has because the information in QuickBooks has different information. On the one hand, the management report shows that the organization has \$4,000 in their bank account, all of which are from donated funds. On the other hand, there is a ledger that indicates the farm has about \$21,000. The team contacted the owner to verify the information, and they confirmed the ledger showing the \$21,000 is correct. Below is the information pulled from QuickBooks in reference to DV’s finances (Figures 3 and 4).

Figure 3

Breakdown of Cash Received Versus the Amount of Cash Spent

Row Labels	Sum of RECEIVED	Sum of SPENT	Count of RECEIVED2
⊕ Jan	1700	129.22	3
⊕ Feb	11789.27	431.18	4
⊕ Mar	7672.42	178.38	11
Grand Total	21161.69	738.78	18

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Figure 4

Receipts vs Spending

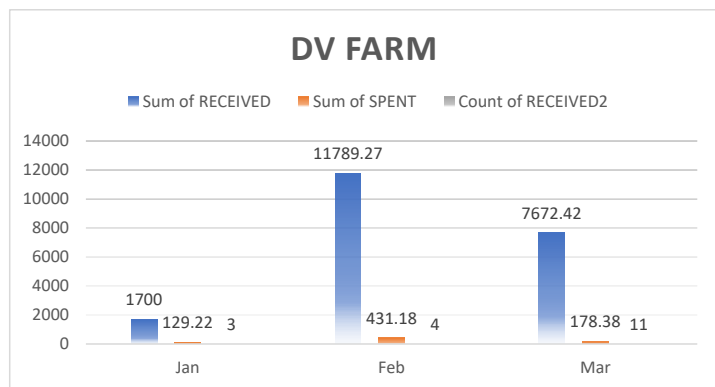


Figure 5

Breakdown of Donations Received from January 2021 to March 2021

	Count of Names	Sum of Total
Donors/Donations	34	4218.3

It is unclear what funds the organization has access to. Understandably, the discrepancy is concerning, and the farm would need to provide some clarification on the true nature of the finances. When the team reached out to the owners to find clarification, one of the owners indicated that they need to get into QuickBooks to add more expenses, so that is an indication that the information in QuickBooks does not align with their account and is not a true representation of the organization’s financial position.

The farm is also owned by Mike and Martha. Mike is planning on keeping the farm and potentially passing the organization to family or other individuals interested in doing the work. The farm consists of two homes on the property, one for the veterans that is being serviced by the farm, the other for the owners and their family. The farm consists of twenty acres of land that has streams, woods, hills, and other natural resources. In addition to this, the animals, barn, interim staging for the Quonset huts, as well as high-valued equipment and tools are all part of the capital for the farm.

Context

While the mission of taking in addicted and homeless veterans is a noble endeavor on face value, a significant portion of those interviewed commented on how valuable the work Mike and Martha do is and how incomparable DV Farm is to other rehabilitation programs. The importance of DV Farm's existence and continuation is evident in a sample of the many excerpts regarding DV Farm:

The guys that come into the farm are kind of the ones that have been thrown away by every other program. And the rest of the world has given up on them and they're invisible. They're forgotten about or cast off as if there's no point in saving them. Mike takes those men and fixes them. It's kind of like magic and miracles all at once. I don't know what kind of weird mojo he's got going, but it works. Donor, J.F.

"I feel that they're one of the organizations out there that is probably putting forth the most effort...and really kind of connecting with the target audience, really. Donor, J.F.

"They are taking the toughest cases and not just doing a six-week program but a life changing program." Volunteer

A former client was asked if he credited DV Farm with his complete rehabilitation, he answered, "Oh, 100% yeah. If it was not for Mike and Martha and (the former farm manager), I would have been back in jail or dead."

The value and uniqueness of DV Farm was coded in 31 individual interview excerpts, the second most-applied code. The high usage rate of this code points to how much social value DV Farm provides the veterans and the public in general. Often, the interviewees discussed how important they viewed the DV Farm to their veteran community and how Mike is the one who can deliver the help that these veterans need. The interviews exposed just how essential DV Farm is for veterans in need and the urgency for DV Farm to find ways to be financially sustainable and stable.

Recommendations

DV Farm has existed on donations and self-funding from the founders since its inception in 2015. Mike has recognized the need for stability in finances and personnel in order to have DV Farm operate to its full potential. Mike knows he will not be able to physically carry out the labor duties on the farm in the coming years and will need trained employees to take his place. Currently, DV Farm is able to accept only male veteran clients; however, because of Martha's experience, Mike would like to be able to expand to offer some type of services for female veterans in need. However, there is a danger of attempting to expand before the organization is ready. Austin et al. (2006) cautioned, "The goal of furthering the organization may inadvertently become an end to itself, sometimes at the cost of the social-value creation." For DV Farm to continue its mission, several recommendations are offered to create stability so further growth may be possible in the future.

Recommendation #1: There is a growing set of resources available for social enterprises. DV Farm should seek assistance from these organizations whose mission is to support social entrepreneurs.

Mike is highly capable of utilizing the Internet and can also solicit board members in researching organizations with social enterprise resources. One such organization is called the Social Enterprise Alliance (SEA). The SEA provides numerous services which include, but are not limited to, mentorship, business model development, grant writing and fundraising, and growth financing and funding. Organizations such as SEA can provide DV Farm with the basic business expertise and knowledge that DV Farm currently does not possess. As one donor noted, "I think sometimes the people who are doing the charity may not be the best equipped to run a business. And sometimes the people who have these great charities need help with the business side of it."

DV Farm relies mostly on fundraisers and individual contributions. However, this does not provide enough funds for savings or long-term planning. Another way to provide more funds is to solicit donations from major corporations. Many corporations and businesses have a set amount of their budget allocated for charitable contributions each year. These donations can come in the form of monetary donations, physical products, and/or professional labor. Once the yearly goals for DV Farm are established, Mike and the Board members can craft letters to companies to ask for their support. Recruiting the sponsorship of corporations has the potential of creating long-term partnerships that can benefit DV Farm for many years into the future.

Recommendation #2: Extensive stakeholder networks should be leveraged to identify corporate and business resources, as well as estate and trust donations.

Marketing strategists, accountants, and grant/financial development individuals may all be hired as consultants. Consultants are typically found in organizations where there are high levels of success and increased productivity (Klyver, 2008). Keeping social enterprises in traditional context does not inspire growth; instead it promotes stagnation. Traditional social enterprises stick closely to frameworks, institutional norms, and value differences (Davies et al., 2019). This may cause these organizations to see less growth than their commercial counterparts.

We suggest DV Farm find donors who are ex-veterans to use as consultants, accountants, and social media experts, where the time and resources they donate are contributions to the organization. In addition, the following platforms are places that should be investigated: Etsy, Patreon (used to bring additional audiences to one's market that exchanges products for services), TikTok, Instagram (good for advertising). Leverage free services first through the veteran network and Facebook. To complement the resources that can be provided from social enterprise associations, Mike can leverage his relational resources using social media and radio, as he often does, to locate those willing to volunteer or provide their services at a reduced rate. The initial emergent needs that can possibly be fulfilled remotely by volunteers are accounting, grant writing, and marketing.

Mike can enlist the members of the board as well as his relational resources to develop a marketing message to the veteran community that they can donate part, or all, of their estate in their will to DV Farm. Mike can also leverage his relational resources to enlist correct legal

advice and oversight to guarantee that DV Farm is able to accept and report these types of donations. Two of the donors suggested soliciting charitable contributions from estates and trusts.

I think we should go after people's estates. I've been thinking about you know, what am I gonna do because I don't have kids, you know. I've built a nice little nest egg here and it's like, well, what do I do with it when my time comes? Donor J.M.

Recommendation #3: Formalize business processes and infrastructure, including creation of an operating budget, balance sheets, income statements and basic control and audit processes. These will be essential as the organization pursues grand funding and corporate resources.

Create an annual operating plan for projected income and expenditures. Prior to each new fiscal year, DV Farm needs to create and present an annual operating plan to the board. This will allow for future forward planning and more detailed bookkeeping that will give a clearer understanding of the costs of operating DV Farm.

It is recommended that organizations keep good financial documentation to record spending and provide a history of the things that contribute to the function of it (Nichols, 2009). It was difficult to review the financials of the farm because there were no documents that rolled into the statement of activity. P & L information was provided in order to determine how money was being used as well as collected. This is unclear in the finances of the farm, even after the information was reviewed in their accounting system. It is recommended that day-to-day records are kept in order to track spending.

Fundamental is the ability to find and utilize a software program that helps track the expenses and day-to-day transactions. Neither owner indicated that they used QuickBooks to assist with this initially. Upon review of the data in QuickBooks, it is clear that there are records of the donations that have been received. Review for the accounts payable and accounts receivables, transaction receipt reports and consumer listings were documented if the information was present. Vendor, inventory, and any payroll activity should also be stored within this software for consistency of reporting and accessibility.

Running a business requires that basic accounting principles are followed in order to assess the success of that business. Building the proper tools for this organization would require that the organization adopt some specific accounting principles. In this case, it may be wise for DV to focus on: matching, cost, and expense (Nichols, 2009). The matching principle is most closely related to how an organization matches its related expenses to its revenue. The cost principle is when historical costs are linked to present costs and are recorded over time. The expense principle is when money is spent to receive or has an expenditure on behalf of that business.

Since Mike has minimal interest in hiring staff to address the needs of the daily operation, it is important to understand where the resources come from to assist with finding and organizing the financial resources of the organization. Other than hiring staff, a mechanism that can be used to identify a consistent resource is to hire a consultant. Klyver (2008) indicated that consultants,

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as part of the social entrepreneur's network, will work as optimally as staff. Consultants will share information that will keep the social entrepreneur sharp and ahead of potential issues. Accountants are also consultants that may work for a fraction of the share of work they do, or as needed. Investing in a consultant who will work for a percentage of their findings and tighten up the accounting to include solid reporting to stakeholders is key.

David Won, a chief financial officer with over ten years of experience was interviewed as a resource regarding the available financial records of DV Farm. Mr. Won stated that the main thing needed for this organization is an accountant who can handle the full scope of the finances. Prior to understanding the capital required, the farm would need to develop tighter and more disciplined bookkeeping. The details for success in the operations and the accounting work are the basis for this.

Mr. Won also indicated that the farm could hire a consultant to find the financial resources for the organization and then be paid a fraction of the monies procured. This would alleviate the need for Mike to focus his time on the operation of the farm. Mr. Won also indicated that the organization needs to be cognizant of keeping its nonprofit status, so careful separation of personal funds from money that the organization receives from donations should be of the utmost importance.

Proper accounting is the backbone of a successful organization. The right accountant should be able to direct Mike to do the right thing. Since the farm has a tax accountant, it may be smart to leverage that person into the accounting of the organization with QuickBooks as the accounting tool.

The following are three key recommendations from Mr. Won:

1. Invest in an accountant who can do the bookkeeping and taxes.
2. Contract with a consultant to generate money.
3. Find a marketing strategist who will leverage social media platforms. Ideally, this person will be comfortable with developing the analysis needed to identify which platforms will work best for the organization as well as the amount of traffic needed to run a sustainable organization using social media.

There are people who may be interested in performing this function for the organization for free, including one of the major donors. There also may be others willing to volunteer for any of the three key recommendations.

Recommendation #4: Investigate and apply for government and private foundation grants, especially those earmarked for veterans.

DV Farm is eligible for grants from the Easter Seals, SAMHSA, and the state of New Hampshire. In total they could bring in over \$500,000 annually in grant funding alone. While grants are something for which the Farm must apply annually, once they begin to receive that money their ability to help more veterans would increase exponentially. The Farm has social

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contacts around the country and may be able to solicit a volunteer grant writer from among their contacts.

While DV Farm does get physical donations and volunteers throughout the year, corporate donations can be investigated for needed equipment (i.e., Tractor Supply) or professional volunteers to assist with the desired construction (architects and/or construction companies in Boston, for example).

It may prove difficult for DV Farm to create a farm-based, for-profit opportunity supported by DV Farm clients; a for-profit enterprise that is external from the organization is still possible. The creators of the SVP framework noted:

Although social value is very often created by bringing in resources into the organization's boundaries and by creating outputs directly, in other cases, the organization may actually have greater social impact by working in collaboration with complementary organizations.... indeed, greater social value can often be created by working collaboratively with other entities. (Austin et al., 2006, p. 378)

DV Farm has constraints to a social enterprise opportunity but identifying and leveraging possible partnerships can mitigate limitations to business opportunities. Opportunities for grants exist, but the founders do not currently possess the knowledge and skills in grant writing. New philanthropy opportunities for DV Farm exist in both personal and corporate donations. Estates of those who have connected with Mike and the mission of DV Farm are possible opportunities for large charitable contributions. Corporations and businesses often donate to veteran causes. Soliciting corporate donations, either in monetary funds or donations in-kind, are an untapped fundraising opportunity.

Institutional resources exist for DV Farm in the presence of access to the VA for services, possible grants and contacts, as well as other existing infrastructures in the form of established veteran organizations such as VFWs, DAVs, and other similar resources. For any type of opportunity, whether it be an enterprise, public funding through grants, or more charitable philanthropy, DV Farm will need more people to help carry out the tasks.

Recommendation #5: Investigate an external social enterprise opportunity to provide revenue as well as work experience for residents.

The research into possible enterprise opportunities sourced primarily from the farm and/or the clients uncovered complications to this type of endeavor. However, a for-profit revenue stream independent of the farm can be possible by leveraging the relational, cultural, and institutional resources available to Mike and DV Farm. One such opportunity is to create a DV Farm-branded beverage to market to the existing customer base of the veteran community. This product is possible by leveraging the relational resources at Mike's disposal, specifically Donor B who has not only business experience but also patented a liquid manipulation device to infuse beverages with any desired flavor. This donor, along with the members of the board and Mike, can investigate a signature beverage or beverage line that can be branded with the DV Farm logo, a trusted and recognized label among veterans, and begin marketing to the veteran community via social media and direct marketing. DV Farm can investigate partnerships with existing beverage manufacturers to produce and distribute the DV Farm beverage. The profits will directly benefit DV Farm without Mike having to oversee a separate business operation.

There is an existing market for veteran-based products that can be exploited for DV Farm. One such example is Black Rifle Coffee Company. The founder is a veteran and the company markets and sells their products online to communities that support veteran and law enforcement, with a portion of the proceeds pledged to veteran causes. In 2018, the company reported a gross revenue profit of more than \$80 million. Mike and DV Farm currently have thousands of supporters across the country. A product that can be frequently purchased that will directly help DV Farm and its mission can become a popular way for veterans and others to continue to support their brothers and sisters in need.

DV Farm has existed on donations and self-funding from the founders since its inception in 2015. Mike has recognized the need for stability in finances and personnel in order to have DV Farm operate to its full potential. Mike knows he will not be able to physically carry out the labor duties on the farm in the coming years and will need trained employees to take his place. Currently, DV Farm is only able to accept male veteran clients; however, because of Martha's experience, Mike would like to be able to expand to offer some type of services for female veterans in need. However, there is a danger of attempting to expand before the organization is ready. Austin et al. (2006) cautioned, "The goal of furthering the organization may inadvertently become an end to itself, sometimes at the cost of the social-value creation" (p. 380). For DV Farm to continue its mission, several recommendations were offered to create stability so further growth may be possible in the future.

Chapter 5: Discussion

Mike and Martha are veterans who struggled with their own homelessness and addiction. Their hearts are huge, and intentions are pure. Through social embeddedness and an SOC lenses, it is clear that they have an innate desire to support the veterans around them. Their work has been successful with former residents moving into stable jobs and housing. DV Farm is capable of positively affecting a portion of the underserved veteran community. Their limitation comes in the implementation of business practices.

Limitations

The owners run an organization that is extremely informal. Both Mike and Martha are viewed as kindhearted and loving individuals. Most people who meet the couple are drawn to their openness and desire to help others. Their attitude reflects the organization as a whole. Relying upon their goodness is apparent in their finances and within the operation of the organization. The couple are not as disciplined in their organization's practices; however, implementing processes that are more methodical will contribute to creating the structure needed to develop a stronger, sturdier organization.

One of the more obvious limitations of DV Farm is its location. It is nearly a half-hour drive into Keene, NH, which is the location of the nearest VA clinic. It is over an hour from Manchester, NH, which has the nearest major airport. The remote location is along the edge of the White Mountains, a smaller segment of the Appalachian Mountain range. Boston, MA is the nearest large metropolitan area, at just over three hours' drive away. Upon arrival at DV Farm in January 2021, we found snow and ice, and nearly all rural roads. Cell phone coverage was sparse, and the internet connection regularly drops. Gilsum, NH, has just 798 residents (US Census Bureau, 2019). Its location makes DV Farm challenging to get to. The rural location limits both the community messaging and the audience of veterans who typically seek care services at the Farm.

All current and former clients we were able to interview were from the northeastern United States area. Mike's own personal ties are to the Boston homeless community, so it makes sense why he chose a location as close to his hometown as possible. However, this presents an issue for struggling veterans who are not within the nearby community. Homeless veterans outside a commutable distance become unintentionally excluded from potential service at DV Farm, as many homeless do not typically have funds to travel. With Covid-19, the travel options were further restricted. Mike has covered some travel costs for veteran clients to arrive, but at a personal financial loss. With regular funding, paid travel expenses for incoming clients would be a possibility and balance an unintentional inequity in the organization. It is socially responsible to increase revenue in order to ensure that veterans outside the greater northeast would be able to access the farm's services.

Conclusion

The immediate social value of the DV Farm organization may not be as tangible to those outside of the veteran community. However, within the SOC veteran circle, DV Farm's presence on Facebook and within the Gilsum community provide a balance that did not exist prior to

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Mike. Mike has heard from people all over the country who message him to thank him for what he is doing for the veteran community. Veterans in mental health crises have connected with other veterans via the DV main Facebook page and have provided each other with an online accountability of sorts. While all humans face challenges, the unique structure of the military and its veterans make DV Farm a necessity in the recovery of veterans suffering from substance abuse and homelessness.

As DV Farm works toward financial stability, they should diversify revenue streams. By pursuing grants, donations, and a social enterprise (DV Farm beverage), there is a greater chance of success and continuation of the Farm's important work. Mike and Martha's way of privately funding any overages at DV Farm is risky and unsustainable. Similarly, relying solely on charitable donations and fundraisers has proved to be a nearly-break-even endeavor. Finding and sustaining funding is particularly crucial as we all experience the economic impact of Covid-19.

DV Farm has a substantial amount of relational, cultural, and institutional resources to leverage. They can capitalize on these resources to improve DV Farm's overall functionality. In part, they must create a foundation of business basics (e.g., accounting) before taking on any further projects or opportunities. By leveraging contacts from within their social media network, or by way of VA-funded vocational and business training, the business basics can be established.

DV Farm should look to volunteers, grants, and a for-profit social enterprise piece to increase revenue and funding. The community of veterans in support of DV as a brand, and DV Farm together is several hundred thousand people via Facebook alone. Regular social media updates keep donors and supporters abreast of ongoing activities and needs at DV Farm. DV Farm must take their grant, charity, and possible social enterprise funding and invest it into human capital. Mike's ongoing burden of working as farm manager, client inspector, paperwork handler, shuttle driver, social media expert, and donor relations manager, as well as his yearly travel to raise money are unsustainable. The Farm should leverage their existing network to find volunteers to help them in obtaining the grants and funding.

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Appendix A: Interview Questions

Subject(s)	Interview Questions →	Research Question(s)
Mike Rivers, DV Farm	1. Can you explain what prompted you to start the organization? What happened, what need did you identify, why this particular endeavor?	1, 2) (Background, value proposition)
	2. Who are the people involved in the everyday operation? This may include vendors, customers, volunteers, donors, etc....	2ai) Relational resources + 1a) opportunities
	3. What do you think are your greatest assets on the farm? What assets do you wish you have, that you presently do not?	2aiii) Institutional resources + 2b) Capital
	4. Do you have any special contracts or arrangements with vendors or any special business you work with? Are these arrangements made for any other reason than for financial bargain?	2ai) Relational resources

	5. How do you manage these relationships/partnerships? (If no partnerships-frame vendor relationships and management with those)	2ai) Relational Resources
	6. Who are the people you go to for advice?	2ai+aii) Relational + Cultural resources
	7. Have you noticed an increase of demand for your services? When did you notice the increase and what did you attribute it to?	Growth/needs assessment
	8. What types of projects are you working on?	2bi) Capital – has/needs
	9. Have you seen greater need for your services before or after the pandemic?	2bi) Needs assessment/ capital needs
	10. How do you get referrals?	2a) Background/Resources

Current/Former Volunteers	1. How did you find out about DV Farm?	2a) Background/ Resources
	2. What motivated you to volunteer at DV Farm?	2ai) Relational Resources
	3. How long have you/had you been volunteering there?	2ai) Relational Resources
	4. What do you know about the mission of DV Farm?	2ai) Relational Resources
	5. Please describe what you do/have done as a volunteer at DV Farm.	2ai) Relational Resources
	6. What do you/did you like about volunteering there? Please describe in detail.	
	7. What kinds of things can DV Farm do to make volunteering easier or better?	2ai) Relational Resources

	8. Would you recommend DV Farm to other people or organizations as a place to volunteer? Why or why not?	2ai) Relational Resources
	9. From your perspective, what are some organizational aspects that DV Farm can improve upon?	2ai) Relational Resources
	10. From your perspective, how can DV Farm improve their outreach to attract more volunteers?	2ai) Relational Resources
	11. What do you think DV Farm might need to serve more clients?	2ai) Relational Resources
	12. How does DV Farm contribute to the identity of the community of Gilsum and the surrounding area?	2ai) Relational Resources
	13. What are some other ways you would consider supporting DV Farm?	2ai) Relational Resources
Donor(s)/Board Member	1. What is your occupation?	1c, 2ai) Philanthropy, Relational Resources

	2. How long have you known Mike, the founder and operator of DV Farm, and how did you meet?	1c, 2ai) Philanthropy, Relational Resources
	3. How closely do you follow what is happening at DV Farm?	1c, 2ai) Philanthropy, Relational Resources
	4. Mike is considering expanding the services of DV Farm to serve more people. What would you recommend to Mike to make that happen?	1c, 2ai) Philanthropy, Relational Resources
	5. How do you like to see your gifts/donations being utilized?	1c, 2ai) Philanthropy, Relational Resources
Community Members Pastor Berry	1. How did you first find out about DV Farm?	2a) Resources
	2. Please describe what you know about DV Farm and its mission.	2a) Resources

	3. What does DV Farm mean to the community of Gilsum?	2a) Resources
	4. How is DV Farm's image portrayed in the community?	2a) Resources
	5. From your perspective, how has the community supported the mission of DV Farm?	2a) Resources
	6. From your perspective, what are ways the community could better support the mission of DV Farm?	2a) Resources
	7. In what ways would you feel comfortable in promoting the presence, work, and mission of DV Farm to the community at large?	2a) Resources
	8. What do you think DV Farm might need to serve more clients?	2a) Resources

	9. Social entrepreneurship is the concept of sustaining a non-profit organization with for-profit activities, such as selling products or services. If DV Farm adopted a social enterprise model, what are some needs that DV Farm can potentially fill?	2a) Resources
	10. What are some possible community resources available to DV Farm that will help enable a successful transition to a social enterprise model?	2a) Resources
Former/Current Clients	1. Please tell me some things about yourself that you would like me to know	Needs Assessment
	2. Tell me about your experience with the DV Farm rehabilitative program.	Needs Assessment, 2a) Resources

	<p>3. What activity or element(s) of DV Farm do you think had the most impact on your journey to recovery?</p>	<p>Needs Assessment, 2a) Resources</p>
	<p>4. From your knowledge and experience, describe how DV Farm is different from other rehabilitation programs.</p>	<p>Needs Assessment, 2a) Resources</p>
	<p>5. Would you recommend DV Farm to other veterans in need? Please tell me why or why not.</p>	<p>Needs Assessment, 2a) Resources</p>
	<p>6. What programs and experiences had the most impact on you after leaving DV Farm?</p>	<p>Needs Assessment, 2a) Resources</p>
	<p>7. What other kinds of programs or training would be important to DV Farm? What were the best programs offered?</p>	<p>Needs Assessment, 2a) Resources</p>

	8. How often did you interact with members of the local community during your stay at DV Farm? Would you have preferred more or less interaction and why?	Needs Assessment, 2a) Resources
	9. From your experience, what improvements can be made to the rehabilitation program at DV Farm?	Needs Assessment, 2a) Resources
	10. What would you like the area community to know about DV Farm and the work that goes on here?	Needs Assessment, 2a) Resources
VA Representative	1. How did you first hear about DV Farm?	1b) Public Funding 2ai) Relational Resources
	2. Why do you refer clients to DV Farm?	1b) Public Funding 2ai) Relational Resources

	3. Tell me about the decision- making process when referring a client to DV Farm. Is there a particular type of client that is referred?	1b) Public Funding 2ai) Relational Resources
	4. How has DV Farm been beneficial to the local VA Hospital?	1b) Public Funding 2ai) Relational Resources
	5. Would you like to see DV Farm expand to accept more clients? Why or why not? If so, how do you envision such an expansion?	1b) Public Funding 2ai) Relational Resources
	6. To your knowledge, what has some of the feedback been regarding the level of care and rehabilitation offered at DV Farm?	1b) Public Funding 2ai) Relational Resources
	7. Based on what you know about DV Farm and its rehabilitation program, what are some areas for improvement?	1b) Public Funding 2ai) Relational Resources

	8. How can DV Farm build its capabilities to make it more attractive to the VA to refer clients?	1b) Public Funding 2ai) Relational Resources
DV Farm Financial Info	Monthly expenses – operational costs broken down by client needs, farm operations,	2a, 2b) Resources, Capital
	Monthly income	2a, 2b) Resources, Capital
	Investments?	2a, 2b) Resources, Capital
	How much land?	2a, 2b) Resources, Capital
	Current Farm equipment	2a, 2b) Resources, Capital

	Amount of land	2a, 2b) Resources, Capital
	Amount of useful land	2a, 2b) Resources, Capital

Appendix B: Interview Findings

Subjects: Mike and Marth Rivers, Founders

<p>1. Can you explain what prompted you to start the organization? What happened, what need did you identify, why this particular endeavor?</p> <p>Mike’s own personal journey with addiction and homelessness. Took what worked, and knew what didn’t from other programs to start a Veteran-centered rehab. Wanting go give back. Knew rehab places were not meeting the needs of veterans – main reason was the counselors, people involved in the rehab process have never experienced addiction, homelessness or the military life and could not relate to the patients.</p>
<p>2. Who are the people involved in the everyday operation? This may include vendors, customers, volunteers, donors, etc....</p> <p>Mainly Mike, Martha, Martha’s daughter. One monthly volunteer for the horse, some regional business contacts.</p>
<p>3. What do you think are your greatest assets on the farm? What assets do you wish you have, that you presently do not?</p> <p>Flexibility, freedom to alter and change as needed. Not beholden to a corporate structure. Wishes for more money and people.</p>
<p>4. Do you have any special contracts or arrangements with vendors or any special business you work with? Are these arrangements made for any other reason than for financial bargain?</p> <p>Not many, sells eggs to local restaurant for \$1/doz.</p>

<p>5. How do you manage these relationships/partnerships? (If no partnerships- frame vendor relationships and management with those)</p> <p>Local partnerships - does not require much management.</p>
<p>6. Who are the people you go to for advice?</p> <p>Used to contact a case worker with the VA, but could not remember this person's name. Utilizes social media when needing answers. His followers usually provide feedback/answers.</p>
<p>7. Have you noticed an increase of demand for your services? When did you notice the increase and what did you attribute it to?</p> <p>According to Martha, not really an increase - consistently steady with requests</p>
<p>8. What types of projects are you working on?</p> <p>Clearing out woods, building road, plans for cabins</p>
<p>9. Have you seen greater need for your services before or after the pandemic?</p> <p>No, remaining constant.</p>
<p>10. How do you get referrals?</p> <p>Through VA or from personal applications and phone calls.</p>

Subject: Current/Former Volunteers

<p>1. How did you find out about DV Farm?</p> <p>Facebook</p>
<p>2. What motivated you to volunteer at DV Farm?</p> <p>“I plan to run a veteran based equine program. And I figured that I could offer them a little expertise and a little help. And I could learn a little bit along the way.” “Well, my husband's a veteran, and I work with Mustangs and I've seen the benefits of working with horses and working with wild mustangs for just about everybody.”</p>
<p>3. How long have you/had you been volunteering there?</p> <p>Several years</p>
<p>4. What do you know about the mission of DV Farm?</p> <p>“I know they're working to work with homeless veterans to get them placed. And basically just kind of get some some job skills or some some clean time to get their lives turned around.”</p>
<p>5. Please describe what you do/have done as a volunteer at DV Farm.</p> <p>“Work with the veterans with the horse that they have now and just working with just how to communicate with the horses and to make just to work clearly with the horses and understand the way that the horses think and how it applies to even their everyday life. And just really kind of getting an idea of of how horses function and think and how that affects how they work with them, and kind of building a relationship with the horses as opposed to just being their caretakers.”</p>
<p>6. What do you/did you like about volunteering there? Please describe in detail.</p> <p>The mission, working with the horse(s) and people.</p>
<p>7. What kinds of things can DV Farm do to make volunteering easier or better?</p> <p>Needs level ground for the horses and vets, and a solidly enclosed area for working with horses</p>

<p>8. Would you recommend DV Farm to other people or organizations as a place to volunteer? Why or why not?</p> <p>“Oh, definitely. Because I think I feel that they're one of the organizations out there that is probably putting forth the most effort and, and effort isn't the right word, but but really kind of connecting with the target audience really.”</p>
<p>9. From your perspective, what are some organizational aspects that DV Farm can improve upon?</p> <p>Question not asked</p>
<p>10. From your perspective, how can DV Farm improve their outreach to attract more volunteers?</p> <p>“I was actually I was going to touch on that they need a volunteer that's really good with PR.” “I really think getting the word out there. It's unfortunate that they were kind of shut down on their other side, because I think they got a lot of PR from that site. On Facebook.”</p>
<p>11. What do you think DV Farm might need to serve more clients?</p> <p>“I'd love to see it expand. As long as they could stay ahead of everything, you know, I mean, I know that they're very overwhelmed right now. So they would I think they'd need more assistance and more staff to expand. But of course, I'd love to see him taking 1000 people in, you know, at a time. I wish there wasn't a need to be honest. But, you know, it'd be great if they could help everybody that needed help. But it would it would have to grow. You know, it couldn't grow exponentially would have to grow at a rate that they could keep up with it.”</p>
<p>12. How does DV Farm contribute to the identity of the community of Gilsum and the surrounding area?</p> <p>“I only know what Mike has said. And it seems like they've been well received there. It seems like they have a lot of people locally that donate. And it seems like he has good relationships with local merchants. I have no idea. I'm not local.”</p>
<p>13. What are some other ways you would consider supporting DV Farm?</p> <p>Encourage to utilize orgs like VFW and American Legion.</p>

Subjects: Donors/Board Member

1. What is your occupation?

J.M: Telecommunications Architect/Lead Engineer for telecommunications Company

B: “property manager. Basically, there is a mixed like a commercial in a residential unit that I’ve managed in the state of Delaware. But I also have in the process of starting a business. I own a brewery for years. And when I got done with that brewery, I sold it. And but during my process through which I was making theater, I had a path that was granted by the US Patent Trade Office for liquid manipulation. And of looking at starting a business here in Charleston, South Carolina, based on that COVID it's kind of slowed that down. But I’m talking with lawyers right now to see how invention I have would be applied will be applicable to South Carolina laws. So we're going through that process right now.”

J.F.: “I build the structures that has the data for clinical trials, you know, things like vaccine trials.”

Chapi (Board member): Active Duty Army

2. Do you have a military background?

J.M.: Yes, Navy, Desert Storm

B: Not a veteran but worked in the Department of Defense.

J.F.: “I come from a very long military pedigree. I was I was in the Air Force. I did my four years. But every single generation going all the way back to the Revolutionary War has had someone in the military.”

Chapi: Yes, currently military.

3. How long have you known Mike, the founder and operator of DV Farm, and how did you meet?

J.M.: Known Mike since 2016, introduced by Board Member Ryan (aka Chapi).

B: Watched for several years online, known personally for over a year and a half.

J.F.: Several years, before Mike purchased the land for DV Farm. Has not met him in person but speaks to him on the phone.

Chapi: Since 2014, met in 2015. “I run my own Facebook community veteran community called disgruntled vets. In 2015 when I was running my first event, we wanted to donate to a veteran charity. And we found the DV farm off of the old Facebook page, dysfunctional veterans...Fell in love with the first event, raised about \$6,000. We’ve been running events for DV Farm.”

4. How closely do you follow what is happening at DV Farm?

J.M.: Fairly close through using social media

B: Tries to follow on Facebook. Talks to Mike personally over the phone periodically.

J.F: Closely, checks the Facebook page every 2-3 days.

Chapi: Very closely through social media and talks to Mike almost weekly.

5. What reasons do you have for donating money to DV Farm?

J.M.: "I thought well, can I get back to the people that brought me where I am? Right? And so that's when I found these I joined the VFW I joined the American Legion, but they really worked for me. Yeah, they didn't work the way I work. But then I found dysfunctional veterans online. I've done disgruntled vets online, you know, they were fun. They were different. Right? They were talking about the real problems that veterans were having, not just, you know, how do I, you know, do x or want to get why? Or how do I get x service to work for me it was, you know, we need to solve these problems. And so that's what I was like, it's time for me to start giving back. I don't have the patience to actually be a mentor or something along those lines. But what I do bring is I bring money, right, and I can make Mike's life easier, because he has the patience, he has the skills, he has the mentoring abilities that I don't."

B: "And like I said, if there's anything that I could do, or you know, help or help to more than willing to do that for him, because like I said, He's covering an area that not a lot of people do for all the \$740 billion that goes into Defense Department budget. Here you have a guy running, running a Facebook platform, providing mental health triage services, you know, doing it for free." "And it's guys like Mike that are trying to fill that void. So, you know, it gets overwhelming... I just don't want him to lose faith, because I think he's fighting a good fight."

J.F.: "So you know, there's there's a very big cliché called action is just actions speak louder than words. And the military is very all about actions. Not a whole lot of words. It's all doing. And I think, at least in the veteran community, and maybe a little bit on the outside, I think people are tired of just talk and they want you to put your money where your mouth is. And I look at different charities. I go look at like wounded warrior, for example. Okay. So what do they do? They raise awareness. That's great. But that falls under the words category. You know what I mean. I'm like, it's great to raise awareness. But at the end of the day, it's really just talk... and you know with DV Farm and with DV Six (Mike). He is walking, he's walked the walk. He was homeless, he was addicted. And he's doing carry through action, not through words. And I think that's what makes it so appealing."

Chapi: Better at raising money, organizes events to raise money, rather than donate, to help the cause of supporting veterans.

6. Can you please describe the mission of DV Farm in your own words?

J.M.: "it brings vets back to get you back to the, to the normal society, and things like that."

B: Not explicitly asked but B spoke about DV Farm helping the veterans defeat addiction and homelessness.

J.F.: "take broken vets fix broken vets."

Chapi: "The DV farm takes in some of the..wow, hold on, I used to be able to say this, like to a tee, the DV farm kind of takes in the chronic homeless."

7. What are things that attract you most to the purpose/mission of DV Farm?

J.M.: Doing the real work of helping veterans in need.

B: "a very, very close friend of mine by the name of Paul (last name). He was somebody that was formative in my, in my kind of maturing into what I did,... Paul helped me, you know, learn stuff, you know, kind of helped me settled in. I was with him for three years. And he ended up killing himself. And when I saw what Mike was doing at dysfunctional veterans to make sure that people would get the resources that they need for help. Not only that, but the homeless issue. And all of the psychological issues that did it, I heard him describe it. I heard him talk about it. And that's what really meant a lot to me. And he was doing it at a small level. He wasn't a very large organization."

J.F.: "I think that as veterans, we are the most ignored class. We, as a society, we send people over to war, to do things that we aren't willing to do ourselves. Most civilians the idea of picking up a weapon and ending someone's life. It's just unfathomable. It's something that most people don't even think about in their day to day life. But then we ask these people to go overseas on a land that's not theirs, and take lives and then when they come back, we do nothing for their mental health. That those actions of doing things that like we were not willing to do ourselves. They take a lot of processing, even for the people who are willing to do them... Yeah, you know, all of those things that, you know, we're sending them over to do. It takes a lot of psychological. It takes a lot of you psychologically. So we have I think, an obligation when people come back to help fix that, to not leave these people stranded. And let me tell you, I didn't go to war. I'm out of breath right now walking up the steps. I didn't go to war. I had pretty much the cushiest Airforce job. Ever. I was administration and I was in Texas and Korea. And so I feel like I didn't really do much. A lot of my friends did. So when they came back, broken I kind of felt like, wow, I kind of got out of this unscathed. And a lot of my friends didn't."

Chapi: "To be very blunt, DV 6 (Mike). I don't I don't care what that man was doing. The passion behind it, and it's the passion that he has behind it. I've then fallen in love with the actual you know, the mission of it with helping homeless veterans."

8. Are there other organizations you contribute to? If so, are there missions in anyway related to that of DV Farm?

J.M.: “my only foray into the veteran community and into nonprofits. And things like that have been with Mike and with Ryan.”

B: Donates to Mike for direct support of the homeless he helps.

J.F.: Disgruntled Vets. Had previously donated to an Alzheimer’s charity that provided nurses aides for caregivers – Grandfather died of Alzheimer’s disease.

Chapi: No – focuses on raising money for Disgruntled Veterans (his own nonprofit) and DV Farm.

9. What are the things you would like to see accomplished within DV Farm?

J.M.: “What I like to do is number one, depends on like, what Mike’s needs are for the year, right?”

B: Wants Mike to get more help to run the day-to-day work and also return to his original platform of preventing veteran suicides (see #10).

J.F.: “I want to see successful vets I want to see people who are, who are just like, there’s a few of them that have already happened, where they they’ve succeeded, they’ve graduated, they’ve gone on and they’ve lived successful, happy lives.”

Chapi: “First off, I would like to see DV Six (Mike) be kind of removed from the day to day. And then you know, more infrastructure, so he can really worry about the overall picture rather than what tree Are we cutting down next. I just think that he’s getting older, you know, he needs to be thinking about longevity. So really kind of creating the infrastructure that can kind of remove him and be more of an administrator than boots on the ground, then I would love to see it being self sufficient, so that we aren’t relying on larger events or, you know, larger donors coming in randomly, kind of creating a better way of bringing in the income to keep the program going.”

10. Mike is considering expanding the services of DV Farm to serve more people. What would you recommend to Mike to make that happen?

J.M.: “really don’t have an opinion in that, because I don’t have the skill set to walk in there and say, what I think he should do is x. Right? What Mike has proven to me is that he knows what’s best for the people he tries to help. Right. And I don’t question his decisions on how to provide care, or what care to provide. What I do is, is give him the money so he could be successful in what he’s doing. You know, I know other folks in the veteran community, right, you know, Ryan, our friend and, and others that may be better equipped to answer that question of what’s next. All I want to know is how can I help?”

B: Would like to see Mike return to doing online “triage” for veterans struggling with suicide. Mike had created a following by offering to be of help to those in need. When people would call in, he would connect them with the right type of services, counselors, suicide prevention specialists, etc.

J.F.: Question not asked.

Chapi: Question not asked but spoke about the reliance on fundraising as an issue: “And then long term failures would be you know, if we got to a point where we're relying on these events to make X amount of dollars, and an event flops, and then you know, then the farm is hurting financially.” If the farm is hurting financially, they will not be able to provide services or expand to help more veterans.

11. How do you like to see your gifts/donations being utilized?

J.M.: “Honestly, for me, it's, I just like seeing the farm succeed. Right? I like seeing the graduations of people in the program. I like seeing, you know, new things that are put at the farm, right, I remember when they first got the horses, right, I remember when they first got the duck house, you know, the different Yeah, the chickens, all of that stuff. But yeah, I've been a part of the farm since the very early days. And so I've got to watch the farm grow up for lack of a better term. And so I enjoy seeing the program expand, and the tools that are available for the program to expand and Mike going on his, you know, his drives around the country to sit down with vets and to sit down with the homeless vets in areas where he was when he was homeless and things like that. That's what I enjoy. That's what I like to see that I know that the money that I've donated is doing what it needs to do, right. I'm much less concerned about, you know, hey, has my name on a plaque somewhere or things like that, right? I don't donate for notoriety I donate to make the world a better place.”

B: mentioned hiring a caseworker and more staff, spoke on the idea of a financial endowment that will provide capital.

J.F.: “I get probably everybody has an opinion. But I don't, I'm not there at the farm. So it's hard for me to say where a need is, and to apply that money. So for me, I feel confident knowing that Six (Mike) is taking the funds and using them where they're needed the most.”

Chapi: (Regarding funds in general): “So that is one part that I have not been able to really dive into yet. Besides like, the Basic Books, I can't really speak on anything.”

12. How would you feel about the organization if you were advised that donor contributions were being invested into fundraising initiatives?

J.M.: “I think of the more kind of institutional donations being probably more of an investment strategy.” “I love the idea of it. Yeah, it would be an interesting way to how to get that started, right? I guess, maybe an institutional donation where enough of a large amount of money to where the, the investment makes the most sense that can get the most return.”

B: Had a positive view on investing. Anything to get Mike back to what he originally saw him do with veterans in need using a free online platform.

J.F.: "I don't think that's a bad idea. As long as it's upfront, like, as long as people understand that upfront, I don't think anyone should have a problem with it. And I think I mean, the farm really needs the fundraising. It really needs it. So if we can invest, you know, \$5 to 100 you know, like I mean, what I mean is give five get 100 back. I think that's totally worth it. And I'm kind of the numbers are irrelevant. I'm all for investing, especially if there's a return for the farm."

Chapi: "As long as the organization was being taken care of that everything was being accomplished, I think that would probably be the best bet for dv farm."

Subject: Community Member(s)

1. How did you first find out about DV Farm?

Did not know about DV prior to church affiliation. Learned from DV clients attending church

2. Please describe what you know about DV Fars and its mission.

"The only thing I know about it you know it's dysfunctional veterans and they make a point I mean when I've talked to Mike he's made no point trying to hide the fact that they're all dysfunctional veterans. You know, and, you know, just trying to just help them deal with life get back into the mainstream and that's what I know about them. And, you know, God bless them it's good work and it's a different approach to it than, from what I've seen in the past."

3. What does DV Fars mean to the community of Gilsum?

Pastor does not live there so was unsure how to answer.

4. How is DV Farm's image portrayed in the community?

"I cannot speak for the community because I'm not real involved in the community as such, but, you know, certainly in the church, boy they've embraced those guys those guys have been great to the church."

"And, you know, so it's a very positive attitude toward the people in the congregation toward the DV farm."

<p>5. From your perspective, how has the community supported the mission of DV Farm?</p> <p>Church connection with members</p>
<p>6. From your perspective, what are ways the community could better support the mission of DV Farm?</p> <p>Wasn't sure but thinks community would be supportive in any endeavor they adopt.</p>
<p>7. In what ways would you feel comfortable in promoting the presence, work, and mission of DV Farm to the community at large?</p> <p>"I don't exactly know how to, I guess that's the one question, other than to speak positively. When questioned about them, give them a glowing recommendation."</p>
<p>8. What do you think DV Farm might need to serve more clients?</p> <p>Was unsure how to answer.</p>
<p>9. Social entrepreneurship is the concept of sustaining a non-profit organization with for-profit activities, such as selling products or services. If DV Farm adopted a social enterprise model, what are some needs that DV Farm can potentially fill?</p> <p>"I think people wanting to help veterans certainly would say okay I, you know, go to the grocery store and buy a loaf of bread, or I could, you know, stop at the DV Farm-stand and pick up bread and help the veterans." [No grocery store open in Gilsum]</p> <p>"Home Repair, carpentry, landscaping, lawn care, stuff like that if they could do that you know like maybe the DV farm landscapers who provide a lawn service or DV farm snow plowing, they come plow your snow. "</p>

10. What are some possible community resources available to DV Farm that will help enable a successful transition to a social enterprise model?

“Hannah Grimes is started by a lady who know that there were a lot of artisans in the area you know people who make jewelry or rocks or paint or wind socks or just anything under the sun all that type of stuff and sometimes, you know, produce sausage and things like that. and she started a place where these people. Businesses big enough, they couldn't afford it to actually buy a store and sell their products where they could join Hannah Grimes Association is there. No, that's probably something. He could produce something they could sell to make an income”

Subjects: Former/Current Clients

1. Please tell me some things about yourself that you would like me to know

Client C: “I was born and raised in central jersey. middle child, my older sister and an older sister three years older. And a younger sister 12 years younger. Grew up in central jersey. Basically, a product of the public school system, which at the time was lax. Yeah. So I wasn't, wasn't well controlled. Well, I had a lot of freedom.”

Client B: Not a talker at first. Stated that he was only there (2nd time) due to losing his job and apartment because he lost work from the COVID-19 pandemic. Had been to DV Farm prior because he thought he was an alcoholic. Since then, he has decided he's not an alcoholic but has a temper and bad people skills. Eventually shared that he grew up in foster homes – had some biological family interactions that were negative and unhealthy.

Former Client J: Very open with history. Spoke of his military service, tours, and injuries. Injuries resulting in pain medication and after another injury on the job, illegal drug use. Drug use escalated to inhaling heroin (up to 50 bags a day). Started shooting heroin. Went to civilian rehab programs, didn't work. Went to jail, still using drugs in jail. After jail, became a father – was sober for a while but then addictions began again, this time with smoking crack. Became homeless. Knew of Mike and DV from Facebook. Contacted Mike via phone and Mike stopped everything and came and picked him up and took him back to DV.

2. Tell me about your experience with the DV Farm rehabilitative program.

Client C: After discussing the farm chores, “So It keeps your mind occupied. It keeps you It keeps me going, you know, every couple hours, I have to remember that there's a responsibility other than just yeah, doing nothing.”

Client B: First time at DV, lived with 4 other guys. Was initially there because of alcohol. Later believed that he was not an alcoholic, but has temper issues, bad people skills, and OCD. Left the farm to start earning a living again. Only back at DV Farm because of losing his job

and apartment from the COVID -19 pandemic. Loves Mike and Martha and wants to continue to help but now is growing impatient with the transition from a client to a paid in-house farm manager.

Former Client J: First he thought Mike was just using the clients for free labor, cutting down trees and clearing brush. “You know, they’re having us work for free dah-dah-dah-dah-dah. But once I, you know, fully understood what Mike was doing, it made sense.” Former Client J talked extensively about working his way up, gaining Mike’s trust, to becoming more of a manager than a client while on the farm. Spoke about the camaraderie, the family style relationships that were created.

3. What activity or element(s) of DV Farm do you think had the most impact on your journey to recovery? (Current Clients)

Client C: “Well, I one thing that I like a lot is the fact of being outside all the time. Although this New Hampshire is not the greatest This is like a good day.”

Client B: Does not believe he has addiction issues after his first time at DV. Made it clear that he is only there a second time because he lost his housing and Mike agreed to let him stay there and work on the farm for room and board.

4. From your knowledge and experience, describe how DV Farm is different from other rehabilitation programs.

Client C: Mentioned the ‘cookie-cutter’ one-type-fits-all programs. “any kind of institution that I’ve been to in the past has been, there seems to be a kind of a structured way that they, they seem to follow. It seems like a prescribed systematic curriculum that they have... And, you know, so if you don’t really fit that mold, they don’t, there’s not a lot of flexibility for what they what they can help you with”

Client B: “Well, compared to other programs. Absolutely. This is a working farm. But on their part, it’s excellent. teaches people okay, we’re not babysit ya. Right, which is thing.”

Former Client J: “He (Mike) instilled a lot of work ethic with us where we were building, you know, just like basic training, you know, you beat yourself down by doing drugs, and this and that. But now, that was more or less like, now I’m building you up. So you can work as a team.”

“We always ate as a family. couple times a month, Mike and Martha would cook us a big meal. And we go to their house and they’d come to the vet house. And, you know, we have you know, like a big grill, families and uh, you know, yeah, it was pretty cool. You know, they really instilled relationships.”

5. Would you recommend DV Farm to other veterans in need? Please tell me why or why not.

Client C: "I would, yeah. Yeah. In fact that, you know, I would like to see. I don't know, but I don't know what's out there. Yeah. You know what I mean, I don't know. The other choices. I don't know what other people are going through that. But the concept of it? Yes. I think it I think it's a it's a great the concept of it is great."

Client B: Yes but not while he is staying there because he doesn't like living with other people.

Former Client J: "Oh, 100%. Yeah. If it was not for Mike and Mike and Martha and (former farm manager). And those guys, there I would have been back in jail or dead.

6. (Former Clients) What programs and experiences had the most impact on you after leaving DV Farm?

Former Client J: Spoke extensively about the work he did on the farm, sense of pride in becoming a manager on the Farm. This led him to be able to go to linemen school and now he's in a union with great pay and benefits. Description of his new career is similar to activities done at the farm.

7. What other kinds of programs or training would be important to DV Farm? What were the best programs offered?

Client C: Client C spoke on the importance of the time allowed for sobriety rather than a specific program. Many stints in short-term rehab facilities that were not helpful, but the time allowed at DV has been the most important.

Client B: Being able to work. He is happiest when he is working with his hands and building things.

Former Client J: Long conversation but question not explicitly posed. He was grateful to Mike for getting him more of his veteran/disability benefits, "I went from 10% to 90%. And because like I never tried when I first set out to get disability they gave me 10% for PTSD, because they knew I had it. But other than that I didn't do anything else. So Mike made me go through the whole thing get checked out and all that and I ended up getting 90%."

8. How often did you interact with members of the local community during your stay at DV Farm?

Client C: "I go to church every Sunday."

Client B: Admitted loner – chooses to not interact with many people.

Former Client J: Very often. He spoke of running errands with Mike, the townspeople knowing who Mike was and soon others knew him as well.

9. From your experience, what improvements can be made to the rehabilitation program at DV Farm?

Client C: (COVID-19 caused physical access to the nearby VA to be suspended) "would suggest or say that would be beneficial as more of a mental health kind of over site, or somebody overseeing something like that, that that's, that's important."

Client B: Because of his knowledge and work on the farm, Client B provided a list of physical needs (tools, equipment, etc) that is required for him to complete the jobs around the farm.

Former Client J: "Honestly, Mike does a great job promoting the farm. honestly think he needs to, not himself, but the board, the members of the farm, need to go a little bit higher into who they're promoting to, instead of asking normal everyday people, like, you know, you and I, you know, to help them out, they need to start going to bigger companies email, and then, you know, put it in the grants. And this and I know, Martha does amazing with the grants, you know, but you know, they need a little bit more assistance with that I don't think Mike's too much on the social media platform, you know, to like, you know, like even if he goes to Tractor Supply, or you know, these other companies be like, Hey, would you know, write a letter of the story of what he's doing and see if they're willing to donate, you know, money, drop them off to all these big chains."

10. What would you like the area community to know about DV Farm and the work that goes on here?

Client C: "So like I said, I try not to answer too many questions for what they ask. I'll answer, but I don't offer too much information too."

Client B: Client's little to no interaction with the community did not lead to asking this question.

Former Client J: "Mike had some amazing, amazing ideas. And to be able to do this after him only been sober for so many years and started a program and help other people. I mean, it's, if I could do it, if I live close enough, I would. I'd be there working with Mike helping him on the farm every day."

Subject: VA Vocational Education and Training Representative

<p>1. How did you first hear about DV Farm?</p> <p>Rep: “This is the first I am hearing of DV Farm in particular, but I am aware that there are alternative veteran rehabilitative programs like this scattered about the country.”</p>
<p>2. Why do you refer clients to DV Farm?</p> <p>Rep: “In a hypothetical, I would refer a veteran that is seeking educational benefits or vocational training from my office over to the substance abuse coordinator. From there a recommendation would be made for the veteran to seek treatment at DV Farm.”</p>
<p>3. Tell me about the decision- making process when referring a client to DV Farm. Is there a particular type of client that is referred?</p> <p>N/A</p>
<p>4. How has DV Farm been beneficial to the local VA Hospital?</p> <p>Rep: “Typically, once a veteran clears the 10 or 30-day detox, they are assisted with finding housing, but after that there is limited support for them outside of the VA hospital mental health care, which is not always immediately accessible. Often there is up to a 90-day wait to see a mental health provider, perhaps even longer now with Covid-19 protocols. The advantage of DV Farm and other rehabilitative programs is that assist veterans in maintaining sobriety, learning self-care, financial responsibility, etc. Although I can’t speak to DV Farm exactly, it is in my opinion that these alternative centers are a wonderful bridge for veterans before they come and seek education or vocational training benefits from someone in my position.”</p>
<p>5. Would you like to see DV Farm expand to accept more clients? Why or why not? If so, how do you envision such an expansion?</p> <p>N/A</p>
<p>6. To your knowledge, what has some of the feedback been regarding the level of care and rehabilitation offered at DV Farm?</p> <p>N/A</p>

7. Based on what you know about DV Farm and its rehabilitation program, what are some areas for improvement?

N/A

8. How can DV Farm build its capabilities to make it more attractive to the VA to refer clients?

N/A

Appendix C: Maintenance Work Order

Maintenance Work Order

Date: 12 Sep 19

Requested by: Martha

Building / Area: Barn

Description of Problem: 1st stall door busted by track (that's Ashlands fault!)

Urgency: Normal High Emergency


Date Completed: 9/16/19

Completed By: Andrew

Comments: Old Short Bolt Replaced with New Long Bolts

Appendix D: Visitor Pass Request Forms

Approved Denial
Staff Signature [Signature]

 DV Farm, Inc.
14 Whitney Stage Road
Gilsum, NH 03448
info@dvfarm.org
603-354-8035

Visitor Pass Form
Circle the type of request you are making
Pass/Leave

General Information
Your name: DAVID LOBLANC Today's Date: 8-9-19
Your cellphone number: 203-727-8588

Type of visit/pass
On Grounds Off Grounds
Date for requested visit: 8-18 Date of return: 8-24
Departure time: 10:00 Return arrival time: 12:00

Visitor Information
Name of visitor: DAVID LOBLANC Visitors relationship to you Family Friends Other
Visitor contact number: 603 321 0812

If leaving the grounds in someone's vehicle fill out the information below

Visitor vehicle information:
Make: BUCK
Model: ENCLOSURE
Color: WHITE
Plate number: 202 State: FL

Off site visits (if applicable):
Where will visit be located? House Business Other
Address of location staying if overnight
Address: 506 WEST ST
LUNENBURG MA

Contact Number for location if different than the visitor's number: _____

DV FARM, INC.
14 Whitney Stage Road
Gilsum, NH 03448
info@dv-farm.org

Visitation Form

This form is for requesting visits on or off the property. This request must be filled out in its entirety before the request will be accepted by the DV Farm staff. On grounds visits will be available between the hours of 08:00 and 20:00. Off grounds visits will have a time requirement of no more than 6 hours total. It is the responsibility of the person filling out this form to ensure any job or task you have is tasked out during your visit.

General Information

Person requesting visit: _____ Date: _____

Type of visit

On or off grounds?

On grounds Off grounds

Date for requested visit: _____

Visitor information

Name of visitor: _____

Visitors relationship to you:

Family Friends Other: _____

Visitor vehicle information:

Make: _____

Model: _____

Color: _____

Plate number: _____ State: _____

Visitor contact number: _____

Page 1 of 3

Appendix E: Project(s) Financial Request

4 Jan 2020

Project Financial Request:

Project Title: Yeti Mic Link in chat
(As Accurate As Possible)

Expected Cost: \$ 129.81

Preferable Completion Date: ASAP

Description Of Project (Include Cost Breakdown): _____

Approximate Unexpected Cost: \$ _____

Requested By: M. Rivers/DVG

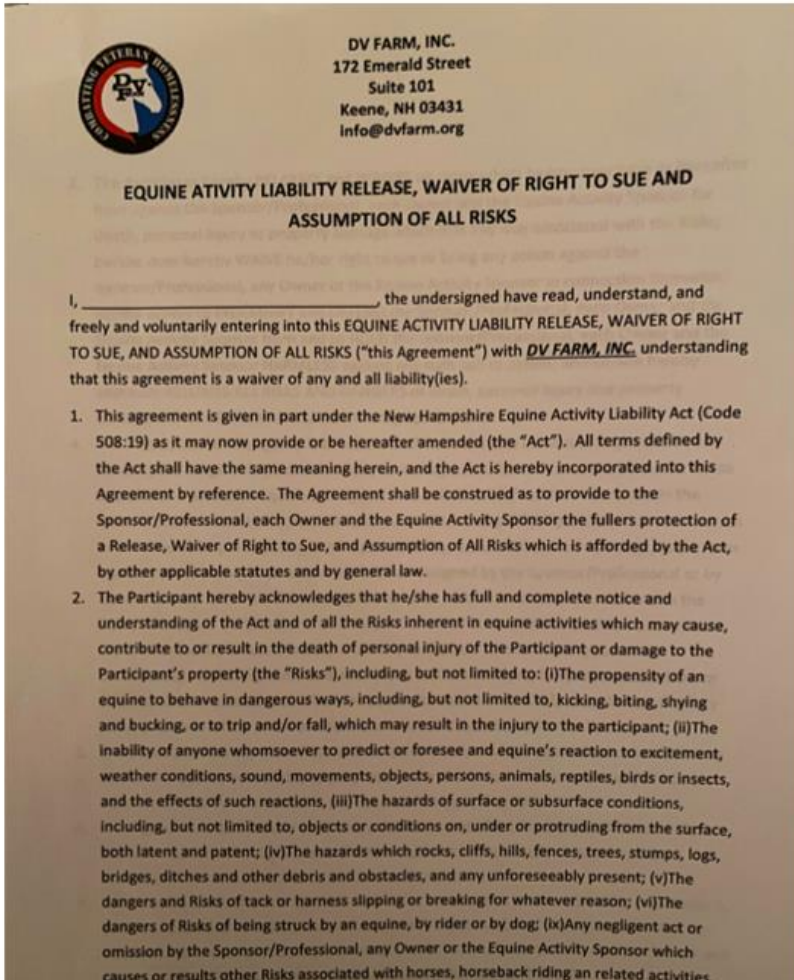
For CFO Use Only:

Approved: Yes No

Amount Approved: \$ _____

Funds Available Date: _____


Appendix F: Liability Waiver for Equine Therapy





DV FARM, INC.
172 Emerald Street
Suite 101
Keene, NH 03431
info@dvfarm.org

3. The Participant hereby RELEASES and WAIVES all rights which he/she may have or hereafter have against the Sponsor/Professional, each Owner and the Equine Activity Sponsor for death, personal injury or property damage which is in any way associated with the Risks; he/she does hereby WAIVE he/her right to sue or bring any action against the Sponsor/Professional, any Owner or the Equine Activity Sponsor in connection therewith; he/she agrees to INDEMNIFY and DEFEND the Sponsor/Professional, each Owner and the Equine Activity Sponsor from and to HOLD the Sponsor/Professional, each Owner and the Equine Activity Sponsor HARMLESS against any such suit or action; and he/she hereby expressly ASSUMES ALL RISKS AND DANGERS of death, personal injury and property damage with the Risks enumerated in Paragraph 2 above.
4. The Participant hereby agrees that he/she shall have the sole individual responsibility for knowing the range of his/her own ability to manage, care for and control a particular horse or perform a particular equine active, and that it shall be his/her duty to act within the limits of his/her own ability, to maintain reasonable control of the particular horse or horses at all times while participating in an equine activity, to heed all posted warnings, to perform equine activities only in an area or in facilities designed by the Sponsor/Professional or by the Owner and to refrain from acting in a manner which may cause or contribute to the injury of anyone. Furthermore, a Participant involved in an accident shall not depart from the area or facility where the equine activity took place without leaving personal identification, including name and address, or without notifying the proper authorities, or without obtaining assistance when the person knows or reasonably should know that any other person involved in the accident is in need of medical or other assistance.
5. The Participant hereby authorizes and consents to any emergency medical care which may at the time appear reasonably appropriate under the circumstances as a result of injury or sickness caused by or incurred in the course of an equine activity.
6. This Agreement shall remain valid and in full force and effect for one year from and after the date opposite the signature of the Participant unless expressly revoked by the Participant in a written notice to the Sponsor/Professional.
7. To the extent possible, this Agreement shall be construed in such a manner as will render it, and each provision of it, fully enforceable; but if any provision of this Agreement shall be unenforceable, such provision (or so much thereof as is unenforceable) shall be deleted and the remainder of the Agreement shall continue in full force and effect.



DV FARM, INC.
172 Emerald Street
Suite 101
Keene, NH 03431
info@dvfarm.org

8. If this Agreement is executed by the undersigned Participant for and on behalf of a minor Participant named below, the undersigned Participant hereby warrants and represents that he/she is, in fact, the legal parent or guardian of such minor, with full rights of custody and control; that this Agreement is given on behalf of and is intended to be binding upon said minor Participant, his/her heirs, personal representatives, successors and assigns; and the undersigned Participant further agree that this Agreement shall also be as fully binding on the undersigned Participant as if it were entered into solely on his/her own behalf.

9. This Agreement shall be binding upon the heirs, personal representatives, successors and assigns of the Participant.

10. I HAVE FULLY READ AND FULLY UNDERSTAND THE FOREGOING EQUINE LIABILITY RELEASE, WAIVER OF RIGHT TO SUE AND ASSUMPTION OF ALL RISKS. I HAVE CONSULTED AND RELIED UPON MY OWN ADVISORS ON ALL QUESTIONS IN CONNECTION THEREWITH, AND I HAVE NOT RELIED UPON THE SPONSOR/PROFESSIONAL, ANY OWNER OR THE EQUINE ACTIVITY SPONSOR FOR ANY ADVICE OR EXPLANATION IN CONNECTION THEREWITH.

Participant's Printed Name

Address

Signature

Date

(To be signed by parent or legal guardian if Participant is under 18 years of age. The signature field is considered your official signature.)

Appendix G: Client Intake Form

CLIENT INFORMATION			
Name:		Date of Birth:	
Last 4 of SSN:	M/F:	Phone:	
E-Mail:			
Marital Status: <u> </u> Single; <u> </u> Engaged; <u> </u> Married; <u> </u> Separated; <u> </u> Divorced; <u> </u> Widowed			
Do you have a DD214?	Is DD214 Attached?	Years of service: <u> </u> to <u> </u>	
If not attached, date sent?			
Discharge Status: <u> </u> Honorable; <u> </u> General; <u> </u> Other Than Honorable			
STAFF NOTES			
EMERGENCY CONTACT INFORMATION			
Contact's Name:		Relationship:	
Primary Phone Number		Cell Number:	
E-Mail:			
BELOW SECTIONS ARE FOR STAFF ONLY			
HEALTH INFORMATION			
VA Hospital:			
Primary Care Physician:			
Address:		Phone:	
City:	State:	Zip Code:	
Mental Health Provider:			
Address:		Phone:	
City:	State:	Zip Code:	
Other organizations involved in treatment:			
List any allergies you have:			

Running head: DV FARM TRANSITIONING TO A SOCIAL ENTERPRISE

Do you have the following: <u>Living Will</u> ; <u>Health Care Proxy</u> ;				
<u>DNR (Do Not Resuscitate)</u> ; <u>Durably Power of Attorney</u>				
If yes to any of the above, where is the record located?				
Infectious Diseases:				
Treatment Plan if Required:				
STAFF NOTES				
PERSONAL BELONGINGS				
Electronics				
Laptop	Brand			
Cellphone	Brand			
Other				
MEDICATIONS				
Name	Dosage	Instructions		
Name	Dosage	Instructions		
Name	Dosage	Instructions		
Name	Dosage	Instructions		
Name	Dosage	Instructions		
Name	Dosage	Instructions		
Name	Dosage	Instructions		
Name	Dosage	Instructions		
Name	Dosage	Instructions		
DRUG TESTS				
Date	Pass / Fail	Date	Pass / Fail	
Date	Pass / Fail	Date	Pass / Fail	
Date	Pass / Fail	Date	Pass / Fail	
Date	Pass / Fail	Date	Pass / Fail	
SIGNATURES				
I authorize the verification of the information provided on this form as to my credit and employment. I have received a copy of this application.				
Signature of resident			Date:	
Signature of staff member			Date:	
STAFF ONLY				
Signature of Admitting Authority			Date:	

Appendix H: Medical Data Form



DV FARM, INC.
14 Whitney Stage Road
Gilsun, NH 03448
info@dvfarm.org

MEDICAL DATA

Name: _____ Date: _____

EMERGENCY CONTACT INFORMATION:

Name: _____ Phone: _____
Address: _____ Relationship: _____

CURRENT MEDICATIONS:

Name: _____	Dosage: _____
Name: _____	Dosage: _____
Name: _____	Dosage: _____
Name: _____	Dosage: _____
Name: _____	Dosage: _____
Name: _____	Dosage: _____
Name: _____	Dosage: _____
Name: _____	Dosage: _____
Name: _____	Dosage: _____
Name: _____	Dosage: _____

PRIOR MEDICATIONS:

Name: _____	Dosage: _____	Date: _____
Name: _____	Dosage: _____	Date: _____
Name: _____	Dosage: _____	Date: _____
Name: _____	Dosage: _____	Date: _____
Name: _____	Dosage: _____	Date: _____
Name: _____	Dosage: _____	Date: _____

ALLERGIES TO MEDICATIONS:

Name: _____	Side Effect: _____
Name: _____	Side Effect: _____
Name: _____	Side Effect: _____
Name: _____	Side Effect: _____

Running head: DV FARM TRANSITIONING TO A SOCIAL ENTERPRISE



DV FARM, INC.
14 Whitney Stage Road
Gisburn, NH 03448
info@dvfarm.org

ENVIRONMENTAL ALLERGIES:

Name: _____	Side Effect: _____
Name: _____	Side Effect: _____
Name: _____	Side Effect: _____
Name: _____	Side Effect: _____
Name: _____	Side Effect: _____
Name: _____	Side Effect: _____
Name: _____	Side Effect: _____
Name: _____	Side Effect: _____

DOCTOR INFORMATION:

Name: _____	Hospital: _____
Address: _____	Phone: _____

PRESCRIBER INFORMATION (IF DIFFERENT FROM PCP):

Name: _____	Hospital: _____
Address: _____	Phone: _____

MEDICAL PROFESSIONAL INFORMATION (THERAPIST / SOCIAL WORKER / ETC.)

Name: _____	Hospital: _____
Address: _____	Phone: _____

Name: _____	Hospital: _____
Address: _____	Phone: _____

Name: _____	Hospital: _____
Address: _____	Phone: _____

Appendix I: Financial Agreement



DV FARM, INC.
172 Emerald Street
Suite 101
Keene, NH 03431
info@dvfarm.org

FINANCIAL AGREEMENT

I, _____, agree to the following financial agreement with DV Farm, Inc.

As a provision of my stay I understand that while I have an income, I am expected to pay program fees on the first day of each month during my stay. I understand that program fees are based upon my income. At this time, based on my income I understand that my monthly program fee is _____ starting on _____.

In the event I fail to make a payment I must disclose a reasonable explanation as to why payment was not made. I understand that I will be required to make the payment as soon as possible and will be added on to the following month if payment has not been received prior to the first day of the following month.

I understand that if there is a change in my financial situation, I am obligated to inform DV Farm staff immediately and, if necessary, a new contract will be created making the current contract obsolete.

I understand that program fees are non-refundable.

_____ Signature (Resident)	_____ Name (Resident)	_____ Date
_____ Signature (Office Staff Only)	_____ Name (Office Staff)	_____ Date

Appendix J: Residential Agreement



DV FARM, INC.
172 Emerald Street
Suite 101
Keene, NH 03431
info@dvfarm.org

RESIDENTIAL AGREEMENT

I agree to the following:

House Rules:

No smoking inside the residence
The only place to eat is at the dining room table
Maintain the cleanliness of the house from the kitchen to the bathroom to your personal area

Guide to Live by:

There will be no drug or alcohol use while in the program
Attendance of AA / NA meetings is expected

Reasons for Termination:

Fighting with a staff member or another client
Threats to a staff member or another client
Animal abuse will not be tolerated
Illegal drugs found in personal belongings or testing positive for illegal drugs
Relapsing within 30 days of starting the program

Passes and Visits:

Based on good behavior you may be awarded a 1-day pass after 90 days of being in the program

Family members may visit for support, must be approved by staff prior to visiting
In the event that DV Farm staff feels a visit with a certain family member negatively impacted your behavior that family member may not be allowed to return, this is considered on a case by case basis

Running head: DV FARM TRANSITIONING TO A SOCIAL ENTERPRISE



DV FARM, INC.
172 Emerald Street
Suite 101
Keene, NH 03431
info@dvfarm.org

Goals:

A 30, 60, 90-day plan will be created within the first week of being in the program
This plan will include personal goals which you wish to meet, staff will be able to assist you in staying on track with personal goals in order to make the program as successful as possible

Some Basic Questions:

What if I Relapse?

We understand that there is a possibility of relapses
In the event this happens staff will take you to the VA to be admitted for detox, once detox has been completed you will be able to return to the program, however, you will need to start over
Personal goals will be updated and changed in order to prevent another relapse

I have no family, where can I go on pass?

If you do not have family or friends in the area there may be a possibility of traveling outside the state depending on the situation, the other possibility is to assist the family member with getting up to the farm and transportation

Do I have to take a pass?

You are not required to go on pass, if you feel that it is safer for you to stay on the farm we respect that

Signature (Resident) Name (Resident) Date

Signature (Office Staff Only) Name (Office Staff) Date

Appendix K: Client Release of Information



DV FARM, INC.
172 Emerald Street
Suite 101
Keene, NH 03431
info@dvfarm.org

RELEASE OF INFORMATION

I _____ hereby authorize _____
speak on my behalf regarding information requested from DV Farm, Inc.

The information may be shared: in person; by phone; by mail; by e-mail; by fax

() I understand that electronic mail (e-mail) is not confidential and can be intercepted and read by other people

DV Farm, Inc will not share your personal information with anyone other than the below agency / agencies or individual(s).

This release expires 1 year from the date signed unless otherwise specified.

Name Signature Date

Appendix L: Mail Policy



DV FARM, INC.
172 Emerald Street
Suite 101
Keene, NH 03431
info@dvfarm.org

MAIL POLICY

Any personal mail sent via UPS, USPS, FedEx or any other form of mail should be addressed as:

(Your Name)
C/O DV Farm, Inc.
14 Whitney Stage Road
Gilsum, NH 03448

Mail will be checked and picked up by DV Farm staff and handed out accordingly, all mail is subject to be searched prior to your receipt.

All packages delivered directly to the farm must go to the farm office PRIOR to being distributed to individual residents. If there is no staff on site at the time of delivery, package must be left at the front door of the farm office unless otherwise instructed.

By signing this document, you agree to the following:

- You mail is subject to be searched prior to your receipt
- Any deliveries accepted on-site directly from USPS, UPS and FedEx may result in immediate discharge from the program

Signature (Resident)

Name (Resident)

Date

Appendix M: Frequently Asked Questions



DV FARM, INC.
14 Whitney Stage Rd
Gilsom, NH 03448
info@dvfarm.org

20 September 2016

1) When are residents allowed off-grounds, and what are the consequences of a resident goes off-grounds without permission?

The residents must stay on the grounds for the first 90 days of being in the program (other than the trip to White River Junction). After the 90 days the staff evaluates the resident and decides if supervised supply runs are allowed. Going to the grocery store or the hardware store. The residents are not allowed off the grounds without supervision. Should the resident leave the property without permission we would evaluate how detrimental the event is to the program they are in, and could be reason enough for them to be removed from the program.

2) Is there drug testing? If so, how often?

Drug testing is done during the initial intake as well as having all belongings searched to include their persons. After the initial test, drug testing is done at random. If a resident should leave the property without permission a drug test would be conducted and included into the evaluation. Along with drug testing, we also have the ability to breathalyze the residents.

3) What kind of treatment do residents receive? Is treatment done through licensed counselors?

The residents will go to their mental health and primary care doctors on a regular basis. The frequency of visits is up to the provider. Any time a resident has an appointment they will be transported to and from the appointment by farm staff and will not be allowed to leave the care of the staff member. Along with treatment by the VA hospitals the residents will have animal assisted therapy working on the farm.

4) How is treatment supervised?

The treatment from the VA hospital will be supervised during transportation to and from the hospital and while in the hospital by a farm staff member. Keeping up with their mental health and psychical health is a stipulation required while in the program. Refusal of this is not allowed and the person will be removed from the program.

5) How do you arrange aftercare once a resident is ready to leave?

This is not a short-term program, residents do not come for 30 days and leave. We will house a resident with no end date as long as there is progress being made in bettering themselves. We assist the resident in getting VA disabilities if they are not already receiving any as well as getting Social Security if need be. We ensure that the resident can get gainful employment and retain it. Once the resident has had a steady income for 90 days we will help the resident find a stable home and retain that as well. This all happens only if the resident is still going to the VA hospital for regular visits.

The easiest way to describe an overview of what we do here at the DV Farm is that: we provide practical rehab for homeless veterans via a combined program of housing & meals, animal assisted therapy, a