Q1.
Community Supported Agriculture programs (CSAs) benefit both farmers and consumers. However, running a successful CSA requires countless decisions about product selection, logistics, and marketing. How you make these decisions affects whether your CSA is a profitable addition to your operations or plagued by customer turnover, logistical problems, and poor reputation.

We (Catherine Ridings and Zach Zacharia of Lehigh University in Bethlehem) are conducting this survey to better understand how successful CSAs work. The results will be used to answer questions such as “How do CSA providers usually manage distribution?”, “What strategies work best to reduce CSA customer turnover?”, and “Is it worth my time to learn to use social media like Facebook and Twitter?”. By completing a survey, which takes about 15 minutes, you will contribute to and learn more about the factors that make CSAs successful.

The psychological and physical risks of participating in this study are minimal. You will be asked to answer questions based upon your experience with CSA programs. There are no right or wrong answers. The benefits of participating include an opportunity to further our understanding of CSAs and local food.

Participation in this study is voluntary. You may choose not to participate, and you may withdraw at any time during the process without any penalty to you. Any data or answers to questions will remain confidential with regard to your identity. Any information collected through this research project that personally identifies you will not be voluntarily released or disclosed without your separate consent, except as specifically required by law. If a report of this study is published, or the results are presented at a professional conference, only group results will be stated.

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher(s), you are encouraged to contact Susan E. Disidore at (610)758-3020 (email: sus5@lehigh.edu) or Troy Boni at (610)758-2985 (email: tdb308@lehigh.edu) of Lehigh University’s Office of Research and Sponsored Programs. All reports or correspondence will be kept confidential.

In appreciation and to thank you for completing the survey, the first 100 respondents will receive a $10 gift card from Local Harvest. In addition we will also provide a summary report of our findings once the data has been collected. If you have any questions about this research project please contact us at CSA_Study@lehigh.edu.

By continuing to the first question you are considered to be providing your informed consent to participate in this research project.

- Agree
- Do not Agree

Q2. What is your business’s zip code?

Tell Us about your CSA

Q3. What type of organization is your business?
- Sole Proprietorship or Limited Liability Corporation (LLC)
- Partnership
- Corporation
- Cooperative
- Other (estate/trust/institutionally-owned, etc.)
Q4. Which of the following do you usually use to describe your business?

- Farm
- Food hub
- Food aggregator
- Marketing co-op
- Other

Q5. Which of the following channels do you use to sell directly to consumers? (Check all that apply.)

- CSA (Community Supported Agriculture) or other farm subscription service
- On farm store/roadside stand
- Farmer’s Market(s)
- U-Pick
- Paper Catalog Sales
- Internet/Web Site/Online Store
- Retail Stores
- Co-op
- Restaurants

CSA Details

Q6. For how many years have you offered your CSA?

- This is my first year.
- 2 to 3 years
- 4 to 6 years
- 7 to 10 years
- 11 to 15 years
- More than 16 years

Q7. In 2012, which of these options does your CSA offer for pickup frequency? (Check all that apply.)

- Weekly - single pickup time offered
- Weekly - with a selection of multiple times offered
- Biweekly (every other week) - single pickup time offered
- Biweekly (every other week) - with a selection of multiple times offered
- Monthly - single pickup time offered
- Monthly - with a selection of multiple times offered
- Other

Q8. Do you offer delivery to CSA customers' offices, homes, or other individualized locations?

- Yes
- No
Q9. How many pickup locations do you offer (excluding delivery to your customer)?

- 1
- 2 - 3
- 4 - 6
- 7-14
- 15 or more

Q10. How many different types of shares does your CSA offer (full share, half share, all vegetable, all meat, etc.)?

- 1
- 2
- 3
- 4-5
- 6-9
- 10 or more

Q11. During what time period do you offer shares? (check all that apply)

- Year Round
- Main Season (for example, May through October)
- Partial Season (for example, Spring share, Fall share, Winter share)
- Other

Q12. On average, in a full share, how many different types of items do you offer in your CSA basket (for example, a basket with tomatoes and apples would be two types)?

- 1 to 3
- 4 to 6
- 7 to 9
- 10 to 12
- 13 or more

Q13. How many products did you offer through your CSA for the first time in 2012 (i.e. never before offered in your CSA)?

- 0
- 1
- 2
- 3
- 4
- 5
- 6 or more

Customers Flexibility and Contact
**Q14.** How often do you allow customers to:

| Change pickup locations during the season? | Never | Sometimes | Always |
| Change pickup times during the season? | Never | Sometimes | Always |
| Select what the contents of the CSA will be for each delivery? | Never | Sometimes | Always |

**Q15.** How often do you:

| Tell customers what is in an upcoming CSA basket? | Never | Sometimes | Always |
| Remind customers about an upcoming delivery? | Never | Sometimes | Always |
| Contact customers when they are late or forget? | Never | Sometimes | Always |

**CSA Practices**

**Q16.** CSA Practices - Indicate the degree to which you agree (or disagree) with the following statements about your current CSA practices:

| In our CSA, the focus is on building long-term relationships with specific customers | Strongly Disagree | Neutral | Strongly Agree |
| Our CSA marketing communications involve personally interacting with individual customers | Strongly Disagree | Neutral | Strongly Agree |
| Our contact with our CSA customers is personal | Strongly Disagree | Neutral | Strongly Agree |
| When a customer signs up for our CSA, we believe they expect one-on-one personal contact with us. | Strongly Disagree | Neutral | Strongly Agree |
| When we meet our CSA customers, our interaction is informal and social. | Strongly Disagree | Neutral | Strongly Agree |
| Our CSA activities are intended to develop cooperative relationships with our customers. | Strongly Disagree | Neutral | Strongly Agree |
| Our CSA planning focuses on issues related to specific customers we deal with. | Strongly Disagree | Neutral | Strongly Agree |
| Our CSA resources (e.g., people, time, money) are invested in establishing and building personal relationships with individual customers. | Strongly Disagree | Neutral | Strongly Agree |
**Q17.** For your CSA, do you: (Check as many as apply.)

- Have a dedicated CSA coordinator?
- Have special events?
- Have a pickup location on your farm?
- Allow CSA members to visit the farm?
- Allow CSA members to help on the farm?
- Require CSA members to help on the farm?
- Encourage CSA members to meet each other?

**Q18.** Does your CSA:

- Provide information about the products you sell, such as recipes and alternative uses?
- Send news about the farm employees or farm family to CSA members?
- Have a person at the pickup locations to talk to and meet CSA members?
- Allow CSA members to provide suggestions/information/ideas to you?
- Actively solicit suggestions, information and ideas from CSA members?

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**The Relationships Customers Have With You and the CSA**

**Q19.** Based on your experiences with your customers, indicate your agreement with the following:

| The CSA at your farm has a great deal of personal meaning for your customers. | Strongly Disagree | Neutral | Strongly Agree |
| Most CSA customers feel a strong connection to your CSA. | | | |
| Most CSA customers feel like they are a part of the CSA at your farm. | | | |
| Most of your CSA customers have a real emotional attachment to the CSA at your farm. | | | |
| There is a strong sense of belonging to your CSA for most of your customers. | | | |

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**CSA Performance**

**Q20.** CSA Outcomes:

| My CSA is profitable. | Strongly Disagree | Neutral | Strongly Agree |
| My CSA contributes to the overall viability of my farm. | | | |
| My CSA allows me to sell products I would otherwise throw away. | | | |
| In general, I receive a higher selling price for products distributed through my CSA | | | |

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[Qualtrics Survey Software](https://lehighcbe.us2.qualtrics.com/ControlPanel/PopUp.php?PopType=Sh...
**Q21. Because I have a CSA:**

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Neutral</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am able to provide fresher products to my customers.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I can offer higher quality products.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I am able to provide a larger variety of products to my customers.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I am able to offer more specialized products to my customers.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>The efficiency of my farm has improved.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>My planning has become more efficient.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I am more efficient at product distribution.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
</tbody>
</table>

**Job Satisfaction**

**Q22. Your attitude toward farming:**

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Neutral</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I find real enjoyment in my job as a farmer.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>Most days I am enthusiastic about my job as a farmer.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I feel fairly well satisfied with my job as a farmer.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
<tr>
<td>I like my job better than the average person.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
</tbody>
</table>

**CSA History**

**Q23. This year, how many subscribers do you have for your CSA for your main delivery season?**

- less than 10
- 11-25
- 26-50
- 51-75
- 76-100
- 101-250
- 251-500
- 501 or more

**Q24. What percentage of your 2011 CSA customers came back for 2012?**

- Less than 10%
- 11-25%
- 26-50%
- 51-75%
- 76-90%
- more than 90%
Q25. How did your membership in your CSA change from 2011 to 2012? Did it:

- increase by 50% or more
- increase by 26 - 49%
- increase by 5 - 25%
- stay about the same
- decrease by 5 - 25%
- decrease by 26 - 49%
- decrease by 50% or more

Q26. How do you expect the size of your CSA membership to change next year?

- increase by 50% or more
- increase by 26 - 49%
- increase by 1 - 25%
- stay about the same
- decrease by 1 - 25%
- decrease by 26 - 49%
- decrease by 50% or more

Q27. Do you limit the number of people who can join your CSA?

- Yes
- No

Q28. What is your current limit?

Customer Satisfaction

Q29. Our customers are very satisfied with:

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Neutral</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>the CSA in general</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the information we provide</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>about the CSA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the delivery and pickup of</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>their CSA order</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the quality of the items in the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSA order</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the number of different items</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>they get in their CSA baskets</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Q30. Your Evaluation of your CSA:

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Neutral</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with my CSA.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My expectations regarding the CSA overall have</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>been fulfilled</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having a CSA is a useful part of my business.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I'm glad I have a CSA.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Tell Us About Your Website

Q31. How often do you update the following for your farm?

<table>
<thead>
<tr>
<th>My own website</th>
<th>Never</th>
<th>Annually</th>
<th>A few times a year</th>
<th>Monthly</th>
<th>Weekly</th>
<th>Daily</th>
<th>I don't have this</th>
</tr>
</thead>
<tbody>
<tr>
<td>Page or entry on another website (such as localharvest.com)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facebook page</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twitter account</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Q32. When did you first create an online presence for your farm?

- 2000 or earlier
- 2001 to 2005
- 2006 to 2008
- 2009 to 2010
- 2011
- 2012

Q33. Online or through e-mail, my CSA members can: (Check all that apply.)

- Sign up for the CSA
- Pay for the CSA
- Change their contact information
- Receive a notification about a pickup (e.g., email, text)
- Find out what will be in their basket for the next pickup
- Select from available items for their next basket
- Find out pickup locations/times
- Change pickup location/time

Q34. Through my farm’s web presence, my CSA members can: (Check all that apply.)

- Contact our CSA coordinator
- Exchange messages with particular members of our farm and/or family
- Find out about local food related social events and activities
- Make suggestions regarding the CSA
- Arrange visits to the farm
- Participate in online events (For example: Webinars or discussion sessions)
- Find out how they can help on the farm
- Create a public profile of themselves
- Find out how to use food provided in the CSA basket
- Read reviews from other CSA participants
- Provide reviews of the farm, CSA, and products
- Exchange messages with other CSA participants
- Find out news about the farm and farm employees

Technologies Used
Q35. What technologies do you currently use to manage your CSA? (Check all that apply.)

- Paper Logbooks and Records
- Microsoft Excel
- Microsoft Access
- Quickbooks
- FilemakerPro
- CSAware
- Farmigo
- SFC Member Assembler
- Seedleaf
- Other CSA management software (please specify)
- Custom e-commerce store
- Other (please specify)

Q36. How likely are you to adopt the use of CSA management software in the next 1 to 2 years?

- Very Unlikely
- Unlikely
- Somewhat Unlikely
- Undecided
- Somewhat Likely
- Likely
- Very Likely

Risk

Q37. Because I have a CSA:

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Neutral</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The revenue of my farm is reliable.</td>
<td>![Symbol]</td>
<td>![Symbol]</td>
</tr>
<tr>
<td>There is an increase in the stability of my revenue.</td>
<td>![Symbol]</td>
<td>![Symbol]</td>
</tr>
<tr>
<td>The farm’s revenue is more predictable.</td>
<td>![Symbol]</td>
<td>![Symbol]</td>
</tr>
<tr>
<td>Unexpected events are not a threat to my farm’s profitability.</td>
<td>![Symbol]</td>
<td>![Symbol]</td>
</tr>
<tr>
<td>I am more certain about the prices I will receive for my products.</td>
<td>![Symbol]</td>
<td>![Symbol]</td>
</tr>
<tr>
<td>The prices I charge are more stable.</td>
<td>![Symbol]</td>
<td>![Symbol]</td>
</tr>
<tr>
<td>Unexpected price changes from competitors will not affect my prices.</td>
<td>![Symbol]</td>
<td>![Symbol]</td>
</tr>
</tbody>
</table>

Tell us about your Farm
Q38. How many acres do you use for cropland?

Q39. How many acres is your farm in total (include rented land)?

Q40. How many acres do you use for pasture?

Q41. Which of the following is a significant contributor to the functioning of your farm? (Check all that apply.)
- Vegetables, potatoes and melons
- Fruits and tree nuts
- Field Crops (dry beans, corn, wheat, soybean, sorghum, barley, rice, dry peas, oats, tobacco, cotton, sugarcane, etc.)
- Forage Crops (hay, alfalfa, barley, oats, rye, wheat, etc.)
- Poultry and Eggs
- Dairy cattle and milk production and other dairy products from cows
- Cattle and calves (beef)
- Pigs
- Sheep, lambs and goats and their products, including wool, mohair, milk and cheese
- Greenhouse, nursery, sod, vegetable seeds, propagative materials, mushrooms, and floriculture
- Woodland crops (Cut Christmas trees, short rotation woody crops, maple syrup)
- Aquaculture (catfish, trout, crustaceans, mollusks, ornamental fish, etc.)
- Horses, ponies, mules, burros, donkeys
- Colonies of bees
- Berries
- Other

Q42. What farming method(s) do you use?
- USDA Certified Organic
- Certified Naturally Grown
- Naturally Grown (follow organic principles but not certified)
- Transitional (in the process of getting certified organic)
- Considering Organic Certification
- Conventional
- Biodynamic

Survey End
Q43. What percentage of your total farming revenue came from your CSA in 2011?
- Less 10%
- 10% to 25%
- 26% to 40%
- 41% to 55%
- 56% to 70%
- 71% to 85%
- more than 85%

Q44. What are your gross sales of all agricultural products in 2011 (both CSA and non-CSA)?
- Less than $2,500
- $2,500 to $4,999
- $5,000 to $9,999
- $10,000 to $24,999
- $25,000 to $49,999
- $50,000 to $99,999
- $100,000 to $499,999
- $500,000 or more
- Do not wish to share

Q45. Check the boxes below and provide your email address if you are interested in any of the following options.
- Partner with us to send a short survey to your Customers (to identify factors that lead to successful CSA's)
- Summary of Survey Results
- $10 Local Harvest Gift Card (for first 100 respondents)

Email Address