

## Survey Info and Disclaimer

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?

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- 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.)

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- 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?

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- 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.)

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- 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?

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- Yes
- No

*Q9.* How many pickup locations do you offer (excluding delivery to your customer)?

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- 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.)?

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

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

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- 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)?

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- 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)?

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

### **Customers Flexibility and Contact**

*Q14.* How often do you allow customers to:

	Never		Sometimes			Always	
Change pickup <u>locations</u> during the season?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change pickup <u>times</u> during the season?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Select what the <u>contents</u> of the CSA will be for each delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Q15.* How often do you:

	Never		Sometimes			Always	
Tell customers what is in an upcoming CSA basket?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remind customers about an upcoming delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contact customers when they are late or forget?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### CSA Practices

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

	Strongly Disagree		Neutral			Strongly Agree	
In our CSA, the focus is on building long-term relationships with specific customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our CSA marketing communications involve personally interacting with individual customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our contact with our CSA customers is personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When a customer signs up for our CSA, we believe they expect one-on-one personal contact with us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When we meet our CSA customers, our interaction is informal and social.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our CSA activities are intended to develop cooperative relationships with our customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our CSA planning focuses on issues related to specific customers we deal with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our CSA resources (e.g. people, time, money) are invested in establishing and building personal relationships with individual customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*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

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

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

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

### **CSA Performance**

*Q20.* CSA Outcomes:

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

*Q21. Because I have a CSA:*

	Strongly Disagree		Neutral			Strongly Agree	
I am able to provide <u>fresher products</u> to my customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can offer <u>higher quality products</u> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to provide a <u>larger variety</u> of products to my customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to offer <u>more specialized</u> products to my customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The <u>efficiency</u> of my farm has improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My <u>planning</u> has become more efficient.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am <u>more efficient</u> at product distribution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Job Satisfaction

*Q22. Your attitude toward farming:*

	Strongly Disagree		Neutral			Strongly Agree	
I find real enjoyment in my job as a farmer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most days I am enthusiastic about my job as a farmer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel fairly well satisfied with my job as a farmer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like my job better than the average person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 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:

	Strongly Disagree			Neutral			Strongly Agree
the CSA in general.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the information we provide about the CSA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the delivery and pickup of their CSA order.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the quality of the items in the CSA order.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the number of different items they get in their CSA baskets.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q30. Your Evaluation of your CSA:

	Strongly Disagree			Neutral			Strongly Agree
I am satisfied with my CSA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My expectations regarding the CSA overall have been fulfilled.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a CSA is a <u>useful</u> part of my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm glad I have a CSA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Tell Us About Your Website

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

	Never	Annually	A few times a year	Monthly	Weekly	Daily	I don't have this
My own website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Page or entry on another website (such as localharvest.com)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facebook page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Twitter account	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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:

	Strongly Disagree			Neutral			Strongly Agree
I am certain of my revenue stream.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The revenue of my farm is reliable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an increase in the stability of my revenue.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The farm's revenue is more predictable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unexpected events are not a threat to my farm's profitability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am certain of the demand for my products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demand for my products is more stable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am more certain about the prices I will receive for my products.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The prices I charge are more stable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unexpected price changes from competitors will not affect my prices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Tell us about your Farm

Q38. How many acres do you use for cropland?

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

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Q40. How many acres do you use for pasture?

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Q41. Which of the following is a significant contributor to the functioning of your farm? (Check all that apply.)

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- 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?

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- 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?

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- 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)?

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- 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.

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- 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 \_\_\_\_\_