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This is a final project report submitted to the Organic Farming Research Foundation.

**Project title:**

***Maximizing shareholder retention in Southern CSAs***

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## Project Summary

Community Supported Agriculture (CSA) has recently been touted as a promising marketing concept for small- to medium-scale organic farmers. At the most basic level, CSA represents an agreement between a farm and a group of consumers known collectively as 'shareholders.' Shareholders pay a fee at the beginning of the season for a membership, or share, in the farm. In return, shareholders receive organic produce on a weekly basis for as long as the growing season lasts. Farmers benefit because they receive an immediate source of capital and are able to share the risks inherent in farming with a community of supporters. CSA farms (known simply as 'CSAs') vary according to particular goals, though most subscribe to this basic structure.

While the produce offered or the opportunities for on-farm activities may differ from farm to farm, all CSAs are dependent on a committed group of shareholders. Yet, shareholder turnover, or the number of shareholders who do not renew their memberships from one year to the next, can be fairly high. For example, rates of 30-50% turnover are not uncommon for many CSAs in the U.S.

One of the most fundamental principles of CSA is that the model enables farmers to devote the majority of their time to producing food. Yet when turnover is high, demands on farmers' time can be overwhelming. In recognition of this challenge, researchers at the University of Georgia teamed up with seven CSA farmers to collaborate on a project entitled 'Maximizing Shareholder Retention in Southeastern CSAs: A Step Toward Long-Term Stability.' Together, we sought to determine the factors that most directly influence shareholder retention.

The seven farms participating in this study are all located in the Southeast and represent a diversity of farming styles and experiences. Because aspects of the CSA experience described by our work may be unique to the Southeast, this study is not intended to be representative of situations on all CSA farms. Nonetheless, shareholder retention is an issue that affects CSA farms everywhere. As such, we anticipate that our findings will be generally applicable in other areas.

Results from two different analyses, using data collected during the 1996 growing season, are presented herein:

- 1) Telephone Interviews with New Shareholders; and
- 2) End of the Year Survey

## Telephone Interviews

Our initial hypothesis was that unrealistic expectations held by new shareholders might contribute to high rates of turnover. We defined new shareholders as people who were joining the CSA for the first time and had never been members of another CSA. To test this hypothesis, telephone interviews with new shareholders were conducted in early spring, before any CSA shares had been distributed. The timing of this phone call enabled us to identify shareholders' expectations well before those expectations had been influenced by actual experience with the CSA.

### Methods

First we asked people how they had heard of Community Supported Agriculture. Did they learn about CSA directly from the farmer or from a friend? Did they know other people who had ever been members of a CSA? Next, we discussed people's primary motivations for joining the CSA. What did they hope to gain from the experience? Which aspect of participation was most appealing to them? We then asked shareholders to describe their understanding of the agriculture aspect of CSA. Did they know what kinds of fruits and vegetables to expect, did they understand the concept of risk, and were they aware of how seasonality affected availability? We also asked shareholders to describe their expectations regarding the community aspect of CSA. Did they anticipate attending farm activities, helping with distribution, or socializing with other shareholders in general?

During the spring phone interviews we also attempted to quantify people's perception of the value of the experience they were about to have. For example, if a shareholder had paid \$400 for his/her share, the telephone conversation would have proceeded as follows: 'You paid \$400 for your share. Given the expectations you have just discussed with me, would you have been willing to pay \$440 for the same share?' Essentially, we added 10% to the share price. If the shareholder, said yes, we added 20% to the share price and re-asked the question. We re-asked the question, each time adding 10% to the share price, until we arrived at the upper limit the shareholder would have been willing to pay. By this method, we were able to quantify. In terms familiar to each new shareholder (i.e. money), how each person perceived the value of the experience they were about to have.

At the end of the growing season, we called new shareholders back and reminded them what they had said in the spring. The second phone call allowed us to determine if expectations, as expressed in the spring, had been met. The price question was also revisited, this time as follows: "In the spring you told me you paid \$400 for your share. Now that you have gone through the experience and know what being a shareholder entails, would you be willing to pay \$400 again?" (If yes) 'Would you be willing to pay \$440, etc.?' (If no) 'Would you be willing to pay \$360, etc.?' This time 10% was either *added to* or *subtracted from* the original share price until we reached the amount the shareholder would be willing to pay.

## Results

When asked about their specific expectations, people indicated that they were generally excited about the upcoming CSA experience and looking forward to it with anticipation. With regard to the agriculture aspect of CSA, some were awaiting what they believed would possibly be the best fruits and vegetables they were likely to eat in their entire lives. Others spoke of childhood memories regarding fresh tomatoes from grandma's garden. The majority of shareholders did not convey an exact knowledge of *which* items they could expect to receive, nor when to expect certain items. Overall, however, they did possess a fairly accurate general impression of the agriculture aspect of CSA.

"... I know to expect vegetables that are germane to the South, to our climate and conditions. I know there is the risk of crop failure. I know that if the rains don't come. I may not have as much in my basket. I know the food will not be treated with chemicals. I understand it won't look perfect

"...Farming being what it is, we are trying not to get our hopes too high. We know anything can happen. Of course, we hope that we get lots of vegetables and that "Joe" is successful. But the reality of the situation might be different. We'll just have to wait and see."

"I'm expecting a steady stream of vegetables... although I guess part of it is that they could get a flood and I wouldn't get anything. We had that really awful freeze in March that could have cut out all of our strawberries. It's a gamble, and I do think about that aspect of it."

As for the community aspect of CSA, new shareholders were split fairly evenly between those interested in community and those not interested. Fifty-two percent of the new shareholders interviewed in the spring indicated that they didn't have any expectations whatsoever. They didn't want to go out to visit the farm, they didn't want to meet new people, and they didn't have time to volunteer or help out with distribution of produce. Of those that did care about the community part, a minority expressed a sense of deep commitment to the concept. During the fall phone interview, the people who had previously indicated a desire to get involved in the farm were asked whether they had been able to fulfill this desire. Despite the best of intentions, most never made it out to the farm, or didn't make it out as frequently as they thought they would.

"When I first heard the concept of community, I really thought it referred to place - as in the community in a 20-mile radius around the farm. Now I know it refers more to the interactions you'll have with the other shareholders. Honestly, I'm not very interested in that. I'm just not."

"I don't have any expectations whatsoever. I did it entirely for myself. I wasn't really thinking about the community... about the global importance of it. I thought, 'I want fresh vegetables and he's got 'em.'"

"... I'm into the community part from a family to family point of view. I'd love my kids to get to know some other children, but I also see it as a way for my family to do something special together."

The tone of the fall conversations was considerably more subdued than the spring conversations. Phone conversations were also noticeably shorter in the fall than in the spring. Reality (and one too many eggplants in their shares) had changed people's perception of the CSA experience. Nowhere is this more evident than with the question concerning price.

As illustrated in Figure 1, 66% of the new shareholders interviewed in the spring were willing to pay an amount above the amount they originally paid for their share. By the fall, the number of people willing to pay an amount above the original share price had dropped to 39%. Even more significant, 23% of the shareholders we spoke with in the fall would only join the CSA again if the share price were reduced.

**Figure 1: Willingness to Pay (n=47)**

Spring (n=47)	
Couldn't Say: 11%	
Would Only Pay Same Amount: 23%	
Would Pay More: 66%	
+10%:	30%
+20%:	23%
+30%:	9%
+40%:	2%
+50%:	2%
Fall (n=42)	
Would Only Pay Less: 23%	
Would Only Pay Same Amount: 38%	
Would Pay More: 39%	
+10%:	27%
+20%:	5%
+30%:	7%
+40%:	0%
+50%:	0%

**Figure 2: Changes in Perception (n=42)**

Perceived value decreased: 64%  
 Perceived value increased: 10%  
 Perceived value stayed the same: 26%

Figure 2 shows that by the end of the season, the perceived value of the CSA experience had dropped for the majority (64%) of the new shareholders with whom we spoke.

Problems associated with expectations concerning variety were consistently offered by new shareholders as explanations for the decline in perceived value. In the spring, new shareholders expressed an apparent willingness and desire to try different vegetables, that is, vegetables other than the ones they were used to eating. Yet it is precisely the variety aspect of the CSA experience that posed the most problems for new shareholders. Consider the contrast between remarks made in the spring and those made in the fall.

## **Spring**

"I'm looking forward to working with new vegetables that I've never had before. They put out a list of vegetables that we would be receiving, and there were so many that I didn't even know the names of. We were kind of in a rut with regard to the vegetables we eat. So besides looking for a great source of clean vegetables, I was also looking to force my hand to work with other vegetables and learn to cook with them."

"I wanted to expand the number of vegetables we eat. I'm not familiar with some of the things he grows. My children are not real good vegetable eaters. I thought if he could give us something that was tastier than what you get in the grocery store they might be more interested. I pass a lot of these things up in the grocery store because I don't know what they are or what to do with them. I thought this would be a good opportunity to learn."

"I expect to get a wide variety of organic produce. I am assuming that these will be pretty much the only vegetables I buy. I don't want to have to buy too much more (fresh produce) at the grocery store. That's the way I've budgeted for this."

## **Fall**

"The only drawback we found with it was there were things that you just don't use... things that I'd just as soon not have. I didn't feel that we got a whole lot of squash and tomatoes and corn. Overall the produce has been really good, but there has been stuff we've thrown away because we just don't eat it."

"Freshness was definitely there, but when I said I wanted variety I really meant within the things I was used to eating."

"We got some unusual different types of vegetables that we wouldn't have bought in the store, but then we kept getting them week after week and we didn't really know what to do with them. They weren't necessarily our favorite things. We thought we wouldn't have to supplement the vegetables at all, but it ended up being such odd kinds of stuff that we really did have to buy more."

"I never got a wide enough variety to really keep me from having to go to the grocery store. The quality was good, but there just wasn't much variety. I thought the share in the CSA would take care of my fruit and vegetable purchases for the whole season. In other words, I didn't think I would have to buy any fruits or vegetables from the supermarket as long as I was getting the CSA shares. Unfortunately, I consistently supplemented the share with additional purchases at the store."

For these and many other new shareholders we spoke with, the perceived value of the CSA experience declined, largely because expectations were not met. For example, the above quotes from the fall conversations shed some light on new shareholders' unmet expectations concerning variety. While many indicated a desire to try new vegetables, they did in fact still expect to receive the basics as well. In essence, shareholders in the Southeast are indicating, for the most part, that new varieties should be offered as compliments to, rather than substitutes *for*, the basics. Notwithstanding unmet expectations, some expectations were simply unrealistic in the first place. Farmers can play a large role in shaping the expectations of shareholders.

## Mail Surveys

Mail surveys were used to further explore issues affecting shareholder retention. Surveys were mailed to 253 shareholders in October of 1996. October coincided with the end of the growing season for most farms. As such, it was a good time for shareholders to evaluate the CSA experience. We asked thirty-five closed-ended questions and two open-ended questions. A total of 196 surveys were returned, representing an overall response rate of 77.5%. The complete survey instrument, along with summary results for all farms combined, is located in the appendix.

### Statistical Analysis

Statistical analysis of the surveys focused primarily on which aspects of the CSA experience seemed to most influence overall satisfaction. Two measures of overall satisfaction existed within the survey instrument.

First, we asked shareholders to rate their satisfaction with various aspects of the CSA experience, such as:

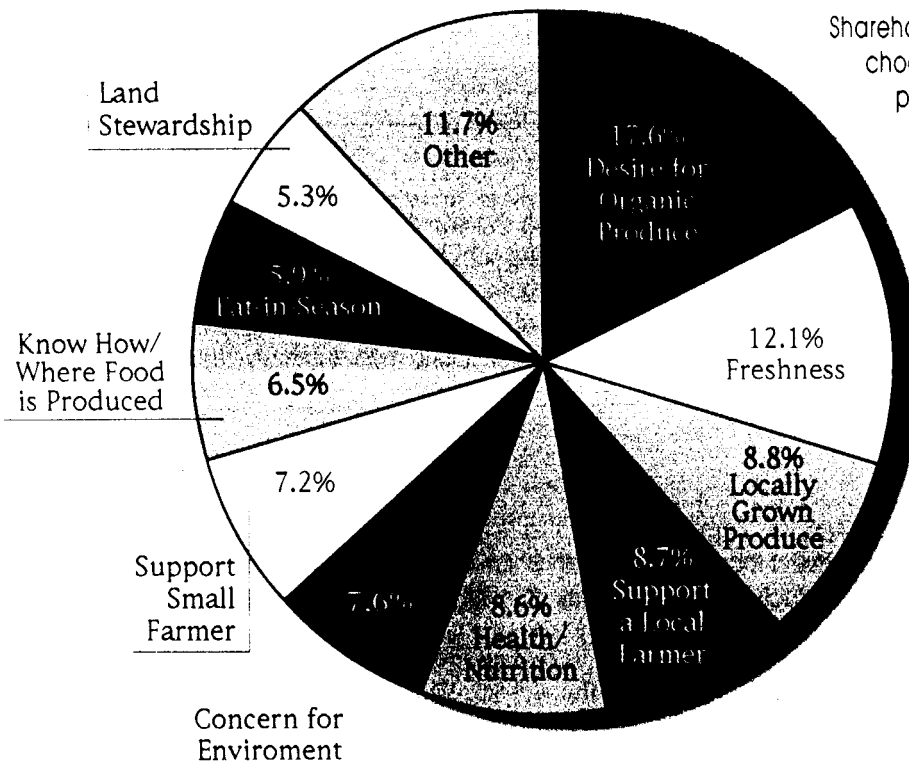
Quantity of Produce	Quality of Newsletter
Quality of Produce	Distribution Site
Freshness of Produce	Distribution Day/Time
Variety/Mix of Produce	Social/Community Aspect

Shareholders chose a satisfaction score of 1-5 (one being the worst and 5 being the best) for each category above. Finally, we calculated a mean satisfaction score for each individual shareholder based on responses to this question (Q-17) for the categories concerning quantity, quality, freshness, variety, and distribution logistics. Quality of the newsletters and social/community aspects of the CSA were dropped from this particular analysis because few farms in the study made the social/community aspect a priority and only half consistently published newsletters. The graphs on the following pages use these mean scores as overall indicators of satisfaction with the CSA experience.

Second, we asked shareholders if they planned on participating in the CSA again next year (Q-21). Respondents who answered "yes" were considered to be satisfied with the CSA experience, and indeed had correspondingly high mean satisfaction scores.

## Survey Highlights

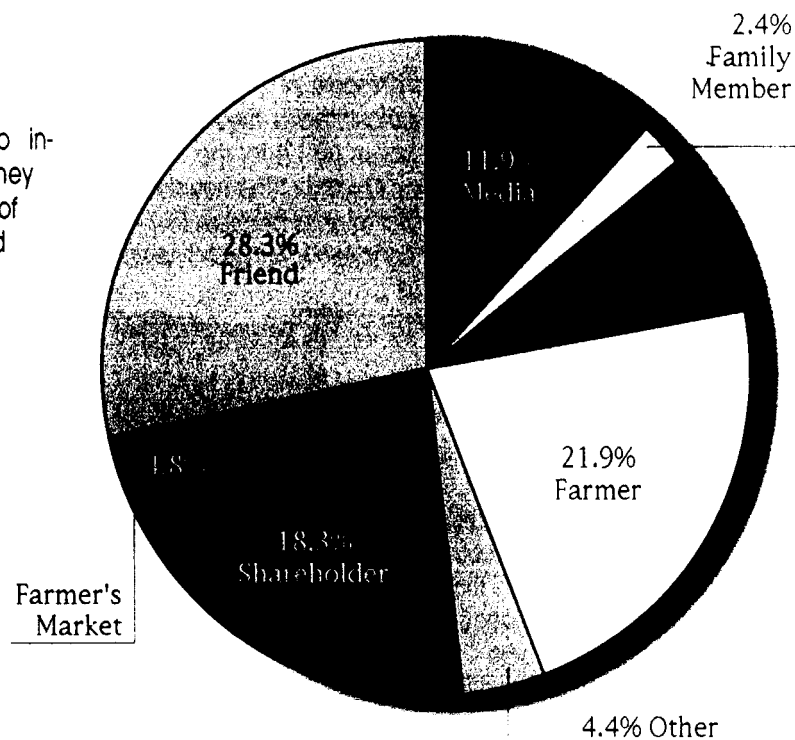
### Reasons for Joining



Shareholders were asked to choose from a list of 18 possible responses (Q-7) their top five reasons for joining the CSA. A desire for organic produce, a desire for fresh produce, and a desire for locally grown produce were among the most frequent responses.

### Method for Learning of the CSA:

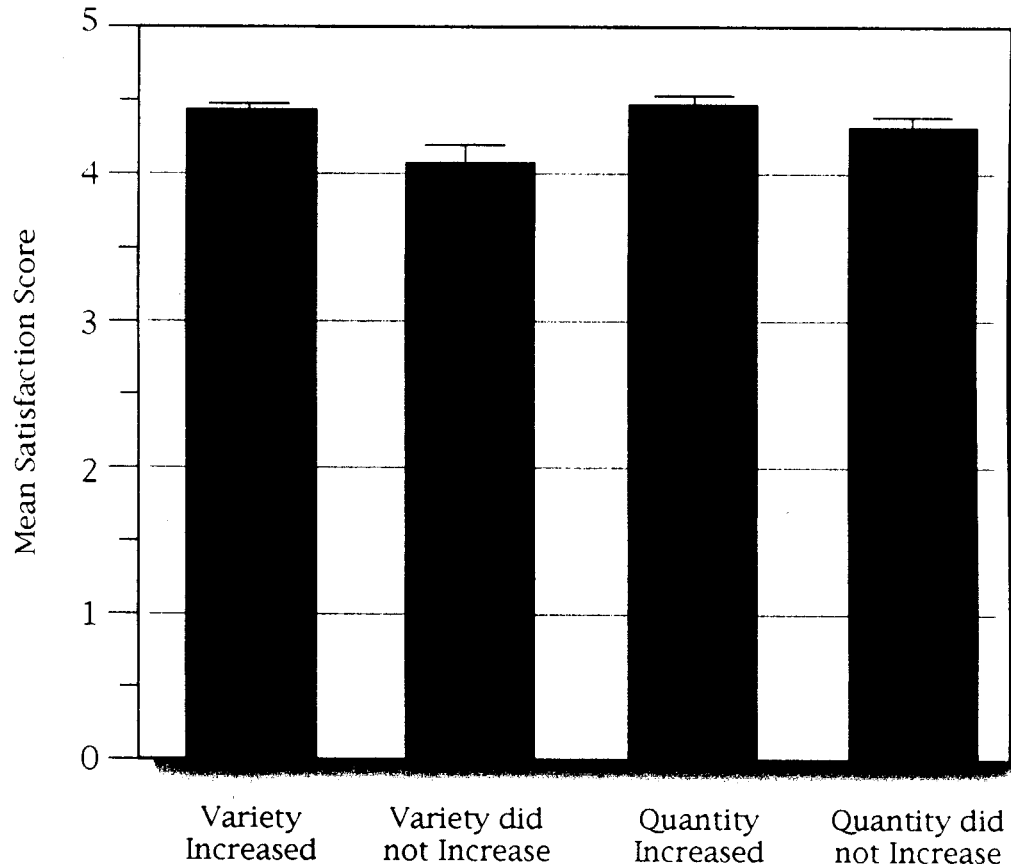
When asked to indicate how they initially learned of CSA (Q-8), word of mouth and directly from the farmer were the top responses given by shareholders.





### Variety & Quantity

We asked shareholders if the amount of produce they consumed increased as a result of their participation in the CSA (Q-12). We also asked shareholders if the variety of produce they consumed increased as a result of the CSA experience (Q-13). Our research suggests that shareholders who experienced an increase in both variety and quantity of produce consumed are relatively more satisfied ( $p < .019$ ,  $p < .005$ ) with the overall CSA experience than those whose variety and quantity of produce did not increase.

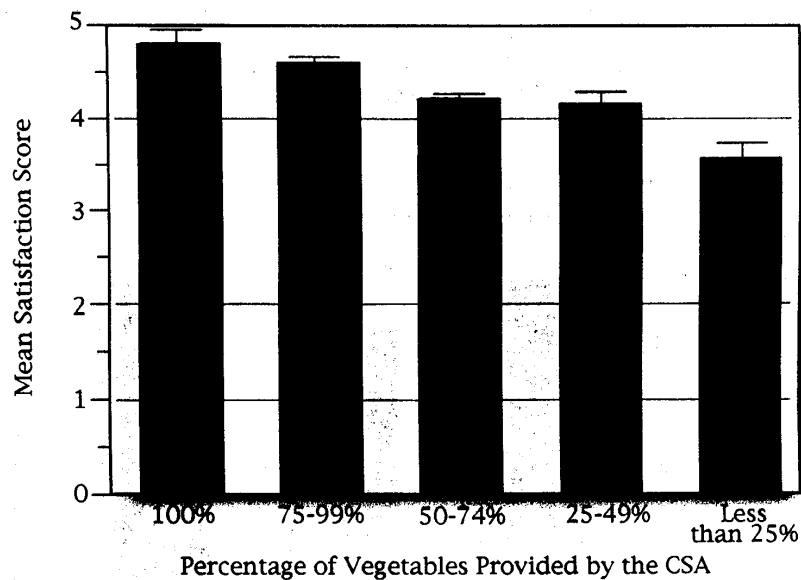


Did the amount/variety of produce you eat increase as a result of participation in the CSA? (Q-12, Q-13)

### Percentage of Vegetable Needs

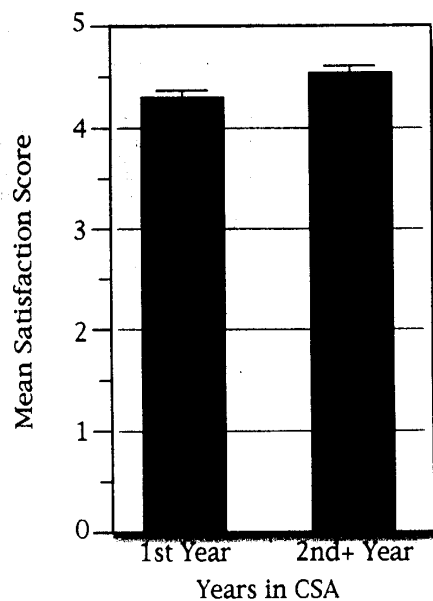
Shareholders were also asked: What percentage of your vegetables, in terms of quantity, did the CSA provide during the growing season (Q-14)? As the amount of produce received from the CSA declines, so too does overall satisfaction with the experience.

People who received more than 75% (A and B) of their vegetable needs from the CSA were generally more satisfied than those who received less than 75%.



### Years as a Member

We asked shareholders how long they had been members of the CSA (Q-3). Those that had been members for more than one year were significantly ( $p < .04$ ) more satisfied than first year members.

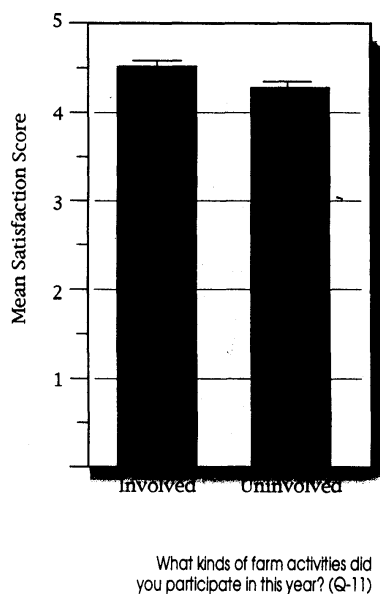


## Involvement Level

Many CSA farms offer their shareholders the option of purchasing a 'working' share. Typically, shareholders with working shares receive a small discount on the share price in exchange for 10-20 hours of on-farm labor,

There was no appreciable difference in overall satisfaction level between shareholders who purchased working shares and shareholders who purchased non-working shares. The number of times people had been to the farm also did not measurably influence overall satisfaction.

Apart from exploring possible distinctions between shareholders who had purchased working and non-working shares, we also asked if shareholders had participated in any farm activities whatsoever (Q-11). To do so, we expanded the definition of involvement beyond simply fulfilling the requirements of a working share (which typically consisted of volunteer labor on the farm) to include activities such as sharing recipes, making phone calls, or helping with newsletters. The question included activities that did not necessarily require a trip to the farm, nor physical labor on the farm. We found that shareholders who indicated some level of involvement were generally more satisfied ( $p < .01$ ) than those who did not participate in any farm activities at all.



## Recommendations/Conclusions

General recommendations for increasing shareholder retention, followed by specific examples of how each general recommendation might be carried out, are offered below. The list of suggestions is by no means exhaustive. Because each CSA farm has its own unique character, successful recruitment and retention strategies must be tailored to fit the specific needs and resources of each individual CSA farm. Nonetheless, the ideas offered below serve as examples of how some CSA farmers respond to the problem areas identified in our study.

### Marketing

The most popular method for learning of CSAs was word of mouth. What can CSA farmers do to get their most satisfied shareholders talking to their friends?

**Referrals:** Some farms offer rebates on the share price to shareholders who recruit one or more friends. For example, offer a 10% discount to each shareholder who recruits one friend.

**Get Shareholders to Do the Recruiting:** Take the rebate concept a step further and offer a free share to the person who recruits a total of 10 families. One CSA in Maryland adds a new distribution site when a shareholder recruits 10 or more members as long as the location is near the CSA's existing route. The host family gets their weekly produce bags free in exchange for administering the drop site, and the CSA recruits an additional ten families.

**Pass One Along:** When it's time to start recruiting for the next season, many CSA farmers send old members five sign-up forms: one for the old member, and four to be passed along to friends or family.

**Turn a Vacation Into an Opportunity:** Every summer shareholders go on vacation. Some CSAs suggest shareholders ask a friend or relative to pick up their shares while they are out of town. This helps the vacationing shareholders because they don't have to worry about what will happen to their weekly share, and at the same time, it introduces a second family to the joys of CSA.

**Free Advertising:** Shareholders wearing farm t-shirts or sporting tote bags with the farm logo 'talk' to their friends without even opening their mouths. Take advantage of free advertising opportunities such as these.

The next most popular method for learning about CSA was directly from the farmer. Who can CSA farmers tell about CSA? Who should they tell?

**Environmentalists:** Our research suggests that CSA shareholders are recyclers and more often than not could be considered environmentalists. Target local environmental groups.

**Security in Numbers:** Research also suggests that there is security in numbers. People are more likely to join a CSA if they know that their friends are joining as well. Target pre-established groups or networks of people - such as religious groups, or places of business.

For example, the Earth Ministry program in Seattle links CSA farmers with local church congregations. Also, there is a farm in the Washington DC area whose shareholders are all employees of The Washington Post, the city's most popular newspaper. Shares are dropped off weekly at the Post's headquarters, and journalists, typesetters, and editors pick up their shares on their way out the door. A farm in Pennsylvania has a similar arrangement with employees of Rodale Press, Inc. The beauty of marketing to one business is that all shares can be distributed in one stop. Also, hundreds of people are coming and going almost daily from large businesses. Who knows how many might be potential shareholders?

## **Farm Management**

Variety received one of the lowest satisfaction scores on the mail surveys. In addition, variety consistently came up as a problem during telephone interviews with new shareholders. By anticipating problems with variety ahead of time, CSA farmers can begin to respond to the specific tastes and desires of 40 different people.

**Collaborate with Other Farmers:** Collaborating with other farmers is a very popular and successful method for dealing with the issue of variety. If there isn't room on the farm for sweet corn, try contracting with another grower to provide sweet corn to shareholders. Collaborating with other farmers has multiple advantages. The bounty and principles of CSA are shared with other farmers in the community, and shareholders get a wider variety of produce than otherwise would have been possible. Farmers in many parts of the country have gone beyond simply supplementing the produce they offer to shareholders. Many farms now offer their members organic yogurt, coffee beans, maple syrup, cheese, or bread. The possibilities for introducing CSA shareholders to other locally produced products are endless.

**U-Pick:** Some crops, such as green beans, are simply too time consuming to harvest. Yet shareholders are going to want green beans anyway. U-pick sections of the farm can help alleviate this problem. Plant green beans, peas, and strawberries and let shareholders know that if they want these items, they can pick them at the farm any day of the week. This way shareholders get their green beans, and CSA farmers don't necessarily have to devote precious time and labor to harvesting each week.

**Take It or Leave It:** Offering the option to "Take It Or Leave It" at distribution sites is another popular method for addressing the issue of variety. Boxes are set out and labeled as "Take It Or Leave It." Shareholders who got more brussel sprouts in their bags than they or their family can use leave their brussel sprouts behind for someone else who might want additional brussel sprouts. If they see anything in the Take It Or Leave It Box that they can use, lettuce perhaps, they are welcome to take it. This arrangement allows shareholders a little more control over the variety and quantity of produce they receive. It also allows farmers to monitor shareholder desires in terms of variety.

**Complete Choice:** Taking the "Take It Or Leave It" concept a step further, many CSA farms have begun offering complete choice to their shareholders. Produce is harvested, packed in bulk, and taken to a distribution site. Shareholders can choose how much and what kind of produce they want from what is available that day. Farmers who use this method report being very anxious the first one or two times this method is used, fearing that all the carrots would be gone after the first ten shareholders passed through. Instead, they find that at the end of the day there is rarely much of anything left and 50 different tastes, desires, and needs have been more closely met than otherwise would have been possible.

There are lots of different ways to distribute with complete choice. Some farms put all the greens in one area, all the corn, tomatoes, etc., in another. Signs are posted that read "Take up to one full bag of greens -- any assortment" or "Take up to 8 ears of corn, up to 10 tomatoes, etc." Other farms use a credit system. When shareholders purchase a membership in the farm they have, in essence, purchased a total number of credits. For example, membership in some farms is equal to purchasing 200 credits. Each week, produce is marked by its value in credits, and shareholders can mix and match until they use up a maximum of 15 credits worth of produce. Produce that is in abundance and the farmer really wants to move may only be worth 1/2 credit, whereas everyone's favorite, sweet corn, is worth a full credit.

During the telephone interviews with new shareholders, many people voiced their belief that a share in the CSA would take care of the majority of their produce needs for the growing season. How can CSA farmers ensure that they are meeting the needs of their shareholders?

**Cover the Basics:** Realize that the diet of the majority of shareholders consists of the basics (such as green beans, tomatoes, potatoes, carrots, squash, etc). Expanding the variety of fruits and vegetables consumed in the household is an often cited reason for joining the CSA. Nonetheless, the basics are most familiar to the majority of shareholders. Again, shareholders in the Southeast are indicating, for the most part, that new varieties should be offered as compliments to, rather than substitutes *for*, the basics.

**Season Extensions:** CSAs are competing with supermarkets which are able to offer year round access to a variety of produce. Multiple plantings and season extension techniques should be employed whenever feasible to increase shareholder access to a wide variety of items for a longer period of time.

**Add Value Through Specialty Items:** Consider offering specialty items in addition to the basics. By providing highly perishable items that are typically expensive in the grocery store, such as berries of any kind, CSA farmers can increase the value of the CSA experience.

## Education

Phone conversations with new shareholders highlighted the fact that expectations are often out of line with reality. As long as expectations are unrealistic, shareholders will be dissatisfied with the CSA experience. What can CSA farmers do to manage people's expectations?

**Meetings:** On-farm meetings offer an excellent opportunity to manage shareholder expectations. The logistics of distribution, the specifics of crop plantings, the concept of "risk", and the potential impact of poor weather on share size and variety can all be thoroughly discussed at a spring shareholder meeting.

**Resource Booklets:** A CSA farm in North Carolina gives each new shareholder a resource booklet when they sign up. The resource booklet discusses the concept of risk, introduces the farm, and offers hints on how to store various vegetables. There is a section with answers to some of the most frequently asked questions such as "Do CSA farmers make a lot of money?" and "How is the price of the share set?"

**Crop Lists:** Another way to educate shareholders is to give out crop lists. Crop lists let shareholders know exactly what the CSA hopes to produce during the growing season. Crop lists can also be used to give people an idea of when to expect certain vegetables so that people won't be waiting for tomatoes in April if they won't be available until June or July.

**Calendars:** Giving shareholders a calendar at the beginning of the season is another way to let people know when to expect certain items. Days marked with reminders about planting and harvesting, or notes such as "check woods for mushrooms this week" keep shareholders in touch with what is happening on the farm.

**Newsletters:** Newsletters are a great way to spread the word about upcoming events and let people know what happens on the farm each week. If it is explained in a weekly newsletter that a late frost killed the spring peas, shareholders will be much more likely to tolerate fewer peas in their shares.

**Cookbooks and Vegetable IDs:** A lot of shareholders do not recognize the vegetables that show up in their weekly bags. Pictures of vegetables, either in a cookbook or illustrations on newsletters, help shareholders identify unknown produce. In addition to not knowing what certain vegetables are, many people also don't know how to prepare certain items. Several CSAs offer their shareholders cookbooks when they sign up. (See the Resource section for information on ordering sample CSA Cookbooks). Recipes or suggestions for storing &/or freezing help shareholders know what to do with various items. Some CSA farms tell shareholders what a certain vegetable is in the weekly newsletter, and then refer them to a certain page in the cookbook so that they can look up different ways to use the vegetables.

**Trial Periods:** Some shareholders simply won't truly understand the CSA concept until they've actually experienced it. In recognition of this, some CSA farms are beginning to offer new shareholders the option of signing up for an initial trial period, for example 2-3 weeks.

**Buddy Systems:** Some CSA farms have successfully used buddy systems for new shareholders. When new shareholders sign up, they are given the phone number of an older, more seasoned shareholder. If the new shareholder has any questions or doesn't understand the logistics of distribution, a quick phone call to his/her 'buddy' clears up any confusion.

**Marketing Materials:** Any written marketing materials for the farm, such as brochures or newspaper advertisements, should clearly define farm goals. Well written marketing materials can help set realistic expectations.

The preceding recommendations focus on educating shareholders, but communication must go both ways. What shareholders want from participation in the CSA must be clearly understood by farmers - how else can CSA farmers deliver what shareholders want? Our response rate to the mail surveys was almost 80%, indicating on one level that people want to be heard. What kinds of mechanisms for feedback can CSA farmers offer their shareholders?

**Voting Sheets:** Find out which items shareholders would like to see grown. A CSA farm in North Carolina mails its shareholders a voting sheet at the end of each season. As people sign up for the next year, they vote on which items they would like to see grown.

What are the people in your area buying at the grocery store? Call the produce departments of several area stores to see which items are top sellers. Chances are, if people are buying lettuce, broccoli, and peppers every week from the supermarket, they are going to want lettuce, broccoli, and peppers from the CSA.

**Surveys:** End of the season surveys are another good way to allow shareholders the opportunity to provide feedback. If response rates are low, don't assume that people are satisfied. Call random shareholders and solicit feedback over the phone. Talking to shareholders who don't renew their memberships is another good way to learn. Most CSA farmers call people who drop out of the CSA to discuss the reasons for their dissatisfaction.

**Feedback Mechanisms at Distribution Site:** Make it easy for people to offer comments or suggestions. Many farmers solicit comments from shareholders by leaving behind a comments box- or posting a clip board on the wall at distribution sites. This way, people can provide feedback even if the farmer is not around. Also, feedback can be anonymous.



### Shareholder Information.

1. What kind of share do you have? (Full or Half?, Working or Non-Working?): \_\_\_\_\_
2. How many people in your household eat your share? \_\_\_\_\_ # of Adults \_\_\_\_\_ # of Children
3. How many years have you been a member of the New Town Farms CSA? (Please circle)  
A. THIS WAS MY 1st YEAR  
B. THIS WAS MY 2nd YEAR  
C. THIS WAS MY 3rd YEAR  
D. THIS WAS MY 4th YEAR  
E. THIS WAS MY 5th YEAR  
F. THIS WAS MY 6th YEAR

If this is your first year in the New Town Farms CSA (and you circled "A" above) please answer questions 4-6. If this is not your first year in the New Town Farms CSA, please skip questions 4-6 and proceed to question 7.

### Shareholder Expectations.

4. Were your expectations regarding the CSA experience met? (Please circle the letter of the statement that most closely reflects your experience.)  
A. THE CSA EXPERIENCE EXCEEDED MY EXPECTATIONS  
B. THE CSA EXPERIENCE MATCHED MY EXPECTATIONS  
C. THE CSA EXPERIENCE FELL SHORT OF MY EXPECTATIONS  
D. I HAD NO EXPECTATIONS
5. Please complete the following statement. My initial expectations regarding the CSA experience were based on: (Please circle all letters that apply.)  
A. A PREVIOUS CSA EXPERIENCE  
B. WHAT OTHER SHAREHOLDERS TOLD ME  
C. WHAT A FRIEND TOLD ME  
D. WHAT I LEARNED FROM SAMMY/MELINDA  
E. INFORMATION I READ/RECEIVED  
F. I HAD NO EXPECTATIONS  
G. OTHER: \_\_\_\_\_
6. At the beginning of the season, did you attend a shareholder meeting at the farm? (Please circle.)  
A. YES  
B. NO

### Your Interest In CSA and It's activities.

7. Please choose the top five reasons you chose to participate in CSA. (Please circle only five letters.)  
A. DESIRE FOR FRESH PRODUCE  
B. DESIRE FOR LOCALLY GROWN PRODUCE  
C. DESIRE FOR ORGANIC PRODUCE  
D. DESIRE TO SUPPORT A SMALL FARMER  
E. DESIRE TO SUPPORT A LOCAL FARMER  
F. DESIRE FOR A SENSE OF COMMUNITY  
G. DESIRE TO EAT PRODUCE IN-SEASON  
H. DESIRE FOR A RECREATIONAL ACTIVITY  
I. HEALTH/DIETARY REASONS  
J. GENERAL CONCERN FOR THE ENVIRONMENT  
K. DESIRE TO REDUCE PACKAGING  
L. DESIRE TO EDUCATE SELF  
M. DESIRE TO EDUCATE FAMILY  
N. CONVENIENCE  
O. OPPORTUNITY TO WORK ON A FARM  
P. DESIRE TO TRY NEW FOODS  
Q. CONCERN FOR LAND STEWARDSHIP  
R. KNOWING WHERE AND HOW YOUR FOOD WAS GROWN  
S. OTHER: \_\_\_\_\_

8. From whom (or what) did you learn of Community Supported Agriculture? (*Please circle all that apply.*)

- |                                  |                         |
|----------------------------------|-------------------------|
| A. FROM THE FARMER               | E. NEWSPAPER/RADIO/TV   |
| B. AT THE FARMER'S MARKET        | F. HEALTH FOOD STORE    |
| C. FROM A FRIEND                 | G. FROM A FAMILY MEMBER |
| D. FROM A SHAREHOLDER/CSA MEMBER | H. OTHER: _____         |

9. How many times this season did you visit the farm? (*Please circle.*)

- |              |              |              |
|--------------|--------------|--------------|
| A. 0 TIMES   | C. 3-4 TIMES | E. 7-8 TIMES |
| B. 1-2 TIMES | D. 5-6 TIMES | F. 8+ TIMES  |

If you visited the farm this season (and you did not answer "A" above), please answer the following question:

Ordinarily, do you visit the farm by yourself or with other members of your household? (*Please circle.*)

- A. BY MYSELF  
B. WITH OTHER MEMBERS OF MY HOUSEHOLD

10. How far is the farm from your house? (*Please circle.*)

- |                |                |
|----------------|----------------|
| A. 0-15 MILES  | D. 46-60 MILES |
| B. 16-30 MILES | E. 61-75 MILES |
| C. 31-45 MILES | F. 75+ MILES   |

11. Which types of farm activities did you participate in this year? (*Please circle all that apply.*)

- |                               |                                 |
|-------------------------------|---------------------------------|
| A. ATTENDED FARM MEETINGS     | E. SERVED ON STEERING COMMITTEE |
| B. ATTENDED FESTIVALS/PARTIES | F. WORKED ON THE FARM           |
| C. HELPED WITH THE NEWSLETTER | G. SHARED RECIPES               |
| D. HELPED WITH DISTRIBUTION   | H. OTHER: _____                 |
|                               | I. NONE                         |

#### Shareholder Benefits.

12. Has the *amount* of produce you consume increased as a result of your participation in the CSA?

- A. YES  
B. NO

13. Has the *variety* of produce you consume increased as a result of your participation in the CSA?

- A. YES  
B. NO

14. What percentage of your vegetable purchases, in terms of *quantity*, did the CSA provide during the growing season? (*Please circle.*)

- |             |                  |
|-------------|------------------|
| A. 100%     | D. 25 - 49%      |
| B. 75 - 99% | E. LESS THAN 25% |
| C. 50 - 74% |                  |

15. How did the amount of time you spent preparing fruits and vegetables change as a result of your participation in the CSA? *(Please circle.)*
- A. I SPENT MORE TIME PREPARING FOOD
  - B. I SPENT ABOUT THE SAME AMOUNT OF TIME PREPARING FOOD
  - C. I SPENT LESS TIME PREPARING FOOD

16. Did the CSA share ever consist of more food than you could eat? *(Please circle.)*

- A. YES
- B. NO

*If you answered "A" above, please answer the following question:*

What did you do with the excess food? *(Please circle all that apply.)*

- A. COMPOSTED IT
- B. THREW IT AWAY
- C. GAVE IT TO SOMEONE ELSE
- D. OTHER: \_\_\_\_\_

#### Shareholder Satisfaction.

17. Please rate your level of satisfaction with the following aspects of the CSA experience. *(Please circle the appropriate number for each category — 1 being the worst and 5 being the best.)*

	Unsatisfied:				Satisfied:
A. QUANTITY OF PRODUCE	1	2	3	4	5
B. QUALITY (TASTE) OF PRODUCE	1	2	3	4	5
C. FRESHNESS OF PRODUCE	1	2	3	4	5
D. VARIETY/MIX OF PRODUCE	1	2	3	4	5
E. QUALITY OF NEWSLETTER	1	2	3	4	5
F. YOUR DISTRIBUTION SITE	1	2	3	4	5
G. YOUR DISTRIBUTION DAY/TIME	1	2	3	4	5
H. SOCIAL/COMMUNITY ASPECT	1	2	3	4	5

18. Which items would you like more of? \_\_\_\_\_

19. Which items would you like less of? \_\_\_\_\_

20. Given all that you received from the CSA experience this year, do you feel the price of your share was:

- A. TOO HIGH
- B. ABOUT RIGHT
- C. TOO LOW

21. Do you plan on purchasing a share from the New Town Farms CSA again next year? *(Please circle.)*

- A. YES
- B. NO
- C. UNSURE

*If you answered "no" or "unsure" above, please explain here:*

**Demographic Information.** (To be used in developing a shareholder profile for future recruitment purposes.)

22. Your sex? (Please circle.)

- A. MALE
- B. FEMALE

For questions 23-30, please circle either "A" for YES or "B" for NO.

YES NO

23. Do you consider yourself a Southerner?

A. B.

24. Do you have a garden at home?

A. B.

25. Do you compost at home?

A. B.

26. Do you presently recycle?

A. B.

27. Were you eating organic prior to joining the CSA?

A. B.

28. Do you consider yourself a vegetarian?

A. B.

29. Have you volunteered with or given money to any environmental organizations in the past two years?

A. B.

30. Which of the following best describes your current living situation? (Please circle.)

- A. URBAN
- B. SUBURBAN
- C. RURAL

31. How many adults are there in your household? (Please circle.)

- A. 1 (YOURSELF)
- B. 2
- C. 3
- D. 4+

32. How many adults in your household work full time? (Please circle.)

- A. 0
- B. 1
- C. 2
- D. 3
- E. 4
- F. 5+

33. Which is the highest level of education you have completed? (Please circle.)

- A. HIGH SCHOOL OR LESS
- B. SOME COLLEGE OR TECHNICAL SCHOOL
- C. UNDERGRADUATE DEGREE
- D. GRAD/PROFESSIONAL DEGREE

34. What was the total gross income in your household last year? (Please circle.)

- A. LESS THAN \$25,000
- B. \$25,000 - 49,000
- C. \$50,000 - 74,000
- D. \$75,000 - 99,000
- E. \$100,000 - \$124,000
- F. \$125,000+

35. Would you like to receive a copy of the survey results summary? (Please circle.)

- A. YES
- B. NO

If you could, what would you change about the CSA and why?

Finally, do you have any other comments, suggestions for change, or stories you'd like to share? Please use the remainder of this sheet if you wish. Thank you very much for completing the survey.

	New Town Farms Waxhaw, NC	Walden Farm Signal Mtn, TN	Uwharrie Farm Asheboro, NC	Broadwing Hot Springs, NC	Walk Softly CSA Bear Creek, NC	J and S Linwood, NC	Farms Combined		
Mailed (Delivered)	63	(60)	46	28	46	49	(46)	259	(253)
Returned	43		39	21	36	37		196	
Response Rate	71.7%	74.1%	84.8%	75.0%	78.3%	80.4%		77.5%	

## Shareholder Information

1. Kind of Share?														
Full	35	81.4%	1	5.0%	11	29.0%	18	85.7%	18	50.0%	6	16.2%	89	45.6%
Half	8	18.6%	19	95.0%	27	71.1%	3	14.3%	18	50.0%	31	83.8%	106	54.4%
Working	15	34.9%			6	15.8%					2	5.4%	23	14.5%
Non-Working	28	65.1%	20	100.0%	32	84.2%	21	100.0%			35	94.6%	136	85.5%
2. How many eating share?														
Just Adults	28	34.9%	15	75.0%	18	47.4%	10	47.6%	22	61.1%	21	56.8%	114	58.5%
Kids Eating As Well	15	34.9%	5	25.0%	20	52.6%	11	52.4%	14	38.9%	16	43.2%	81	41.5%
3. Year in CSA?														
First	16	37.2%	13	65.0%	20	52.6%	8	38.1%	12	33.3%	30	81.1%	99	50.8%
Second	15	34.9%	7	35.0%	6	15.8%	13	61.9%	13	36.1%	7	18.9%	61	31.3%
Third	5	11.6%			2	5.3%			6	16.7%			13	6.7%
Fourth	5	11.6%			5	13.2%			4	11.1%			14	7.2%
Fifth	1	2.3%			5	13.2%							6	3.1%
Sixth	1	2.3%							1	2.8%			2	1.0%

### New Shareholder Expectations:

[illegible]

New Town Farms	Walden Farm	Uwharrie Farm	Broadwing	Walk Softly CSA	J and S	Farms Combined
Waxhaw, NC	Signal Mtn, TN	Asheboro, NC	Hot Springs, NC	Bear Creek, NC	Linwood, NC	

# Your Interest in CSA:

## 7. Why did you join the CSA?

A. Fresh Produce	22	11	20	10	29	25	117 (2)
B. Locally Grown	14	7	11	12	22	19	85 (3)
C. Organic	39	17	36	17	28	33	170 (1)
D. Small Farmer	11	7	15	10	21	5	69 (7)
E. Local Farmer	14	11	12	11	24	12	84 (4)
F. Community	6	3	5	1	6	0	21 (11)
G. Eat In Season	11	6	13	6	8	13	57 (9)
H. Recreational	2	1	1	0	0	0	4 (18)
I. Health Reasons	24	12	16	5	8	18	83 (5)
J. Concern for Env.	18	4	16	8	11	16	73 (6)
K. Reduce Packaging	2	1	3	4	1	3	14 (14)
L. Educate Self	0	2	5	8	1	1	17 (13)
M. Educate Family	7	2	1	0	0	2	12 (15)
N. Convenience	2	0	1	0	1	5	9 (16)
O. Oppty. to Work	7	1	1	1	2	0	12 (15)
P. Try New Foods	6	2	2	3	3	3	19 (12)
Q. Land Stewardship	10	3	13	10	11	4	51 (10)
R. How/Where's of Food	14	9	15	2	8	15	63 (8)
S. Other	1	0	0	0	1	3	5 (17)

## 8. How did you learn of CSA?

A. Farmer	14	11	10	7	9	4	55
B. Farmer's Market	4	1	6	1	0	0	12
C. Friend	16	7	11	7	13	17	71
D. Shareholder	14	4	11	5	8	4	46
E. News/Radio/TV	2	0	7	0	8	13	30
F. Health Food Store	7	1	8	2	0	2	20
G. Family Member	2	0	0	1	3	0	6
H. Other	0	1	1		6	3	11

## 9. How often visit farm?

A. 0	14	35.9%	2	10.0%	18	47.4%	15	71.4%	24	68.6%	27	73.0%	100	52.9%
B. 1-2 times	12	30.8%	6	30.0%	15	39.5%	3	14.3%	4	11.4%	9	24.3%	49	25.9%
C. 3-4 times	3	7.7%	3	15.0%	3	7.9%							9	4.8%
D. 5-6 times	1	2.6%	1	5.0%					1	2.9%			3	1.6%
E. 7-8 times			1	5.0%			1	4.8%	3	8.6%			5	2.6%
F. 8+ times	9	23.1%	7	35.0%	2	5.3%	2	9.5%	3	8.6%			23	12.2%

## 10. Live how far from farm?

A. 0-15 miles	19	47.5%	15	75.0%	2	5.9%	2	9.5%	4	11.4%	6	20.0%	48	28.2%
B. 16-30 miles	5	37.5%	4	20.0%	5	14.7%	1	4.8%	7	20.0%	11	36.7%	33	19.4%
C. 31-45 miles	4	10.0%	1	5.0%	4	11.8%	5	23.8%	14	40.0%	4	13.3%	32	18.8%
D. 46-60 miles	2	5.0%			21	61.8%	8	38.1%	8	22.9%	8	26.7%	47	27.6%
E. 61-75 miles					2	5.9%	4	19.1%	2	5.7%	1	3.3%	9	5.3%
F. 75+ miles							1	4.8%					1	0.6%

	New Town Farms Waxhaw, NC		Walden Farm Signal Mtn, TN		Uwharrie Farm Asheboro, NC		Broadwing Hot Springs, NC		Walk Softly CSA Bear Creek, NC		J and S Linwood, NC		Farms Combined	
11. Did you participate in farm activities?														
A. Farm Mtgs	13		12		0		1		6		0		32	
B. Parties	0		7		8		0		3		0		18	
C. Newsletter	0		0		2		0		1		0		3	
D. Distribution	2		0		1		0		23		0		26	
E. Steering Committee	0		0		0		0		5		0		5	
F. Worked	14		4		7		1		5		4		35	
G. Shared Recipes	2		6		2		0		3		1		14	
H. Other	4		1		4		0		4		0		13	
I. None	20		4		13		19		5		32		93	
Shareholder Benefits:														
12. Amount increase?														
Yes	30	76.9%	10	52.6%	14	43.8%	17	81.0%	15	44.1%	26	70.3%	112	61.5%
No	9	23.1%	9	47.4%	18	56.3%	4	19.1%	19	55.9%	11	29.7%	70	38.5%
13. Variety increase?														
Yes	37	94.9%	19	95.0%	32	84.2%	20	95.2%	30	88.2%	33	89.2%	171	90.5%
No	2	5.3%	1	5.0%	6	15.8%	1	4.8%	4	11.8%	4	10.8%	18	9.5%
14. Percentage from CSA?														
A. 100%	5	12.5%	2	10.0%	0		2	9.5%	2	5.7%	1	2.7%	12	6.3%
B. 75-99%	17	42.5%	4	20.0%	11	29.0%	11	52.4%	18	51.4%	14	37.8%	75	39.1%
C. 50-74%	16	37.5%	8	40.0%	11	29.0%	8	38.1%	11	31.4%	18	48.7%	72	37.5%
D. 25-49%	1	2.5%	6	30.0%	13	34.2%			3	8.6%	2	5.4%	25	13.0%
E. Less than 25%	2	5.0%			3	7.9%			1	2.9%	2	5.4%	8	4.2%
15. Time spent preparing food?														
A. More time	26	66.7%	14	70.0%	13	35.1%	14	66.8%	15	42.9%	21	56.8%	103	54.5%
B. Same time	12	30.8%	6	30.0%	23	62.2%	7	33.3%	20	57.1%	15	40.5%	83	43.9%
C. Less time	1	2.6%			1	2.7%					1	2.7%	3	1.6%
16. More than you could eat?														
Yes	29	76.3%	15	75.0%	23	62.2%	18	85.8%	26	74.3%	26	70.3%	137	72.9%
No	9	23.7%	5	25.0%	14	37.8%	3	14.3%	9	25.7%	11	29.7%	51	27.1%



	New Town Farms Waxhaw, NC		Walden Farm Signal Mtn, TN		Uwharrie Farm Asheboro, NC		Broadwing Hot Springs, NC		Walk Softly CSA Bear Creek, NC		J and S Linwood, NC		Farms Combined	
Shareholder Satisfaction:														
17. Rate on scale of 1-5:														
A. Quantity	4.56		3.9		3.92		4.62		4.66		4.47		4.36	
B. Quality	4.78		4.9		4.61		4.76		4.71		4.54		4.72	
C. Freshness	4.82		4.75		4.58		4.86		4.8		4.59		4.73	
D. Variety/Mix	3.97		3.7		3.33		3.95		4.31		3.61		3.81	
E. Newsletter	4.67		4.6		4		3.41		4.31		3.76		4.13	
F. Distribution Site	4.68		4.4		4.42		4.43		4.29		4.8		4.50	
G. Distn Day/Time	4.28		4.4		4.26		4.3		4.24		4.78		4.38	
H. Social Aspect	4.52		3.9		3.82		3.79		3.76		4.3		4.02	
20. The share price was.... ?														
A. Too High	5	12.8%	4	20.0%	8	21.1%	2	9.5%	1	2.9%	3	8.6%	23	12.2%
B. About Right	32	82.1%	15	75.0%	30	79.0%	18	85.7%	33	94.3%	32	91.4%	160	85.1%
C. Too Low	2	5.1%	1	5.0%			1	4.8%	1	2.9%			5	2.7%
21. Will you join again next year?														
Yes	29	72.5%	11	55.0%	23	60.5%	12	57.1%	22	62.9%	24	66.7%	121	63.7%
No	3	7.5%	3	15.0%	8	21.1%	5	23.8%	5	14.3%	2	5.6%	26	13.7%
Unsure	8	20.0%	6	30.0%	7	18.4%	4	19.1%	8	22.9%	10	27.8%	43	22.6%
Demographic Information:														
22. Gender:														
Male	6	14.0%	1	5.0%	10	26.3%	4	19.0%	6	16.7%	3	8.1%	30	15.4%
Female	37	86.0%	19	95.0%	28	73.7%	17	81.0%	30	83.3%	34	91.9%	165	84.6%
23. From the South?														
Yes	27	67.5%	8	42.1%	18	48.6%	10	50.0%	15	41.7%	22	62.9%	100	53.5%
No	13	32.5%	11	57.9%	19	51.4%	10	50.0%	21	58.3%	13	37.1%	87	46.5%
24. Have a garden?														
Yes	17	42.5%	7	35.0%	13	35.1%	9	45.0%	16	44.4%	15	42.9%	77	41.0%
No	23	57.5%	13	65.0%	24	64.9%	11	55.0%	20	55.6%	20	57.1%	111	59.0%
25. Compost at home?														
Yes	22	55.0%	14	70.0%	17	45.9%	19	90.5%	24	66.7%	16	45.7%	112	59.3%
No	18	45.0%	6	30.0%	20	54.1%	2	9.5%	12	33.3%	19	54.3%	77	40.7%
26. Recycle?														
Yes	40	100.0%	19	95.0%	33	89.2%	21	100.0%	36	100.0%	31	88.6%	180	95.2%
No			1	5.0%	4	10.8%					4	11.4%	9	4.8%
27. Routinely purchase organic?														
Yes	31	79.5%	12	63.2%	22	61.1%	18	85.7%	29	80.6%	15	42.9%	127	68.3%
No	8	20.5%	7	36.8%	14	38.9%	3	14.3%	7	19.4%	20	57.1%	59	31.7%
28. Vegetarian?														
Yes	8	20.5%	7	36.8%	10	27.0%	9	42.9%	14	38.9%	8	22.9%	56	29.9%
No	31	79.5%	12	63.2%	27	73.0%	12	57.1%	22	61.1%	27	77.1%	131	70.1%
29. Environmentalist?														
Yes	24	60.0%	16	84.2%	22	59.5%	15	71.4%	31	86.1%	16	48.5%	124	66.7%
No	16	40.0%	3	15.8%	15	40.5%	6	28.6%	5	13.9%	17	51.5%	62	33.3%

	New Town Farms Waxhaw, NC		Walden Farm Signal Mtn, TN		Uwharrie Farm Asheboro, NC		Broadwing Hot Springs, NC		Walk Softly CSA Bear Creek, NC		J and S Linwood, NC		Farms Combined	
30. Living Situation?														
A. Urban	14	35.0%	3	15.0%	10	27.0%	7	33.3%	9	25.0%	9	25.7%	52	27.5%
B. Suburban	20	50.0%	17	85.0%	23	62.2%	6	28.6%	18	50.0%	17	48.6%	101	53.4%
C. Rural	6	15.0%			4	10.8%	8	38.1%	9	25.0%	9	25.7%	36	19.0%
31. # Adults in Household?														
1			4	20.0%	4	11.1%	2	9.5%	8	22.2%	5	14.7%	23	12.3%
2	40	100.0%	15	75.0%	29	80.6%	16	76.2%	23	63.9%	26	76.5%	149	79.7%
3			1	5.0%	1	2.8%	2	9.5%	5	13.9%	2	5.9%	11	5.9%
4+					2	5.6%	1	4.8%			1	2.9%	4	2.1%
32. # Adults work full-time?														
0	2	5.0%	3	15.0%	5	13.5%	1	5.0%	9	25.0%	1	2.9%	21	11.2%
1	18	45.0%	9	45.0%	21	56.8%	11	55.0%	17	47.2%	25	71.4%	101	53.7%
2	20	50.0%	8	40.0%	10	27.0%	8	40.0%	7	19.4%	9	25.7%	62	33.0%
3					1	2.7%			3	8.3%			4	2.1%
4+														
33. Highest level of education?														
High School					1	2.7%					3	8.6%	4	2.1%
Some College	5	12.5%	6	30.0%	3	8.1%	5	23.8%	2	5.6%	7	20.0%	28	14.8%
Undergrad Degree	19	47.5%	6	30.0%	20	54.1%	3	14.3%	9	25.0%	11	31.4%	68	36.0%
Professional	16	40.0%	8	40.0%	13	35.1%	13	61.9%	25	69.4%	14	40.0%	89	47.1%
34. Annual Income?														
Less than \$25k	4	11.1%			4	12.1%	8	38.1%	8	23.5%	1	3.3%	25	14.6%
\$25-49k	7	19.4%	5	29.4%	8	24.2%	5	23.8%	12	35.3%	7	23.3%	44	25.7%
\$50-74k	10	27.8%	7	41.2%	11	33.3%	4	19.0%	8	23.5%	12	40.0%	52	30.4%
\$75-99k	4	11.1%	1	5.9%	4	12.1%	4	19.0%	2	5.9%	4	13.3%	19	11.1%
\$100-124k	6	16.7%	1	5.9%	3	9.1%			1	2.9%	4	13.3%	15	8.8%
\$125+	5	13.9%	3	17.6%	3	9.1%			3	8.8%	2	6.7%	16	9.4%
35. Like to see results?														
Yes	31	77.5%	13	65.0%	31	83.8%	15	71.4%	24	66.7%	30	85.7%	144	76.2%
No	9	22.5%	7	35.0%	6	16.2%	6	28.6%	12	33.3%	5	14.3%	45	23.8%