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HAZON CSA COMMUNITY: COMPREHENSIVE PROGRAM PROMOTION

BY

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B.A., State University of New York at New Paltz, 2007

CAPSTONE PROJECT

Submitted in partial fulfillment of the requirements for the degree of Masters in Public
Administration in the Graduate School of Binghamton University State University of New York
2013

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Executive Summary

In 2004, Hazon launched its Community Supported Agriculture (CSA) program. As of 2012, Hazon had 58 CSA site locations. Each site has one or two CSA site coordinators, who act as a liaison between Hazon and their CSA site community members. CSA site community members are the shareholders at each CSA location. This research study examined how Hazon can better promote its comprehensive array of programming to its CSA site communities.

To assist with this initiative, surveys were completed by eleven Hazon CSA site coordinators and interviews were conducted with ten Hazon CSA site coordinators. The surveys and interviews explored the levels of: CSA site coordinator satisfaction with Hazon support and guidance, CSA site coordinator program awareness and interest, and perceived CSA community member program awareness and interest. Six main findings emerged from this data: 1) many of the Hazon CSA site coordinators who were interviewed were not satisfied with the guidance and resource materials they have received from Hazon; 2) CSA site coordinators are the most familiar with the Hazon bike rides but the least interested in them; 3) both CSA site coordinators and CSA site communities have some familiarity with Hazon's other food programs and are interested in learning more about them; 4) some CSA communities are not interested in Hazon programs because they believe they are "too religious;" 5) multiple CSA site coordinators and CSA site communities are interested in Hazon programs that incorporate families; and 6) many Hazon CSA site coordinators believe that their site lacks a sense of community. Based on these findings, I recommend Hazon: 1) provide better support to CSA sites through marketing and resource materials; 2) find ways to subsidize the costs associated with the Hazon food conference for both CSA site coordinators and CSA community members; and 3) utilize market segmentation to promote programs according to CSA site community interest and demographics.

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Problem Definition

Hazon is a nonprofit organization with offices in New York City, California, and Colorado that aims to create healthier and more sustainable communities in the Jewish world and beyond. Hazon achieves its mission by providing programs and educational resources based on sustainability through a Jewish lens. Hazon facilitates multiple programs targeted at numerous audiences and communities. Hazon's most successful program is the Hazon CSA (Community Supported Agriculture) program based on the amount of participants it includes. The Hazon CSA program has spread across the United States, Canada, and Israel. The Hazon CSA program was founded in 2004. As of 2012, the program had 58 sites, serving over 3,600 member households and 11,000 individuals. While Hazon has helped a continuously growing number of communities start CSA programs, the organization has not been effective in engaging the CSA communities in other Hazon programs such as resources for sustainable Jewish holidays, Jewish food education, and bike rides and retreats.

According to Anna Hanau, Associate Director of Programs, "Hazon needs to put more staff time into reaching out to more people; we haven't done it, and we know we haven't done it" (personal communication, October 11, 2012). As described by Hanau, members who are part of a Hazon CSA site often have no idea that Hazon does anything other than CSA programs: "there is a breakdown of communication, where the majority of the CSA members do not know about the larger Hazon" (A. Hanau, personal communication, October 11, 2012). Each Hazon CSA is connected to a larger institution, such as a synagogue or JCC (Jewish Community Center), and each CSA site and institution has at least one site coordinator, the individual who acts as the liaison with the CSA site and Hazon. While the CSA site coordinator usually has some familiarity with the array of programming that Hazon offers, most of the other CSA community

members (CSA shareholders) do not. In the words of Daniel Infeld, Program Associate, “Each Hazon CSA site has a site coordinator(s) who at least marginally knows who Hazon is. Beyond that individual, it is a ring of concentric circles, many of which are CSA site community members who do not know who Hazon is or what we do” (D. Infeld, personal communication, October 18, 2012). Registration data from the Hazon food conference in December 2012 provides further evidence suggesting that CSA community members are not involved in Hazon programs beyond their CSA. The Hazon food conference is a large and successful program, which attracts Jewish community members from around the world. As of October 18, 2012, there were only 11 individuals registered for the food conference who are members of a Hazon CSA, out of the 200 individuals registered. These 11 individuals represent less than 1% of the Hazon CSA community.

To date, Hazon has not been effective at engaging the CSA communities in other organizational programming. This presents a problem for the organization: missed opportunities to fulfill its mission. Hazon works to create healthier and more sustainable communities in the Jewish world and beyond by engaging communities in programming and activities. If Hazon finds a way to effectively engage the CSA community members and institutions in Hazon as a larger organization, it will be able to provide individuals with more services and better achieve its mission. Additionally, by more effectively engaging the CSA communities, Hazon will have a chance to expand the programming it offers at many site locations across the country. For example, large educational institutions such as JCCs have the potential to integrate Hazon programming beyond CSA initiatives into their Hebrew Schools, Nursery Schools, Adult Education, and Youth Education.

The effective promotion of programming is a challenge which many nonprofit administrators and their organizations face. Brainard and Siplon (2004) explain that marketing is a nonprofit activity interlinked with the provision of services. As funding for nonprofit organizations becomes more competitive, organizations must increasingly differentiate themselves from other organizations (Brainard & Siplon, 2004). Advertising, press releases, recruiting celebrities, creating distinct fundraisers, and employing a marketing staff to carry out the above operations are several tactics that can contribute to a successful marketing strategy (Brainard & Siplon, 2004). Regardless of how the organization chooses to provide services, the competition between nonprofit organizations for funds necessitates an aggressive marketing strategy. Lessons learned from this capstone about how Hazon can better market its comprehensive array of programs will not just benefit Hazon. The lessons will also benefit other nonprofits struggling with the effective promotion of their programs. The research question that this capstone paper will examine is: *How can Hazon better promote its comprehensive array of programs to the Hazon CSA site communities?*

Literature Review

Nonprofit organizations today face competition for funds, members, and volunteers. Marketing can be used to generate positive community buzz and gain satisfied members and funders (Brinckerhoff, 2009). Marketing places the target audience at the heart of a nonprofit's activities, by embodying the mindset that the nonprofit can achieve its own goals by satisfying the needs of its target market (Tschirhart & Bielefeld, 2012). This literature review will provide a comprehensive understanding of marketing as a way for an organization to promote its array of programming to constituents. The literature used will specifically focus on the steps involved in

implementing a nonprofit marketing plan and the resources needed to implement this marketing plan.

Steps Involved in Implementing a Marketing Plan

Scholars agree on the specific sequence of steps needed for a nonprofit to devise a successful marketing plan (Akchin, 2001; Tschirhart & Bielefeld, 2012). The first step of a marketing plan is to assess the environment of the nonprofit organization. This includes gathering research on the target market, the market's wants and needs, and the market's perception of the organization versus its competitors (Akchin, 2001; Brinckerhoff, 2009; Tschirhart & Bielefeld, 2012). A nonprofit organization marketing approach must be responsive to numerous constituencies, and understand the unique wants and needs of each (Gainer, 2010; Tschirhart & Bielefeld, 2012). Nonprofit organizations must become responsive to the wants and needs of all stakeholder groups in addition to addressing the needs of society at large through marketing tactics (Gundlach & Wilkie, 2009; Sargeant, Foreman, & Liao, 2002). Finally, marketing perspectives should not be limited to managerial concerns; they should be positioned to be inclusive and sensitive to various viewpoints and interests (Gundlach & Wilkie, 2009).

The second step toward a successful nonprofit marketing plan is to design the product or service to meet the identified market needs (Akchin, 2001; Tschirhart & Bielefeld, 2012). This may include shaping or reshaping new or existing products or services (Tschirhart & Bielefeld, 2012). Nonprofit organizations can assess the wants of its market by surveying its constituencies and asking questions such as what they want; how they made their decision; what made them happy or unhappy about services; whether they will return; and if so, why (Brinckerhoff, 2009). A common strategy used by nonprofits to address market needs is market segmentation (Ahern

& Joyaux, 2008; Gainer, 2010; Sargeant, 2005; Tschirhart & Bielefeld, 2012). Market segmentation involves breaking down the total market into segments that share common properties (Ahern & Joyaux, 2008; Gainer, 2010; Sargeant, 2005). Segmentation categorizes constituents according to demographic, geographic, product or service, or psychographic criteria (Sargeant, 2005; Tschirhart & Bielefeld, 2012). Market segmentation helps an organization focus resources on the clientele that best fit its mission (Gainer, 2010). Finally, market segmentation can be used to appropriately design the product or service to meet market needs and helps to easily manage the promotion process.

The third step in devising a nonprofit marketing plan is to promote the product or service to the identified market (Akchin, 2001; Tschirhart & Bielefeld, 2012). Nonprofits can promote its product or service in a variety of ways including through word of mouth, referrals, traditional or online advertising, personal contact, presentations, flyers, brochures, and its web site (Brinckerhoff, 2009, p. 186). Nonprofits can differentiate themselves from their competitors by adopting a market orientation (Brainard & Siplon, 2004; Weerawardena & Sullivan-Mort, 2012). A market orientation suggests that promotion of the product or service should not be based on “selling” the program; rather it should be based on what the constituent is buying (Ahearn & Joyaux, 2008). Simply put, the constituents are buying the product or service for their own reasons, not those of the organization.

The final step toward developing a successful nonprofit marketing strategy is to evaluate the success of the promotion (Akchin, 2001). Evaluation will help the organization understand the market response to the promotion, and determine if a redesign would be advantageous. A common tool for performance assessment is a balanced scorecard, which connects public

relations outcomes to organizational outcomes (Fleisher & Mahaffy, 1997). A balanced scorecard will foster value-creating activities for the organization if customer, operational, and financial perspectives as well as innovation and learning are recognized (Fleisher & Mahaffy, 1997). An additional approach to evaluation is a marketing audit. A marketing audit conducted by the organization offers a detailed review of the internal and external factors that have affected or may affect marketing outcomes (Tschirhart & Bielefeld, 2012).

Resources Needed to Implement Marketing Plan

In order to adequately follow the steps mentioned above and implement a successful nonprofit marketing plan, resources such as personnel are needed. The best way to develop a successful marketing plan is to hire staff dedicated to marketing activities (Akchin, 2001; Brainard & Siplon, 2004). A marketing staff can be hired internally or outsourced through external communication firms (Brainard & Siplon, 2004; Grunig, Grunig, & Dozier, 2002). Due to the competitive environment within the nonprofit sector, it is ideal for nonprofits to have a designated marketing staff responsible for all marketing activities (Brainard & Siplon, 2004). The employment of a full time marketing staff enables the nonprofit to adopt a comprehensive marketing approach carried out by individuals trained in the field. However, a study conducted on nonprofit marketing revealed that the individuals involved in marketing activities typically have other responsibilities which take precedence over their marketing tasks (Akchin, 2001).

If hiring marketing staff is not a feasible option for a nonprofit, the next best option is for the organization to pursue a partnership with a for-profit corporation. When nonprofit organizations and for-profit corporations join forces, the potential for influence from both groups increases (Deshpande & Hitchon, 2002; Park, Hitchon, & Yun, 2004). Partnerships are a way for

a nonprofit to form a relationship with a for-profit corporation and utilize the sophisticated marketing tactics of the for-profit entity (Deshpande & Hitchon, 2002; Jamieson, 2000). One strategy nonprofit-for profit marketing partnerships commonly use is Cause Related Marketing (CRM) (Deshpande & Hitchon, 2002). CRM aligns for-profit brands with designated causes and involves financial giving from the for-profit corporation to the nonprofit organization (Deshpande & Hitchon, 2002, p. 905). A form of CRM is alignment advertising, which promotes a social cause while promoting the sponsor brand or profit-oriented corporation in the same advertisement (Park et al., 2004). From a marketing perspective, partnering strategies are advantageous for the nonprofit because for-profit corporations are willing to volunteer time and money toward the nonprofit's marketing efforts (Deshpande & Hitchon, 2002).

Analysis of the literature provides significant insight into the factors involved in successful program promotion. The themes noted are areas where a clear consensus among scholars exists, such as the steps involved in implementing a nonprofit marketing plan and the resources needed to devise that plan. The common themes identified in the literature provide a comprehensive framework which will aid Hazon to better promote its array of programming to the CSA site communities.

Methodology

In order to gauge the experience, awareness, and interests of the Hazon CSA community regarding Hazon's comprehensive array of programming, I used a mixed method approach and collected quantitative and qualitative data. In this section, I describe my data collection methods, including their strengths and limitations as well as strategies to minimize the limitations. Lastly, I discuss my approach to data analysis.

Data Collection

Prior to data collection, I received approval for my study on March 1, 2013, from the Human Subjects Research Review Committee at Binghamton University to ensure ethical practices throughout the study (See Appendix A). On March 5, 2013, I received approval from the Human Subjects Research Review Committee for a project modification, which involved the addition of semi-structured interviews (See Appendix B). To examine my research question, I distributed an electronic survey to CSA site coordinators across the country and conducted semi-structured telephone interviews with randomly selected CSA site coordinators. CSA site coordinators were chosen as an appropriate population to survey and interview because they are in charge of each respective CSA site.

Surveys

The Hazon CSA program staff and I collaborated to create the survey content and format. The Hazon CSA program staff emailed the survey directly to the CSA site coordinators and included a brief description of the research's purpose, information about me, and a link to the survey. Survey respondents had the option of keeping their identities anonymous. Surveys were sent electronically to seventy CSA site coordinators using the online service [surveymonkey.com](http://www.surveymonkey.com). To view the recruitment email sent to subjects, see Appendix C. The data collection period was from Monday, March 4, 2013, to Thursday, March 14, 2013. The initial email with the survey link was sent on Monday, March 4, 2013, at 3PM and a reminder follow-up email about the survey was sent on Friday, March 8, 2013, at 11AM. Surveys were distributed to 70 individuals and 11 surveys were returned, which included one respondent who did not fully complete the survey. The response rate for the survey was 16%.

The survey contained closed- and open-ended questions. Respondents were asked to indicate their level of agreement concerning the following topics:

- CSA site coordinator experience
- CSA site coordinator awareness of Hazon programs
- CSA site coordinator interest in Hazon programs
- CSA site community/member interest in Hazon programs

Respondents were also asked to answer questions related to general and demographic information. I drew on the literature concerning market segmentation (Tschirhart & Bielefeld, 2012) and target marketing (Ahern & Joyaux, 2008), when designing some of my questions. To view the complete Hazon CSA site coordinator survey, see Appendix D.

Interviews

To further explore Hazon CSA site coordinator and community experience, awareness, and interest, I conducted semi-structured telephone interviews. I had access to both the email addresses and telephone numbers of 36 out of the 70 coordinators from a list that Hazon provided. I chose to contact only these 36 site coordinators because they had multiple ways to be contacted. Individuals were randomly chosen from this list, using the random number function in Excel. I emailed the first twenty site coordinators from the randomly generated list, asking if I could schedule a time for a telephone interview. If I did not receive a response to my email within forty-eight hours, I called the site coordinator to request an interview. Telephone interviews were conducted with ten randomly selected Hazon CSA site coordinators. The average length of the telephone interview was thirty minutes. The telephone interviews were not recorded, but I took notes on the discussions. I agreed to protect the confidentiality of all interviewees who had a telephone interview, which means that I do not reveal which CSA site

coordinators agreed to be interviewed. To see the recruitment email that was sent for telephone interviews, see Appendix E. These telephone interviews took place between Monday, March 11, 2013 and Friday, March 15, 2013.

Seven open-ended questions were posed based on the information presented in the survey questionnaire. The questions that I asked during the telephone interviews covered the following topics:

- Experience with support and guidance from the Hazon CSA program staff
- Experience with the resources and materials Hazon has provided to the CSA
- Ideas of additional programs or resources Hazon could provide
- Awareness of other Hazon programs and resources
- Interest in other Hazon programs and resources
- Perceived CSA community member interest in Hazon programs and resources other than the Hazon CSA
- Preferred communication methods for Hazon to use to distribute information

To view the complete CSA site coordinator telephone interview questions, see Appendix F.

Strengths

I utilized a mixed method approach with quantitative and qualitative tools to increase the likelihood of gathering comprehensive research findings. Using electronic surveys allowed me to contact a geographically diverse population with no waiting period between the time of survey distribution and delivery. In addition, the wide availability of computers and statistical software makes surveys user friendly and easy to tabulate and interpret (McNabb, 2002). Electronic surveys are also an environmentally friendly survey method. The use of a sustainable survey distribution method on behalf of Hazon is a significant strength because Hazon focuses on promoting sustainable environments in Jewish communities. Moreover, surveys distributed online involve minimal time and no cost.

There were benefits of using semi-structured interviews to compliment the survey data. The semi-structured telephone interviews provided me with the opportunity to ask follow-up questions based on data collected from surveys. Interviews also allowed for more detailed and elaborate responses than data collected from surveys.

Limitations and Strategies to Address Limitations

Although the mixed method has many strengths, it also posed a few limitations. A major limitation of the survey was its low response rate. A sample may not be representative of an entire population if the response rate is too small (McNabb, 2002). I tried to minimize this threat by asking the program staff at Hazon to distribute the survey on my behalf. However, my response rate of 16% still presents a limitation regarding the ability of the survey data collected to be truly representative of the Hazon CSA site coordinator population.

Although the survey guaranteed confidentiality, the survey distributed was also not completely anonymous. There are two ways the survey respondents might have lost their anonymity. First, respondents could choose to answer the optional questions which asked for the individual's name and CSA site location. Second, respondents could mention something about their CSA seasonal foods in the short answer questions, which could be an indicator of their CSA site location. The majority of CSA site locations only have one site coordinator, so if Hazon staff can determine the location, they typically will know the site coordinator's identity. The ramification of the potential loss of anonymity in the survey is that individuals might have been more hesitant to provide honest answers.

Data Analysis

To analyze the survey data, I used basic descriptive statistics such as percentages and frequencies to examine the demographics of CSA site coordinators. All of the survey respondents were female; 60% of survey respondents had completed a postgraduate degree; and 40% of survey respondents were between the ages of 18-34. I additionally used percentages to examine CSA site coordinators' interest in different Hazon programs.

To analyze the semi-structured telephone interviews, I searched for patterns and identified key themes. Key themes identified within the CSA sites of which site coordinators were interviewed included level of religious observance, thoughts on the food conference, feelings of community within a CSA, lack of marketing support, and concerns of both families with young children and the non-cyclist community.

Findings

Six findings were identified as a result of the interview and survey data analysis. Of these findings, one focuses on organizational support, two focus on programming, and three are based on the target market: 1) many of the Hazon CSA site coordinators who were interviewed were not satisfied with the guidance and resource materials they have received from Hazon; 2) CSA site coordinators are the most familiar with the Hazon bike rides but the least interested in them; 3) both CSA site coordinators and CSA site communities have some familiarity with Hazon's other food programs and are interested in learning more about them; 4) some CSA communities are not interested in Hazon programs because they believe they are "too religious;" 5) multiple CSA site coordinators and CSA site communities are interested in Hazon programs that

incorporate families; and 6) many Hazon CSA site coordinators believe that their site lacks a sense of community.

Finding #1: Many of the Hazon CSA site coordinators who were interviewed were not satisfied with the guidance and resource materials they have received from Hazon.

Four out of ten interviewees indicated that they were not satisfied with the support and guidance offered from Hazon. Two of these four interviewees specifically expressed their dissatisfaction with the promotional material provided for the CSA. Interviewee #2 stated:

I wish I had more support for the marketing aspect of things. If Hazon provided us with flyers for marketing where we could plug things in, manipulate it, and make it our own, it would be very helpful. Something that would make it easier if you are not tech savvy.

Survey respondents appeared to be more satisfied with Hazon support and guidance than interviewees; in fact 90% of survey respondents agreed that they were satisfied with the support and guidance they received from Hazon. However, one survey respondent noted dissatisfaction with the general organizational support received from Hazon. When commenting on dissatisfaction with general organizational support, this anonymous survey respondent wrote:

We held a conference in our city recently, and although Hazon encouraged us to use their name in the promotion of the event, they were not very helpful in providing guidance on how to do something like this. It would have been nice to feel more supported in this endeavor, especially since it was our first time organizing it and we would have welcomed suggestions on how to make it successful.

Interview data also suggest that one of the CSA site coordinators is not satisfied with the guidance received from Hazon due to the diverse seasonal needs of their CSAs. Interviewee #1 claimed: “A reason why we are distanced from Hazon is because our season is different; when their season is starting ours is over...when they are doing their survey, our survey is done.” The CSA survey to which the interviewee is referring is sent electronically from Hazon to CSA site

coordinators, to be distributed to each CSA community. This survey is sent at the end of the harvest season that is most widely shared by CSA sites.

Both interview and survey data suggest that some CSA site coordinators believe that Hazon guidance and resource materials are not useful. The *CSA Bible* is a comprehensive instruction manual provided by Hazon with information on how to start a CSA. Three of the interviewees who noted general dissatisfaction with the support and guidance from Hazon also indicated that the *CSA Bible* was only helpful at the start of the CSA. For example, interviewee #5 commented that “...Every community is unique – the *CSA Bible* was helpful to get started off, but things like finding farmers was challenging and material for that was not helpful enough.” Although this interviewee was aware of the support offered through the *CSA Bible*, the interviewee indicated that its usefulness was short-lived.

Finally, some CSA site coordinators are not accessing the support that is being offered to them from Hazon. Hazon provides one-on-one CSA site coordinator mentoring to all CSA sites. This is a continuous service offered. Hazon initiates contact for one-on-one mentoring, and CSA site coordinators may follow up if they wish to use this service. However, survey data suggest that just 30% of survey respondents have used Hazon’s one-on-one mentoring.

Finding #2: CSA site coordinators are the most familiar with the Hazon bike rides but the least interested in them.

The phrase “other Hazon programs” refers to all Hazon programs other than the Hazon CSA. When asked about awareness of other Hazon programs, all interviewees and survey respondents indicated that they are aware of Hazon bike rides. Table 1 details survey respondent

awareness of other Hazon programs and resources. The programs and resources listed in Table 1 are based on the choices provided for survey respondents. Table 2 details interviewee awareness of other Hazon programs. The programs and resources listed in Table 2 were not provided as choices for interviewees. Consistent with the data reported in Tables 1 and 2, when interviewees were asked to list the other Hazon programs and resources of which they are aware, five out of the ten interviewees noted bike rides first.

Table 1: Hazon CSA Site Coordinator Program Awareness (Survey Data)

Q4: Please indicate all of the programs and educational resources of which you are aware that Hazon offers:	CSA Site Coordinator Survey Responses
Bike Rides	10 (100%)
Food Conference	10 (100%)
Food Tour	8 (80%)
Sustainable Holiday Resources	7 (70%)
Shmita Project	7 (70%)
Hazon Food Guide and Audit	7 (70%)
Food for Thought	6 (60%)
Teva or Adamah Alumni Programs	5 (50%)
Hazon's Farm Bill Blog	3 (30%)

N=10

Table 2: Hazon CSA Site Coordinator Program Awareness (Interview Data)

Q4: Please list all other Hazon programs that you are aware of:	CSA Site Coordinator Interviewee Responses
Bike Rides	10 (100%)
Food Conference	7 (70%)
Food Tours	1 (10%)
Jew and the Carrot	2 (20%)
Sustainable Holiday Resources	1 (10%)
Food for Thought	1 (10%)
Jewish Food Education Network	1 (10%)
Hazon's Farm Bill Blog	1 (10%)

N=10

Although CSA site coordinators are most aware of Hazon bike rides, they are the least interested in them, and only one of the survey respondents indicated past participation in Hazon bike rides. Two interviewees indicated that they and their CSA community would be more interested in Hazon programs for non-cyclists. Interviewee #3 suggested a Hazon sponsored “eco-walk” instead of a bike ride. In addition, interviewee #6 explained, “I would be interested in learning opportunities during the holidays that would make for a great vacation for non-cyclists interested in Judaism and the environment.”

Finding #3: Both CSA site coordinators and CSA site communities have some familiarity with Hazon’s other food programs and are interested in learning more about them.

Findings about awareness of other Hazon food programs indicated that study participants were particularly familiar with the Hazon food conference. Seven interviewees and all ten survey respondents indicated awareness of the Hazon food conference. Without prompt, three interviewees explained that they are interested in the food conference; however, it has not been feasible for them to attend due to time and financial constraints. For example, interviewee #8 stated, “There is so much pressure from Hazon to go to the food conference, but we are not able to because we are too busy and it costs too much money to travel like that.” The Hazon food conference is four days in length and is offered once a year in one location. Since CSA sites are located across the country, travel is typically necessary in order to attend the food conference. The CSA program fee that CSA sites pay to Hazon includes two free registrations to send representatives from the CSA site location to the food conference. However, the cost of travel for the food conference for those attendees is *not* covered by Hazon.

Findings on the CSA site coordinator and community awareness of other Hazon food programs beyond the food conference were mixed. The awareness levels of other Hazon food programs aside from the food conference were higher in the survey data than awareness levels expressed in interviews. The numbers of survey respondents who were familiar with Hazon’s food programs (excluding the conference) ranged from three to eight as indicated in Table 1. On the other hand, a range of only one to two interviewees could identify awareness of Hazon’s food programs (excluding the conference) as illustrated in Table 2.

Beyond awareness, six interviewees and five survey respondents indicated their own and community member interest in Hazon's other food programs. Additionally, eight survey respondents indicated that they have actually participated in or used materials from Hazon's other food programs. These data suggest that CSA site coordinators and CSA site communities have familiarity and interest in Hazon's other food programs.

Finding #4: Some CSA communities are not interested in Hazon programs because they believe they are “too religious.”

Two interviewees indicated that their CSA community members would not be interested in Hazon programs because they are “too religious.” Not all CSA community members are Jewish. Interviewee #9 commented, “Could we be running more Hazon programs? Yes – but because Hazon is running them from a Jewish perspective I am not sure they would be helpful for us. We don't want to alienate people when we do not have a totally Jewish CSA.” Furthermore, although CSA members are commonly Jewish, members are not necessarily observant Jews. For example, interviewee #10 explained, “My sense of it is that the [our] CSA is mostly made up of secular Jews and I do not think that they have much interest in Hazon because the programs are too religious for them.”

Finding #5: Multiple CSA site coordinators and CSA site communities are interested in Hazon programs that incorporate families.

Three interviewees indicated that they and their CSA site community would be most interested in Hazon programs with a family component. Interviewee #4 explained the CSA site community interest profile by stating, “...People don't have time for bike rides because they

have families and young children; maybe people would go to more [bike rides] if there is a family component.” Consistent with this, interviewee #5 stated, “People in the CSA community would be interested in a cooking lesson with kids. The majority of the CSA [members] are parents with small children.”

Finding #6: Many Hazon CSA site coordinators believe that their site lacks a sense of community.

One of the goals of the CSA program is to promote Jewish culture and community through access to local food. However, four interviewees indicated that their Hazon CSA does not have a spirit of community. Many CSA community members are part of a CSA, primarily for the dispersion of local food. As interviewee #1 explained, “The people who sign up are really only in it for the produce and that is frustrating because part of the point [of the Hazon CSA] was to bring people [Jews from the community] with a common interest together.” Similarly, interviewee #2 noted that “Getting a core people attracted to the Hazon CSA was tough – some people are all about the vegetables and that is it. Some people pick up their veggies and have no idea that their CSA is part of Hazon.”

Recommendations

Based on the findings, I am making three recommendations to Hazon: 1) provide better support to CSA sites through marketing and resource materials; 2) find ways to subsidize the costs associated with the Hazon food conference for both CSA site coordinators and CSA community members; and 3) utilize market segmentation to promote programs according to CSA site community interest and demographics.

Recommendation #1: Provide better support to CSA sites through marketing and resource materials.

Providing well-designed and easy-to-distribute marketing materials to CSA site coordinators will help to increase CSA community program awareness. As discussed in Finding #1, CSA site coordinators noted dissatisfaction with marketing support from Hazon. I recommend that Hazon provides marketing flyers to each CSA site weekly. Since survey distribution for this study via email yielded a low response rate, I suggest that phone calls are made to CSA site coordinators to explain that marketing flyers will be emailed to them, and they should not disregard this email. These “ready-made” flyers should include a function that allows CSA sites to easily “plug in” their own information. As discussed previously, one of the interviewees mentioned “If Hazon provided us with flyers for marketing where we could plug things in, manipulate it and make it our own, it would be very helpful.” These marketing materials should have Hazon branding and CSA information, in addition to other current and/or relevant Hazon programs. This is an effective way to provide marketing support to each CSA site and ensure that CSAs are promoting other Hazon programs and resources. Additionally, marketing support provided to CSA sites by Hazon may help to ensure that all CSA community members are aware that they are part of a Hazon CSA. As mentioned in Finding #6, some people pick up their vegetables and are unaware that they are part of a Hazon-sponsored CSA.

In addition, I recommend that Hazon focuses support efforts on increasing the usefulness of its resource materials. The *CSA Bible* and one-on-one mentoring are both offered, but are not being used as much as they could be. Finding #1 explained that three interviewees who noted general dissatisfaction with the support and guidance from Hazon also indicated that the *CSA*

Bible was only helpful at the start of the CSA. Hazon should work to make the *CSA Bible* a manual which not only helps to start the CSA, but helps to sustain it by addressing long-term challenges. The *CSA Bible* could provide suggestions based on specific CSA's harvest seasons, geographic locations, and availability of farms and farmers. Additionally, as indicated in Finding #1, survey data suggest that only 30% of survey respondents have used Hazon's one-on-one mentoring. Hazon should work to promote its one-on-one mentoring program, since it is a service offered which many survey respondents have never used.

Recommendation #2: Find ways to subsidize the costs associated with the Hazon food conference for both CSA site coordinators and CSA community members.

Finding #3 suggests that the Hazon food conference is the other Hazon food program that CSA communities are the most interested in; however, it is often not feasible for them to attend this program due to time and financial constraints. I recommend that Hazon finds ways to subsidize the costs associated with attending the Hazon food conference for both CSA site coordinators and the CSA members. Since the Hazon food conference registration fee is waived for two representatives from each CSA site, I recommend that the cost of travel for these two individuals is reimbursed by Hazon. If the two Hazon CSA site representatives were able to go to the Hazon food conference for no registration fee *and* no travel costs, they might be more likely to attend. I also recommend that Hazon finds ways to subsidize the registration fee and reimburse travel costs for CSA community members who attend the Hazon food conference. This provides an incentive for the Hazon CSA site communities to attend the Hazon food conference and lessens potential financial burdens. Finally, I recommend that Hazon considers shortening the food conference to reduce the time commitment. One option is for the food conference to be a

three day conference rather than four day. Another option is for Hazon to offer the food conference for two day segments, rather than only a four day option.

Recommendation #3: Utilize market segmentation to promote programs according to CSA site community interest and demographics.

Hazon CSA site communities vary widely in their harvest seasons, program interests, levels of Jewish observance, and family structures. As noted in Finding #1, Hazon CSA site communities have diverse harvest seasons. Findings #2 and 3 provided evidence that Hazon CSA site communities are less interested in Hazon bike rides, and more interested in other Hazon food programs. Finding #4 explained that Hazon CSA site communities have varied levels of Jewish observance. Finally, as noted in Finding #5, Hazon CSA communities have varied interests in family oriented programming. According to the literature reviewed, the first step of a successful marketing plan is to determine the unique wants and needs of the target market and to become responsive to these needs (Akchin, 2001; Brinckerhoff, 2009; Tschirhart & Bielefeld, 2012). I suggest that Hazon increases attentiveness to its diverse CSA market needs by utilizing market segmentation to promote programming according to the CSA site interests and demographics.

As mentioned in the literature review, market segmentation categorizes constituents and can be used to appropriately design the service to meet market needs and aid in the promotion process (Sargeant, 2005; Tschirhart & Bielefeld, 2012). I recommend that Hazon adjust its marketing for each CSA location, according to the varying needs of that location. Varying needs that have been identified from this study include categories, such as harvest season, program interest, level of Jewish observance, and family structure. For example, if it is discovered that a

certain CSA site has a majority of non-Jewish members, Hazon should market its more secular programs to that CSA.

Conclusion

Hazon can promote its comprehensive array of programs to its CSA community by providing support to each CSA site based on its specified interests and needs. This will help to foster the sustainable Jewish food community Hazon wishes to cultivate. Examples of support Hazon could offer include marketing resources and help with programmatic fees such as the food conference. Additionally, Hazon can supplement its support to the Hazon CSA community by using market segmentation. This research demonstrates ways in which Hazon can promote its comprehensive array of programs and resources to its CSA site communities.

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Appendix A

Date: March 1, 2013
To: Lauren Wasserman, CCPA
From: Anne M. Casella, CIP Administrator
Human Subjects Research Review Committee
Subject: Human Subjects Research Approval
Protocol Number: 2218-13

Protocol title: *Hazon CSA Site-Coordinator Involvement*

Your project identified above was reviewed by the HSRRC and has received an Exempt approval pursuant to the Department of Health and Human Services (DHHS) regulations, 45 CFR 46.101(b)(2) .

An exempt status signifies that you will not be required to submit a Continuing Review application as long as your project involving human subjects remains unchanged. If your project undergoes any changes these changes must be reported to our office prior to implementation. Please complete the modification form found at the following link:
http://research.binghamton.edu/Compliance/humansubjects/COEUS_Docs.php

Principal Investigators or any individual involved in the research must report any problems involving the conduct of the study or subject participation. Any problems involving recruitment and consent processes or any deviations from the approved protocol should be reported in writing within five (5) business days as outlined in Binghamton University, Human Subjects Research Review Office, Policy and Procedures IX.F.1 Unanticipated Problems/adverse events/complaints. We require that the Unanticipated Problems/adverse events/complaints form be submitted to our office, found at the following link:
http://research.binghamton.edu/Compliance/humansubjects/COEUS_Docs.php

University policy requires you to maintain as a part of your records, any documents pertaining to the use of human subjects in your research. This includes any information or materials conveyed to, and received from, the subjects, as well as any executed consent forms, data and analysis results. These records must be maintained for at least six years after project completion or termination. If this is a funded project, you should be aware that these records are subject to inspection and review by authorized representative of the University, State and Federal governments.

Please notify this office when your project is complete by completing and forwarding to our office the Protocol closure form found at the following link:
http://research.binghamton.edu/Compliance/humansubjects/COEUS_Docs.php Upon notification we will close the above referenced file. Any reactivation of the project will require a new application.

This documentation is being provided to you via email. A hard copy will not be mailed unless you request us to do so.

Thank you for your cooperation, I wish you success in your research, and please do not hesitate to contact our office if you have any questions or require further assistance.

cc: file

Kristina Lambright

Diane Bulizak, Secretary

Human Subjects Research Review Office

Biotechnology Building, Room 2205

Binghamton University

85 Murray Hill Rd.

Vestal, NY 13850

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Telephone: [\(607\) 777-3818](tel:(607)777-3818)

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Appendix B

Date: March 5, 2013

To: Lauren Wasserman, CCPA

From: Anne M. Casella, CIP Administrator
Human Subjects Research Review Committee

Subject: Modification Approval
Protocol Number: 2218-13
Protocol title: Hazon CSA Site-Coordinator Involvement

Your project modification, which involves interviewing four individuals from Hazon CSA site-coordinator population, was reviewed by the HSRRC and has received an exempt approval pursuant to the Department of Health and Human Services (DHHS) regulations, 45 CFR 46.101(b)(2) .

An exempt status signifies that you will not be required to submit a Continuing Review application as long as your project involving human subjects remains unchanged. If your project undergoes any other changes, these changes must be reported to our office prior to implementation.

Please notify this office when your project is complete by completing and forwarding to our office the following form: <http://humansubjects.binghamton.edu/Forms/Forms/Protocol%20Closure%20Form.rtf>
Upon notification we will close the above referenced file. Any reactivation of the project will require a new application.

This documentation is being provided to you via email. A hard copy will not be mailed unless you request us to do so.

cc: file
Kristina Lamright

Diane Bulizak, Secretary
Human Subjects Research Review Office
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Appendix C

Survey Recruitment Email

Dear CSA-Site Coordinators,

I hope this message finds you well and relaxed before the CSA season kicks into high gear. I want to share with you an incredible opportunity that Hazon is currently undergoing. Over the summer, Lauren Wasserman who currently is finishing up her MPA at Binghamton University, worked as an intern in our offices. She is conducting a survey as part of her final research on how the Hazon staff can better support YOU, our cherished CSA-Site coordinators. To help Lauren earn her degree, **please take a few minutes to fill out this short survey by Friday, March 8th**. Please be in touch if you have any questions, and we look forward to reviewing the results.

Take the survey today!

All My Best,

Liz Traison

--

Elizabeth Traison

Program Fellow, Hazon

We're incredibly grateful to JFNA and Bikkurim, who have graciously hosted us while our New York offices underwent extensive post-Sandy repairs. Mail can once again be sent to 125 Maiden Ln. Suite 8B New York, NY 10038.

For general Hazon inquiries call: (212) 644 2332

For the phone numbers of other staff members, go to hazon.org/staff

Registration is now open for our 2013 Golden Gate, Cross-USA, NY & Israel

Rides: hazon.org/rides

See, touch, smell and taste sustainable food in Israel during our [Israel Sustainable Food Tour](#)

[Website](#) | [JCarrot](#) | [Facebook](#) | [Twitter](#) | [YouTube](#) | [Flickr](#)

Hazon: Jewish inspiration. Sustainable communities.

We create healthier and more sustainable communities in the Jewish world and beyond.

Appendix D- Survey for Hazon CSA-Site Coordinators

(This survey does not appear in the exact format in which survey respondents received it via SurveyMonkey)

Hazon is conducting a survey of its CSA site-coordinators. The information gathered will be used to improve Hazon program awareness. Please take a few minutes to complete this survey. You have the option of providing your name, but please know that the information will remain confidential, and that the purpose of this information is to better support you. If you decide to participate, you do not have to answer all of the questions and may stop at any time. Thank you so much for your time!

Site Coordinator Experience - *Please indicate your level of agreement with the statements below.*

- 1. Overall, I am satisfied with the support and guidance of the Hazon CSA program staff.**
 - a. Strongly Agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly Disagree
- 2. I am satisfied with the resources and materials Hazon has provided me to run my CSA.**
 - a. Strongly Agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly Disagree

Please rate how effective you find Hazon's current methods of support for each of the following resources:

- 3. CSA Bible**
 - a. Very helpful
 - b. Helpful
 - c. Not helpful
 - d. Never used
- 4. Monthly training calls**
 - a. Very helpful
 - b. Helpful
 - c. Not helpful
 - d. Never used

5. One on One mentoring

- a. Very helpful
- b. Helpful
- c. Not helpful
- d. Never used

6. Weekly E-mail

- a. Very helpful
- b. Helpful
- c. Not helpful
- d. Never used

7. CSA listserv

- a. Very helpful
- b. Helpful
- c. Not helpful
- d. Never used

Site Coordinator Awareness - Please indicate your level of agreement with the statements below.

8. I am aware that Hazon can help me in other ways, through Hazon programs and resources other than the CSA program.

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

9. Please indicate all of the programs and educational resources of which you are aware that Hazon offers. (Please check all that apply)

- a. Food Conference
- b. Food Tour
- c. Bike Rides
- d. Sustainable Holiday Resources
- e. Shmita - bringing together different institutions, organizations, and individuals
- f. Hazon Food Guide and Audit
- g. Food for Thought
- h. Hazon's Farm Bill Blog
- i. Teva or Adamah Alumni run program

10. What additional programs or educational resources would you like Hazon to provide?

Site Coordinator Interest - Please indicate your level of agreement with the statements below.

11. I am interested in being a part of other Hazon Food Programs (Food Conference, Israel Food Tour, Food Festivals).

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

12. I am interested in participating in Hazon Bike Rides (in Israel, New York, California, or Cross USA).

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

13. I am interested in utilizing Hazon educational material.

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

14. Hazon has done an excellent job at promoting the comprehensive array of programs it offers to my CSA community.

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

15. In what ways has Hazon introduced you to the other programs and educational resources it provides?

CSA Community Interest - *Please indicate your level of agreement with the statements below. The answers to these questions should be based on your experience with your CSA members.*

16. My perception about my CSA members indicates that they would be interested in participating in other Hazon Food Programs.

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

17. My perception about my CSA members indicates that they would be interested in participating in Hazon Bike Rides.

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

18. My perception about my CSA members indicates that they would be interested in utilizing the educational material Hazon provides on its website.

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

General Information – *Please answer the following questions to the best of your ability.*

19. How long have you been a site-coordinator of a Hazon CSA?

- a. 0-2 years
- b. 3-4 years
- c. 5-6 years
- d. 7+ years

20. Why did you decide to join the Hazon CSA network?

21. Over the last 12 months, approximately how many hours of your time have you dedicated to Hazon CSA logistics and/or volunteer work in an average month?

- a. 10 hours or less
- b. 11 to 20 hours
- c. 21 to 80 hours
- d. More than 80 hours

22. In which other Hazon programs or materials have you participated in or used?
(Check all that apply)

- a. Other Hazon food programs (Food Conference, Food Festivals, Food Tour)
- b. Hazon Bike Rides
- c. Hazon Sustainable Jewish Resources
- d. None
- e. Other: _____

Demographics- Please provide one answer for each question below.

23. What is your gender?

- a. Male
- b. Female
- c. Other

24. What is your age?

- a. Under 18
- b. 18-34
- c. 35-44
- d. 45-54
- e. 55-64
- f. 65 and older

25. What is your highest level of education?

- a. Some High School
- b. High School
- c. Some College
- d. College Degree
- e. Postgraduate Degree

26. What is your current employment status beyond your work as a Hazon CSA site coordinator?
- a. Employed full-time
 - b. Employed part-time
 - c. Unemployed
 - d. Student
 - e. Retired
27. If you would like, please include your name and CSA site, so we can respond to your feedback to the best of our ability.
- a. Name:
 - b. CSA Site:

Thank you for your participation!

Appendix E

Telephone Interview Recruitment Email

Dear _____,

My name is Lauren Wasserman, and I am emailing you in regards to your Hazon CSA site. Over the summer, I interned at Hazon and most of my work focused on the Hazon CSA. Currently, I am a graduate student at Binghamton University, and will graduate with my Masters in Public Administration in May. In order to complete my degree I am conducting a research study on Hazon and Hazon CSA site involvement/awareness.

I would appreciate the opportunity to interview you over the phone. The phone interview will be about 30 minutes long, and I will ask you questions about how you feel Hazon has supported your CSA site, and what other Hazon programs you are aware of or interested in. This interview will be completely confidential. I will interview you at whatever time is most convenient for you. Please let me know if you have the time for this 30 minute phone interview at some point this week and the date and time that is best for you.

I will be calling you at some point over the next few days to follow up and confirm an interview date and time. Thank you so much for your help and support. I look forward to hearing from you.

Best,
Lauren

Lauren Wasserman
Graduate Assistant
Binghamton University
Department of Public Administration
[516-417-0282](tel:516-417-0282)
lwasserman66@gmail.com

Appendix F

Telephone Interview Instrument

1. Please describe your experience with the support and guidance of the Hazon CSA program staff.
2. Please describe your experience with the resources and materials Hazon has provided you to run the CSA.
3. What, if any, additional programs or educational resources could Hazon provide to you to assist with your CSA?
4. To what extent are you aware of other Hazon programs and educational resources?
 - a. Please list all other programs that you are aware of.
5. To what extent are you interested in Hazon programs and educational resources other than the Hazon CSA?
 - a. What specific programs are you interested in?
6. To what extent do you think your CSA community members are interested in Hazon programs and resources other than the Hazon CSA?
 - a. What specific programs do you think they would be interested in?
7. What communication methods should Hazon use to provide you with information on its other programs and resources?

Appendix G: Survey Response Tables

Q1: Overall I am satisfied with...	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The support and guidance of Hazon CSA Staff	3 (30%)	6 (60%)	1 (10%)	0 (0%)	0 (0%)
The resources and materials Hazon has provided me to run my CSA	2 (20%)	6 (60%)	2 (20%)	0 (0%)	0 (0%)

N=10

Q2: Please rate how effective you find Hazon's current methods of support for each of the following resources:	Very Helpful	Helpful	Not Helpful	Never Used
CSA Bible	2 (22%)	4 (44%)	0 (0%)	3 (33%)
Monthly Training Calls	1 (11%)	4 (44%)	1 (11%)	3 (33%)
One-on-One Mentoring	1 (10%)	2 (20%)	0 (0%)	7 (70%)
Weekly Email	1 (10%)	5 (50%)	2 (20%)	2 (20%)
CSA Listserv	1 (10%)	5 (50%)	1 (10%)	3 (30%)

N=10

Q3: I am aware that Hazon can help me in other ways, through Hazon programs and resources other than the CSA program	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	3 (30%)	5 (50%)	2 (20%)	0 (0%)	0 (0%)

N=10

Q4: Please indicate all of the programs and educational resources of which you are aware that Hazon offers:	Responses
Food Conference	10 (100%)
Food Tour	8 (80%)
Bike Rides	10 (100%)
Sustainable Holiday Resources	7 (70%)
Shmita Project	7 (70%)
Hazon Food Guide and Audit	7 (70%)
Food for Thought	6 (60%)
Hazon's Farm Bill Blog	3 (30%)
Teva or Adamah Alumni Programs	5 (50%)

N=10

Q5: I am interested in...	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Being part of other Hazon Food Programs (Food Conference, Israel Food Tour, Food Festivals)	3 (30%)	4 (40%)	3 (30%)	0 (0%)	0 (0%)
Participating in Hazon Bike Rides (in Israel, New York, California, or Cross-USA)	2 (20%)	1 (10%)	5 (50%)	2 (20%)	0 (0%)
Utilizing Hazon Educational Materials	4 (40%)	4 (40%)	2 (20%)	0 (0%)	0 (0%)

N=10

Q6: Hazon has done an excellent job at promoting the comprehensive array of programs it offers to my CSA community	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	4 (40%)	1 (10%)	2 (20%)	2 (20%)	1 (10%)

N=10

Q7: My perception about my CSA members indicates that they would be interested in...	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Participating in other Hazon Food Programs	0 (0%)	5 (50%)	5 (50%)	0 (0%)	0 (0%)
Participating in Hazon Bike Rides	0 (0%)	2 (20%)	8 (80%)	0 (0%)	0 (0%)
Utilizing the educational material Hazon provides on its website	0 (0%)	5 (50%)	5 (50%)	0 (0%)	0 (0%)

N=10

Q8: How long have you been a coordinator of a Hazon CSA?	0-2 years	3-4 years	5-6 years	7+ years
	5 (50%)	3 (30%)	1 (10%)	1 (10%)

N=10

Q9: Over the last 12 months, approximately how many hours have you dedicated to Hazon CSA logistics and/or volunteer work in an average month?	10 hours or less	11-20 hours	21-80 hours	80+ hours
	3 (30%)	3 (30%)	3 (30%)	1 (10%)

N=10

Q10: Which other Hazon programs or materials have you participated in or used?	Responses
Hazon Food Programs (Food Conference, Food Festival, Food Tour)	8 (73%)
Hazon Bike Rides	1 (9%)
Hazon Sustainable Jewish Resources	5 (45%)
None	2 (18%)

N=11

Q11: What is your gender	Male	Female	Other
	0 (0%)	10 (100%)	0 (0%)

N=10

Q12: What is your age?	Under 18	18-34	35-44	45-54	55-64	65+
	0 (0%)	4 (40%)	1 (10%)	3 (30%)	2 (20%)	0 (0%)

N=10

Q13: What is your highest level of education?	Some High School	High School/Equivalent Degree	Some College	College Degree	Postgraduate Degree
	0 (0%)	0 (0%)	1 (10%)	3 (30%)	6 (60%)

N=10

Q14: What is your current employment status beyond your work as a Hazon CSA site-coordinator?	Employed full time	Employed part time	Unemployed	Student	Retired
	5 (50%)	1 (10%)	4 (40%)	0 (0%)	0 (0%)

N=10