

**NC GROWING TOGETHER**

Connecting Local Foods  
to Mainstream Markets

**NC STATE** Poole College of Management  
Supply Chain Resource Cooperative

# Feasibility and Design of a Direct-to-Consumer Produce Box Program

Final Report  
To Tractor Food and Farms  
Fall 2016

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MBA and undergraduate student teams from the Supply Chain Resource Cooperative at North Carolina State University's Poole College of Management have worked with North Carolina Growing Together staff and partner organizations since the summer of 2013 to investigate and address food businesses processes and supply chain needs across the local-to-mainstream food supply chain.

See the accompanying Spreadsheet Tools for Project Meatball, and other MBA-student team projects completed for the Center for Environmental Farming System's partners, here: <https://www.ncgrowingtogether.org/research/mba-supply-chain-and-marketing-research->

This project was conducted by three senior undergraduate business majors for NC Growing Together project partner TRACTOR Food and Farms, a non-profit food hub based in rural Yancey County, NC. TRACTOR works with over 50 small farms in Western North Carolina, with a mission to "keep money in Western NC and ensure access to fresh local food."

[tractorfoodandfarms.com](http://tractorfoodandfarms.com)

# I. Executive Summary

## **Scope**

Determine feasibility for TRACTOR Food and Farms to offer a produce box at a local hospital as well as offer research and a template for CEFS to use in future endeavors.

## **Explanation of problem**

TRACTOR Food and Farms is a food hub located in Burnsville, NC whose mission is to act as an intermediary between small farms and big markets. With interests to expanding their services, TRACTOR has partnered with the Center for Environmental Farming Systems (CEFS) and students at NC State to determine the feasibility of offering a produce box to employees at Blue Ridge Regional hospital. From initial conception through the end of the planning phase, our team has conducted thorough supply and demand research to determine whether this service is possible.

## **Market Research**

By researching existing organizations of similar scope, we were able to better understand the logistics and methodology behind running a produce box. For each we analyzed their price, product mix, distribution method, customer engagement, and customization capabilities and ranked them based on top performers in each category. By better understanding the challenges and achievements each company has faced, we were able to pick and sculpt the strategies that best aligned with our scope.

## **Survey**

To determine demand for this produce box, we conducted a survey at Blue Ridge Regional Hospital to help gauge consumer interest. We asked about product mix, quantity, price points, frequency, and basic demographics to better understand our target market. Through this survey, we were able to reach over 300 employees at a 33% response rate, giving us tangible data to guide us in building our produce box.

## **Recommendations**

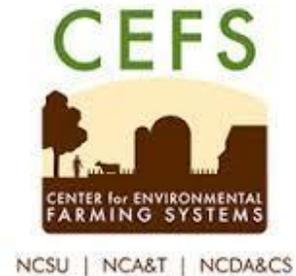
Based on this research, we recommend that TRACTOR Food and Farms consult the following points during their implementation phase:

1. **Price:** One produce box with 5-7 servings at a price of \$25 in order to establish a capital base for eventual themes/differentiations. This fee be paid via payroll deductions per HR congruence.
2. **Customer Engagement:** Bi-weekly newsletters identifying contents in box and recipes.
3. **Product Mix:** One box of seasonal fruits and vegetables with opportunities to include value-added items as market becomes further established.
4. **Customization:** Option to donate box or substitute specific items for seasonal alternatives.
5. **Distribution:** Deliver bi-weekly on Friday to Blue Ridge Hospital where the site coordinator will accept boxes and distribute internally.

**Conclusion:** Through market research, demand findings, and a thorough analysis of annual supply, we have concluded that a produce box by TRACTOR Food and Farms for a local hospital is feasible and that our research can be utilized for other projects within CEFS.

## II. Background Information

The Center for Environmental Farming Systems (CEFS) was created in 1994 from a group of leaders in agriculture who had the vision of creating more sustainable farming practices throughout North Carolina. Since its conception, this nonprofit has changed the industry and the lives of many people. Through continuous research, education opportunities, projects, and initiatives CEFS has proven to be an emerging leader in this area of sustainable development. Its mission to have “a future of vibrant farms, resilient ecosystems, strong communities, healthy people, and thriving local economies” has sparked innovation, taking such progressive steps in meeting their goals that they have become a national leader in the local foods movement (“History”).

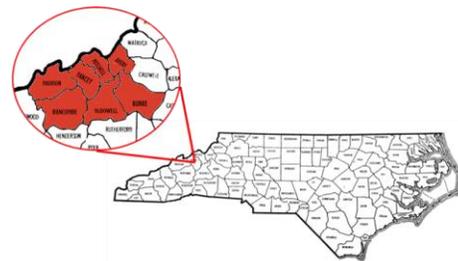


A subset sponsored by CEFS is TRACTOR Food and Farms, a non-profit organization located in Burnsville, NC. The acronym refers to Toe River Aggregation Center Training Organization Regional Inc., whose mission is to keep produce from small farms in the community in order to build a healthier local environment and economy. Operating out of Western North Carolina, the organization works with over 50 small farms surrounding the Asheville area to ensure that they can maximize profits by distributing to larger markets. Small local farms have significant disadvantages over large national suppliers because their harvest may not be large enough or meet certain federal regulations. At times, bigger stores or restaurants will only accept certain sizes, colors, or quantities of produce which negatively impacts local farms if their crop does not satisfy them. These markets prefer larger suppliers rather than small farms as their suppliers in order to save money and maximize efficiency (“About Us”).



To overcome this, TRACTOR acts as the mediator between the bigger markets and the smaller farms. The organization takes multiple small orders from farmers and places them under one large order that can meet the quotas put in place, and sell items to bigger markets. Operating under one larger organization offers the buyer a single source rather than the 50 plus small farms in their neighboring counties. It also opens the doors for small businesses to make higher profits and gives them a way to market themselves on a larger scale.

With clear explanations and step by step guides to help farmers with these processes, they are able to spend more time on the farm harvesting their crops and less time trying to promote their individual business. In order to cover operating costs, TRACTOR splits profits with farmers 80/20, giving a large share back to their members. They also receive grants, have over 10 sponsors, and require each member to pay an annual \$20 fee in order to continue expanding their organization (“For Growers”).



The wholesale vegetable industry is an opportunity for both CEFS and TRACTOR to advance their brand and potential. Players may take advantage of demand drivers such as supermarkets, chain restaurants, and caterers, but the idea for a direct-to-consumer approach creates a new opportunity to increase profits for CEFS and to raise awareness of their impact.

### A. Demographics

T.R.A.C.T.O.R. is a subsidiary of the Center for Environmental Farming Systems, located in Burnsville, NC. As a food hub, they form the link between several small family-owned farmers in the area and

otherwise unobtainable infrastructure and buyer connections. In order for the continued support of the community, TRACTOR must attempt to increase their profit margin--currently, just 20%--through a CSA produce box.

The popularity of such produce box companies is clear, but the market is currently oversaturated with numerous alternatives. In order to compete, there are several differentiations that may be considered, however, the areas in which the program would exist provide financial constraints that could hinder their ability to enter the market.

As illustrated by the chart below, the towns surrounding both TRACTOR and Blue Ridge hospital are of lower income and increased poverty. Spruce Pine, NC has a poverty level that's 3.6% higher than national average, and Burnsville, NC has a poverty level 5.9% higher.

<b>Location</b>	<b>Population</b>	<b>Median Household Income</b>	<b>Residents Below Poverty Level</b>
Blue Ridge Regional Hospital – Spruce Pine, NC 28777	10,638	\$37,158	19.1%
Tractor Food and Farms – Burnsville, NC 28714	16,753	\$37,110	21.4%
CEFS, NCSU – Raleigh, NC 27695	451,066	\$55,398	16.0%
North Carolina, USA	9,535,483	\$46,868	17.4%
United States of America	308,745,538	\$53,889	15.5%

*Data obtained from United States Census Bureau via [factfinder.census.gov](http://factfinder.census.gov).*

Given these financial constraints, it is imperative that the produce box program designed for TRACTOR enables success and reduces cost by as much as possible. Through research of the current market competitors' successes and failures, we can foster the success of the produce box program. Additionally, a survey of the Blue Ridge Regional Hospital employees will guide our pricing based on the demand of our market.

### **III. Market Research**

We started by conducting market research on a broad selection of suppliers. By looking at five different companies and food hubs across the country, we were able to analyze and synthesize the data collected in order to help us determine the elements that would help us in making our produce box successful. The categories we focused on included price, marketing and customer engagement, distribution, product mix, and customization. In addition, we spoke with companies in various stages of their life cycle, some only a few years old while others being over 20. The following are reports from each company summarizing the key points that aligned with our objective.

### *A. 4P Foods*

This company is only 2 and ½ years old and serves the greater D.C/Metro area, including parts of Northern Virginia and Maryland. They operate year round and source locally, but also utilize food hubs within a 2 hour radius to support local businesses and ensure they have the supply to meet a growing demand. Their overall objective is not to be in competition with local farmers, but to partner with them and provide them a market that may have been previously unattainable.

**Price:** Varies by category and size, however, a small box of produce is about \$35 for reference

**Product Mix:** They offer 3 different boxes each available in small (1-2 people) medium (2-4 people) and large (4-6 people).

1. Produce
2. Meats
3. Dairy

**Distribution:** Customers receive deliveries to their door or to their apartment complex every Wednesday. They do this by having 2 vans make rounds.

**Marketing/Customer Engagement:** Three emails are sent per week, each serving a unique purpose.

First Email: Every Saturday a newsletter is sent providing recipes, box contents for the week, and opportunity for customers to skip, donate, or customize their box

Second Email: Day before to remind customer

Third Email: Email sent upon delivery

**Customization:** Customers can choose which items they would like to substitute within a reasonable Amount.

### *B. Mother Earth Produce*

Founded in 2012, Mother Earth Produce has held a dominant presence in Western North Carolina for the past 4 years. They serve Asheville, Greenville, and Spartanburg and also operate year round. By utilizing their website for online ordering, the company is able to offer a wide range of products to customers and allows them to add numerous local value added items.

**Price:** Varies by category and size with a range of about \$28-\$48, averaging out to \$3 per serving

**Product Mix:** They offer many different boxes each available in small (7-9 servings) medium (11-13 servings) and large (14-16 servings).

1. Fruit and produce Box
2. Customizable: meat, desserts, dairy, jams, crackers, cheese, soup, popcorn, other artisan foods

**Distribution:** Each customer is assigned a delivery day from Thursday to Sunday and the box is delivered to their door in a reusable container made from recycled plastic bags. The customer is assigned two that is switched out each week and responsible for the \$15 payment if a box is lost.

**Marketing/Customer Engagement:** Weekly “Harvest Menu” which specifies exact contents of the box and recipes. Their online website is very strong and user friendly as well.

**Customization:** Customers have the ability to customize their box from the ground up, adding any value added items they would like but keeping a standard vegetable or fruit box with original contents.

### *C. The Produce Box*

Serving the Research Triangle for about 8 years, this company has expanded greatly in its product mix and marketing efforts. They source from over 70 farmers throughout the state to provide top quality produce and organic items year round.

**Price:** Require an \$18 annual membership fee with a price range of \$24-29.

**Product Mix:** They offer many different boxes with one universal size fit for a family of 3-4.

1. Sprout Box/Harvest Box: Local produce, the Sprout Box is the only option available for 1-2 people.
2. Build your Own: Produce box plus any value added item available.
3. Fruit Box: Contains fruit only.
4. O’Natural Box: Certified organic/pesticide and chemical free produce.
5. Bounty Box: More adventurous, uncommon vegetables for customers to try.

**Distribution:** Customers are able to request delivery to their house or to a local farmer's market between Wednesday and Friday.

**Marketing/Customer Engagement:** Weekly newsletter, but they also have a blog and recipe generator on their site. In addition they offer special deals and discounts throughout the year.

**Customization:** Customers can customize their own box, but only with value added items, not with the specific produce items. Customers can opt out of weeks or skip if necessary and cancel at any time.

### *D. Mountain Food Products*

Founded in 1984, this organization has been in operation for over 30 years serving Western North Carolina. Their CSA box, however, has only been operating for 8 years as it is a fairly new product line. They operate seasonally over a 28 week period from May to November.

**Price:** One payment for the whole season.

**Product Mix:** They offer three options for customers to choose from.

1. Small Share: 4-6 vegetables and at least one fruit per week
  - a. Serves 1 - 2 people

- b. Cost: \$375 per season
- 2. Large Share: 6-10 vegetables and at least one fruit per week
  - a. Serves 2-4 people
  - b. Cost: \$695 per season
- 3. Egg Share: 1 dozen eggs
  - a. Cost: \$135 per season

**Distribution:** They distribute to local hospitals, office buildings, and restaurants within 100 miles.

**Marketing/Customer Engagement:** Weekly emails, but did not specify much.

**Customization:** They do not offer any customization or skipping weeks as this would be too difficult to forecast.

#### *E. Helsing Junction Farm*

Founded in 1992, this organization is the most mature in the market out of the five that we researched. They offer a wide variety of options to customers, reach a 400 mile radius, and have effective communication techniques set in place. They operate for 20 weeks from mid June to mid October.

**Price:** Ranges a great deal as they offer so many products from \$25-50 per week.

**Product Mix:** They offer over 10 different shares ranging from mini (1-2 people), small (2-3 people), and large (3-4 people) including:

- Flower share, chef share, paleo share, juice share, canning share, yogurt share, fruit share, etc
- Only condition is that everyone must order the Healing Share (produce) as a base, the rest are add-ons

**Distribution:** They distribute a 400 mile radius from Portland, Oregon to Seattle, Washington utilizing contracted drivers as a means of moving product. They do charge extra for delivery!

**Marketing/Customer Engagement:** Weekly emails with pictures of content and recipes.

**Customization:** They do not offer customization within the Healing Share itself, but they do offer a variety of items to customize and make the share their own.

#### *F. Market Findings*

After conducting our market analysis, we ranked each supplier based on the five categories of price, product mix, marketing/engagement, distribution, and customization. Chart 1 in the appendix shows the rankings with 1 being the worst and 5 being the best. We took these rankings into consideration when trying to determine our recommendations for our specific market in Western Carolina.

## **IV. Demand Survey**

After we finished our market research, we took what we had learned and began to shape a survey to disperse to Mission Valley Hospital. However, we had an early project stop because we were informed that Mission Valley already had a produce box through Mountain Food Products. So, we began to look for other options and thankfully Mission Valley provided us with not only a new company, but with the contact also. Colby Boston became our contact with Blue Ridge Regional Hospital, and he was easily our biggest advocate as well.

To begin to form the survey, the team conducted research to understand how to make a successful survey, but we also utilized marketing resources here at NC State. After, a short period of time we were able to launch our survey on Qualtrics and send it to over 300 employees at BlueRidge through Colby Boston. We received 93 responses within a single week and achieved a 100% click-through-rate. As we began to look into the survey results we realized that BlueRidge would be the perfect market to launch our produce box: they had high levels of interest, fit our target price range, and wanted to do payroll reduction as the method of payment. One of the most interesting findings we found was that consumers only wanted to spend the same amount of money that they would spend at a grocery store, they did not want to pay a premium. In order to bridge that gap we have to provide value added items such as honey, hot sauce, jams, and other items to entice the customer to spend a little extra.

## **V. Product and Process**

T.R.A.C.T.O.R. currently operates with a 20% profit margin on the produce they sell, along with donations and grants wherever they find an opportunity. In an effort to increase their profits, a produce box product along with a program of payment and dispersal can add value to the items Tractor is already selling. Potential obstacles in this endeavor are critical, and must be addressed in order for the program to be successful.

### **OBSTACLES**

#### ***Market Oversaturation***

Examples of direct-to-consumer produce boxes are everywhere, as the popularity is increasing. The benefits we find in multiple competitors are ample opportunities to review successes and failures. Beyond that, however, each market participant can only be viewed as alternatives to our product, especially when the reach is within the Western North Carolina region. Within such a popular market, a company must have one or more distinctive characteristics that sets them apart from the masses.

#### ***Lack of Initial Capital***

Clearly with the ultimate goal being increased profits, this project does not have an abundance of funding. If this new product launch is to be successful, costs must be minimized and a sufficient pot of guaranteed revenue must be established.

#### ***Understaffing***

Tractor currently possesses the infrastructure necessary for this program, but is lacking in the manpower necessary to service the customer upon delivery. Following the trend of minimal capital, a

coordinator at the distribution site must be selected, but monetary compensation does not fall into the budget for this endeavor.

## **COUNTERACTIONS**

### ***Partnership***

Direct-to-Consumer Produce box companies currently exist all over the United States, with several right in Tractor's backyard. It is for this reason that attempting to implement a general program for the residents of its area is not the most prudent course of action to begin with. By partnering with an establishment such as a hospital, Tractor may ensure a greater probability of success in a more controlled environment while they continue to grow.

Our original potential partner, Mission Hospital in Asheville, already works with a competitor for their produce box program. Despite this, they offered up the contact information for a smaller subsidiary in their network: Blue Ridge Hospital in Spruce Pine, NC.

It is through the connection with Blue Ridge Regional Hospital that we gained the demand metrics used to design the produce box product itself. With just over 300 employees, the hospital provides an intimate setting of customers from whom we can gain demand information for this type of product.

Apart from the defined customer base, the relationship established with Blue Ridge will continuously foster improvement within the produce box program. Given their reachability with the survey, it is feasible to assume an ongoing communication between Tractor and the customers that they serve, remotely.

### ***Volunteer Coordinators***

As luck would have it, a number of employees expressed interest in becoming the site coordinator at Blue Ridge Regional Hospital. By offering a free produce box as an incentive for the work, we were able to generate a strong list of potential candidates. The list of these individuals and their contact information was passed along to the hospital administrators so that a suitable, qualified candidate may be selected.

### ***Payroll Deduction System***

Through our connection within Blue Ridge Hospital's executive staff, we have established a system of payroll deduction for the participant's boxes. Not only will this allow for decreased effort on the customers' part, but it will ensure that every box is paid for prior to distribution.

By deducting from each employee's paycheck prior to box distribution, the users of our product will not have to worry about a payment method or the timeliness of their payments. The ease in this process will theoretically encourage busy hospital workers to participate.

### ***Differentiation***

In an oversaturated market, differentiation is key. Among several of these unique traits is the ability for customers to tailor their orders. Given that the standing capital funding for this project is low, a means for customization without additional cost is necessary. The method by which we allowed for this is further explained in the product description.

## THE BOX

### Seasonality

The contents of each produce box is slightly more limited within a family farm hub than would be with a far-reaching manufacturer. Items to be included must be grown in Western North Carolina, and must follow the seasonality of the area.

Produce Item	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Apple												
Arugula												
Asparagus												
Basil												
Beets												
Blackberry												

The peak seasons for each of the produce items Tractor currently exports, plus the items that could be grown in the area was compiled into our Produce Box Product spreadsheet for reference.

### Customization

Once we determined that customization of our product was essential to the differentiation from other companies, a means of offering this perk to customers without additional cost had to be established. By comparing the profit margins of each potential item, they could be segmented by possible alternatives for no cost.

Red	Orange	Gold	Yellow	Lime	Green	Aqua	Blue	Indigo	Purple	Pink
*Onion *Red Cabbage	*Cabbage *Swiss Chard *Brussel Sprouts *Sweet Potato *Pumpkin *Red Potatoes, A	*Cucumber *Red Potatoes, B *Red Russian Kale *Green Tomato *Organic Carnival Squash	*Collards *Bell Pepper *Grape Tomato *Okra *Butternut Squash *Roma Tomato *Red Potatoes, C *Slicer Tomato	*Broccoli *Lettuce *Snap Beans *Bibb Lettuce	*non- GMO Corn *Siberian Kale *Bi- Colored Corn	*Heirloom Tomatoes *White Corn	*Yellow Corn *Yellow Heirloom Tomato *Organic Yellow Squash *Organic Zucchini *Curly Kale *Lacinato Kale	*Organic Cucumber *Eggplant	*Chives *Garlic Scapes	*Basil *Shii- take Mush- rooms

## VI. Conclusion

After compiling the market supply and demand findings we have determined that it is feasible for TRACTOR Food and Farms to offer a produce box to the employees at Blue Ridge Regional Hospital. By taking our target market and operational capacity into consideration we recommend the following to TRACTOR:

### Price

A price of \$20 -25 per box which would equate to 7-9 servings. By basing pricing off serving size we are better able to manage expectations by the customer while keeping a low price point. With an

overwhelmingly positive response and feasibility of doing payroll deduction, we have determined that this would be the best way to secure and ensure a steady flow of capital.

### *Product Mix*

To begin the program we believe that the best option would be to provide only one box of seasonal fruits and vegetables. Based on the survey, the contents of the box will include smaller portions of each food, but a variety of different types of food that customers can try. We also recommend offering a special “Item of the Week” which could include honey, jam, sauces, or other value added products. There is a large potential for growth with the product mix including size, variety of boxes, and seasonal specials, however, with the launch a single box would be the most feasible option.

### *Distribution*

Based on the survey, it has been determined that a bi-weekly delivery on Fridays would be the best option. TRACTOR would ensure that the food reached the site coordinator for distribution within the hospital and that any boxes being donated would be delivered to a local food bank upon its return.

### *Marketing/Customer Engagement*

To keep customers engaged and further promote their brand, TRACTOR should send out a bi-weekly email of box contents and recipes as well as establish a strong online presence. This could be building a new website for the produce box or having a page dedicated to the business on their current site. In addition, they should set up a system for receiving feedback monthly via surveys or having a customer service number in place for any issues.

### *Customization*

Having a customizable option available for customers will be imperative in standing out from other competitors. This can be accomplished by utilizing the seasonality chart and historical price points of vegetables and fruits, to determine categories of produce that would be used as substitutes at no extra cost to TRACTOR.

Based on our analysis and recommendations, we are confident that this framework could be used and implemented not only for TRACTOR but for other food hubs that CEFS may partner with.

## VII. Appendix

Chart 1: Market Supply Rankings

Category	4P Foods	Produce Box	Helsing Farms	Mountain Food Products	Mother Earth Produce
Price	1	5	4	2	3
Distribution Strategy	3	4	5	2	4
Marketing/Customer Engagement	4	5	3	2	3
Customization	4	3	2	1	5
Product Mix	2	3	4	1	5

### 2. Survey Results

**Question 1:** 69% of respondents were very interested in receiving a box of locally grown Produce.

**Question 2:** 69% of workers at Blueridge felt that payroll deduction would be the best option for payment.

**Question 3:** If a box of fresh local produce was available, 52% only wanted to spend \$15-20

**Question 4:** 62% of workers want to buy this produce box on a bi-weekly basis.

**Question 5:** 74% of the Blue Ridge workers want a produce box with more variety and in smaller quantities.

**Question 6:** The general makeup of households comes in at 3-5 people for 59% of the respondents.

**Question 7:** 59% use fresh produce on a daily basis.

**Question 8:** 54% of respondents only want to spend \$15-25 on produce per week.

**Question 9:** Seasonality, as far as demand goes, is not a problem for our market.

**Question 10:** Friday or Monday were the best days to deliver our produce box.

**Question 11:** 61% wanted packaged artisan foods and eggs came in at a close second with 59%

**Question 12:** 60% of respondents want to buy locally grown ground beef.

**Question 13:** Blueridge employees were not interested in receiving whole milk.

Question	Answer	Count	Percentage
How interested are you in receiving a box of locally produced vegetables and fruits, delivered to Blue Ridge Regional for pickup?	Very Interested	64	68.82%
	Somewhat Interested	17	18.28%
	Not sure, Depends	11	11.83%
	Somewhat Disinterested	1	1.08%
	Not at all Interested	0	0.00%
If a fresh produce box were available at Blue Ridge Regional, which payment method(s) would you prefer (if more than one, check all that apply)?	Cash	40	43.01%
	Check	25	26.88%
	Credit Card	45	48.39%
	Payroll Deduction	64	68.82%
If a box of fresh local produce were available at Blue Ridge Regional, how much would you be willing/able to pay for the box?	\$15-\$20	48	51.61%
	\$21-\$25	28	30.11%
	\$26-\$30	10	10.75%
	\$31-\$35	3	3.23%
	\$36-\$40	4	4.30%
If a fresh produce box were available at Blue Ridge Regional how often would you be willing/able to purchase the box?	Weekly	22	23.66%
	Every Other Week	58	62.37%
	Monthly	9	9.68%
	Every Other Month	2	2.15%
	Couple of Times/year	2	2.15%
When purchasing a box of produce, would you prefer to have a box with:	Larger Quantity/Less Variety	23	24.73%
	More Variety/ Smaller Quantity	69	74.19%
How many members are in your household?	One to Two	33	35.48%
	Three to Five	55	59.14%
	Five to Seven	4	4.30%
	More than Seven	0	0.00%
How often do you use fresh produce at home?	Daily	55	59.14%
	Weekly	7	7.53%
	3-4 Times/week	27	29.03%
	Other	3	3.23%
On average, how much money do you spend on fresh produce per week?	Less than \$15	20	21.51%
	\$15-\$25	50	53.76%
	\$25-\$35	15	16.13%
	More than \$35	7	7.53%
During which seasons would you be most likely to participate based on the produce items listed below? (select all that apply)	Spring (June-July)	77	82.80%
	Summer (Aug-Sept)	78	83.87%
	Fall (Oct-Nov)	72	77.42%
	None of the Above	0	0.00%
If fresh local produce were available at Blue Ridge Regional on a regular basis what would be the best day of the week for you to collect your box? (check all that apply)	Monday	47	50.54%
	Tuesday	26	27.96%
	Wednesday	24	25.81%
	Thursday	29	31.18%
	Friday	57	61.29%
If your box could contain other value-added items, which of the following would you be interested in purchasing? (select all that apply)	Eggs	55	59.14%
	Honey	52	55.91%
	Goat Cheese	32	34.41%
	Shiitake Mushrooms	27	29.03%
	Packaged Artisan Foods	57	61.29%
Would you be interested in purchasing locally grown ground beef raised without added hormones?	Yes	56	60.22%
	No	10	10.75%
	Maybe	26	27.96%
Would you be interested in local-produced (Yancey County) non-homogenized milk, raised without added hormones? If YES, please select the type and size from the below list (check all that apply):	1/2 Gallon Whole Milk	18	19.35%
	1/2 Gallon Chocolate Milk	7	7.53%
	1 Gallon Whole Milk	19	20.43%
	1 Gallon Chocolate Milk	3	3.23%
	I'm not Interested	56	60.22%
Would you be interested in becoming a site coordinator for distributing the produce box at your workplace?	Yes, please contact me	9	9.68%
	Maybe, please contact me	24	25.81%
	No, thanks	56	60.22%

### 3. References

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