

The 2013 National Food Hub Survey was opened for response to food hub managers during February and March 2013. The survey was constructed using Qualtrics Research Suite software and administered online. The survey is now closed, but the information and questions provided in the survey are listed below. More details about the survey and a full report of findings are available at [www.foodsystems.msu.edu/activities/food-hub-survey](http://www.foodsystems.msu.edu/activities/food-hub-survey).

## 2013 National Food Hub Survey

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1 Thank you for taking the time to fill out this survey.

This survey is intended for research by a collaborative group at Michigan State University's Center for Regional Food Systems and the Wallace Center at Winrock International. These groups are leading a collaborative national research effort to identify economic growth trends for food hubs across the nation and monitor changes in services offered and the variety of customers served. Your participation in this survey will provide the information needed to:

- 1) Help shape national understanding of food hubs and informing future policy and program initiatives
- 2) Gain greater exposure for food hubs nationally and
- 3) Inform new potential relationships between food hubs and investors, grant makers and other food hubs looking to find success

You will also be entered into drawing for several prizes including \$100 Amazon gift cards and a free hour of consulting with a food hub business expert.

As we continue to grow our knowledge of food hubs, we hope to share with others the aggregated information from this survey. However, we will not disclose any information identifiable to you or your organization to the public. Your participation in this research study is voluntary. Your name and contact information is only being collected for potential follow-up. You may choose not to participate and/or withdraw from the study at any time without penalty. You also have the ability to exclude any information in the survey by leaving questions blank. Finally, you must be 18 years or older to participate in this survey.

If you have any questions, you may contact Micaela Fischer, Graduate Affiliate with Michigan State University's Center for Regional Food Systems at [fisch208@msu.edu](mailto:fisch208@msu.edu) or 316-706-7459, Rich Pirog at [rspirog@msu.edu](mailto:rspirog@msu.edu) Senior Associate Director MSU Center for Regional Food Systems or you may write to Dr. Michael Hamm, 312B Natural Resources, MSU, East Lansing, MI 48824.

## **ELECTRONIC CONSENT:**

Clicking on the 'Next' button below indicates that:

- you have read the above information
- you voluntarily agree to participate
- you are at least 18 years of age

If you do not wish to participate in the research study, please decline participation by closing the survey browser window.

2 In order to progress through this survey, please use the following navigation buttons: Click the 'Next' button to continue to the next page. Click the 'Previous' button to return to the previous page. You may close your browser window and come back to this survey at any time during the survey and your answers will be saved. When you return, the survey will resume where you left off. The survey should take approximately 45 minutes to complete. The survey will be deactivated on March 1, 2013.

3 During this survey, we will be asking for information regarding your hub's sales and expenses over the 2012 calendar year. While you may close your browser window and come back to this survey at any time, we recommend gathering your records regarding this information before beginning the survey.

### **4 Section 1: Background Information**

This section asks for your contact information, some history on your food hub's establishment and time in operation during the 2012 calendar year. While we encourage you to complete the survey to the fullest extent possible, you have the option not to respond to any question.

5 Food hub name:

6 Address of the food hub facility:

Street address (1)

City (2)

State (3)

Zip code (4)

7 Name of respondent:

8 Position of respondent:

9 Best phone number for respondent:

10 Email of respondent:

11 What is your food hub's mission?

12 To what extent would you say that your food hub's mission is related to improving human health in your community or region?

Not related (1)

Somewhat related (2)

Strongly Related (3)

13 Please briefly describe how you are engaged in improving human health in your community or region.

14 What is the legal status of your organization?

- Non-Profit (1)
- Producer Cooperative (2)
- Consumer Cooperative (3)
- Producer-Consumer Cooperative (4)
- S Corp (5)
- C Corp (6)
- B Corp (7)
- LLC (8)
- L3C (9)
- Publicly Owned (10)
- No Formal Legal Structure (11)
- Other (please specify) (12) \_\_\_\_\_

15 What year was your food hub established?

Year (1)

16 Does your food hub aggregate and distribute food year-round?

- Yes (1)
- No (2)

17 If no, select the months your food hub aggregated and distributed food during 2012.

- January (1)
- February (2)
- March (3)
- April (4)
- May (5)
- June (6)
- July (7)
- August (8)
- September (9)
- October (10)
- November (11)
- December (12)
- Not applicable (please explain) (13) \_\_\_\_\_

## 18 Section 2: Financial Information

This section asks about specific revenue streams, sales information and personnel expenses for the food hub over the 2012 calendar year. The data gathered from your answers to these questions is extremely important for the work of technical experts, the food systems funding community, and for many others who want to see food hubs succeed. It is our hope that the data collected from this survey will be to the benefit of all food hubs and so we encourage you to complete the survey to the fullest extent possible. However, you have the option not to respond to any question.

19 What was your hub's total revenue for the 2012 calendar year? (Note: The answer to this question will be important for some following questions in the survey.)

20 How much of your hub's expenses for the 2012 calendar year was from the following categories?

- \_\_\_\_\_ Food and/or product purchases from producers/suppliers (7)
- \_\_\_\_\_ Packaging equipment and supplies (17)
- \_\_\_\_\_ Payments towards warehouse, processing, office and/or other facility space (1)
- \_\_\_\_\_ Payments toward trucks or other automotive equipment (2)
- \_\_\_\_\_ Gasoline and tolls (15)
- \_\_\_\_\_ Repair/maintenance (3)
- \_\_\_\_\_ Utilities (16)
- \_\_\_\_\_ Advertising and promotional materials (19)
- \_\_\_\_\_ Credit card and bank service charges (10)
- \_\_\_\_\_ Employee salary and benefits (5)
- \_\_\_\_\_ Other Administrative expenses (e.g., office supplies) (18)
- \_\_\_\_\_ Data and computer services (6)
- \_\_\_\_\_ All types of insurance including trucks, facilities, liability and workers compensation (8)
- \_\_\_\_\_ Consulting services (e.g., legal, business, marketing, accounting) (9)
- \_\_\_\_\_ Telecommunications (11)
- \_\_\_\_\_ Other (Please specify) (12)
- \_\_\_\_\_ Other (Please specify) (13)
- \_\_\_\_\_ Other (Please specify) (14)

21 Do the above expenses represent your hub's total expenses for 2012?

- Yes (1)
- No (2)

22 Please use this space to tell us about your hub's other expenses for 2012 including type and amount of expense.

23 Please estimate the percent of each expenditure that was spent within the State of the food hub's operation.

- \_\_\_\_\_ Food and/or product purchases from producers/suppliers (7)
- \_\_\_\_\_ Packaging equipment and supplies (17)
- \_\_\_\_\_ Payments towards warehouse, processing, office and/or other facility space (1)
- \_\_\_\_\_ Payments toward trucks or other automotive equipment (2)
- \_\_\_\_\_ Gasoline and tolls (15)
- \_\_\_\_\_ Repair/maintenance (3)
- \_\_\_\_\_ Utilities (16)
- \_\_\_\_\_ Advertising and promotional materials (19)
- \_\_\_\_\_ Credit card and bank service charges (10)
- \_\_\_\_\_ Employee salary and benefits (5)
- \_\_\_\_\_ Other Administrative expenses (e.g., office supplies) (18)
- \_\_\_\_\_ Data and computer services (6)
- \_\_\_\_\_ All types of insurance including trucks, facilities, liability and workers compensation (8)
- \_\_\_\_\_ Consulting services (e.g., legal, business, marketing, accounting) (9)
- \_\_\_\_\_ Telecommunications (11)

24 How were funds secured to begin the operation of your food hub? (Please select all that apply.)

- Income from other programs of the organization (1)
- Business loans (2)
- Federal government funding (3)
- State government funding (4)
- Local government funding (5)
- Foundation grants (6)
- In-kind support (7)
- Donations from organizations (8)
- Donations from individuals (9)
- Infrastructure provided by a government entity (10)
- Membership fees (11)
- Bank loans (12)
- Private investors (13)
- Organization's and/or founder's own capital (14)
- Others (please specify below) (15) \_\_\_\_\_

25 How were your food hub operations funded during the 2012 calendar year? (Total must equal revenue.)

- \_\_\_\_\_ Income from services and/or operations provided by the food hub (1)
- \_\_\_\_\_ Renting space to other businesses (2)
- \_\_\_\_\_ Membership fees (3)
- \_\_\_\_\_ Income from other programs of the organization (4)
- \_\_\_\_\_ Federal government funding (5)
- \_\_\_\_\_ State government funding (6)
- \_\_\_\_\_ Local government funding (7)
- \_\_\_\_\_ Foundation grants (8)
- \_\_\_\_\_ In-kind support (9)
- \_\_\_\_\_ Donations from businesses/organizations (10)
- \_\_\_\_\_ Donations from individuals (11)
- \_\_\_\_\_ Infrastructure provided by a government entity (12)
- \_\_\_\_\_ Bank loans (13)
- \_\_\_\_\_ Private investors (14)
- \_\_\_\_\_ Others (please specify) : (15)



26 How dependent is your food hub on grant funding from public and/or private sources to carry out core food hub functions (aggregation, distribution, marketing of local food products)?

- Highly dependent – we could not carry out these core functions without considerable grant funding. (1)
- Somewhat dependent – we could carry out these core functions without grant funding but would need to scale back certain aspects of our operation (e.g., not working with certain producers or not service a particular market/customer base) (2)
- Not at all dependent – we do not require any grant funding to carry out these core functions. (3)

27 (Optional) Please use this space to tell us more about your hub's level of reliance on grant funding from public and/or private sources.

28 Please indicate (in dollars) the total gross product sales for your food hub during the 2012 calendar year. (Note: The answer to this question will be important for some following questions in the survey.)

29 The next question will ask you to divide up the hub's total gross product sales by various categories. Click the option below for how you would rather answer this question.

- Using dollar amounts (1)
- Using percentages of total gross product sales (2)

**30 & 31** How much of your hub's total, gross dollar sales for the 2012 calendar year fall into the following categories? (Please estimate if the exact amount is not known. Total must equal total gross sales.)

- \_\_\_\_\_ Fresh produce and herbs (1)
- \_\_\_\_\_ Processed produce (e.g., canned, frozen, dried) (2)
- \_\_\_\_\_ Meat and poultry (3)
- \_\_\_\_\_ Fish (4)
- \_\_\_\_\_ Milk and other dairy products (5)
- \_\_\_\_\_ Eggs (6)
- \_\_\_\_\_ Grains, beans and/or flours (7)
- \_\_\_\_\_ Baked goods/bread (8)
- \_\_\_\_\_ Coffee/tea (9)
- \_\_\_\_\_ Alcoholic beverages (10)
- \_\_\_\_\_ Other processed or value-added food products (e.g., tomato sauces, honey, jams, etc.) (11)
- \_\_\_\_\_ Non-food items (e.g., pet food, cleaning supplies, flowers, etc.) (12)
- \_\_\_\_\_ Others (please specify) (13)
- \_\_\_\_\_ Others (please specify) (14)
- \_\_\_\_\_ Others (please specify) (15)

**32** The next question will ask you to divide up the hub's total gross product sales by various customers. Click the option below for how you would rather answer this question.

- Using dollar amounts (1)
- Using percentages of total, gross food sales (2)

**33 & 34** How much of your hub's total, gross dollar sales for the 2012 calendar year came from sales to the following categories of customers? (Please estimate if the exact amount is not known. Total must equal total gross sales.)

- \_\_\_\_\_ Large supermarkets or supercenters (1)
- \_\_\_\_\_ Corner stores, bodegas or small independent grocery stores (2)
- \_\_\_\_\_ Food cooperatives (3)
- \_\_\_\_\_ Buying clubs (4)
- \_\_\_\_\_ On-line store (5)
- \_\_\_\_\_ Your own storefront retail (6)
- \_\_\_\_\_ CSA (7)
- \_\_\_\_\_ Farmers markets (8)
- \_\_\_\_\_ Mobile retail units (9)
- \_\_\_\_\_ Restaurants, caterers or bakeries (10)
- \_\_\_\_\_ Distributors (11)
- \_\_\_\_\_ Food processors (12)
- \_\_\_\_\_ Pre-K food service (13)
- \_\_\_\_\_ K - 12 school food service (14)
- \_\_\_\_\_ Colleges/Universities (15)
- \_\_\_\_\_ Hospitals (16)
- \_\_\_\_\_ Others (please specify) (17)
- \_\_\_\_\_ Others (please specify) (18)
- \_\_\_\_\_ Others (please specify) (19)

**35 Section 3: Employees & Volunteers**

This section asks for information about your food hub's employees and volunteers. While we encourage you to complete the survey to the fullest extent possible, you have the option not to respond to any question.

**36** What is the age of your most senior manager?

37 How many years of experience does the most senior manager of your food hub have in the following areas?

	Less than 1 year (1)	1-3 years (2)	3-5 years (3)	6-10 years (4)	Over 10 years (5)
Warehousing/distribution of food (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management, including financial planning and capital investments (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic planning (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food processing (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food marketing and sales (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food retail (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production (either as a producer or providing professional services to producers) (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilizing other, food hub related skills (please specify below) (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38 Please list the number of staff your food hub had in the following categories during the 2012 calendar year:

	Number of staff (1)
Full-time year round paid employees (1)	
Part-time year round paid employees (2)	
Seasonal paid employees (3)	
Unpaid interns/apprentices (4)	
Cooperative member volunteers (5)	
Regular volunteers (6)	
Occasional volunteers (7)	
Consultants (8)	
Other (please specify) (9)	

39 Are any of the people in management roles for your food hub:

- Female (1)
- People of color (non-Caucasian) (2)

#### 40 Section 4: Producers & Suppliers

This section asks about the size, demographics and specific practices of the hub's producers/suppliers. While we encourage you to complete the survey to the fullest extent possible, you have the option not to respond to any question.

41 How many producers/suppliers did your hub purchase or procure products from during the 2012 calendar year?

42 What percentage of your hub's producers/suppliers are owned or operated by:

- \_\_\_\_\_ Females (1)
- \_\_\_\_\_ People of color (non-Caucasian) (2)

43 Do you purchase or procure directly from any small or mid-sized producers (generally-speaking, farms and ranches with gross annual sales less than \$500,000)?

- Yes (1)
- No (2)

44 Please indicate how many of your hub's producers are small or mid-sized producers (generally-speaking, farms and ranches with gross annual sales less than \$500,000).

- All of our products are purchased/procured from small and mid-sized producers (1)
- Most of our products are purchased/procured from small and mid-sized producers (2)
- Some of our products are purchased/procured from small and mid-sized producers (3)
- Few of our products are purchased/procured from small and mid-sized producers (4)
- None of our products are purchased/procured from small and mid-sized producers (5)

45 Has the number of small and mid-sized producers from which you purchase or procure from increased, decreased or stayed basically the same over the life of the food hub?

- Increased (1)
- Decreased (2)
- Stayed basically the same (3)

46 What was the approximate total value of your overall purchases from small and mid-sized producers in calendar year 2012?

47 Has the approximate total value of your overall purchases from small and mid-sized producers increased, decreased, or stayed the same over the life of the food hub?

- Increased (1)
- Decreased (2)
- Stayed basically the same (3)

48 Does your hub require or prefer that producers/suppliers utilize any of the following practices? (Please select all that apply.)

	Require (1)	Prefer (2)	No Preference (3)
USDA Certified Organic (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certified Naturally Grown (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrated pest management (IPM) (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-Certified, but Practicing Organic (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Free Range/Pasture Raised (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grass Fed (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Antibiotic Free (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marine Stewardship Council Certified (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chemical Free (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good Agricultural Practices (GAP) certified (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good Handling Practices (GHP) certified (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certified Humane (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Animal Welfare Approved (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair Trade (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

49 Please list any other certifications or practices that your hub requires or prefers in regards to producers/suppliers:





51 In your estimation, what percent of your producers/suppliers have been in operation for less than 10 years?

**52 Section 5: Local & Regional Aspects**

This section asks about local and regional aspects of your hub's suppliers, products and customers. While we encourage you to complete the survey to the fullest extent possible, you have the option not to respond to any question.

53 Using a 400 mile radius from the hub as a definition of 'local', please indicate if your food hub carried exclusively local; only local when available; both local and non-local; or exclusively non-local versions of the following products during the 2012 calendar year.

	Exclusivel y local (1)	Only local when available (2)	Both local and non- local (3)	Exclusivel y non-local (4)	Do Not Carr y (5)
Fresh produce and herbs (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processed produce (e.g., canned, frozen, dried) (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meat and poultry (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fish (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Milk and other dairy products (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eggs (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grains, beans and/or flours (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Baked goods/Bread (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coffee/Tea (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alcoholic beverages (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Processed or value added food products (e.g. tomato sauces, honey, jams, etc.) (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-food items (e.g. pet food, cleaning supplies, flowers, etc.) (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

54 How many of your hub's producers/suppliers are located within 400 miles from your food hub?

55 Please use this space to give any specific definitions your food hub has for 'local' or 'regional'.

56 Where are the majority (At least 75%) of your food hub's customers located?

- Under 50 miles away (1)
- Under 100 miles away (2)
- Under 150 miles away (3)
- Under 200 miles away (4)
- Under 250 miles away (5)
- Under 300 miles away (6)
- Under 350 miles away (7)
- Under 400 miles away (8)
- 400 miles away or more (9)

**57 Section 6: Operational Activities & Services**

This section asks about the services and activities that are offered at your food hub. While we encourage you to complete the survey to the fullest extent possible, you have the option not to respond to any question.

58 Operational Services/Activities: Please select any of the following operational services or activities your hub offers.

- Aggregation (1)
- Production such as operating a farm or ranch (including incubator or demonstration farms) (2)
- Distribution services (3)
- Brokering services (4)
- Selling wholesale to consumers (5)
- Selling retail to consumers (6)
- Shared use kitchen (7)
- Packaging/Repackaging (8)
- Product storage (9)
- Canning (10)
- Freezing (11)
- Cutting (12)
- Other processing (please specify) (13) \_\_\_\_\_
- Others (please specify) (14) \_\_\_\_\_

59 (Optional) Please use this space to provide any further information about these services if you choose.

60 Producer Services/Activities: Please select the following services or activities your hub offers to its producers.

- Actively help producers find new markets (1)
- Marketing and promotional services for producers (2)
- Branding or labeling products to indicate origin of product or other attributes (3)
- Demonstration/Incubator farm (4)
- Production and post-harvest handling training (5)
- Business management services or guidance (6)
- Food safety and/or GAP Training (7)
- Liability insurance that you offer producers (8)
- Transportation services for producers such as picking up product from the farm for distribution (9)
- Others (please specify below) (10) \_\_\_\_\_

61 (Optional) Please use this space to provide any further information about these services if you choose.

62 Community Services/Activities: Please select the following services or activities your hub offers to the community.

- Paid employment opportunities for youth (1)
- Accepting SNAP benefits (2)
- Accepting WIC or FMNP benefits (3)
- Matching programs for SNAP benefits (4)
- Nutrition or cooking education (5)
- Health screenings (6)
- Transportation services for consumers to access your operation (7)
- Operating a mobile market (8)
- Subsidized farm shares (9)
- Education about community and food systems issues (10)
- Food donation to local food pantries/banks (11)
- Others (please specify below) (12) \_\_\_\_\_

63 (Optional) Please use this space to provide any further information about these services if you choose.

64 Do you have any evidence that food access to underserved communities has increased as a result of activities or services related to your food hub since its inception?

- Yes (1)
- No (2)

65 Please briefly describe this evidence using program name(s), pounds donated or distributed, specific geographic area served, and/or other relevant details.

#### 66 Section 7: Infrastructure

This section will ask the type, size and ownership of infrastructure for your food hub. While we encourage you to complete the survey to the fullest extent possible, you have the option not to respond to any question.

67 Does your food hub utilize any physical space or assets such as a warehouse facility, office space or trucks?

- Yes (1)
- No (2)

68 What types of physical assets does your food hub utilize (either owned, rented or leased)?

- Warehouse (1)
- Office space for the hub (2)
- Processing facilities (3)
- Trucks (4)
- On-line ordering system (5)
- Rental space for other businesses (6)
- Retail space for the hub (7)
- Other (please specify) (8) \_\_\_\_\_

69 Please indicate the level of involvement that your food hub has in packing/boxing product by selecting the answer that most closely fits with your operation:

- Most of the products received or picked up by the food hub have already been packed/boxed on farm in accordance with buyer specifications (1)
- Most of the products received or picked up by the food hub will require additional packing/boxing to occur at the food hub facility in order to meet buyer specifications (2)
- The food hub facility handles roughly an equal share of products that are already packed/boxed and products that need additional packing/boxing to meet buyer specifications (3)
- Other (please specify) (4) \_\_\_\_\_

70 (Optional) Please share additional information on how the food hub handles packing arrangements with producers here.

### 71 Section 8: Challenges and Opportunities

This section will ask about specific challenges and opportunities facing your food hub. While we encourage you to complete the survey to the fullest extent possible, you have the option not to respond to any question.

72 Rank the top three challenges facing your food hub by dragging three statements over to the box.

Top three challenges	
<input type="checkbox"/>	Balancing supply and demand (1)
<input type="checkbox"/>	Negotiating prices with producers and/or customers (2)
<input type="checkbox"/>	Managing growth (3)
<input type="checkbox"/>	Access to capital (4)
<input type="checkbox"/>	Availability of processing services (5)
<input type="checkbox"/>	Meeting GAP and/or other food safety requirements (6)
<input type="checkbox"/>	Meeting other buyer specifications (7)
<input type="checkbox"/>	Dependence on volunteer labor (8)
<input type="checkbox"/>	Finding reliable seasonal and/or part time staff (9)
<input type="checkbox"/>	Inventory management (10)
<input type="checkbox"/>	Maintaining product source identification (11)
<input type="checkbox"/>	Meeting regulatory requirements (12)
<input type="checkbox"/>	Issues resulting from the lack of ownership of infrastructure (13)
<input type="checkbox"/>	Finding appropriate technology to manage operations (14)
<input type="checkbox"/>	Other (please explain) (15)
<input type="checkbox"/>	Other (please explain) (16)

73 (Optional) Please use this space to provide any further information about these challenges if you choose.

74 In your opinion, is the demand for your food hub's products and services growing, shrinking, or staying basically the same?

- Growing (1)
- Shrinking (2)
- Staying basically the same (3)

75 What are or would be the main barriers for growth? (Please select all that apply.) If possible, please try to associate an estimated cost for different elements in the space below each selection.

- Increasing warehouse/storage space (1) \_\_\_\_\_
- Securing more product supply (2) \_\_\_\_\_
- Increasing truck/delivery capacity (3) \_\_\_\_\_
- Increase availability of processing infrastructure (4) \_\_\_\_\_
- Securing capital (5) \_\_\_\_\_
- Business development assistance (6) \_\_\_\_\_
- Increasing staff (7) \_\_\_\_\_
- Consumer education (8) \_\_\_\_\_
- Other (please explain) (9) \_\_\_\_\_
- No Barriers (10)

76 (Optional) Please use this space to provide any further information on these barriers and their estimated cost.



78 Please indicate if you perceive opportunities for expansion of your food hub's business with the following categories of customers.

	Many opportunities (1)	Some opportunities (2)	Few opportunities (3)	No opportunities (4)	Unsure (5)
Large retail grocery stores (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corner stores, bodegas or small independent grocery stores (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convenience stores or gas stations (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food cooperatives or buying clubs (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-line store (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your own storefront retail (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSA (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Farmers markets (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobile retail units (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurants, caterers or bakeries (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distributors (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food processors (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pre-K food service (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K - 12 school food service (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colleges/Universities (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hospitals (16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others (please specify) (17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

79 (Optional) Please use this space to provide any further information about marketing or other opportunities.

## 80 Section 9: Food Hub Community of Practice

This section asks a few more questions related to Michigan State's Center for Regional Food Systems and the National Good Food Network's (NGFN's) Food Hub Collaboration Community of Practice. As before, you have the option not to respond to any question.

81 The MSU Center for Regional Food Systems is the university research partner in this study. The Center's mission is to help the people of Michigan, the United States, and the world develop regionally integrated and sustainable food systems. Would you like to receive more information about the Center's work, including information on the Michigan Food Hub Network?

- Yes (1)
- No (2)

82 Are you aware of the National Good Food Network's (NGFN's) Food Hub Collaboration Community of Practice?

- Yes (1)
- No (2)

83 The NGFN Food Hub Collaboration Community of Practice consists of food hub practitioners and supporters committed to sharing and learning to build the strength of all. Food hubs in the Community of Practice receive a periodic newsletter, access to topic-based conference calls and webinars, access to the contact information of all of the hubs in the Community of Practice for peer learning, and more. Would you like to receive more information about the community of practice?

- Yes (1)
- No (2)

84 Do you participate in NGFN Food Hub Collaboration Community of Practice activities?

- Yes (1)
- No (2)

85 Have you attended one or more of the monthly NGFN webinars?

- Yes (1)
- No (2)

86 Have you read about new tools and resources through the NGFN bi-monthly food hub newsletters?

- Yes (1)
- No (2)

87 Please share additional activities and topics for discussion that you would like to see offered by the NGFN Food Hub Collaboration Community of Practice.

88 Final Questions

89 Thank you for finishing our survey. May we follow-up with you via phone interview to further discuss your food hub operations?

- Yes (1)
- No (2)

90 By filling out this survey, you will be entered into a drawing to receive one hour of free consulting with one of the following experts on food hub operations. Please rank your top three choices for consultants you would like to meet with if you win by dragging the consultant's names to the choice boxes on the right.

Choice
<input type="checkbox"/> Nancy Black - Foodservice and retail marketing, business development, new product launch campaigns, broker development (4)
<input type="checkbox"/> Susan Cocciarelli - Feasibility studies, operational planning, community-based finance, asset building, smaller scale market channels (6)
<input type="checkbox"/> Joe Colyn - Food processing, R&D, local food aggregation, market research, feasibility studies, strategic planning (8)
<input type="checkbox"/> Carol Coren - Impact assessments, feasibility studies, food hub operations and food business incubation and acceleration, cooperative, social enterprise and SME business financing (10)
<input type="checkbox"/> Robert Corshen - Production and marketing of further processed products, business management, new business development (12)
<input type="checkbox"/> Johnice Cross - Aggregation/Distribution, GAP/GHP, Production Planning, Farm to School and Sodexo (46)
<input type="checkbox"/> Adam Diamond - Food value chains, farmers' market development, direct marketing strategies, market diversification (14)
<input type="checkbox"/> Anthony Flaccavento - Community development, value chain development, feasibility studies, market analysis, farmer/production training (16)
<input type="checkbox"/> Asta Garmon - Farm-to-school program coordination, local ingredient aggregation, nutrition, quality control, food policy (18)
<input type="checkbox"/> Christina Mitchell Grace - Marketing, market analysis, supply/demand analysis, institutional marketplace, wholesale sales, local food policy (20)
<input type="checkbox"/> Robert Haugen - Open source food hub software development and consulting (22)
<input type="checkbox"/> Buzz Hofford - Strategic planning, financial management, supply chain management, HR recruitment and retention, marketing, communications (24)
<input type="checkbox"/> Aley Schoonmaker Kent - Participatory program planning, participatory program evaluation, network development, organizational development, training of trainers and facilitative leaders (26)
<input type="checkbox"/> Christina King - Strategic sustainability planning, consumable and waste reduction and management, food safety, business development (28)
<input type="checkbox"/> Warren King - Local food purchasing, food hub development, market research, urban agriculture, development, and business planning (30)
<input type="checkbox"/> Beth McKellips - Strategic planning, fundraising, budget management, marketing and community partnership building (32)
<input type="checkbox"/> Ken Meter - Food-systems assessment, business feasibility and planning, food business

clusters, public infrastructure, systems evaluation (34)

\_\_\_\_\_ Elizabeth B. Myles - Marketing, grant writing, program development, distribution, negotiating terms of trade (36)

\_\_\_\_\_ Kathy Nyquist - Growth strategies including branding, sales and marketing, channel diversification, product and service expansion (38)

\_\_\_\_\_ Georgia Richardson - Financial management, communication strategies, business planning, marketing, community development (40)

\_\_\_\_\_ Michael H. Shuman - Leakage analysis, small business development, local investment opportunities, local economic development, food system analysis (42)

\_\_\_\_\_ Ted Spitzer - Feasibility studies, market research, urban planning, public/farmers markets and program evaluation (44)

91 Any Comments?