Sample A-2-c) DACUM Research Chart for CSA (Community Supported Agriculture) Manager

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South Centers

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The Ohio State University
Center on Education and Training for Employment
College of Education and Human Ecology

1900 Kenny Road
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September 16-17, 2010
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Feb. 14-18 and April 5-6, 2011.
### DACUM Research Chart for CSA Manager

<table>
<thead>
<tr>
<th>Duties</th>
<th>Tasks</th>
</tr>
</thead>
</table>
| Develop Marketing Strategies | A-1 Develop business plan  
A-2 Develop marketing plan  
A-3 Maintain website  
A-4 Prepare flyers & brochures  
A-5 Identify funding mechanisms (e.g., loans, memberships, grants)  
A-12 Participate in GAP training |
| Provide Customer Service & Public Relations | B-1 Provide customer service training to employees  
B-2 Respond to customer concerns (e.g., email, phone calls)  
B-3 Conduct pre- and post-season surveys  
B-4 Conduct site tours  
B-5 Develop automated messages to customers (e.g., one call, twitter) |
| Manage Office Functions | C-1 Establish product listing & cost  
C-2 Update packing & delivering order  
C-3 Edit newsletter  
C-4 Print newsletter  
C-5 Develop office forms (e.g., application, liability)  
C-13 Maintain product/ general liability insurance  
C-14 Develop operating budget  
C-15 Review actual financial performance to budget monthly  
C-16 Process invoices (added) |
| Plan Seasonal Crop Production | D-1 Review past production records  
D-2 Develop crop plan with other farmers  
D-3 Establish crop planting schedule  
D-4 Design field layout (e.g., crop rotation, succession planting)  
D-5 Determine planting requirements |
| Maintain Equipment & Facilities | E-1 Inspect production equipment & facilities  
E-2 Repair production facilities  
E-3 Repair production equipment  
E-4 Upgrade inefficient equipment  
E-5 Calibrate production equipment |
| Prepare Soil/ Growing Medium for Planting | F-1 Prepare samples for testing (e.g., soil, water)  
F-2 Develop fertility program (e.g., soil, water)  
F-3 Acquire fertility amendments (e.g., compost, minerals)  
F-4 Clean aquaponic media  
F-5 Manage fertility program |
| Maintain Crop Production | G-1 Plant seeds in containers (e.g., trays, pots, gutters)  
G-2 Plant seeds in field  
G-3 Plant bulbs/tubers  
G-4 Plant seeds in growing media  
G-5 Monitor seedling development  
G-13 Cultivate crop fields  
G-14 Hoe weeds  
G-15 Apply herbicides  
G-16 Hill crops  
G-17 Thin crops |
| Respond to Environmental Variables | H-1 Monitor growing environment  
H-2 Check weather forecast (e.g., short, long range)  
H-3 Scout for pests (e.g., deer, mice, diseases)  
H-4 Evaluate pest damage  
H-5 Determine protective measures for crops  
H-13 Apply frost protection measures  
H-14 Install high/low tunnels |
<table>
<thead>
<tr>
<th></th>
<th>A-6 Conduct outreach activities (e.g., displays, public speaking events, recipe cards)</th>
<th>A-7 Prepare newsletters (e.g., educational, promotional &amp; informational)</th>
<th>A-8 Maintain email/contact database</th>
<th>A-9 Develop promotional materials (e.g., signs, magnets)</th>
<th>A-10 Create social networking presence</th>
<th>A-11 Provide product samples</th>
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</thead>
<tbody>
<tr>
<td>B-6</td>
<td>Develop customer satisfaction policy</td>
<td>B-7 Sell CSA shares (added)</td>
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<tr>
<td>C-6</td>
<td>Coordinate customer billing</td>
<td>C-7 Prepare bank deposit</td>
<td>C-8 Balance check book</td>
<td>C-9 Process payroll</td>
<td>C-10 Process reimbursements</td>
<td>C-11 Analyze customer surveys &amp; feedback</td>
</tr>
<tr>
<td>D-6</td>
<td>Select plant varieties</td>
<td>D-7 Review pest &amp; weed management options</td>
<td>D-8 Order field supplies</td>
<td>D-9 Hire &amp; train seasonal labor</td>
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<td>E-6</td>
<td>Perform routine equipment service (e.g., changing oil, greasing equipment)</td>
<td>E-7 Clean production equipment</td>
<td>E-8 Clean harvest containers</td>
<td>E-9 Calibrate product scales</td>
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<td>F-6</td>
<td>Manage cover crop</td>
<td>F-7 Till soil (e.g., plow, disc, rototill)</td>
<td>F-8 Fill trays &amp; pots</td>
<td>F-9 Prepare plant beds</td>
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<tr>
<td>G-6</td>
<td>Maintain seedlings (e.g., moisture, temperature)</td>
<td>G-7 Acquire transplants</td>
<td>G-8 Plant transplants</td>
<td>G-9 Set up irrigation system</td>
<td>G-10 Maintain water quality</td>
<td>G-11 Determine irrigation needs</td>
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<tr>
<td>H-6</td>
<td>Apply row covers</td>
<td>H-7 Install wildlife fences</td>
<td>H-8 Install bird netting</td>
<td>H-9 Install rodent traps</td>
<td>H-10 Apply fungicides</td>
<td>H-11 Apply insecticides</td>
</tr>
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<tr>
<td>Manage Staff Effectiveness</td>
<td>I-1 Provide staff training</td>
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<td></td>
<td>I-2 Develop job descriptions</td>
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<td></td>
<td>I-3 Develop policies &amp; procedures</td>
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<td></td>
<td>I-4 Remove safety hazards</td>
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<td>I-5 Provide staff incentives</td>
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<tr>
<td>Manage Harvesting/Packing</td>
<td>J-1 Determine crop maturity</td>
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<td></td>
<td>J-2 Determine harvest requirements</td>
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<td></td>
<td>J-3 Provide bathroom, hand washing facilities</td>
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<td></td>
<td>J-4 Provide harvest aids (e.g., knives, buckets, scissors)</td>
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<td></td>
<td>J-5 Hand-harvest crops</td>
</tr>
<tr>
<td>Coordinate Product Delivery</td>
<td>K-1 Establish delivery times &amp; pickup points</td>
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<td></td>
<td>K-2 Load products</td>
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<td></td>
<td>K-3 Plan delivery route</td>
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<tr>
<td></td>
<td>K-4 Deliver products</td>
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<tr>
<td>Comply with Government</td>
<td>L-1 Obtain scale certification</td>
</tr>
<tr>
<td>Regulations</td>
<td>L-2 Provide workman’s compensation coverage</td>
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<tr>
<td></td>
<td>L-3 Maintain auto insurance policies</td>
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<td></td>
<td>L-4 Maintain pesticide applicator license</td>
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<td></td>
<td>L-5 Maintain organic certification</td>
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</tbody>
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### Acronyms

FMNP  Farmer’s Market Nutrition Programs  
GAP   Good Agriculture Practices  
SFMNP Senior Market Nutrition Programs  
WIC   Women, Infants, Children
<table>
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<tr>
<th>I-6 Develop staff work schedule</th>
<th>I-7 Evaluate staff work performance</th>
<th>I-8 Conduct regular staff meetings</th>
<th>I-9 Resolve employee issues</th>
<th>I-10 Conduct team building activities (e.g., gatherings, events)</th>
</tr>
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<tr>
<td>J-6 Provide sun protection to harvested crops</td>
<td>J-7 Field pack crops</td>
<td>J-8 Rinse harvested crops</td>
<td>J-9 Grade harvested produce</td>
<td>J-10 Bunch harvested produce</td>
</tr>
<tr>
<td>L-6 Provide personal protection equipment (PPE)</td>
<td>L-7 Obtain food assistance certification (e.g., WIC, FMNP, SFMNP)</td>
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</table>

**September 16-17, 2010**
General Knowledge and Skills

Knowledge of agricultural equipment (e.g., sprayers, tractors, trucks, tillers)
Knowledge of chemical application methods
Knowledge of entomology
Knowledge of plant pathology
Knowledge of basic economics
Knowledge of record keeping requirements
Communication skills (writing, speaking, listening)
Knowledge of risk management
Knowledge of water management principles
Soil and plant fertility knowledge
Financial management skills
Food safety knowledge
Diagnostic testing knowledge
Knowledge of organic & sustainable farming practices & certification
Knowledge of legal & policy issues

Worker Behaviors

Plant physiology
Soil science
Mechanical skills
Plant propagation
Computer skills
Training skills
Leadership skills
Marketing skills
Market awareness
Interpersonal skills
Problem solving skills
Stress management skills
Multi-tasking skills
Time management skills
Organized
Timely
Responsive
Adaptable
Hard working
Polite
Conscientious
Innovative
Detail oriented
Dedicated
Personable
Accurate
Creative
Ethical
Flexible
Resilient
Self motivated
Team builder
Visionary
Politically informed
Caring
Analytical
Productive
Problem solver
Customer service oriented
Positive

Tools, Equipment, Supplies and Materials

Tractors
Trucks/wagons
Water source
Cooler systems
Irrigation systems
Sprayers & spreaders
Grease gun
Harvesting equipment & supplies
Planting equipment & supplies
Fertilizers
Greenhouse/high tunnels
Compost facilities
Seeds/bulbs/plants
Packing equipment & supplies

Basic hand tools
Basic shop tools
Computer & software
Cultivators
PPE
Pesticides

Future Trends and Concerns

Increasing federal & state regulations
Growing difficulty finding qualified labor
Increasing local food demands
Increasing health awareness among consumers
Growing food safety awareness
Environmental impact of food production
U.S. food policy (% of food $ to local farmers)
Increasing energy costs
Small farm viability
Changing weather patterns
Shrinking fertilizer supplies
Water quality & availability concerns
Availability of suitable farm land
Rising land costs
Introduction of foreign pests
Lack of funding for research on fruit and vegetable production