



COMMUNITY SUPPORTED AGRICULTURE

Lessons Learned from King County's
Experience Starting a Worksite CSA Program
August 2017





Community Supported Agriculture:

Lessons Learned from King County's Experience Starting a Worksite CSA Program



3

King County's
Worsite CSA
Program



4

CSA Program
Planning



5

Assessment



8

Farm Selection

What's inside...



9

Outreach and
Promotion



11

Implementation



12

Evaluation



14

Resources &
Appendices 1-5



King County's Worksite CSA Program

Community Supported Agriculture or CSAs are a popular way for consumers to buy local seasonal food directly from a farmer. In a CSA, interested consumers purchase a share (aka a “membership” or a “subscription”) and in return receive a box (bag, basket) of seasonal produce each week throughout the farming season. In recent years, employers across the country have begun to offer worksite CSA programs as a means of providing employees with easy access to healthy local food.

In 2014, King County launched its Local Food Initiative, which seeks to create a more resilient and sustainable local food system that is both economically viable and capable of providing healthy food to county residents. As part of this initiative, King County launched a pilot worksite CSA program for its employees the following year, known as CSA @ Work. The program was designed to increase healthy food consumption and support local farms and food businesses.

Now in its third year, the County's CSA @ Work program has evolved from a loosely supported program operating at a small number of County worksites, to one with part-time staff to administer and support the program at more than 10 county delivery sites. Over the course of the pilot the County has learned some valuable lessons and gained practical insights into operating a work site CSA program. In creating this guide, it is our hope that King County's experience will help other organizations considering a CSA program at their workplace.

Figure 1: The Evolution of King County's CSA @ Work Pilot Program





CSA Program Planning

Planning a successful program requires activities and preparation before, during and after the CSA season, and can be divided into five distinct stages: Assessment; Farm Selection; Outreach and Promotion; Implementation; and Evaluation.

Like many CSAs operating in temperate-zones, King County's CSA @ Work program operates seasonally, with deliveries from June through October. This timeline would shift or condense depending on the timelines of CSA programs that serve your organization's area. King County found it advantageous to start the planning period early so the sequential activities did not crowd the start of the Implementation phase, when farms are busy in the field and employees begin summer vacation travel (see Figure 2).



Figure 2: King County CSA Program Planning Timeline





Assessment ▪ December - January

Estimate Employee Interest

Understanding the level of employee interest in CSAs is an important first step, and usually done at the outset of each season. As King County contemplated expanding its CSA program, several steps were taken to assess employee interest:

- **Educate.** Not all employees were familiar with the concept of Community Supported Agriculture (CSA) so informational materials were developed and distributed to employees to explain. Distribution channels included County-wide and departmental emails, the County's employee wellness website and blog, posters, and in-person events at some worksites.
- **Survey Employees.** In the first year of the program a web-based survey was administered to employees that aimed to help the Healthy Incentives team better understand current employee behaviors related to CSAs, gauge interest in participating in a worksite program, and better understand the factors that would be important to employees in selecting participating farms. (After the first year of the program, the year-end evaluation can be used to capture much of this same information.)



Evaluate Worksites

The size, layout, and type of worksites at an organization will guide the CSA program structure. Single-site organizations with primarily office workers have different needs than multi-site organizations with employees working non-standard hours.

King County has over 180 different worksites that range from a handful to several thousand employees. Not only are the worksites scattered geographically across the County but many pose unique logistical challenges due to the nature of uses – courthouse, juvenile detention facility, and bus transit stations, just to name a few. In assessing the feasibility of different worksites, King County staff evaluated the following factors:

- **Number of Employees.** Many CSAs require a minimum of 10 subscribers per drop location. In order to increase the likelihood that this minimum subscriber goal would be met, only sites with at least thirty (30) employees were considered.



- **Accessible Drop and Storage Location.** Every drop site requires a central location where CSA boxes can be securely stored on pick up day. The storage location should be accessible to employees and also be in close proximity to safe loading/unloading site.

- **Security and Logistics Challenges.** A number of King County worksites posed unique challenges due to security constraints that limited building access by CSA providers and/or limited the ability of employees to access a central location. In most instances staff was able to overcome the initial reluctance to host the program by working closely with facilities management during the early planning stages.

Recruit Site Coordinators

Perhaps no aspect of program planning is more important than the recruitment of enthusiastic site coordinators. Site coordinators serve as the liaison between employees, CSA operators, and program staff and are physically present at each site. They may or may not be part of other pre- or -post season activities. Activities that were assigned to King County site coordinators include:

- **Promotion of Program to Staff.** Coordinators worked directly with CSA farm and program staff to market and promote the program to their fellow employees.

- **Central Point of Contact.** Site coordinators serve as the primary contact about the program and answer questions from employees, subscribers, CSA farms and the facilities team.

- **Weekly Delivery Logistics.** Coordinators are responsible for managing the weekly drop off and pick logistics, including ensuring that all boxes are delivered and that the drop site is cleaned up.

“ “

One of the most successful tools to increase CSA subscriptions are engaged site coordinators. They have credibility and trust amongst colleagues, and often the access needed to post fliers, send emails, and get on meeting agendas. If a site coordinator is not personally excited about a CSA, or does not subscribe themselves, they are less likely to successfully recruit their co-workers.

- King County, Healthy Incentives Staff

” ”



Lessons Learned:

Clarify Expectations and Responsibilities

A Site Coordinator Agreement (see Appendix 1) ensures mutual understanding and agreement between coordinators and their supervisors about the responsibilities and time commitments associated with the position.



Incenting Participation

Many employees respond to incentives. Some CSAs offered discounted subscriptions to site coordinators and early-bird or returning member discounts.



Identify multiple site coordinators

In order to ensure coverage, it is beneficial to have a two or three site coordinators for each worksite due to vacations, illness and varied work schedules.



Leadership Approval

Support from organizational leaders offers legitimacy for the CSA program. It can open promotional opportunities to build employee awareness and enthusiasm, and facilitate coordination and buy-in across departments.

King County sought support and approval from multiple levels of organizational leadership, including:

- **Facilities and Building Management.** Approve of site logistics, building access and security measures.
- **Work Group Managers.** Approve the time spent by site coordinators to manage and support the program.
- **Senior Leadership.** Ensures that the program has broad level support across the organization.

Before seeking support and approval from leadership, educate them about the benefits CSAs offer employees and the organization, and the logistics of how the program will operate.



Farm Selection ▪ January - March

Selecting a CSA partner (or partners) that can satisfy program needs and meet the expectations of employees is an important determinant for program success.

King County's process for selecting CSA partners has evolved and become more formal over time as the program has grown, and now includes the following steps:



■ **Identify CSA Selection Criteria.**

Not all CSAs are the same; the products, services and pricing offered by CSAs can vary considerably (e.g., conventional versus certified organic products; sourced from a single farm or multiple farms; variable box sizes and pricing structures; weekly newsletter with preparation and handling instructions; capacity to deliver on specific days; etc.) In order to ensure that CSA fulfill program expectations, King County staff developed a list of desired criteria.



■ **Recruit Farms/Solicit Proposals.** King County's procurement protocols required the use of a Request for Proposal (RFP) process to ensure fair and open CSA partner selection. The RFP, which was sent to all farms in King County that operate a CSA program, ensured that every interested program was evaluated on the same criteria and information (see the King County 2017 RFP in Appendix 2).

■ **Select Farms.** A team of King County staff and past CSA @ Work subscribers reviewed and evaluated proposals based on the criteria listed the RFP.

■ **CSA Participation Agreement.** Once selected, farms were required to sign a participation agreement with the County (see Appendix 3). The Agreement clarifies roles and responsibilities between the CSA and the County, and addresses liability and insurance matters.

■ **Connect Site Coordinators with CSA Farms.** Finally, staff introduced site coordinators with CSA farms to discuss the details of the upcoming season. Topics of discussion included delivery days and times, delivery logistics, and building closures or employee holidays to note.

Employees are more likely to participate in the CSA program if they have options with respect to the produce box sizes and payment plans.

- King County, Healthy Incentives Staff



Lessons Learned:

Price Matters	People's values often drive them to subscribe to a CSA, but price still matters. CSAs selected by King County had different rates. Fewer employees subscribed at worksites with higher prices.	
Ability to Pay in Installments is Important	Not all partner CSAs offered the option to pay in installments. High up-front costs therefore limited the ability of some employees to join the program.	
Employees Want Choice	Employees want the option to select a box size that fits their family size, eating habits, and budget.	
Most CSAs are Small and Have Limited Staff Capacity	Responding to an RFP, compliance with workplace protocols, or meeting insurance requirements all take time and may limit participation by some CSA farms.	

Outreach and Promotion ▪ March – May

A sustained workplace outreach and promotion campaign is essential for a CSA program to develop and take root among employees.

King County employed a multi-faceted approach to CSA program promotion that included centralized messaging from the Healthy Incentives team and grass roots, site-specific outreach. The information below summarizes our approach.

- **Educate Employees about CSAs.** Many employees are not familiar with the Community Supported Agriculture concept and needed more information to make their decision. Program materials explained how CSAs work, the health and convenience benefits to employees, and the benefits to our local food system.



- **Use Multiple Channels to Promote the Program.** The varying nature of King County worksites, conditions and schedule of our employees necessitated the use of varied communication tools. Emails, announcements in newsletters and on internal websites, posters in kitchens and common areas, and postcards placed in employee mail boxes helped reach as many employees as possible.
- **CSAs and Returning Subscribers Can Help Promote the Program.** Grassroots, site-specific promotions from the CSA operator and/or the site coordinator can be more compelling and authentic than top-down promotion. For example, emails directly from site coordinators or worksite supervisors were more likely to be opened and read than those from Human Resources. And, employees were more likely to get excited about a CSA if they met the farmer during an onsite tabling day in their worksite lobby.

Lessons Learned:

Employees Want Program Details

KC made the mistake of promoting the program before we identified and paired farms to worksites. This made it difficult to answer specific employee questions about pricing, offerings, delivery schedule, etc.

Set a Deadline

CSA farms want to receive commitments and payments as soon as possible, whereas employees need time to consider such a commitment and prefer to pay later. Set a deadline that will work for both (King County chose June 1).

Brand the Program

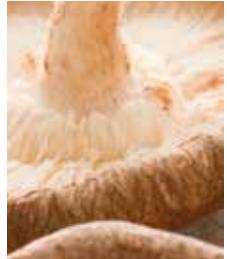
In order to increase the visibility of the program to employees a Farm Fresh Local CSA@Work brand and logo were developed.



Implementation ■ June – September

Sufficient pre-season planning makes for a smooth implementation phase. It is also the fun part, when delicious fresh vegetables begin to appear at worksites. Site coordinators are critical to facilitate smooth deliveries, and to relay issues between subscribers, CSA programs, and centralized staff as they arise.

King County encouraged CSA site coordinators and CSA farms to take ownership of the implementation phase. By connecting them early in the season, as soon as they were assigned, and informing the facilities team, centralized staff were able to step back and troubleshoot or support site coordinators as needed.



Lessons Learned:

Payment Before the Season Begins

Farms should take payment before the season begins to avoid unwanted deliveries and payment disputes. Additionally, it is easiest if employees transact with a farm directly, rather than through their employer.



Send Weekly Reminders

Workdays are busy, and employees appreciate reminders. CSAs typically send an email each delivery day to remind employees to pick-up, and site coordinators let members know exactly when boxes arrive. The day before, site coordinators reminded members to bring reusable bags so produce was easier to transport home.



Set Pick-Up Day Expectations

At least one subscriber will forget to pick up their box. At King County, our facilities team could not allow them to sit overnight—unless CSA members made alternate arrangements—forgotten boxes would be donated to food banks. Clarifying the process early reduces confusion and helps CSA site coordinators.

Check-In Periodically

Talking to site coordinators and farms throughout the season makes site coordinators feel supported, gives farms a chance to provide feedback, and offers the chance to troubleshoot issues before they become bigger problems.



Evaluation ■ October – November

Ideally, a workplace CSA program can benefit employees, their families and participating farms. A formal evaluation helps organizers understand whether the program is achieving its goals.

King County wanted to know about the experiences of CSA members, CSA site coordinators, and CSA farmers. Toward the end of the season the County held focus groups with CSA site coordinators to get feedback on program operations, and emailed a survey to all CSA members to get their input on the program, areas for improvement, and whether they would participate in the future (see survey questions in Appendix 5). In November, after all CSA deliveries ended, we asked each CSA farm about working with the County, impact on their business, and their recommendations for next year.



Lessons Learned:

Conduct CSA Member Surveys before Season Ends

It is best to survey CSA members toward the end of the program, while their experience is still fresh. Until 2017, King County did not have dedicated staff and as a result, sent out survey results several months after the close of the program when it was more difficult for some respondents to recall specific details.

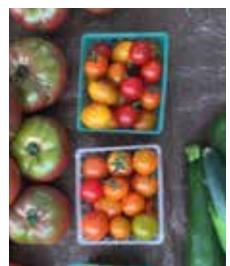
Conduct CSA Farm Surveys after CSA Deliveries End

Small farmers are often busiest during the CSA season as they tend their fields, manage their CSA program, and oftentimes travel to multiple farmers markets around the region. Wait until farmers can reflect on the season and have time to give thoughtful answers.



Resources

1. Guide to CSA Delivery at State Worksite, Washington State Healthcare Authority, 2011, available at https://www.hca.wa.gov/sites/default/files/program/CSA_Delivery_at_Worksites_110304.pdf
2. Worksite CSA Toolkit: How to start a Community Supported Agriculture program at your workplace, Lawrence-Douglas County Health Department, 2015, available at https://www.usd497.org/cms/lib/KS01906981/Centricity/Domain/5895/Documents/CSA_toolkit_intro_v7.p
3. King County Local Food Initiative
<http://www.kingcounty.gov/elected/executive/constantine/initiatives/local-food-initiative.aspx>



Appendices

Appendix 1: King County Site Coordinator Agreement

Appendix 2: Request for Proposal for CSAs to Deliver to King County Worksites

Appendix 3: Farm Fresh Local CSA Participation Agreement

Appendix 4: King County CSA @ Work Logo and Brand

Appendix 5: End-of-Season Survey Questions





Appendix 1: King County Site Coordinator Agreement



Farm Fresh Local CSA @ Work Program Agreement

Responsibilities & Expectations

The purpose of this agreement is to ensure mutual understanding about the responsibilities and benefits for CSA @ Work Site Coordinators, their supervisors, and the Healthy Incentives team.

CSA @ Work is a program under Healthy Incentives' Farm Fresh Local focus that connects King County employees to healthy local food from King County farmers. Under this program, local CSA programs deliver fresh local produce to select King County worksites to employees who purchase shares. Both employee CSA Site Coordinators and subscribers can earn Healthy Incentives credit for their participation.

CSA Site Coordinator Role

CSA Site Coordinators serve as liaison between various stakeholders and perform these activities on their own time (i.e. off-duty).

Primary Tasks & Duties

- Support Healthy Incentives team in securing a minimum of 10 subscribers site
- Serve as primary contact for CSA programs and employee subscribers
 - Notify CSA of any updates or changes such as holidays, building closures, etc.
 - Notify CSA subscriber list of any updates or changes like late deliveries or a change in delivery day.
- Follow rules/guidance provided by facilities contact regarding building access, posting of notices/posters, or composting leftover produce
- Ensure approval from your supervisor to fulfill CSA Site Coordinator commitments on own time



- Help select drop locations for CSA delivery (delivery locations cannot be in any building common areas such as hallways, lobbies, or conference/training rooms used by all tenants)
- Participate in a debrief with King County and CSA staff at the end of the season
- Delivery-day tasks (June – November):
 - Ensure the site(s) are prepped and ready for CSA delivery day
 - Act as on-site staff during CSA pick-up and help members navigate any issues during pick-up hours
 - Manage unclaimed CSA shares (unclaimed shares cannot be left overnight in the building due to concern about attracting unwanted pests)
 - Manage CSA box/bag return in an organized manner

To Earn Healthy Incentives Credit

- Serving as CSA Site Coordinator qualifies as an individual action plan for the employee serving in this role
- To earn individual gold, the CSA Site Coordinator must take the wellness assessment in addition to fulfilling the agreed-upon Site Coordinator duties
- The employee's spouse or domestic partner (if covered under King County medical insurance) must complete the wellness assessment and an individual action plan of his/her choosing in order for the family color level to be gold

CSA Provider Role

Assigned to specific King County buildings, CSAs deliver weekly produce bags/boxes in partnership with CSA Site Coordinators and the Healthy Incentives team.

Expectations

- Provide a list of CSA subscriber names and contact information to the CSA Site Coordinator of each building
- Respond promptly to CSA Site Coordinators' requests for help or materials
- Provide draft communications (posters, flyers, etc.) to Healthy Incentives in advance of posting for review/input
- Deliver to the worksites per the agreement including building access, time of day, etc.



- Manage CSA subscriptions and billing directly with CSA subscribers
- Communicate proactively with CSA Site Coordinators about delivery issues or delays
- Consider opportunities for mid-program improvements identified by CSA Site Coordinators, facilities, or management
- Follow rules/guidance provided by facilities contacts regarding building access, posting of notices/posters, composting of leftover produce

Healthy Incentives Role

Support CSA @ Work Site Coordinators and participating CSAs.

Expectations

- Lead on promotion and outreach to attract subscribers
- Offer communications support and messaging guidance to CSA Site Coordinators
- Consider opportunities for program improvements identified by CSA Site Coordinators, facilities, or management
- Award Healthy Incentives credit to CSA subscribers and CSA Site Coordinators who fulfill their commitments

Supervisor Role

Support interested employees to be CSA Site Coordinators and get Healthy Incentives credit

Expectations

- Work with employees who want to be CSA Site Coordinators so they can fulfill the commitments of the role on their own time
- Alert Healthy Incentives/CSA staff of any issues if they arise

**Acknowledgement of Agreement**

The CSA Site Coordinator and his or her supervisor and Healthy Incentives staff sign below to acknowledge they received and understand the commitments described above.

CSA Site Coordinator Name and Title (printed)

CSA Site Coordinator Signature

Date

CSA Site Coordinator Email

Employee Phone Number

Employee Healthy Incentives ID (Please include even if you will not request HI credit)

- Check if you wish to receive Healthy Incentives credit for completing CSA @ Work Site Coordinator duties
-

Supervisor Name (printed)

Supervisor Signature

Date



Appendix 2: Request for Proposal & Application for CSAs to Deliver to King County Worksites



January 20, 2017

Request for Proposals - RFP 1048-17-RLD

For CSAs to Deliver to Selected King County Worksites

Issued by: King County Department of Natural Resources and Parks (DNRP) and King County Employee Health and Well-Being (EHWB)

Background:

King County's Employee Health and Well-Being (EHWB) program and the Department of Natural Resources and Parks (DNRP) are soliciting proposals from qualified, local (King County), Community Supported Agriculture (CSA) operators to participate in the 2017 Farm Fresh Local Worksite CSA program. The general goal of this program is to provide King County employees with access to high quality, locally sourced produce at a reasonable cost. CSAs selected through this RFP will deliver weekly CSA shares between late spring and early fall 2017 to participating county employees at several county operated worksites:

■ Downtown Public Health Center	2124 4th Ave., Seattle, WA 98121
■ Atlantic Base	500 6th Ave S, Seattle, WA 98134
■ King County Youth Services Center	1211 East Alder Seattle, WA 98122
■ King Street Center	201 S Jackson, Seattle WA, 98104
■ Chinook Building	401 Fifth Ave. Seattle, WA 98104
■ King County Administrative Building	500 Fourth Ave. Seattle, WA 98104
■ Maleng Regional Justice Center	401 Fourth Ave. N., Kent, WA 98032

Depending on employee interest, there may be some delivery site additions or deletions, and those CSAs selected to participate in the program may be offered the opportunity to delivery to newly added sites.



King County is committed to improving the level of health and wellness of its diverse employee workforce by encouraging fair and equal access for employees to eat healthy by providing fresh, locally grown produce at worksites. Additionally, this program supports King County's **Local Food Initiative** goals of increasing healthy, local, and sustainably produced food and to expand the local food economy to ensure job growth and economic viability for King County food businesses and farms.

The 2016 Farm Fresh Local CSA Program:

In 2016, Farm Fresh Local launched a worksite CSA pilot program. Approximately 100 employees participated at seven work sites with weekly deliveries made by three CSAs.

2017 Farm Fresh Local CSA Program:

Through this Request for Proposals (RFP), King County intends to select one to three interested CSA operators to make weekly deliveries to King County worksites.

CSA operators will:

- Deliver weekly boxes/shares to an agreed upon location (typically this is a lunch room or meeting space in the building). Some sites have multiple delivery locations.
- Handle all financial aspects between the subscribers and the CSA
- Ensure the quality of the products delivered and resolve any issues with the product directly between the subscriber and the CSA.
- Pick up the broken down cardboard boxes at the next week's delivery (or as requested by the site coordinator).
- Provide all necessary equipment for delivery (i.e., hand trucks)
- Communicate regularly with King County program staff (DNRP, EHWB), site coordinators and CSA subscribers to inform them of any schedule changes, what's in the box that week, etc.
- Follow all delivery and security protocols. Some county buildings have specific delivery times and days. Certain sites (mainly the detention centers) require that everything be screened.
- Provide a list of subscribers that includes name, email and telephone number to the county one week after the subscriber deadline. If CSA has no deadline, a biweekly update will be requested.



- Review of all educational and promotional materials that mention the CSA operator, posted on the county website or posted at King County worksites as well as any promotional materials/blogs/FAQs, etc. prepared by King County.
- Provide posters, post cards, etc. to assist with an advertising program to King County employees. All worksite CSA materials (including information posted on CSA websites) must be reviewed and accepted by King County Facilities Managers, DNRP, and EHWB and meet the county's standards for posting such materials. These standards will be provided to all CSAs selected to participate in the program.
- Participate in an end-of-the-season evaluation to provide King County information to help improve the program in future years.

King County will:

- Announce and promote the program to all employees.
- Provide reasonable delivery locations and times (there is no opportunity for on-site cold storage).
- Serve as program coordinator and address program issues that arise throughout the season.
- Post advertisement materials (posters, post card, etc.) at building locations deemed appropriate by facilities personnel. Recruit building coordinators to support the CSA operators in accessing participating sites and securing subscribers.
- Review all materials that will be posted at King County worksites as well as any promotional materials/blogs/FAQs, etc. prepared by the participating CSAs and posted on non-County sites

**Proposal Details:**

ALL PROPOSALS MUST BE SUBMITTED BY February 10, 2017, no later than 4:00 pm

Please provide the following information and confirm requested information below when responding to the RFP. Please use the attached application form and limit your proposal to a maximum of 5 pages. Electronic submittals (PDF) preferred. Email to steve.evans@kingcounty.gov Faxes accepted at: (206) 477-4687. Proposals submitted after 4:00 pm February 10, 2017 will not be reviewed or considered.

Minimum Qualifications

All CSAs interested in participating in the worksite CSA program must be able to meet the following minimum qualifications:

Insurance Requirements

A CSA selected through this process who delivers to King County worksites will be required to provide, at their own cost, the following insurance:

- General liability of no less than \$1,000,000 per occurrence and \$2,000,000 aggregate
- Automobile liability: \$1,000,000 combined single limit per accident for bodily injury and property damage
- Stop-gap/Employer's liability at a limit of \$1,000,000 per occurrence (unless the entity a sole-proprietorship or has no employees).
- Worker's Compensation insurance per the statutory requirements of the State of residency.

For the General and Automobile liability policies, the County, its officers, its agents, and employees are to be covered as additional insured as respects liability arising out of activities performed by or on behalf of the CSA in connection with the King County worksite CSA program. The CSA shall instruct the insurers to give King County 45 days' advance notice of any insurance cancellation, lapse, or material change in the policy. Prior to performing any services, the CSA provider shall provide King County with evidence of this insurance coverage and endorsements. The CSA provider will also need to submit renewal certificates as appropriate during the term of the agreement.



- Have the ability to deliver boxes from July through September 2017.
- Possess a Washington State Business License with a primary business address in King County.
- Must be willing to sign a participation agreement prior to beginning delivery service, which will include a "Hold Harmless" clause that will hold King County and its employees harmless from actions of the CSA operator. The agreements will be available once the selection process is completed.

CSAs that meet all of the Minimum Qualifications will be reviewed and rated by the Selection Committee based upon the following Additional Selection Criteria:

■ Experience: maximum of 10 points

- Please describe the experience, growing practices, and number of customers currently served.

■ Subscription Cost: maximum of 10 points

- What do you charge for a main season share? Cost for extended season? Split share? (assuming essentially equal weekly box size, the lower the cost per subscriber, the better)
- Please indicate types of payments accepted such as credit/debit, cash, check, SNAP/EBT, etc. (the more payment flexibility, the better)
- Some employees may not be able to afford making one single large payment. Are subscribers able to pay in installments or other methods? (the more payment flexibility, the better)
- Are you able to provide more than one size/cost of CSA box and/or split shares? (the more options, the better)

■ Share Offerings: maximum 10 points

- Describe the types and quantity of food that will be made available (vegetables, fruit, herbs, etc.). If providing items other than fresh produce, you may be required to obtain additional WSDA licenses (relative cost of delivered boxes will be assessed with the goal of delivering good value to subscribers)
- Where do you source your products? Does all of the produce come from one farm or multiple farms? What is the percent of product from King County Farms? (the higher the King County contribution, the better)



- Will you provide options for holidays, vacations, produce swapping, etc.? (the more flexibility, the better)

The following additional information is required but will not be used during the review and scoring of applications. This information will help with the assignment of CSAs to delivery sites and will be included in announcements to subscribers.

- Do have preferred delivery locations, days and times? Although each worksite has specific days and times when deliveries can be made, it helps us to know what day and times will not work for your CSA.
- What is your minimum subscriber number for deliveries to a single worksite and what is the maximum number of subscribers your CSA can service?
- Are you 1) certified organic, 2) grown organically but not certified, or 3) conventional?
- Do you provide inserts in your boxes that describe safe handling practices, recipes, etc.?

Selection Process and Criteria:

Assignment of CSAs to specific King County worksites will be determined by the King County worksite CSA selection team and will be based upon the number of CSAs selected. Our goal is to ensure that selected CSAs have access to an approximately equal number of potential employee subscribers and to maximize delivery efficiency.

- Questions to this RFP must be received in writing by the 4 pm, January 31, 2017. These can be sent via email to Steve Evans at steve.evans@kingcounty.gov.
- All questions received and related answers will be posted and available for review at https://procurement.kingcounty.gov/procurement_ovr/detail.aspx?bidid=3403 no later than February 3, 2017
- A team of King County staff and previous worksite CSA subscribers will review and evaluate proposals promptly after the close of the QA period. Evaluation of proposals and selection will be based solely on the criteria listed in this RFP.
- King County will notify all applicants on or before February 24, 2017 as to whether they have been selected to participate in the worksite CSA program. King County reserves the right to reject any or all applicants.



- The selected CSA operator must sign an agreement with King County indicating that the program is financial relationship between the CSA and the subscriber with King County only serving as program coordinator/facilitator. The agreement includes elements related to insurance requirements and use of county facilities.
- It is expected that agreements will be finalized by February 28, 2017

In late 2017, King County will evaluate program effectiveness and determine whether the program will be offered in subsequent years. CSA operators selected to participate in the worksite CSA program in 2017, and who complete the season in good standing, may be offered the opportunity to extend their agreements without needing to participate in an additional application/qualification process.

RFP Contact Information:

Steve Evans
201 S Jackson Suite 600
Seattle, WA 98104
steve.evans@kingcounty.gov
(206) 789-5125
Fax: (206) 296-019

**CSA Application Form**

King County Health and Wellbeing
Farm Fresh Local Community Supported Agriculture (CSA)

Please use this form for your application to participate in King County's worksite CSA program. Complete the form (no more than 5 pages) and return it to Steve Evans, King County, Department of Natural Resources and Parks, no later than 4:00 pm on February 10, 2017. Electronic submittals (PDF) are preferred. Email applications to steve.evans@kingcounty.gov.

Contact Information				
Business Name				
Contact Name				
Mailing Address				
Email				
Telephone				

Insurance and Licensing if you do not have insurance at the time of application but will, if selected, by March 1, please specify below			
Yes	No	Will by March 1	
			Do you have liability insurance with a minimum coverage level of \$1 million per occurrence and \$2 million in aggregate?
			Do you have auto liability insurance with minimum coverage level of \$1 million Combined Single Limit?
			Do you have a Washington State business license?
			Do you have Stop-gap/Employer's liability at a limit of \$1,000,000 per occurrence?

Experience	
	# of years farming
	# of years operating a CSA
	# of CSA customers in 2016 (for main season CSA, not shoulder or add-ons)
	# of CSA drop sites at which you deliver



Timeframe	
Main season CSA	
	How many weeks is it?
	What calendar period is your main delivery season?
Extended season CSA - If you have an extended season option(s) for your CSA	
How many weeks is it?	
Option 1:	
Option 2:	
Option 3:	
What calendar period(s) does your extended CSA cover?	
Option 1:	
Option 2:	
Option 3:	

CSA Delivery Day(s)/Times					
Although each worksite has specific days and times when deliveries can be made, please indicate the days and times that work best for your business.					
	Mon	Tues	Wed	Thurs	Fri
8am -noon					
1pm-4 pm					

Community Supported Agriculture:

Appendices 1-5: King County's Farm Fresh Local CSA @ Work Program Materials



Subscriptions/Cost/ Payment Methods

	What is your minimum subscriber number for delivering to a worksite?
	What is the maximum number of subscribers your CSA can service?
What do you charge for a main season share?	
Option 1:	
Option 2:	
Option 3:	
Do you provide more than one size/cost of CSA box and/or split shares?	
Option 1:	
Option 2:	
Option 3:	
Please indicate types of payments accepted such as cash, check, SNAP/EBT, etc.	
Cash	
Check	
SNAP/EBT	
Credit Card	
Are subscribers able to pay in installments or other methods? Please explain below.	

Share Offerings

Types and quantity of food that will be made available each week for main season CSA.

*No products that require refrigeration will be allowed.

** If value-added products are included, please attach copy of processing license

List number of items	Vegetables	Fruit	Flowers	Value-added (jams, soap, grains, etc.)	Explain
Number of items Example	8-10	1-2	1	1	For our large share, fruit includes half pint of strawberries, raspberries, blueberries when in season, 1 bunch of flowers each week
Option 1					
Option 2					
Option 3					



Marketing and Certifications for your farm or products. Please attach copy of certifications	
	Certified Organic
	Salmon Safe
	Farmland Preservation Easement
	Other
Product Sourcing	
	Everything is grown on my farm in King County
	Everything is grown in King County
	If not all products from King County, indicate % of products grown in King County
Service Options - do you allow arrangements to be made for	
	Vacations
	Produce Swapping
	Other; please explain
Do you provide for customers?	
	Safe handling practices
	Recipes
	Updates about your farm
	Farm visit opportunity

Anything else you would like to tell us?



Appendix 4: King County CSA @ Work Logo and Brand

FARM FRESH
LOCAL



CSA@WORK

FARM FRESH
LOCAL



CSA@WORK



Appendix 5: End-of-Season Survey Questions

Survey for CSA members

- In 2017, which building did you participate in the Community Supported Agriculture (CSA) program?
- In 2017, did you participate in the CSA program as a member, building coordinator, or both?
- In 2017, did the amount and variety of produce you consumed increase, decrease, or stay the same because you participated as a member in the CSA program?
- Can you describe an ideal CSA program? Think about ideal price, box size, delivery schedule and location, produce types, etc.
- Please help us to understand the benefits and opportunities to improve this program for CSA members. For each component of the CSA program below, please indicate if you strongly agree, agree, are neutral, disagree, or strongly disagree.
 - The farm was easy to work with
 - The King County building coordinator was helpful
 - The CSA is a good value
 - The pickup day was convenient
 - Getting produce home was convenient
 - The quality of produce was good
 - The amount of produce was adequate
- Are you interested in participating as a member of the CSA program again in 2018?
- What other ways do you think the County could encourage healthy eating habits for employees?
- Please provide any additional information or suggestions to improve this program.

**Focus Group Questions for CSA Site Coordinators**

- Let's talk specifically about the CSA @Work program. Based on your experience with the CSA @Work program, what do you think about it?
- We would like to understand what you like and don't like about CSA @ Work, starting with what you like.
 - Please shout out what you like, and we'll write it down. Anything else we should add to this list?
 - Now, what you dislike. Anything else we should add to this list?
- Anything else to add about your specific CSA?

Now, let's talk about your experience as CSA Site Coordinator.

- Why did you choose to be a CSA Site Coordinator?
- Were you a member of the CSA? If you were not a member, why not?
- What is your opinion on the responsibilities associated with being a site coordinator? Were they reasonable, or more work than you expected? Probes: Ease of pre-season outreach, weekly delivery support, communications with members, etc.
- Are you interested in participating as a building coordinator for the CSA program again in 2017?
- Do you have anything else to share for how we could improve this program and/or the experience of site coordinators?

Questions for CSA Farms

TBD



Community Supported Agriculture:
Lessons Learned from King County's Experience Starting a Worksite CSA Program



Photo credits:

Ned Ahrens, Gualberto Becerra, Logan Harris, Zachary Lyons,
Audra Mulkern, Mark Musick, Janelle Quibuyen, Roots of All Roads,
Marie Trigona

Alternate Formats Available

206-477-4700 TTY Relay: 711

 Printed on recycled paper. Please recycle.

File: 1801_8593m_CSAGuide-update.indd • KCIT DCE



King County
Department of
Natural Resources and Parks

Local Food Initiative

King Street Center, KSC-NR-0700
201 South Jackson Street, Suite 700
Seattle, WA 98104

Partial Funding
provided by:

King Conservation District