

**Farmers Market Promotion Program (FMPP)  
Final Performance Report**

The final performance report summarizes the outcome of your FMPP award objectives. As stated in the FMPP Terms and Conditions, you will not be eligible for future FMPP or Local Food Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by FMPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to FMPP staff to avoid delays:

FMPP Phone: 202-690-4152; Email: [USDAFMPPQuestions@ams.usda.gov](mailto:USDAFMPPQuestions@ams.usda.gov); Fax: 202-690-4152

Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions.

<b>Report Date Range:</b> <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2015 – September 29, 2017
<b>Authorized Representative Name:</b>	Michael Lufkin, King County Local Food Economy Manager
<b>Authorized Representative Phone:</b>	206-477-2331
<b>Authorized Representative Email:</b>	Michael.Lufkin@kingcounty.gov
<b>Recipient Organization Name:</b>	King County Department of Natural Res
<b>Project Title as Stated on Grant Agreement:</b>	King County's Healthy Incentives for Healthy Local Eating ("Farm Fresh Local")
<b>Grant Agreement Number:</b> <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15FMPPWA0156
<b>Year Grant was Awarded:</b>	2015
<b>Project City/State:</b>	Seattle, Washington
<b>Total Awarded Budget:</b>	\$99,900

FMPP staff may contact you to follow up for long-term success stories. Who may we contact?

- Same Authorized Representative listed above (check if applicable).  
 Different individual: Name: \_\_\_\_\_; Email: \_\_\_\_\_; Phone: \_\_\_\_\_

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

i. Goal/Objective 1: **Promotion of Farmers Markets and CSAs**

a. Progress Made:

This objective had activities focused both internally to promote Farmer Markets and CSAs to King County employees and an external focus which sought to raise awareness among the general public about FM and CSAs. Each of these is described further below:

**Internal Promotion:** King County’s Farm Fresh Local was a joint project of the HR/Employee Wellness (Healthy Incentives) Department and the Department of Natural Resources and Parks (charged with promoting and supporting farms and agriculture). Collectively, the Farm Fresh Local Program included the following programs, each of which was utilized to promote farmers markets and CSAs: (a) a CSA@work program, (b) the Farm Fresh Local Text-for-Well Being Program, (c) the Farm Fresh Food Story Map, and (d) the Farm Fresh Healthy Eating Blog. All of the programs under the Farm Fresh Local program were heavily promoted to employees by King County throughout the project period and included the following:

- *Employee Email and Newsletters.* The Farm Fresh Local program was promoted in numerous emails and employee newsletters, including; the monthly Healthy Incentives newsletter that goes out to all King County employees; the King County Executive’s regular newsletter; individual department newsletters, including DNRP, Public Health, Transportation, Corrections and Jails. In addition to newsletters, employees were also contacted directly through organizational wide emails that promoted the program. These emails typically went out to announce the launch of the programs or a pending deadline. Finally, several “Lunch and Learns” were also held during summer of 2016 and 2017 to promote the CSA@work program and other Farm Fresh Local Programs.
- *Website Development.* To ensure that employees had access to the most current information about (a) the Farm Fresh Local program and (b) how to find and shop at local farmers markets, new websites were developed by both Healthy Incentives and DNRP. A link to those websites can be found [here](#), [here](#) and [here](#).
- *Farm Guide Distribution.* Finally, to further promote farm fresh local food to employees and encourage them to visit farmers markets, more than 2,500 Farm Guides (a local publication that connects consumers with what’s sustainable, local and in season from farms, farmers markets, retailers, restaurants and specialty food producers) were distributed to King County employees throughout summer 2017 at work related events.

**External Promotion:** A regional media campaign promoting King County farmers markets was conducted in two phases over 2016 and 2017. The first phase of the campaign was conducted in August of 2016 and included the placement of advertisements promoting King County Farmers Markets on Metro Buses across the County. The campaign ran for 8 weeks during August and September. A picture of some of the ads can be found in Attachment 1. In summer of 2017 a more robust and substantial media promotion campaign was conducted that included digital, radio, print and Metro Bus ads. The 2017 campaign ran for approximately 6 weeks from July 1 to August 15. A “Media Summary” of the 2017 campaign can be found in Attachment 2.

b. Impact on Community:

**Internal Promotion:**

2016 Campaign      Approximately 13,500 employees reached multiple times through various outreach efforts.

2017 Campaign      Approximately 13,500 employees reached multiple times through various outreach efforts.  
2,500 Farm Guides distributed to employees

**External Promotion:**

2016 Campaign:      Metro Bus Ads -      3,800,000 impressions (impressions measure the number of people that potentially could have been exposed to the content).

2017 Campaign:      Metro Bus Ads-      3,484,000 impressions  
Radio-      306 spots runs on KNDD and KEXP Radio between July 5 and August 13  
Digital      947,958 impressions (ads ran on The Stranger (a local entertainment and lifestyle paper), KEXP and Facebook  
Print      485,558 total circulation of readership for ads place in the Stranger and Seattle Magazine

**Surveys:**

A pre and post project survey was administered to approximately 5,000 King County employees to measure their awareness of and shopping habits at King County farmers markets. (The survey was sent to employees at four King County work locations in early 2016 and then again in November 2017.)

Results of the survey indicate that:

- (1) King County employees are well informed about the location of farmers market in their communities. In the baseline survey, 90.22% (581 total) responded that they know where the closest market is located. This number essentially stayed the same, 90.96% (463 total) in the post project survey.
- (2) The top reasons for shopping at farmers markets essentially stayed the same among those employees that responded: to get fresh produce (58.67% pre-project and 57.89% post-project), to get locally grown produce (59.13% pre-project and 59.59% post-project), and to support the preservation of local farms (51.15% pre-project and 52.02% post-project)
- (3) Employees that are member of a CSA remained relatively constant, 11.2% (pre-project) and 12.29 post-project.

ii. **Goal/Objective 2: Increase King County Employees' Purchase of Local Healthy Foods from King County Farmers Markets and CSAs.**

In order to increase employee purchases of healthy local foods from farmers markets and CSAs, King County focused on three behavior changing factors – promotion, incentives, and convenience. The promotional efforts that the County conducted under the project are described in the previous section. To incentivize employees, King County integrated a Farm Fresh Local component into its incentive based employees wellness program, called Healthy Incentives. Under Healthy Incentives, each employee and his/her partner must complete a few mandatory requirements that are focused on improving health outcomes. When employees complete the requirements, they earn “Gold” under the Healthy Incentives Program and receive a reduced health care premium. To improve convenience to employees for accessing healthy local produce, the County expanded its pilot CSA@Work program.

a. Progress Made:

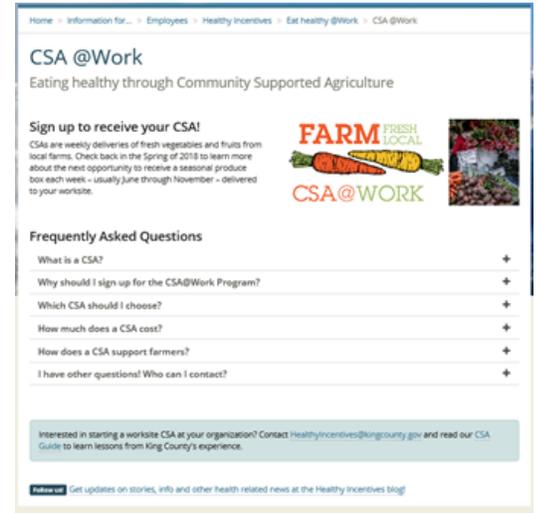
**Farm Fresh Local Text-For-Well Being Program.** Employees participating in the FFL TWB Program receive motivational tips and messages on where to find fresh local produce, how to eat healthy, and other general information about farmers markets and local farm products.

**2016 TWB Program**

- 9,801 texts were sent while a user was in the Farm Fresh and Local focus area
- 418 users/employees sent in at least one text while in the Farm Fresh and Local focus area

**2017 TWB Program**

- 6,801 texts were sent while a user was in the Farm Fresh and Local focus area
- 270 users/employees sent in at least one text while in the Farm Fresh and Local focus area



**CSA@Work Program.** The final action that the project utilized to modify behavior towards farmers markets and CSA is convenience. One of the more significant ways attempted to do this is through the expansion of the County’s worksite CSA pilot program. 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 12 county delivery sites.



**b. Impact on Community:**

- More than 13,500 employees learned about the Farm Fresh Local Program and opportunities to participate in 2016 and 2017 through the Text-for-Well Being Program and the CSA@Work Program.
- In 2016, approximately 518 employees participated in either the TWB or CSA@Work Programs representing ~3.8% of all employees
- In 2017, approximately 400 employees participated in either the TWB or CSA@Work Programs representing ~3.0%
- Approximately \$115,000 was spent by King County employees on CSA subscriptions during the project, providing a direct benefit to local farms.

**iii. Goal/Objective 3: Development of a Local Food Story Map and Blog – NEW OBJECTIVE APPROVED 11/2016**

An interactive “Local Food” Story Map and Blog were developed by King County to engage and motivate employees to shop at farmers markets and CSAs. Both the Story Map and the Blog sought to capture stories that illustrate how, why and where to engage with local food in King County.

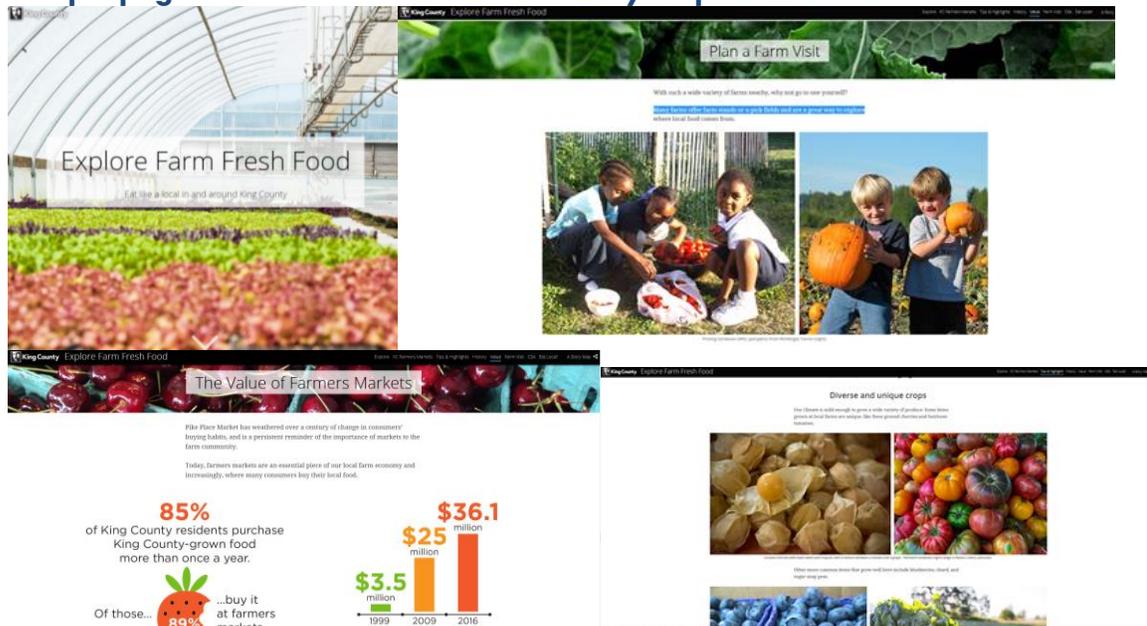
a. Progress Made:

**Local Food Story Map**

In July 2017, King County published a story map titled, “*Explore Farm Fresh Food – Eat Like a Local in and around King County*”. The story map utilizes images, multimedia content, maps and text to provide a virtual tour of farm fresh food in King County that seeks to spark inspiration in foodies and newbies alike. Through the story map, employees can explore the farmers markets, farm stands, and CSA programs in our community with a dash of history and helpful shopping tips. Explore the *Farm Fresh Food* story map here: <https://kchealthyincentives.wordpress.com/2017/07/07/explore-farm-fresh-food-in-king-county/>

The Story Map has been shared on multiple King County websites and also with several external partner organizations that were interested in publishing it so that their employees could access the valuable information contained in it.

**Sample pages from the *Farm Fresh Food* story map:**



**Healthy Incentives Local Food Blog**

The Local Food Blog was launched in April of 2017 as part of the Farm Fresh Local project with the goal of engaging and motivating King County employees. Stories for the Blog came from King County employees, local farmers, local food experts, and farmers market managers, and contained unique and personal perspectives that served to inspire and motivate employees to shop at farmers markets, and to cook and eat healthy local food. One of the most powerful attributes of the Blog was that it shared stories from a diverse range of stakeholders – those from different income levels, geographic areas, racial/ethnic groups, and first time/infrequent shoppers. The Blog was published from April through September 2017 and included a total of 40 stories over that time period. View the Blog at

<https://kchealthyincentives.wordpress.com/?s=food>. A complete list of blog post topics and the views received can be found in Attachment 3.

**b. Impact on Community:**

- King County Healthy Incentives Blog was shared with and accessible by approximately 13,500 KC employees.
- On average, the Local Food blog featured:
  - 7 published stories per month
  - 1,465 views per month
  - 220 views per story
- The Story Map allowed approximately 40 food system stakeholders from diverse and unique backgrounds to share their stories and connections to the local food system with thousands of people.

**Healthy is a way of life for Ameer Faquir**

By day he is a Facility Maintenance Manager, but King County employee Ameer Faquir is also a trained chef. So when the CSA@Work program was offered in his building, he was excited to try it. Below he shares his favorite meals and other healthy habits.



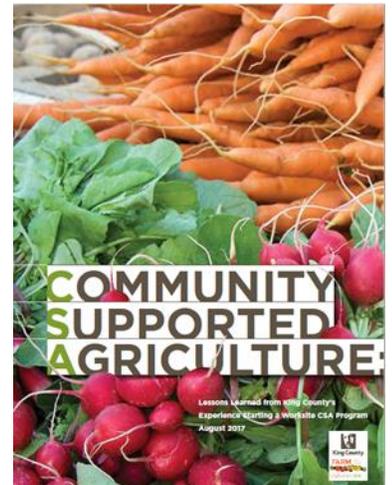
**iv. Goal/Objective 4: Expansion: Secure one public or private partner to expand project for 2018**

**a. Progress Made:**

To facilitate the expansion of the Farm Fresh Local program to other organizations, King County created a guidebook that provides lessons learned from King County’s experience starting a worksite CSA program. The guidebook offers valuable information on how to plan a workplace CSA program, identifies key activities in each stage of program development, and offers tips and recommendations that the County learned in developing its program.

The guidebook was completed in August 2017 and has been shared with more than 40 different organizations. In September, 2017 King County met with three local municipalities to discuss the CSA@Work program, the guidebook and information on how to start a CSA program. In addition, King County emailed the CSA Guide to all members of the WA Health Alliance Purchaser’s Affinity Group. The WA Health Alliance Purchaser’s Affinity Group is comprised of 37 members from at least 25 employers including many major employers from the public sector (City of Seattle, Washington State Health Care Authority), private sector (Boeing, Alaska Air) and associations (Association of Washington Cities). This group gives employers and labor trusts the chance to meet regularly to discuss value-based benefit design and other ways to reduce the medical cost trend.

A copy of the Guidebook is attached as Attachment 4.



**b. Impact on Community:**

- The King County Workplace CSA Guidebook was shared with more than 40 organizations that could potentially start their own CSA programs.

2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015). Include further explanation if necessary.

The information below is based upon a survey conducted of farmers market managers. The survey was conducted in November 2017 by King County staff. Fourteen (14) out of 41 markets responded to the survey.

- i. Number of direct jobs created: 12 market related positions were added (from survey)
- ii. Number of jobs retained: 64 (from survey), but KC estimates that this number is closer to 104 total
- iii. Number of indirect jobs created: 350 (from survey)
- iv. Number of markets expanded: 6 markets expanded locations, number of days or hours of operation (from survey)
- v. Number of new markets established: 1
- vi. Market sales increased by \$ **1.1 million** and increased by **3.2 %**. (Data is from 2016 sales only. 2017 farmers market sales data will not available until February 2018 consistent with the annual data collection process utilized by King County and the market managers.)
- vii. Number of farmers/producers that have benefited from the project: 238 farmers (2016 data)
  - a. Percent Increase: N/A. New vendor numbers for 2017 will not be available until February 2018.

3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?

The project attempted to reach new populations and expand the customer base for farmers markets in several ways.

- **Demographic targeting in farmers market promotion campaign.** Through previous market research conducted by local farmers market organizations, it had been determined that a prime target audience for an outreach campaign is 25-40 somethings that are not currently farmers' market shoppers or only occasional farmers' market shoppers with interest in healthy living, food/restaurants, active lifestyle, engaged with community. Over the past ten years, Seattle has seen a very large influx of your professionals that meet this description but because they come from outside the region are unfamiliar with our local farmers markets. To reach this population, we developed a media plan for the regional farmers market promotional campaign that specially targeted this demographic.
- **Utilizing the Local Food Blog to tell the stories of populations and communities that we sought to reach.** In developing the employee local food blog we were cognizant of the fact that we did not just want to develop stories that interested or targeted populations that already are aware of and utilize local foods. Instead, we consciously sought out authors that could tell the story of local food from the perspectives and experiences of different socio-economic and ethnic communities. For example, we had articles on (a) a local farm that grows all of its produce for local food banks, (b) informing communities about opportunities to use SNAP (formerly known as food stamps) benefits and Fresh Bucks, an incentive program that matches SNAP benefits at farmers markets, and (c) people of color telling their stories about the role that food plays in their life and community; just to name a few.

- **Taking the CSA@Work program to employees that have not traditionally participated in CSA programs.** In the past, CSA drop-offs to County buildings occurred almost exclusively in buildings that housed “white-collar”, higher income employees. In creating the new CSA@Work program we specifically targeted buildings and facilities that housed lower and middle income employees and that would provide opportunities to expand the program to new populations. For example, as far as we knew, there had never been a CSA drop site at any of the King County Metro Bus offices. In 2017 we added two bus bases to the program, thereby providing an opportunity for over 1,300 Metro bus employees to participate.

4. Discuss your community partnerships.

i. Who are your community partners?

- **42 King County Farmers Markets** – The Market Managers (MMs) meet bi-monthly in a meeting facilitated by King County. The MMs have been briefed regularly about the project at these meetings. Specifically, they were involved in the development of the regional farmers market promotion campaign, including helping with the design of the print, digital and radio ads and also in identifying a media plan that met the needs of all of the varied markets.
- **King County Agriculture Commission.** The Commission has been briefed about the project on at least three separate occasions over the course of the past two years. The briefings focused on the regional farmers’ market promotion campaign and the RFP process for selecting farms to participate in the worksite CSA program.
- **Five local CSA/farm organizations (Pike Place Market, Oxbow Farms, Snoqualmie Valley Farmers Cooperative, Tilth Alliance and Mezza Luna Farm).** These were the 5 farms that participated in the CSA@Work program during the 2016 and 2017 growing seasons. (Note: in 2017 the farms were selected through an RFP process by a committee of King County employees.

ii. How have they contributed to the overall results of the FMPP project?

- The Agricultural Commission provided constructive feedback and recommendations on how to improve the 2017 worksite CSA program, particularly with respect to the farm selection process.
- The farmers’ market managers have provided valuable input on the targeted audience and ad design for the regional farmers market promotion campaign.
- The CSAs/farms selected for the worksite CSA program have been very involved in coordinating logistics with the County, development of promotional materials for employees, and efforts to improve and enhance the program.

iii. How will they continue to contribute to your project’s future activities, beyond the performance period of this FMPP grant?

- The 42 farmers market managers will continue to meet quarterly as convened by the King County DNRP. The regional marketing campaign conducted under this project has provided a template for how the markets can work effectively and collaboratively to create a region-wide promotion campaign that benefits all markets, as opposed to continuing to run individual promotions.
- Since farmers markets and CSAs are the lifeblood of small farms here in King County, the Agriculture Commission will remain actively involved in market promotion activities and funding, and with analyzing opportunities for working with other large organizations/employers in the region to promote and advocate for local food.
- The four CSA Farms that participated in the 2017 program will be involved in the 2018 (and possibly later years) KC worksite CSA program and will continue to work with the County to identify

opportunities to improve the program for both employees and the participating farms.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?

We retained Mammoth, a media consulting firm, to assist us with the regional farmers market promotional campaign. Mammoth provided valuable services by (a) helping King County identify the target audience for the media campaign, (b) build a media plan that reaches the maximum number of our target audience, (c) providing feedback on the design of the ads and text for the ads, and (4) serving as the intermediary buyer of the ads for King County. See Attachment 2.

6. Have you publicized any results yet?\*
- We have not publicized results other than sharing work products with other organizations and stakeholders. For example, as noted above, we create a Guide to help other organizations interested in creating a workplace CSA program. This guidebook has been shared out to at least 40 organizations to date. Similarly, we have regularly provided briefings about the project to key stakeholders such as the King County Agriculture Commission, the King County Farmers Market Managers, and the Regional Food Policy Council.
- i. If yes, how did you publicize the results? Sharing of CSA Guidebook, briefing to stakeholders.
  - ii. To whom did you publicize the results? King County Agriculture Commission, the King County Farmers Market Managers, Local Food Initiative Kitchen Cabinet.
  - iii. How many stakeholders (i.e. people, entities) did you reach? ~100

\*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

7. Have you collected any feedback from your community and additional stakeholders about your work?
- i. If so, how did you collect the information? Several survey have been conducted by King County of our key project constituents, including (1) end of project survey that went to 5,000 KC employees, (2) Workplace CSA survey that went to the CSA site coordinators and participating farms about how to improve the program, and (3) Farmers Market Manager survey to assess market growth over past two years.
  - ii. What feedback was relayed (specific comments)?

*"The biggest difference between CSAs I've used in the past and the King County program has everything to do with the employer involvement and advocacy. I've never had an employer manage the process before, and I love it because it is one less thing for me to worry about when I'm away from work."* - Metro Bus Operator

*"I would like the opportunity to have the CSA program at my worksite in the future, but I'm not sure I would agree to be a site coordinator again unless there is a commitment for more support both to check in with participants about how it's going and to address specific concerns when/if they arise."* - CSA Site Coordinator

*"Once people experience it and get involved, I think they are hooked!" ...It is just a great program and totally worth it."* – Metro Employee

*“I value this part of working for King County – these kind of benefits and these kinds of options. Because I work in Renton and not downtown, a lot of things the County offers are not as easy for me to take advantage of... My workplace is also a blue collar environment and...I thought that these county employees deserve those benefits too.” – Shar, Roads*

**Budget Summary:**

- iii. As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:
- iv. Did the project generate any income? No
  - a. If yes, how much was generated and how was it used to further the objectives of the award?

**8. Lessons Learned:**

- i. Summarize any lessons learned. They should draw on positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).

**Project Design** - As originally designed, our project identified outcomes that were not measurable and in some cases were not directly related to the activities outlined in the proposal. Make sure that the activities envisioned/planned under the project directly relate to the outcomes, and that you have adequate resources to collect data and measure outcomes.

**Incentives to Employees:** Because King County is a very large public organization we ran in to difficulty from both a legal and logistical standpoint in providing incentives to employees for participating in programs and surveys. From a legal standpoint we were extremely limited in the type of “rewards” that could be provided; the logistics of distributing any type of “reward” to 13,500 employees spread across many facilities was overwhelming. As a result we were unable to expend the funds provided in the grant this item.

**The Regional Farmers Market Promotion Campaign** – In developing the campaign we created a working group consisting of markets of different sizes from across the county. This turned in to a great capacity development exercise with some of the larger markets sharing marketing and promotion strategies with smaller organizations.

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:

**Objective 2:** We did not achieve the 10% employee participation rate that we had hoped for the Farm Fresh Local programming. There are likely a couple of reasons for this. First, King County’s Healthy Incentives Programs allows employees to participate and achieve reduced health care costs through a number of different program areas; smoking cessation, weight loss, exercise, mental well-being, etc. Employees need only to participate in one area to receive credit for reduced premiums. So in essence, the Farm Fresh Local program was “competing” for the attention of employees with these other areas topical areas. Second, the survey results revealed that King County employees are already quite familiar with local food and farmers market. This may have contributed to the lower than expected participation rates in the programming. Finally, the program did not account for employees that were already participating in the local food system. For example, only employees that participate in the CSA@work

program got credit but we know that many employees participate subscribe to CSA or other local food delivery outside of the workplace. These individuals were not accounted for as part of the project.

**Objective 4: Expansion to other Organizations** - We waited until we completed the CSA Guidebook before we started talking to other organizations about the project and the opportunities for them to adopt a Farm Fresh Local-like program. In retrospect we should have engaged interested stakeholders much earlier in the process so that they could follow the project first hand throughout.

- iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:

**Form a Project Advisory Council/Team** - Because the scope of the project was so broad and covered multiple different activities, we divided management up across different teams. In retrospect it would have been helpful to have a multi-stakeholder advisory team to provide input on overall project implementation.

**CSA@Work Program** – The CSA Guidebook created by King County as part of the project is full of recommendations and lessons learned from our experience starting a workplace CSA program. The Guidebook is attached as Attachment 4.

#### 9. Future Work:

- i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.
- ii. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?

**CSA@Work Program** – King County will continue the workplace CSA program in 2018 and hope to grow the program with additional work sites added and potentially new farms. The project was instrumental in helping us to knowledge and tools needed to get the program off the ground. We now feel confident that we can replicate the program with existing staff resources. We have already had conversations with the participating farms on possible ways to increase employee participating by doing things such as offering split shares, allowing for payment plans, and allowing customers to make changes to their box contents. With minimal changes and continued growth we think 200 subscribers is a reasonable goal by 2019. At that level, King County employees would be contributing ~\$100,000 annually to local farms through this program alone. In addition, we intend to continue sharing the Guidebook with other employers in effort to help them start workplace CSA programs. It is reasonable to project 3 to 4 local cities starting similar programs in the next 1-2 years.

**Regional Promotion Campaign** – The promotion campaign was perhaps the first time that all 42 King County markets have collaborated on a joint promotion. This has generated interest in pooling funds from these organizations and/or pursuing grants to continue a regional marketing approach in the future. As the competition for food dollars becomes more intense and with new retailers and grocers marketing themselves as “farmers markets”, real markets are going to have to become more innovative in (a) distinguishing themselves from these retailers, and (2) identifying and exploring new pathways for reaching customers.

Attachment 1:

Ads from Regional Farmers Market Promotion Campaign

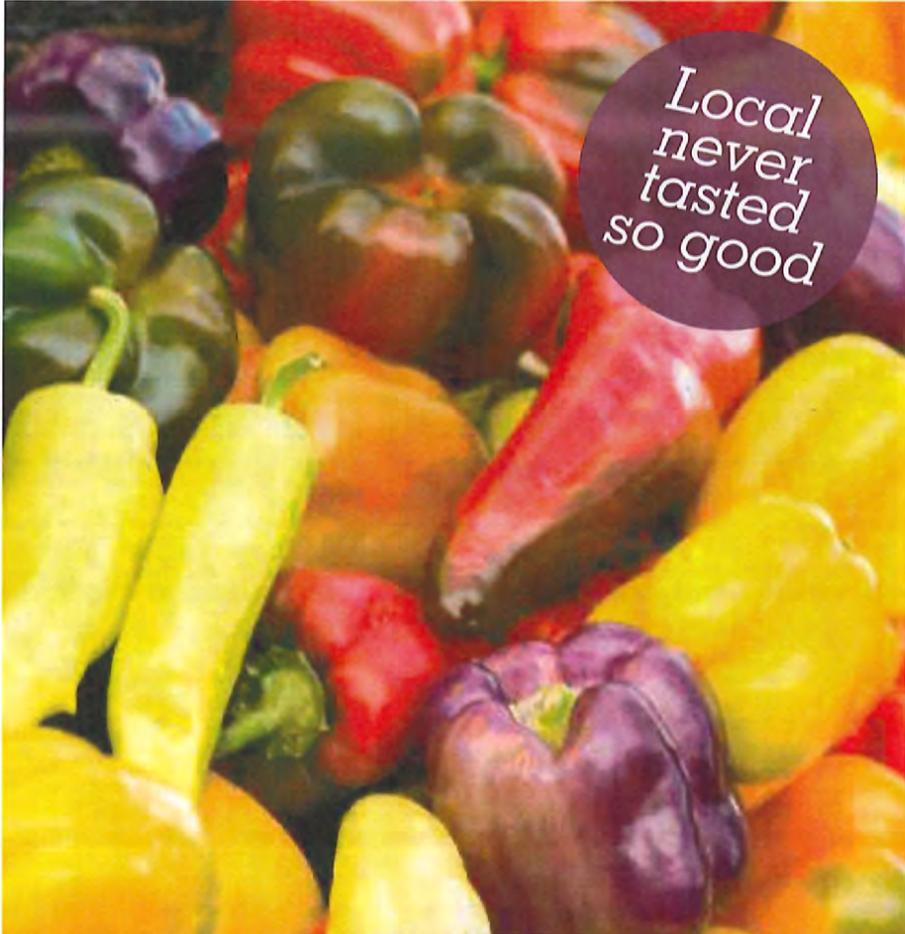


Local  
never  
tasted  
so good

# TASTE COLOR

at your FARMERS MARKET

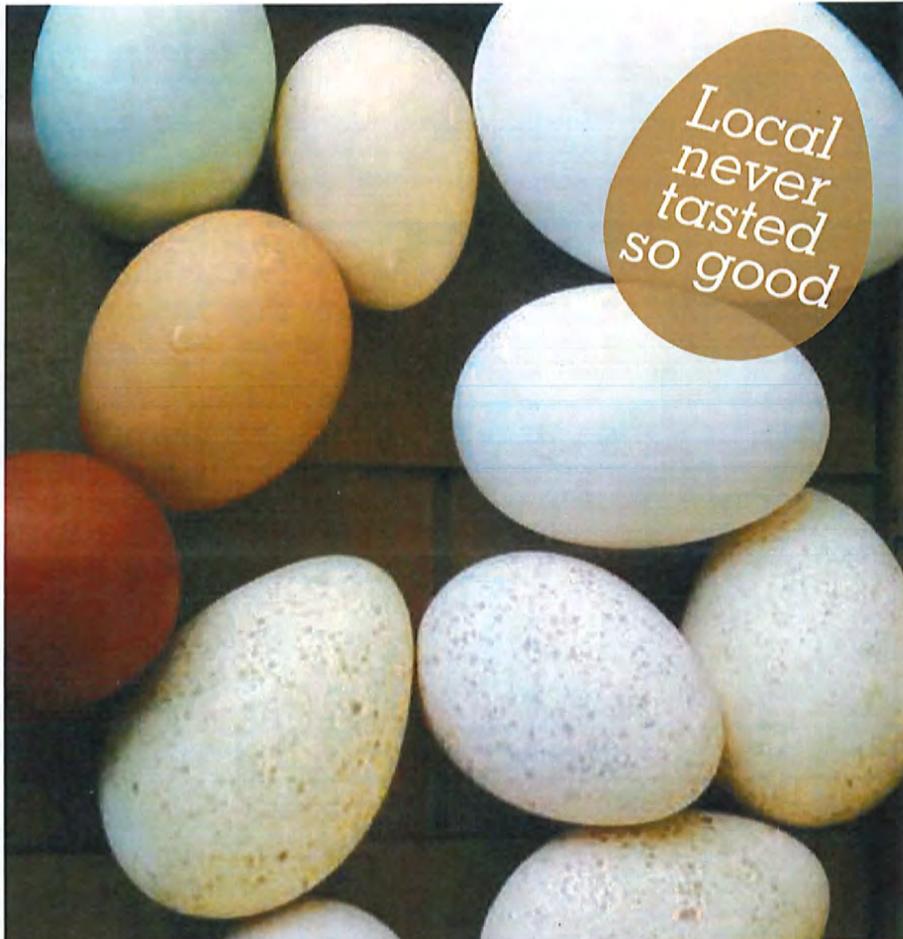
Find your market: [kingcounty.gov/FarmersMarkets](http://kingcounty.gov/FarmersMarkets)



*Local  
never  
tasted  
so good*

**TASTE LOCAL**  
**at your FARMERS MARKET**

Find your market: [kingcounty.gov/FarmersMarkets](http://kingcounty.gov/FarmersMarkets)

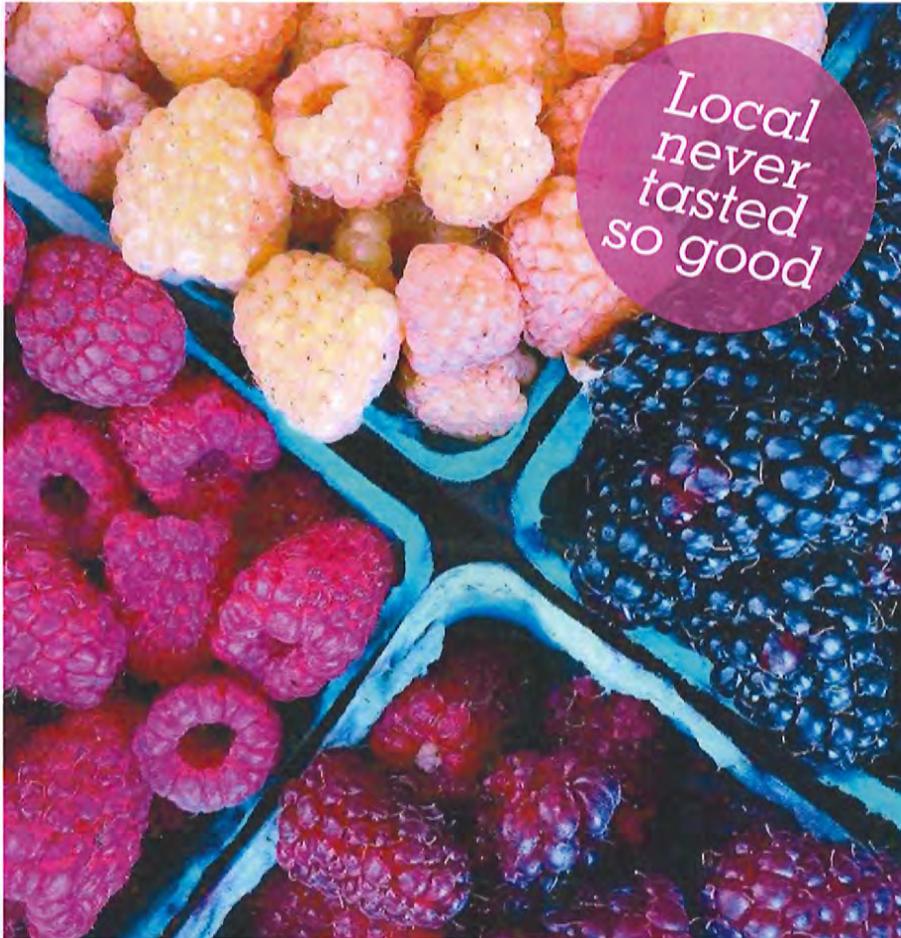


Local  
never  
tasted  
so good

TASTE FRESH

at your FARMERS MARKET

Find your market: [kingcounty.gov/FarmersMarkets](http://kingcounty.gov/FarmersMarkets)



Local  
never  
tasted  
so good

# TASTE VARIETY

at your FARMERS MARKET

Find your market: [kingcounty.gov/FarmersMarkets](http://kingcounty.gov/FarmersMarkets)

Attachment 2:

Media Summary Prepared by Mammoth of the Regional  
Farmers Market Promotional Campaign



**KING COUNTY FARMERS MARKET CAMPAIGN**  
**MEDIA SUMMARY**

JULY - AUGUST 2017

# FARMERS MARKET MEDIA SUMMARY

The following details the media flight dates, results, reach, and cost for each placement in the media campaign.

DIGITAL				
PROPERTY	RUN DATES	IMPRESSIONS	CLICKS	COST
<i>The Stranger - Food Page</i>	7/10 - 8/19	133,678	173	\$3,000
<i>The Stranger - News Page</i>	7/10 - 8/19	95,358	104	
<i>The Stranger - Run of Site</i>	7/10 - 8/19	160,002	126	
<i>The Stranger - Reskin</i>	7/28	50,954	763	
<i>The Stranger Promotional e-Newsletter</i>	8/3	12,794	83	
<i>The Stranger Dedicated e-Newsletter</i>	8/3	12,786	13	
<i>KEXP - Run of Site</i>	7/5 - 8/8	50,000	108	\$2,677.50
<i>KEXP :15-second Pre-roll Intro</i>	7/5 - 8/6	50,000	N/A	
<i>Facebook</i>	7/5 - 8/21	382,386	3,463	\$3,815.53*
DIGITAL TOTAL		947,958	4,833	\$9,493.03

RADIO				
STATION	RUN DATES	SPOTS RUN	LINK TO AUDIO	COST
<i>KEXP On-air</i>	7/5 - 8/6	75	<a href="#">Listen</a>	\$5,737.50
<i>KEXP Live Stream</i>	7/5 - 8/6	75	<a href="#">Listen</a>	
<i>KNDD</i>	7/5 - 8/13	156	<a href="#">Listen</a>	\$5,160
RADIO TOTAL		306		\$10,897.50

PRINT			
PUBLICATION	RUN DATE	CIRCULATION	COST
<i>Seattle Magazine</i>	<i>June Issue</i>	46,188	\$1,250*
<i>The Stranger - Half Page</i>	7/12	87,874	\$4,000
<i>The Stranger - Half Page</i>	7/19	87,874	
<i>The Stranger - Half Page</i>	7/26	87,874	
<i>The Stranger - Quarter Page</i>	8/2	87,874	
<i>The Stranger - Quarter Page</i>	8/9	87,874	
PRINT TOTAL		485,558	\$5,250

METRO				
PLACEMENT	RUN DATES	UNITS	IMPRESSIONS	COST
<i>Bus Tails</i>	7/18 - 8/15	18	3,484,000	\$4,851
<i>Bus Interiors</i>	7/18 - 8/15	80		
METRO TOTAL		98	3,484,000	\$4,851

\*Denotes where Mammoth did not place or purchase the media.

SUMMARY OF ALL MEDIA PLACED BY MAMMOTH			
MEDIA PLACEMENT	COST	PAYMENT TO MAMMOTH	CREDIT
<i>The Stranger - Print</i>	\$4,000	\$7,000	\$0
<i>The Stranger - Digital</i>	\$3,000		
<i>KEXP - Radio</i>	\$5,737.50	\$8,415.50	\$0.50
<i>KEXP - Digital</i>	\$2,677.50		
<i>KNDD - Radio</i>	\$5,160	\$5,160	\$0
<i>King County Metro</i>	\$4,851	\$5,099	\$248
TOTAL	\$25,426.00	\$25,674.50	\$248.50



# FARMERS MARKET THE STRANGER

theStranger THINGS TO READ - THINGS TO DO -

**Have a Heart** ESTABLISHED 2011  
Changing the Face of Cannable | The Adventure Starts Here

BELLTOWN | BOTHELL | FREMONT  
GREENWOOD | OCEAN SHORES | SKYWAY

**FOOD & DRINK** Food & Drink Events - Restaurants -

## Home Is Where the Pickled Cabbage Is: Searching Seattle for Authentic Romanian Food

by Anca L. Szilagyi

**TASTE COLOR FARMERS MARKET**

### Cook Weaver Brings Delicious Vitality to a Previously Cursed Space on Capitol Hill

by Tobias Coughlin-Bogue

### Seattle Pops Will Bring Its Semi-Drippy Ice Pops to a Permanent Home in Wallingford

by Chason Gordon

### Seattle Bartenders Put Aside Spirits in Favor of Vermont and Sherry in Fortified Wine Cocktails

by Pam Stendel

**GET EXPERT HOME LOAN HELP**

**TASTE FRESH FARMERS MARKET**

**MEET WITH US**

**MOST POPULAR IN FOOD & DRINK**

Home Is Where the Pickled Cabbage Is: Searching Seattle for Authentic Romanian Food by Anca L. Szilagyi

School of Poke: A Survey of Seattle Joints Serving the Hawaiian Fish Favorite by Pam Stendel

Seattle Bartenders Put Aside Spirits in Favor of Vermont and Sherry in Fortified Wine Cocktails by Pam Stendel

Site-wide reskin with a sidebar banner on the Food home page.

theStranger THINGS TO READ - THINGS TO DO -

**JENNY DURKAN FOR MAYOR**  
EXPERIENCE SEATTLE CAN TRUST

**NEWS**

## Race for Open City Council Seat Tests Seattle's New Political Divides

by Heidi Croover

### Weed Sodas: Great for People Who Hate Weed They're on the Rise, and I Think I Figured Out Why

by Lester Black

**Toscano Pizzeria**  
GOURMET Pizza & Pasta  
Capitol Hill • 206-325-9877

**FREE DELIVERY!**  
CLICK TO ORDER!

**TASTE COLOR FARMERS MARKET**

Premium sidebar banner placement on News home page.

theStranger THINGS TO READ - THINGS TO DO -

**TASTE LOCAL FARMERS MARKET**

**TOP STORIES**

## The Morning News: Freedom Foundation Pledges Legal Challenge of Income Tax, Donald Trump

**FEATURED**

**SERIOUSLY POWERFUL FLOWER**  
FOOL'S GOLD CAVIAR & PRE-ROLLS

Savage Love Sacrifice  
by Dan Savage

ROS placement on Home page.

# FARMERS MARKET RADIO

## KNDD Radio

The Farmers Market ran a :30-second script on radio station KNDD from July 5 to August 13. The script, heard [here](#), ran a total of 156 times over the 6-week period. The KNDD campaign cost \$5,160.

Final script:

- *Eat like a local at your King County Farmers Market! Farmers Markets know fresh, seasonal and healthy, and King County has over 40 Farmers Markets! Find eggs, farmstead cheeses, pasture raised meats and poultry, cider, more! mushrooms, fresh flowers, along with local favorites; direct from the farm, and close to your home. Farmers Markets make eating like a local easy, and eating local has never tasted so good. Find a Farmers Market near you this summer. Just visit King County dot gov slash Farmers Markets.*

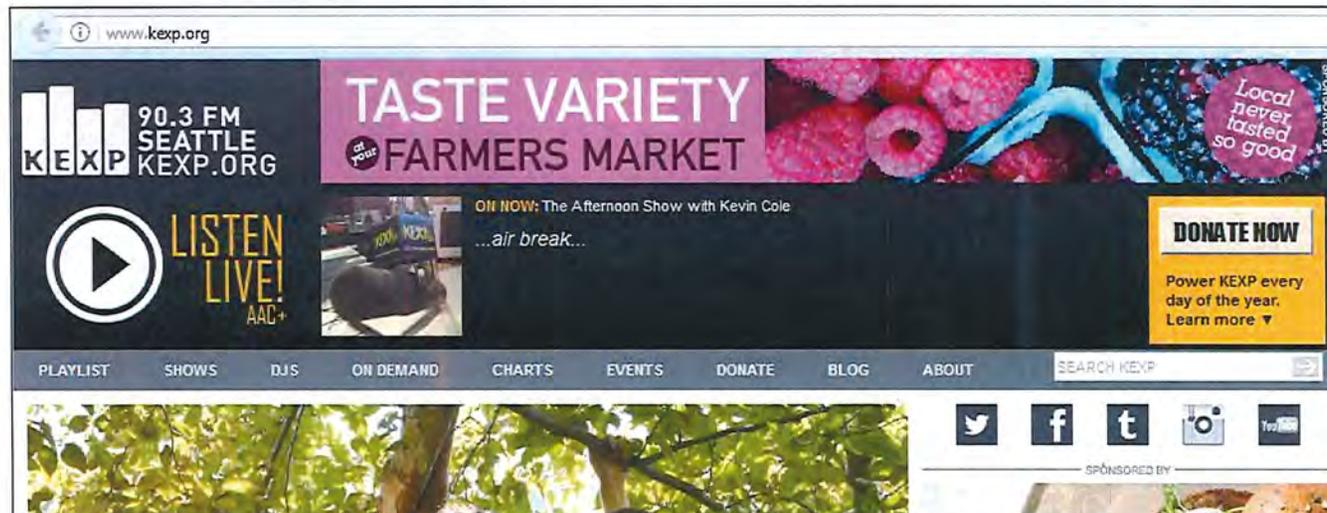
## KEXP Radio

The radio campaign on KEXP included 75 on-air and 75 live-stream :20-second spots from July 5 to August 8. KEXP also ran 50,000 :15-second pre-roll sponsorship intro messages and 50,000 digital display banners over the course of the 5-week campaign. All told with discounted rates from KEXP, the campaign cost \$8,415 for the 150 radio spots, banners, and pre-roll spots.

In order to get all the messages across, KEXP rotated 4 different scripts throughout the campaign, heard [here](#).

Final scripts:

- *Support for KEXP comes from King County Farmers Markets, offering fresh local products at more than forty markets. Farmstead cheeses, pasture raised meats and more, direct from local farms. Farmers markets provide a weekly gathering space and chance to meet with farmers. King-county-dot-gov-slash-farmers-markets.*
- *Support for KEXP comes from King County Farmers Markets, offering fresh local products at more than forty markets. In-season berries, greens, fresh eggs, and more, direct from local farms. Farmers markets provide a weekly gathering space and chance to meet with farmers. King-county-dot-gov-slash-farmers-markets.*
- *Support for KEXP comes from King County Farmers Markets, with over forty neighborhood markets, providing access to locally grown food. Offering berries, fruits and vegetables and more, direct from local farms. Info and locations at king-county-dot-gov-slash-farmers-markets.*
- *Support for KEXP comes from King County Farmers Markets, with over forty neighborhood markets, providing access to locally grown food. Offering pasture raised meats, artisan cheese, flowers and more, direct from local farms. Info and locations at king-county-dot-gov-slash-farmers-markets.*



Digital display banner on KEXP.org.

# FARMERS MARKET FACEBOOK

## Facebook

King County Farmers Market ran a Facebook campaign from July 5 - August 21. The campaign ran 5 different ads (berries, beets, rainbow chard, eggs, peppers) and collectively delivered 382,386 impressions, 3,463 clicks to the website, and reached 113,150 people. The Facebook campaign totaled \$3,815.53 with a \$1.10 cost per click.

King County, Washington Government Like Page

Farmers markets make eating like a local easy, and eating local has never tasted so good.



**TASTE VARIETY FARMERS MARKET**

Find a farmers market near you

King County has over 40 farmers markets offering eggs, farmstead cheeses, pasture raised meats and poultry, more mushrooms, fresh flowers along with other local favorites

KINGCOUNTY.GOV Learn More

King County, Washington Government Like Page

Farmers Markets know fresh, seasonal and healthy, and King County has over 40 farmers markets!



**TASTE LOCAL FARMERS MARKET**

Eat like a local

Find eggs, farmstead cheeses, pasture raised meats and poultry, in season berries, fresh flowers, along with other local favorites, direct from the farm and close to home

KINGCOUNTY.GOV Learn More

King County, Washington Government Like Page

Farmers Markets know fresh, seasonal and healthy, and King County has over 40 farmers markets!



**TASTE FRESH FARMERS MARKET**

Eat like a local

Find eggs, farmstead cheeses, pasture raised meats and poultry, in season berries, fresh flowers, along with other local favorites, direct from the farm and close to home.

KINGCOUNTY.GOV Learn More

15 Likes

Like Comment Share

The eggs ad was the top performer accounting for 52,583 impressions and 1,056 clicks to kingcounty.gov/farmersmarkets.

King County, Washington Government Like Page

Farmers Markets know fresh, seasonal and healthy, and King County has over 40 farmers markets!



**TASTE LOCAL FARMERS MARKET**

Eat like a local

Find eggs, farmstead cheeses, pasture raised meats and poultry, in season berries, fresh flowers, along with other local favorites, direct from the farm and close to home

KINGCOUNTY.GOV Learn More

43 Likes Share

King County, Washington Government Like Page

Visit a farmers market this summer!



**TASTE COLOR FARMERS MARKET**

Never far from farm fresh food

King County Farmers Markets, offering fresh local products at more than forty markets. Delicious in season berries, greens, fresh eggs, farmstead cheeses, pasture raised meats and much more, direct from local farms

KINGCOUNTY.GOV Learn More

# FARMERS MARKET METRO

## King County Metro

Farmers Markets ads ran on King County Metro bus tails and interiors starting on July 18 and scheduled to run until August 15, but to-date all of the bus tails are still up and running. (King County Metro is unable to individually track the interiors so cannot give a total of how many are still currently live.)

King County Metro was able to fulfill all the bonus space-available units offered, so in total 18 bus tails (9 paid and 9 bonus) and 80 bus interiors (40 paid and 40 bonus) ran accounting for 3,484,000 impressions.

The cost of the paid media and production was \$4,851, and free added-value bonus units valuing \$5,662.



**Attachment 3:**  
**List of Farm Fresh Local Blog Topics**

## Farm Fresh Local Blog Content and Traffic

April 2017

- Published **three** healthy local eating stories with a combined total reach of **808 views\***
  - [611] CSA@Work sign-ups are open!
  - [22] Why care about food waste?
  - [175] CSA@Work produce deliveries now reach 13 King County worksites

May 2017

- Published **six** healthy local eating stories with a combined total reach of **1,392 views\***
  - [174] CSA@Work local produce deliveries now reach 13 King County worksites – 52 unique clicks from Healthy Incentives e-newsletter; 47 unique clicks from King County employee e-newsletter
  - [66] Yolanda's DIY vegetable stew recipe
  - [68] Volunteer at Elk Run Farm and help feed hungry families
  - [21] On the farm with Mezza Luna
  - [141] Imagining meals with a CSA
  - [922] Lunching with Jeremy Rivera – 129 unique clicks from Healthy Incentives e-newsletter; 339 unique clicks from King County employee e-newsletter

June 2017

- Published **ten** healthy local eating stories with a combined total reach of **953 views\***
  - [46] Downtown weekday farmers markets open this week
  - [143] Summer recipes with a healthy twist
  - [301] Meredith Merriman's energy bites – 183 unique clicks from Healthy Incentives e-newsletter
  - [21] King County efforts to improve healthy food access
  - [34] Goat Hill Giving Garden
  - [147] Chard and chicken sausage recipe
  - [178] Shopping smart at the farmers market with the WSFMA
  - [51] Better access to fresh local food in Auburn
    - 294 views on the Public Health Insider blog
    - 4,806 reached on Facebook
  - [8] CitySoil Farm educates, feeds local families
  - [24] How to eat local if you don't like to cook

July 2017

- Published **6** healthy local eating stories with a combined total reach of **4,239 views**
  - [27] Easy refrigerator pickling
  - [288] Explore farm fresh food in King County (blog views)
    - [2717] Story map application (app views)
    -  Featured on the [GIS & You blog](#)
  - [421] Chris and his CSA habit
  - [348] Farmers markets vs. grocery stores: A price comparison
  - [174] "Super Vision Carrots" and other lunchroom inspirations

- [264] Recipe: Blueberry, orzo and sweet corn salad

#### August 2017

- Published **9** healthy local eating stories with a combined total reach of **991 views**
  - [87] How to talk to a farmer
  - [97] Meet local food lover Bill Lawrence
  - [8] How King County recycles waste and water
  - [150] Local food, live music, chicken pageant (!) at King County's 2017 Chomp! Festival – 93 unique clicks from Healthy Incentives e-newsletter
  - [59] King County and community partners celebrate the Goat Hill Giving Garden
  - [232] Healthy is a way of life for Ameer Faquir
  - [22] Affordable, accessible, easy local food
  - [99] Tractor Farm: from abandoned to abundant
  - [237] Savor the season with miso soup

#### September 2017

- Published **6** healthy local eating stories with a combined total reach of **410 views**
  - [38] Healthy eating at meetings
  - [137] Do you eat before you work out?
  - [19] South King County communities work to improve food access
  - [189] Herbaceous flavors and an inspired recipe
  - [18] 7 tips for packing a healthy work lunch
  - [9] Raising a healthy eater: tips for caregivers

Attachment 4:

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



# COMMUNITY SUPPORTED AGRICULTURE

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





King County's  
Worksite CSA  
Program



CSA Program  
Planning



Assessment



Farm Selection

What's inside...



Outreach and  
Promotion



Implementation



Evaluation



Resources &  
Appendices 1-5

## Community Supported Agriculture:

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



### 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.

“The biggest difference between CSAs I've used in the past and the King County program has everything to do with the employer involvement and advocacy. I've never had an employer manage the process before, and I love it because it is one less thing for me to worry about when I'm away from work.”

- Metro Bus Operator



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*



## Community Supported Agriculture:

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



### 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**



## Community Supported Agriculture:

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



### 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**



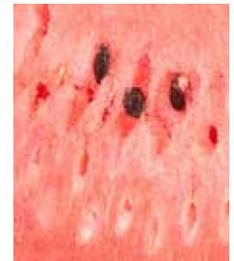
## Community Supported Agriculture:

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



### Lessons Learned:

<b>Price Matters</b>	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.
<b>Ability to Pay in Installments is Important</b>	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.
<b>Employees Want Choice</b>	Employees want the option to select a box size that fits their family size, eating habits, and budget.
<b>Most CSAs are Small and Have Limited Staff Capacity</b>	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.

## Community Supported Agriculture:

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



### 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

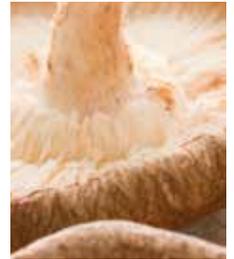
Workdays are busy, and employees appreciate reminders. CSAs typically send an email each delivery day to remind employees to pick-up, and site coordinators let members know exactly when boxes arrive. The day before, site coordinators reminded members to bring reusable bags so produce was easier to transport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



## Community Supported Agriculture:

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



### 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](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](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

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



- 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

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



**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.

## Community Supported Agriculture:

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



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, EHWP), 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 EHWP 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

## Community Supported Agriculture:

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



### 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](mailto: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)

## Community Supported Agriculture:

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



- 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](mailto: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](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](mailto:steve.evans@kingcounty.gov)**  
(206) 789-5125  
Fax: (206) 296-019

## Community Supported Agriculture:

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



### 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](mailto: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



<b>Timeframe</b>	
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:	

<b>CSA Delivery Day(s)/Times</b>					
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.

## Community Supported Agriculture:

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



### 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

A photograph of fresh produce, including several large orange carrots with green leafy tops and several purple onions. The produce is arranged in a way that suggests a market or farm stand. In the top right corner, there is a stylized sunburst logo.

## 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

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**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