THE ANTI-RACIST FARMERS MARKET TOOLKIT

TAKING ACTION AGAINST SYSTEMIC RACISM

CREATING A SAFE SPACE AT FARMERS MARKETS NATIONWIDE.



GRANT PARK FARMERS MARKET
JENNA SHEA PHOTOJOURNALISM

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A NOTE FROM **FARMERS MARKET COALITION**

EAST ATLANTA VILLAGE FARMERS MARKET
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In the fall of 2020, after years of calls for farmers markets to become more equitable spaces of belonging, the idea of creating this toolkit was solidified. Through conversations with Farmers Market Coalition (FMC) member markets and stakeholders it became apparent that although a plethora of excellent anti-racism education and action tools exist, there is a gap in applying and tailoring these tools to the farmers market context.

It also became clear that while FMC is a leader in the U.S. farmers market field, the creation of the toolkit should come from the perspective of those who have been continually excluded from and discriminated against in farmers markets. For this reason, FMC chose to play the role of supporter, funder, and advocate of the toolkit and the work group that created it. Throughout the process, FMC has utilized our resources, capacity, and infrastructure to provide administrative support, and to ensure that consultants and work group members are compensated for their expertise.

Stepping back and giving up ownership of this toolkit was not always an easy task for FMC. Like many organizations steeped in white supremacy culture, we continue to make mistakes, to overstep, to offend. We are grateful for Lead Technical Advisor and Facilitator, Sagdrina Jalal; Lead Researcher, Nedra Deadwyler, and the entire work group for their patience and guidance throughout this process. If you want to read more about what we learned in this approach, read our blog post, **"Lessons in Process"**.

Credit for creation of this toolkit belongs to the 10 amazing work group members who contributed their lived experiences and expertise over the course of more than a year of group discussions, visions, revision, jam boards, emails, and virtual meetings. The toolkit you see now would also not have been possible without facilitation from Sagdrina Jalal and Nedra Deadwyler and the editing and design skills of Alinee "shiny" Flanary and Amelia Dortch. This project has been a true lesson for FMC in how when you step back and support the community experts to take over, the end result is so much better than anything you could have imagined.

A BEAUTIFUL OPPORTUNITY FOR **CULTURAL GROWTH.**

April ***Jones***



FRESH FARM MARKET
WASHINGTON, D.C.

INTRODUCTION TO THE TOOLKIT

This is the Anti-Racist Farmers Market Toolkit. It exists to help farmers market managers make progress toward becoming anti-racist managers of anti-racist markets.

The authors of this toolkit say make progress because anti-racism is a lifelong commitment. It's an active daily practice. Although this guide is written with farmers market managers at the center, it should also serve to support anti-racist organizational development for many types of markets and food systems organizations.

The recommendations in this toolkit require a market manager to have authority to make changes to the policies, practices (formal and informal), and procedures of a market.



KIMBERLÉ CRENSHAW
THE URGENCY OF INTERSECTIONALITY

Now more than ever, it's important to look boldly at the reality of race and gender bias.

ANTI-RACISM IS A LIFELONG COMMITMENT. IT'S AN ACTIVE DAILY PRACTICE.



Anti-racist efforts will fall flat without sufficient ability to make change. All anti-racist efforts also benefit from an understanding of intersectionality. That is, social constructs like race, class, and gender create interconnected systems of oppression.

You'll find definitions of these and other frequently referenced concepts in the Glossary section of the toolkit. In each section a curated set of resources are presented to support taking action against systemic racism and related intersectional forms of oppression.

TOOLKIT FRAMING

The Anti-Racist Farmers Market Toolkit was developed by a group of Black food systems leaders and market managers to help offer ways for managers to put the concepts of anti-racism into practice and action within farmers markets. The work is intended to improve market experiences for Black, Indigenous, People of Color (BIPOC) and BIPOC communities; however, the authors' lens explicitly centers Black people and Black communities.



CYNTHIA + TAYO GIWA
BLACK-OWNED BROOKLYN

"Supporting Black businesses also means supporting Black communities, as they are usually more than just places that offer goods and services."



BLACK INDIGNENOUS PEOPLE OF COLOR

A VISIBLE SPACE

It is important to understand that for Black community members, the collective and the individual are inextricable; to support one is to support the other. As Tayo and Cynthia Gordy Giwa of Black-Owned Brooklyn note, “Supporting Black businesses also means supporting Black communities, as they are usually more than just places that offer goods and services.”

They point out that strengthening Black businesses is a way of strengthening Black communities. To this end, if the market wants to be a viable space for Black and other vendors of color, the market has to be seen as strengthening and improving those communities in the places they intersect with the market.

"It is not our differences that divide us. It is our inability to recognize, accept and celebrate those differences."
-AUDRE LORDE

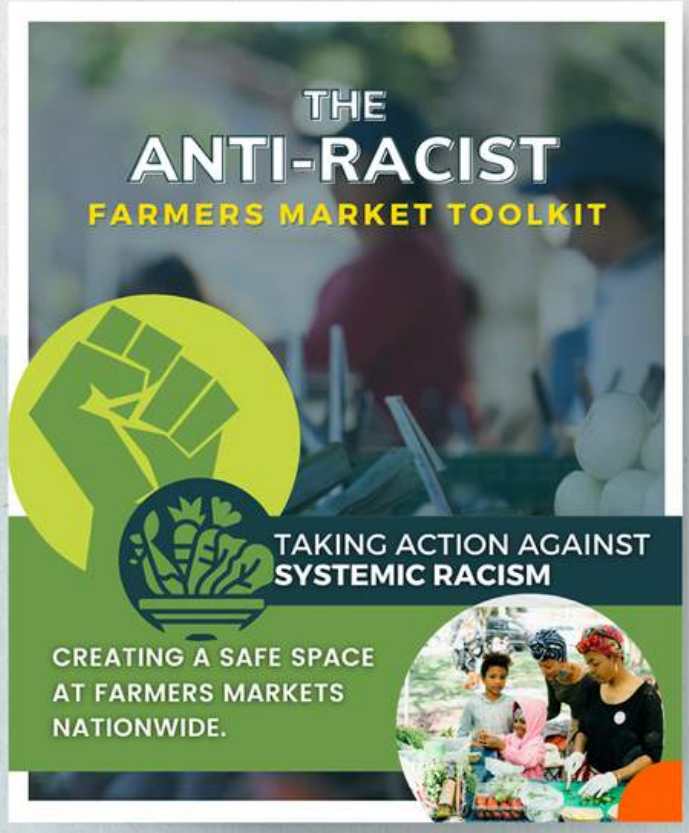


TOOLKIT ORGANIZATION

The toolkit uses a framework of four categories to organize the work: Management, Mission, Messaging, and Measurement. There is overlap between these categories.

For example, there is a lot of crossover between the Mission and Management section content because managers are responsible for upholding the market's mission.

Similarly, the mission is frequently reflected in the market's strategic communications and messaging, so there are shared activities for developing both.



All sections connect to and reference the Measurement section of the toolkit as it will be difficult to sustain change without an ability to demonstrate the real world impact of the work.

The toolkit is intended to be read and worked in order, with sections building upon and referencing one another. It is possible to use the four sections as standalone guides to support a work session; however, folks who have not read the complete toolkit may require some additional context (definitions, introduction to previous concepts, etc.) before they can fully engage. This is iterative work, expect to revisit and cross-reference each section often.



"This is iterative work, expect to revisit and cross-reference each section often."

TOOLKIT ORGANIZATION

MANAGEMENT

Anti-racist market management requires managers be prepared to address problem behaviors, design inclusive processes, maintain equity-oriented policies, and manage conflicts as they arise in the market environment. That's a lot to take on while managing vendors, interfacing with regulatory officials, reporting to the board, and everything else that lies on a manager's clipboard.

This section will orient managers to determining the existing culture and climate of their market and making intentional shifts toward anti-racist market culture.

MISSION

Proximity to markets alone won't end racialized food and health disparities if communities of color continually have shopping experiences that reinforce and uphold systemic racism. Historically and currently underserved people will need to be able to see their communities reflected in the market's vendors, which may require bringing in new training programs.

This section will support managers in making targeted and intentional change to the market's mission, as may be required to uphold and support diversity and anti-racist initiatives.

MESSAGING

Developing culturally relevant messaging about the market and its programs is a must. Consider nutrition incentive programs as one likely starting place, but across all programs, strategic communication documents need to be revised with a focus on anti-racism and intersectional equity.

This section will support managers in developing and disseminating new messaging.

MEASUREMENT

Making change requires first establishing a baseline understanding of how the market functions, establishing its current climate and culture. Once this baseline is understood the management will need to develop methods for measuring change over time.

This section will support managers in choosing or creating tools for quantitative and qualitative market assessment.

WHY AN ANTI-RACIST TOOLKIT

Anti-racism benefits everyone. As social change consultant Erfan Daliri notes on his blog, the post-white supremacy dissolution of social tension alone would benefit global society in untold ways, likely leading to a more peaceful time marked by social cohesion.



ERFAN DALIRI



GRANT PARK FARMERS MARKET
JENNA SHEA PHOTOJOURNALISM

LET'S TALK ABOUT HOW ANTI-RACISM BENEFITS EVERYONE

Addressing and eradicating white supremacy culture would almost certainly lead to an increased focus on solving "collective issues such as economic justice, climate action, regenerative living, class disparity, ecological preservation and gender equality." Finally, he notes that we'd enjoy greater geopolitical stability if we removed racism from our educational systems, media outlets, and dialogues on global resource management.



ASSUMPTIONS

There are some operating assumptions to know about before engaging in the work of this toolkit. These are not strict conditions for getting started; however, the work will be easier if these needs are accounted for in advance.

- **The market has a strategic plan in place and is willing to update it to account for anti-racist goals, objectives, and work plans.**
- **The market's strategic plan includes a mission, vision, and values statement and the market is willing to update these statements to explicitly include a commitment to anti-racism.**
- **Market manager intends to pay people of color for their labor, including time spent giving feedback.**
- **Market has obtained additional funding or plans to obtain additional financial resources to support doing focused anti-racist market work. These resources may be needed to support community engagement, professional consultants, additional staff time, workshops, training materials, and more.**



EAST ATLANTA VILLAGE FARMERS MARKET
JENNA SHEA PHOTOJOURNALISM

MANAGEMENT
WHAT IS IT?

Farmers market management certainly pertains to the market manager, but may also include the board of directors, and anyone else who makes decisions about and maintains authority over the market. The people in these positions are food systems leaders, whether or not they see themselves in this light. Collectively, these people are responsible for the overall culture of the market. The word management can refer to both the people who manage a market and the practices and procedures involved in operating and overseeing the market.

ANTI-RACIST MARKETS HIRE AND SUPPORT ANTI-RACIST MANAGERS. ANTI-RACIST MANAGERS:

- **confront and interrupt oppressive behavior,**
- **design transparent and inclusive processes, and**
- **maintain equity-oriented policies and procedures (both formal/written and informal/historical).**



OXFORD COMMUNITY MARKET
MISSISSIPPI

Anti-racist markets hire experts to help create meaningful transformation within their markets.

THIS IS THE WORK OF CREATING BETTER FOOD SYSTEMS.

BETTER FOOD SYSTEMS ARE GOOD FOR ALL COMMUNITY MEMBERS.



ITHACA FARMERS MARKET
NEW YORK

Developing anti-racist market management requires planning and work. If anti-racism is a daily practice, a way of life, then anti-racist market management requires constantly applying that practice to everyday market life.

In addition to having anti-racist management, anti-racist markets are places where the market is informed about how racism has impacted the community as a whole and where individuals understand and can explain the history of farming and food systems with regard to race, discrimination, and other harm to people of color. These elements contribute to an anti-racist market culture. Anti-racist markets hire experts to help create meaningful transformation within their markets.

WHY DO IT?

Investing in developing anti-racist management allows for the creation of markets that are welcoming and supportive while ensuring equitable access to both consumers and vendors.

This is the work of creating better food systems. Better food systems are good for all community members. For Black, Indigenous, People of Color (BIPOC), and BIPOC communities there are large disparities in provision of resources, encompassing a lack of access to land, financial stability, and healthy food. BIPOC populations have historically been excluded from positions of power and denied access to opportunities.



BOISE FARMERS MARKET
IDAHO

This has been done through policies where BIPOC populations have been barred from access to education, capital, land ownership, and housing. A reduction in Black land ownership is a reduction in Black agricultural activity. Generations of Black land dispossession result in contemporary farmers markets that don't regularly have Black farmers. Markets without Black farmers are likely to be markets with fewer Black shoppers.

To this end, the creation of an anti-racist farmers market must also include supporting the development and incubation of BIPOC farmers and farm enterprises.

This toolkit will not specifically focus on how to create or support farmer training programs, however there are several organizations that focus on this linked in the resources section.

HOW TO DO IT.

STEP 1: GET TRAINING + BUILD CAPACITY

Gain additional training to design and implement anti-racist strategies, action plans, and objectives.

Consider training in areas related to conflict management, confronting and interrupting oppressive behaviors, strategic planning, and creating and implementing equity-driven policies and procedures.

When searching for training or consultants to support learning these foundational skills make sure to ask questions about how the facilitator understands systems of oppression. What kind of training do they have in doing that level of analysis in the context of strategic planning or policy creation.

In many cases, the authors of this toolkit are available to consult on your market's anti-racist action project or goals. State and regional farmers market associations may be another good place to check. Finally local Small Business Development Centers and other business support organizations (often associated with local community colleges) can help you access resources as well.

STEP 2: AUDIT THE MARKET CULTURE

The only way to really make change in your market is to first understand the existing culture and climate of your market. Is the market a very organized or rules-oriented environment? Perhaps the market is considered a creative free-for-all. Is the market considered diverse? In what ways? The market culture begins with the market's management. Consider how you might do an audit of the culture at your market so you can plan for change.

A FEW PLACES TO START INVESTIGATING THE EXISTING CULTURE INCLUDE:

- What values are indicated by the policies (formal) and practices (informal) of the market?
- What do the mission and values statements say are important?
- What is the gap between formal and informal organizational practices?
- Why does this gap exist?



ASK, "WHY HAVE WE ALWAYS DONE IT THAT WAY?"
FOCUS ON ROOT CAUSES.

IT'S TIME TO MAKE A CHANGE.



JONATHAN COTTON
This short video will help managers explore one method of root cause analysis called The 5 Whys.

Once you have a better understanding of the current market culture, it's time to make change. In the mission section you will bring together a team to rewrite the market's mission and values statements. These should be strong and communicative documents.

This in-depth workshop with J. Nikol Jackson-Beckham provides a useful overview of the culture and climate assessment process and what to expect.

REAL TALK

CLICK TO WATCH **PERFORMING CULTURAL CLIMATE AUDITS TO BENCHMARK INCLUSION, EQUITY, AND JUSTICE**

LET'S FORM A FOUNDATION

OF DIVERSITY + INCLUSION ACTIVITIES

A cultural climate audit provides baseline data and qualitative observations that form the foundation of diversity and inclusion planning, implementation, and assessment activities.

Check out the resources section below for more guides to performing culture audits. The Measurement section of the toolkit will also have many more frameworks and tools for analyzing the market.



DOWNTOWN LONG BEACH FARMERS MARKET
CALIFORNIA

HOW TO DO IT.

STEP 3: CREATE A PLAN

Create a plan that specifies all of the outcomes and goals related to creating anti-racist transformation at the market. This plan should be done in consideration of the results of the market's culture audit, as outlined above. The plan should have a realistic timeline that accounts for staff and volunteer availability, turnover, and other possible setbacks. Be sure the plan incorporates fundraising to cover expenses related to staffing, advisory group participation, training/resources, and overall market operations. Expect to spend time in the Measurement section choosing and developing assessment and evaluation activities for all aspects of the plan.

STEP 4: DESIGN INCLUSIVE PARTICIPATION PROCESSES

Designing a transparent feedback mechanism will help you to gain community buy-in and will help maintain accountability. The people your work is intended to serve should have input and should know who is responsible for equity and inclusion work at the market.

There are lots of ways to engage with community members on an ongoing basis. Some markets use community advisory groups (remember to plan to pay for participation) while others hire marketing firms to do widespread surveying and focus groups. No doubt the approach a market manager takes is driven by time and budget. Getting feedback doesn't have to be a deep or high tech process and the approach selected should match the market.

Remember that anti-racist work is an ITERATIVE PROCCESS, A SERIES OF CYCLES.





THINK ABOUT IT.

Anti-racist market management practices assert that conflict and discomfort are normal human experiences. This is different from promoting conflict and discomfort as part of the market culture.

Anti-racist market managers use conflict management strategies and frameworks that center conflict as a logical outcome of racial oppression rather than color blind approaches that center conflict avoidance (see glossary for more on color blind racism).

Fear of conflict is a characteristic of white supremacy culture, a concept introduced by scholars Tema Okun and Kenneth Jones. As explained by Okun, white supremacy culture flourishes in part because of a deeply held cultural assumption that people in power have a right to comfort. This assumed right to comfort means that open conflict cannot be tolerated, usually resulting in blaming the person or persons causing the discomfort rather than addressing the underlying issues being raised. Anti-racism requires learning to sit with and hold one's discomfort. This isn't easy and will take practice.

Much of the work of learning to hold discomfort is simply learning to be present and to be grounded. This is often highly individual work and may include a variety of practices including meditation, journaling, and other forms of self-reflection and observation.

THINK ABOUT IT.



NICOLE URDANG
THERAPIST + COUNSELOR

THERAPIST AND COUNSELOR NICOLE URDANG SUGGESTS THIS CAN BE AS SIMPLE AS STOPPING TO CHECK IN WITH YOURSELF A FEW TIMES A DAY AND REFLECTING ON THESE QUESTIONS:

- What am I feeling now?
- Can I allow this feeling, whether physical, emotional or spiritual, without trying to repress it or distract myself from it?
- Stay with whatever comes up, especially if you don't like it.
- Try to label what you are experiencing. For example: tightness in the throat, muscle spasms in the low back, tension in the jaw, etc.
- Name your emotions as if you were simply observing them—anxiety, sadness, anger, resentment, grief, etc.
- Breathe into any area of discomfort, and keep drawing your breath there until you feel it relax.

Practicing these check-ins at times that do not involve significant conflict or feel particularly "important" will help you be able to access these skills when conflict is present and the stakes feel higher. Give thought to some ways that you can incorporate quick check-ins with yourself throughout the day. Consider choosing an "accountability buddy" that you might discuss your reflections with, perhaps someone who also has a role within the farmers market.

TALK ABOUT IT.

It's important to have active dialogue on how you can create an environment that is focused on repairing harms the market has created or allowed with regard to Black, Indigenous, and People of color (BIPOC) communities. A reparative approach speaks to the need to challenge the status quo. Rather than accept that a market doesn't have any Black farmer vendors, for example, a reparative approach looks at the graphic on Black land dispossession above and makes changes to the vendor application while partnering with other food systems organizations to launch a farmer training program.

Engage your internal market community of vendors, volunteers, and board members in a dialog about what the market learns from the culture audit; what past harms have surfaced for internal and external stakeholders? Encourage open discussion of ways that the internal market community can work together to begin to address these harms. Beginning these conversations will be the start of developing the market's culture of accountability, which you'll learn more about in the next section of the toolkit.

Encourage open discussion of ways that THE INTERNAL MARKET COMMUNITY CAN WORK TO ADDRESS HARMS



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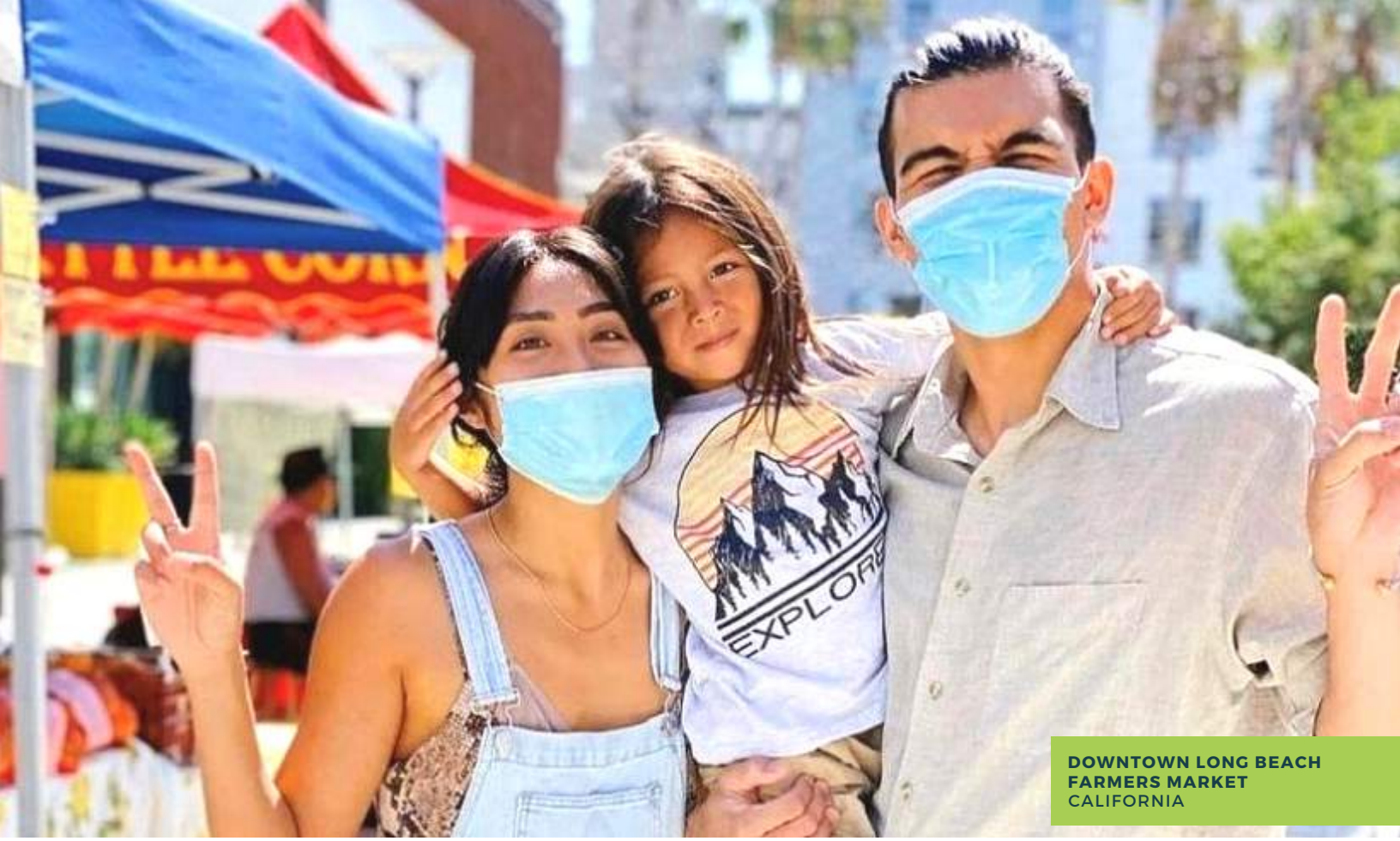
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DOWNTOWN LONG BEACH FARMERS MARKET
CALIFORNIA

MISSION
WHAT IS IT?

A mission statement is a short statement explaining why an organization or effort exists. The mission statement helps others understand why we believe in our values and the work we are doing.

The mission of a market is important to guide decision-making, provide a context for the work, and shape efforts to evaluate the overall purpose, objectives, and commitments the organization is working to accomplish.

A good market mission statement invites people from different cultures and backgrounds to collectively work towards a shared purpose.

An anti-racist market's mission statement does this while centering the needs and experiences of those most impacted by white supremacy. In order to effectively center those people, their needs and experiences, a market may need to craft both a mission statement and an anti-racism statement or racial equity statement to contain more specific elements.



A good market mission statement invites people from different cultures to work towards a shared purpose.

A MISSION STATEMENT SERVES AS A CONSTANT GUIDE FOR STAFF, VOLUNTEERS, VENDORS, AND SHOPPERS.



In this toolkit these various types of statements will collectively be referred to as a mission statement or anti-racist mission statement. You'll want to choose the actual document and statement structure that makes the most sense for your market and your mission content.

SOME EXAMPLES OF EFFECTIVE FARMERS MARKET RELATED MISSION STATEMENTS:

- "To inspire a self sufficient community that supports and protects Black farmers and entrepreneurs." - The Black Farmers Market, Durham, NC
- "To strengthen farmers markets for the benefit of farmers, consumers, and communities." - Farmers Market Coalition
- "Come Thru Market is an incubator market centering Black and Indigenous Farmers and Makers. We support BIPOC growers in taking their small business dreams to the farmers market environment." - Come Thru Market



Establishing a mission helps clarify the vision and intent of the market. An effective mission statement helps to unify efforts throughout the market organization and along with a values statement helps the manager guide the culture of the market. Buy-in and participation in market initiatives increase when stakeholders are able to identify with the mission. A mission statement serves as a constant guide for staff, volunteers, vendors, and shoppers.

WHY DO IT?

A mission also protects your organization when undertaking new and complex efforts, such as developing an equity or anti-racist action plan for your market.

If the market's mission and vision clearly support this work, it's easier to help the community see how the work of the market is also their work. The more the members of the market community see themselves in the work of the market, the less likely they are to contest that work.

FARMERS MARKETS ALMOST UNIVERSALLY HAVE MISSIONS ABOUT:

1. Getting fresh, healthy food into local consumers' homes and/or
2. Supporting the viability of small to midsize farmers and producers.



DECATUR FARMERS MARKET
GEORGIA
JENNA SHEA PHOTOJOURNALISM

When these show up in dominant culture farmers markets it is often in a "color blind" fashion that does not account for racial and ethnic disparities. These types of statements generally do not acknowledge that racism exists.

Markets whose mission-aligned work involves improved health outcomes must meaningfully address the reality that health, wellness, and access to fresh foods are not experienced equally across racial lines.

Markets pursuing mission-aligned work to support farmers and producers have to address the reality that farmers of color often have severely limited access to capital with which to grow and scale a business. Regardless of the content of the mission itself, an anti-racist market's mission statement must in some way highlight a meaningful commitment to the most harmed, most vulnerable, and most impacted members of the market community. Revisiting the mission throughout a market's existence is essential to keeping ongoing work relevant to the overall goals of the organization.

AN ANTI-RACIST MARKET'S

MISSION STATEMENT MUST IN SOME WAY HIGHLIGHT A MEANINGFUL COMMITMENT TO THE MOST HARMED, MOST VULNERABLE, AND MOST IMPACTED MEMBERS OF THE MARKET COMMUNITY.

HOW TO DO IT.

In order to develop an effective mission statement, management must be empowered to create lasting change within the market. Market stakeholders won't look favorably on participating in creating a new equity-oriented mission statement only to discover it cannot be implemented.

WRITING FOR INC., JAY EBBEN SUGGESTS THAT ALL MISSION STATEMENTS SHOULD ANSWER, AT MINIMUM, THE FOLLOWING QUESTIONS:

- WHAT DO WE DO?
- HOW DO WE DO IT?
- FOR WHOM DO WE DO IT?

An anti-racist market's mission statement would strive to answer these such that those most impacted by racism remain centered in the responses.

ANATOMY OF AN ANTI-RACIST MISSION STATEMENT.

STATEMENT
Our mission Is to make our clients successful by merging remarkable digital design and goal-focused usability.



DOWNTOWN LONG BEACH FARMERS MARKET
CALIFORNIA

OUR MISSION IS
OUR MISSION IS
TO MAKE
VERB IN PRESENT TENSE
OUR CLIENTS
FOR WHOM YOU DO IT
SUCCESSFUL
RESULT/BENEFIT FROM YOUR WORK
BY MERGING REMARKABLE DIGITAL DESIGN AND GOAL-FOCUSED USABILITY
WHAT YOU DO + HOW

HOW TO DO IT.

STEP 1: REVIEW THE MARKET'S CULTURE AUDIT RESULTS

Make sure that your planned mission work is realistic and accounts for the market's current climate by reviewing the culture audit and assessment results suggested in the Management section. As you do, consider how the mission and climate work together and where they are at odds. Does the current mission align with the current climate? What changes need to be made to maintain alignment?

You'll find a variety of analytical frameworks suggested in the Measurement section of the toolkit. These will help you to extend your anti-racist analysis beyond the surface level and to create meaningful mission-aligned goals for the market. In particular, the Continuum on Becoming an Anti-Racist Multicultural Organization may be useful here.

STEP 2: DESIGN FOR REPRESENTATION

Designing for input from your most vulnerable community members takes work and focus. The people your work is intended to serve should have input into your proposed revised mission.

Hold open discussions with stakeholders from underrepresented communities on how the market can better serve them. Have both open (informal) and structured (formal) opportunities for feedback.

People need to be paid for their time, be able to communicate in the language they are comfortable speaking or writing, and be given a realistic plan outlining how their feedback will be used.

This feedback use plan should include an outline of the decision-making process and concrete timelines. Although this sounds terribly formal, it can be as simple as a list with dates.

Review the inclusive participation process you utilized for the culture audit in the Management section. How well did it serve your inclusion goals? Were there people who may have been left out or unheard? Are there participants whose experiences have been overrepresented? Update your plan as needed.



HOW TO DO IT.

STEP 3: UNDERSTAND THE MARKET COMMUNITY THROUGH AN ANTI-RACIST LENS

A mission-driven anti-racist farmers market must have a nuanced understanding of the community and stakeholders it serves.

More than knowing the racial and ethnic makeup of the community, market management needs to understand the historical and contemporary intersections of ethnicity, access to healthy food, access to land, health outcomes, and other potential indicators of inequity and oppression. This requires research and storytelling; collect data as well as anecdotes from long-time residents.

- **How have the neighborhoods changed? Who used to live here and who does not now? Why did they leave?**
- **What role do aspirational organizations like farmers markets play in that change?**
- **How has the relationship to food changed for people in the neighborhoods the market serves?**
- **Where do people get their food? How has that changed over time?**
- **How have food prices in these neighborhoods changed over time?**

Once this is more fully understood it will be easier to address how the market can make mission-driven changes that benefit everyone.

Have a nuanced understanding of the COMMUNITY + STAKEHHOLDERS YOU SERVE



BRING THE MISSION ALL THE WAY

STEP 4: WRITE (AND REWRITE)

Writing and revising the actual mission statement isn't nearly as complex as ensuring all of the necessary participants are included in the process at the most meaningful and useful points of engagement. Erin Olson of OnStrategy offers this handy tutorial on writing mission statements. Combined with the OnStrategy checklist it's almost a complete job.



THIS CHECKLIST WILL GET YOU A VERY SERVICEABLE DOMINANT CULTURE BUSINESS MISSION STATEMENT.

- Your mission must be foundational; it explains why your organization exists.
- It's unique to your market. Different from the competition.
- It's memorable. Memorable means motivating to staff, prospective staff, and customers.
- It fits on a t-shirt. It's short and catchy.

You'll need to do more work to bring the mission all the way into the anti-racist space. The market's mission has to be motivating to more than the market's staff. Remember that a farmers market's mission statement should serve as a constant guide for managers, vendors, and shoppers.

STEP 5: ASSESS

Making lasting change requires continual assessment of the market's culture and climate, by market management and by market stakeholders.

Ensuring that anti-racist market work has a permanent home within the organization will help keep the market accountable to the new anti-racist mission.

This can be as complex as a formal ongoing committee or as simple as a standing agenda item at staff meetings. As part of the mission (re)development process, establish concrete timelines for measuring community satisfaction with the mission, how the market is upholding the mission, and where improvements can be made.

You'll find assessment tools to support this work in the Measurement section.



THINK ABOUT IT.

Strategic planning activities like mission, vision, and values statement development frequently happen in a closed or top-down fashion. Often managers or a board will announce a new completed strategic plan with much fanfare (or sometimes none at all) and the community didn't know any of these efforts had been underway in the first place.

For a farmers market, this approach results in a mission that has no resonance for the staff, volunteers, vendors, shoppers, and wider community. A mission with no resonance is an indicator of a market that isn't fully connected or integrated with its community.

This doesn't usually happen due to malice or a desire to have a secretive process. Market management is usually a very small team, often a team of one. It's easier and faster to make decisions alone. Most markets don't have a large staff and there aren't a lot of paid positions. That doesn't mean that there are no stakeholders who are internal to the market in some fashion. Volunteers, board members and vendors are all likely to fall into this category.

Sketch out the organizational structure of your market on paper. Reflect on some of these questions as ways to see who is included, who is left out, and how power flows through the farmers market.

- **Where does your role fit, is it the top of the organizational chart or does it report to an individual in a paid position? To a board?**
- **Make note of all the places that your role intersects with someone else's role in the market.**
- **Is that person in a paid or volunteer role?**
- **Does that person pay to participate in the market as either a vendor or a shopper?**
- **Which of these roles is always included in market planning processes. Which roles are never included?**
- **Which roles have the most vulnerable stakeholders in terms of racial disparities?**

Having a map of how power flows in the market (**where it pools and where it creates barriers**) will help management stay accountable to the market community. It will take intentional focus to add these "power checks" to the ongoing decision making processes used in the market. Doing this work allows you to prepare to change and disrupt dominant culture's impact on the market, which may include yourself.

TALK ABOUT IT.

You've heard the phrase, "sunlight is the best disinfectant" and that's never more true than with strategic change initiatives. Developing a culture of accountability will continue to serve the market well in demonstrating a commitment to anti-racism.

According to Piper Anderson at Stanford Social Innovation Review, Building a culture of accountability is essential to an organization's efforts to address racism and advance racial equity. The failure to define structures of accountability before they are needed will undermine any progress toward cultivating an inclusive and equitable workplace. In order to practice accountability with integrity and care, organizations must distinguish accountability from punishment.

Although North American culture often treats accountability as synonymous with shame and punishment, Anderson says it does not have to be that way.

Staying grounded and accountable is vital FOR SUCCESSFUL ANTI-RACIST ORGANIZATIONAL WORK





ORGANIZATIONS COULD INSTEAD WORK TOWARD A CULTURE OF ACCOUNTABILITY IN WHICH "MAKING THINGS RIGHT" IS THE FOCAL POINT. RELATIONSHIPS ARE ESSENTIAL FOR THIS SHIFT TO OCCUR, SHE NOTES.

Organizations could, instead work toward a culture of accountability in which "making things right" is the focal point. Relationships are essential for this shift to occur, she notes.

This type of accountability mainly revolves around responding to harms that have occurred and making changes so that they do not continue to happen. Another form of accountability involves taking steps to ensure that harms do not happen in the first place.

PREVENTATIVE ACCOUNTABILITY

These types of preventative accountability methods are critical for successful anti-racist organizational work. Racial Equity Tools defines accountability as a set of systems and tools designed to help keep individuals and groups "in check" for their decisions and actions. They suggest these questions to help ensure the work being done is grounded in racial justice principles:

- **HOW IS THE ISSUE BEING DEFINED? WHO IS DEFINING IT?**
- **WHO IS THIS WORK GOING TO BENEFIT IF IT SUCCEEDS?**
- **WHO WILL BENEFIT IF THE WORK DOES NOT SUCCEED?**
- **HOW ARE RISKS DISTRIBUTED AMONG THE STAKEHOLDERS?**
- **HOW WILL A GROUP KNOW IF ITS PLAN HAS ACCOUNTED FOR RISKS AND UNINTENDED CONSEQUENCES FOR DIFFERENT RACIAL AND ETHNIC GROUPS?**
- **WHAT HAPPENS IF PEOPLE PULL OUT BEFORE THE GOALS ARE MET?**
- **WHO ANOINTED THE PEOPLE AND GROUPS BEING RELIED ON FOR THE ANSWERS TO THESE QUESTIONS?**
- **WHO ELSE CAN ANSWER THESE QUESTIONS TO GUIDE THE WORK?**

TALK ABOUT IT.

A commitment to open and transparent change isn't just about the most vulnerable people in the market community, it's also about the people representing the dominant culture. In order to bring those folks on the anti-racist journey with the market, you will need to have relationships with them and they need to have relationships with each other.

Consider forming affinity groups to support BIPOC and white market community members during this time. Racial Equity Tools offers dozens of resources for creating and supporting these groups, which offer critical spaces for healing, peer learning, and moving past shame and blame.

Show a commitment to open and transparent change.

DECATUR FARMERS MARKET
GEORGIA
JENNA SHEA PHOTOJOURNALISM



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JERSEY CITY FARMERS MARKET
NEW JERSEY

MESSAGING
WHAT IS IT?

In marketing, the term messaging refers to how an organization talks about itself. According to Sprout Social, messaging refers to both the words in the message and the underlying tone of the key points or topics a market communicates.

Messaging makes up just one part of a comprehensive communication plan, along with audience selection and distribution channels.

This toolkit will not go into the details of creating a comprehensive communication plan. The Farmers Market Coalition guide is a useful resource for those needing to draft a full plan.

FMC RESOURCE
DOWNLOAD FMC'S COMMUNICATIONS PLAN GUIDE

"Marketing messaging represents how a brand communicates to its customers and highlights the value of its products. "Messages" refer to not only the actual words and phrases used by a brand in advertising but also feelings and emotions associated with what they say."

IT'S TIME TO PLAN OUT HOW TO TALK ABOUT THE UPDATED ANTI-RACIST MISSION AND MARKET MANAGEMENT APPROACH.



PINEHURST FARMERS MARKET
SOUTH CAROLINA
APRIL JONES, WORK GROUP MEMBER

GENERALLY, THE MESSAGES A MARKET PRESENTS SHOULD DO THE FOLLOWING:

- Promote the market.
- Communicate the main idea the market wants people to understand and remember.
- Resonate with (and represent) the intended audience. Most people have to feel a message to get behind it.
- Communicate the market's messaging succinctly. Short and sweet is generally most effective. Take care not to sacrifice clarity for brevity.
- Promote the market's vendors and their products.
- Present the market as adding value to the community.

The work of this toolkit section is to update a market's communication plan to ensure that messaging is inclusive, anti-racist, and works in tandem with the new anti-racist mission. This will require a messaging plan that promotes these new efforts as a unique value proposition. In short, it's time to plan out how to talk about the updated anti-racist mission and market management approach.



CONSIDERATIONS
FOR ANTI-RACIST MESSAGING

A farmers market's messaging begins long before the first advertisement or promotion is written. The way the market is developed and organized directly shapes the ability to create an inclusive, anti-racist environment. Know that part of the work of developing anti-racist messaging is thinking hard about past, current, and future partnerships.

The politics, beliefs, and behaviors of a market's supporters and collaborators are assumed to be in line with those of the market's management. It's not enough for the market's management to write equity-oriented values and goals, the market also has to live those values when it comes to strategic partnerships. If those partnerships aren't open to being reconsidered the work will not gain much traction within Black, Indigenous, People of Color (BIPOC) communities.

SOME FACTORS TO CONSIDER INCLUDE:

- **WHO ARE THE MARKET'S SPONSORS, PARTNERS, AND COLLABORATORS?**
- **WHAT ARE THOSE PARTNER ORGANIZATIONS' VALUES?**
- **WHERE DOES THE MARKET ADVERTISE, WHAT ARE THE VALUES OF THOSE PUBLICATIONS AND MEDIA OUTLETS?**
- **DOES THE MARKET HAVE COMMUNITY PARTNERSHIPS THAT BENEFIT THE MOST VULNERABLE MEMBERS OF THE MARKET'S COMMUNITY?**

The way a market's brand identity, mission, and offerings are communicated to potential vendors and visitors directly impacts the willingness of already underrepresented stakeholders to engage with the market. Advertisements, web and social media presence, product offerings, price points - all of these factor into the believability of the market's new commitment to diversity and anti-racism.

WHO ARE YOUR MOST VULNERABLE

COMMUNITY MEMBERS SIMILAR TO?

UNDERSTANDING INTERSECTIONALITY



WHY DO IT?



GRANT PARK
FARMERS MARKET
GEORGIA

Keep race at the center of discussion and analysis.

Trust is built when people's needs, desires, way of life, behavior and language are respected. A farmers market can demonstrate this respect by analyzing and critiquing existing messaging; designing inclusive messaging based on community input; and developing and disseminating a strong narrative to communicate the market's revitalized commitment to building an anti-racist market community. Developing anti-racist messaging extends beyond learning to avoid racist rhetoric and stereotypes and includes developing positive messaging about BIPOC vendors, shoppers, and communities.

Without the work of this analysis and messaging revision, the market runs the risk of appearing to only give lip service to anti-racism. As Aleya Harris at Catersource notes, introducing messaging without substance is likely to incur significant backlash.

Keep race at the center of discussions and analysis. It's easy to become distracted by the many systemic imbalances and oppressions in the world. Yes, the market's messaging may have gender problems; focus on centering race and racism at the heart of your analysis. If the message is harmful to women then it is harmful to Black women and nonbinary people. Problematic class stereotypes will harm all of the market community, most especially Black people and other shoppers of color.

HOW TO DO IT.

STEP 1: ANALYZE AND CRITIQUE THE MARKET'S EXISTING MESSAGING

This is a big job, take it in stages. Consider first all of the types of messages a farmers market might have and group them into categories. Then address one category at a time.

Some likely options to start with include social media, advertising, SNAP, email campaigns, and newsletters. Your market will have its own unique types of promotions to think about.

Keep in mind that both overtly racist and "color blind" messaging are harmful. Racial colorblindness allows white people to ignore racism and maintain the status quo while doing nothing.

The antidote to colorblind racism is to embrace and celebrate racial and ethnic differences. Consulting with key members of those communities is essential to doing this kind of messaging correction. The market community's members know what their needs are; learn to ask rather than make assumptions about how the market's messaging and offerings resonate with them.

SOME GUIDING QUESTIONS TO ANALYZE HOW MISSION AND MESSAGING ALIGN:

- Does the market have goals, programs, or projects that either support or conflict with the mission?
- Does any of the market's messaging use words or images that reinforce stereotypes? Reinforcing stereotypes often happens with the best of intentions.
- For example, market SNAP promotions disproportionately depict Black people or other people and families of color. Demographic data from Snap to Health indicate that nearly 40% of SNAP recipients are white as compared to 26% African-American. Try doing a web search for "SNAP and farmers markets" and you'll immediately see the over-representation.
- Does the market rely on messaging that reinforces or normalizes white dominant culture and cultural norms?
- Is systemic racism the primary lens being applied to the messaging review? Are there intersectional issues that can be identified and teased apart while keeping racism at the center?

HOW TO DO IT.

Choose language that is growth-oriented and regenerative rather than stereotypical. Sometimes described as person-first language, this often means being more descriptive rather than less.

For example, “Latinx single father” or “Woman raising her grandchildren” or “Black transgender cyclist” rather than “food stamp user.” The things people have, use, and do are not the same as those people’s identities. A shopper is more than their method of payment.



CROSS ROADS FARMERS MARKET
TAKOMA PARK, MD

STEP 2: BE TRANSPARENT + ACCOUNTABLE

Break out and update your inclusive participation plans from the work of the Management and Mission sections. Consider how and where in the process feedback will be needed as you will likely perform this step before and after creating new messaging. Ideally a market has ongoing and transparent review cycles, so that the community knows when feedback windows will be open and on which topics or messaging themes.

Another critical aspect of farmers market messaging and message analysis is language. Does market management know the key languages in the area? It may require partnership with local community-based organizations to have market materials translated into the necessary languages.

These organizations can also help identify key community members who may be willing to participate in feedback and or advisory work. Remember that it is appropriate to pay these participants for their time.

STEP 3: CREATE AN ANTI-RACIST MESSAGING PLAN

Creating a new messaging strategy is complex and will take time. You may find it helpful to take training on implicit bias and/or cultural competency.

HOW TO DO IT.

.People whose lives match many aspects of the dominant white culture are often surprised at how normal racist messaging is. It often doesn't stand out or use harsh language.

In a recent article on the topic, Aleya Harris at Catersource suggests you choose 3-5 topics directly related to what she calls your "North Star" or your revised anti-racist market mission. From there develop a week's worth of postings and content. She provides a sample week's content outline based on a fictitious catering business, with a few tweaks it's really easy to imagine this same outline working for a farmers market:

- **DAY 1:** EDUCATION ABOUT FOOD DESERTS IN PREDOMINANTLY BLACK COMMUNITIES
- **DAY 2:** HOW TO INCORPORATE RAS EL HANOUT, AN AFRICAN SPICE BLEND, INTO AN EVENT MENU
- **DAY 3:** THE HISTORY OF RICE PRODUCTION IN THE US WITH A QUICK RECIPE FOR THE RICE PUDDING YOU RECENTLY CREATED FOR AN EVENT
- **DAY 4:** SUSTAINABLE FARMING PRACTICES INSPIRED BY AFRICAN FARMERS
- **DAY 5:** HOW TO HAVE A MOROCCAN THEMED EVENT, COMPLETE WITH MOROCCAN DINING ETIQUETTE

Creating a new messaging strategy IS COMPLEX AND WILL TAKE TIME



COMMUNITY FARMERS MARKET GEORGIA
JENNA SHEA PHOTOJOURNALISM



FRESH FARM MARKET
WASHINGTON, D.C.

In addition to developing new messaging about the market, food systems, vendors, etc., you will also want to develop messaging in support of the market's new anti-racist mission, efforts, and initiatives.

And, of course, that messaging should aim for cultural appreciation, not appropriation, by beginning with buy-in and communication from those you are messaging about. If you're launching a week's worth of content around Morocco, for example, one assumes you're working with local North African businesses to develop the messaging that best highlights the culture and entrepreneurial offering of North African community members, in your town and at your market.

Feeling unclear about distinctions between appreciation and appropriation? Not to worry, we've got you covered in the resources and the glossary.

Don't reinvent the wheel. There are lots of places to find templates for an anti-racist communications strategy. Racial Equity Alliance, Race Forward, and other groups listed in the resources section have a wealth of information to support the market in making these changes.

STEP 4: CREATE A DISSEMINATION PLAN

Consider how you can do this in an ongoing fashion. Employ less formal outlets like blogs and social media along with more formal options such as press releases and community meetings. Just as with the market's management and culture assessments, the work will benefit from having a permanent home and transparent cycle of evaluation.

THINK ABOUT IT.



COMMUNITY FARMERS MARKET GEORGIA
JENNA SHEA PHOTOJOURNALISM

Think about a time when you were in a situation where either the atmosphere, social interactions, or offensive language being used made you feel uncomfortable. This could have been a movie, a comedy show, a party, or even just a passage in a book. Now imagine living in a society where this Is a nearly constant state of life.

THAT'S WHAT THE TERM MICROAGGRESSIONS MEANS: **A CONSTANT BARRAGE OF RACIALLY DISCRIMINATORY WORDS, ACTIONS, AND EVENTS WHICH ARE OFTEN INDIRECT, SUBTLE, OR UNINTENTIONAL.**



MICROAGGRESSIONS IN EVERYDAY LIFE

CHECK OUT THIS VIDEO WITH DERALD WING SUE FOR AN EXPANDED UNDERSTANDING OF RACIAL MICROAGGRESSIONS AND SOME EXAMPLE SCENARIOS TO CONSIDER.

THE EXPERIENCE OF MICROAGGRESSIONS IS CUMULATIVE

Imagine that in the above scenario you not only felt deeply uncomfortable but when you expressed your discomfort to other people they questioned whether you had done something to provoke that experience, or perhaps misunderstood or imagined it entirely. Once might seem like a relatively minor occurrence, but the totality of these experiences throughout a lifetime can become a complex and ongoing form of trauma. The experience of microaggressions is cumulative, notes Derald Wing Sue, a Columbia University scholar.

AS YOU CONTINUE TO LEARN ABOUT AND OBSERVE RACIAL MICROAGGRESSIONS IN THE WORLD, REFLECT ON SOME OF THESE QUESTIONS FOR INDIVIDUALS.

- What factors could lessen or increase the impact of microaggressions on an individual?
- Why is it important to understand that racial microaggressions are frequently subtle?
- How have I impacted others' lives by committing racial microaggressions?
- If I cannot identify a time I have done this to someone, why? What are some ways I can broaden my own perspective?
- How have I been complicit in downplaying microaggressions in my own or others' lives?
- How can I get information that will help me be more aware of my biases and prejudices?



MARKET AT PEPPER PLACE
BIRMINGHAM, AL

TALK ABOUT IT.

In addition to designing an inclusive feedback process to assess and change the market's overall messaging, also start having a community dialog on what a more participatory farmers market looks like for everyone. An anti-racist market strives to be seen as a cultural hub for engaging about community issues that are relevant to the neighborhood and its shoppers: hunger, immigration, racism, housing, employment, to name a few. Start with organizing a group discussion on microaggressions in the farmers market. If you have started organizing racial affinity groups, you might also ask them to consider these questions:

- **How, when, and where do racial microaggressions occur in our farmers market?**
- **How can racial microaggressions impact the experiences of shoppers and vendors of color at farmers markets?**
- **What policies, procedures, and practices do we have to support our ability to address these microaggressions? What existing policies, procedures, and practices do we have in place that uphold the status quo? How can we make changes?**
- **What is our collective commitment to making lasting change at our farmers market? How will we sustain that work through time and frustration?**

An anti-racist market strives to be seen AS A CULTURAL HUB FOR ENGAGING ABOUT COMMUNITY ISSUES



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FRESH FARM MARKET
WASHINGTON, D.C.

MEASUREMENT
WHAT IS IT?

Cultivating an anti-racist market culture is complex work. A manager will need a well-stocked toolbox in order to adequately assess progress across the management, mission, and messaging areas of investigation.

Once the market has determined the overall changes it will be pursuing, it will be necessary to determine which existing tools and frameworks can be used to measure whether outcomes are being achieved.

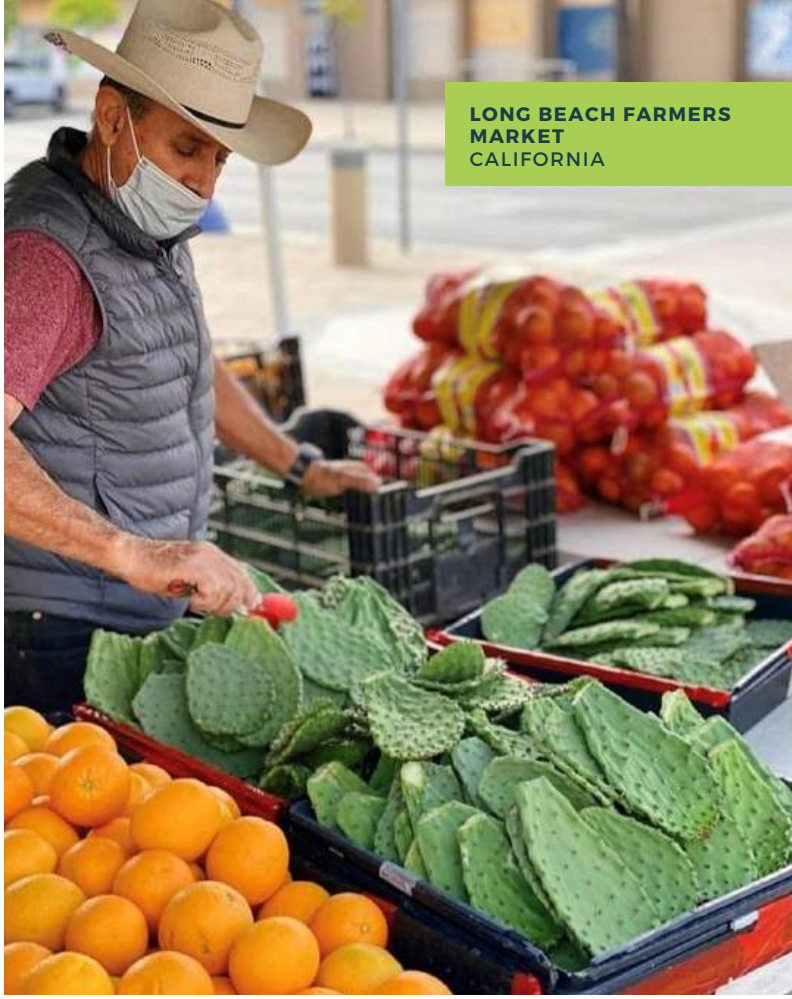
Where existing tools won't work, new tools will need to be developed. Some possible measurement tools have been mentioned in the previous toolkit sections. In this section a market manager will find the full collection of recommended metrics, measurements, and frameworks.



FRESH FARM MARKET
WASHINGTON, D.C.

The goal is not just to develop a culture of accountability through measurement and assessment, but to develop a culture of measuring well.

ESTABLISH CLEAR AND REALISTIC METHODS FOR ASSESSMENT.



LONG BEACH FARMERS MARKET
CALIFORNIA

The goal is not just to develop a culture of accountability through measurement and assessment, but to develop a culture of measuring well. Measuring well means choosing the right tools for the job and using them at the right time. Measuring well also means not filtering out or suppressing assessment results that show the work is not as advanced as the management may have expected or desired.

Anti-racism is an ongoing practice and all of us have been steeped in white supremacy culture. It is going to take many incremental and iterative steps to make lasting, meaningful change. Measurement is how you know exactly what is working and what needs revision.

WHY DO IT?

It's easy to say that a market is doing significant work to support BIPOC vendors and make BIPOC customers feel like the market is actively centering them.

Establishing clear and realistic methods for assessment will support management in measuring if and how these changes are creating a more inclusive market where Black, Indigenous, People of Color (BIPOC) vendors, shoppers, and staff are prioritized. Publishing or sharing these assessment methods will also help management stay accountable to the market community of vendors, shoppers, and volunteers.



GRANT PARK FARMERS MARKET
JENNA SHEA PHOTOJOURNALISM

Measurement is how you know
exactly what is working and what needs revision.

It is important that reporting to community includes a mix of storytelling (qualitative, narrative data) about how the market is making progress toward its anti-racist goals but also quantitative, numerically-driven analysis.

Collecting and analyzing both of these types of data will also help market management to see relationships between the different anti-racist initiatives the market has implemented.

Management may discover some initiatives are highly impactful, some have a greater impact in tandem with other initiatives, and some have little to no impact. Coming to these realizations through an evidence-based process will help the market to focus efforts on initiatives that are actually making a difference for the market's stakeholders.

HOW TO DO IT.

Roll up your sleeves and prepare to take a deep dive into becoming a researcher. Fundamentally that's what the work of data collection, assessment, and analysis asks of you.

Although the steps are presented as a linear process, it's very likely that you'll spend time moving backwards and forwards through the steps as you consider the various elements of your goals. Which project or initiative to measure?

What type of information to collect? Should it all be counting or storytelling? What about some mix of both? These and other questions will need to be accounted for before finalizing assessment plans.



STEP 1: DECIDE WHAT TO MEASURE

THERE ARE MANY DIFFERENT ASSESSMENTS YOU MAY BE LOOKING TO PERFORM AS PART OF YOUR WORK TO DEVELOP AN ANTI-RACIST FARMERS MARKET ENVIRONMENT. THESE INCLUDE, BUT ARE NOT LIMITED TO:

- Individual, personal assessment of attitudes and implicit bias
- Market or organizational culture and climate baseline
- Market organizational culture and climate over time
- Project, initiative, or goal progress
- Policy review or analysis
- Procedural review or analysis
- Document review or analysis, including
  - Vendor Application
  - Vendor Handbook
- Demographic analysis of the market at a specific moment in time or over a period of time
- Demographic analysis of specific populations within the market, including
  - Shoppers
  - Volunteers
  - Vendors
  - Board and leadership
  - Management and staff
  - Musicians and other talent
- Diversity of products and offerings within the market including culturally diverse foods
- Customer and market community satisfaction

- **Note:** The language here and in the related resources can get a little slippery: research, data, information, assessment, evaluation, measurement, metrics, tools, instruments. In the context of data collection and evaluation these words are often used somewhat interchangeably as both verbs and nouns.

The more you apply the frameworks to a specific goal or outcome the easier it will be to understand. Remember the intent is usually to find out if X thing is having Y impact on Z people.

Deciding what to measure should always be driven by what is most useful for a given project or outcome.

You should consider what actions you will take in response to the information you obtain through your assessment efforts.

The timeframe you will have to implement these actions should also be a consideration. For example, an ongoing monthly review of small and quick changes in a checklist style is likely to take much less time than a detailed annual survey of all customers to ascertain their overall satisfaction with the market's culture. On the other hand, with an annual survey you may have up to a year in which to demonstrate those changes have occurred.



FOR A COMPREHENSIVE SELF-GUIDED COURSE TO SUPPORT PLANNING AN ASSESSMENT OR EVALUATION ACTIVITY CHECK OUT THE COMMUNITY TOOLBOX **INTRODUCTION TO EVALUATION.**

These are not exhaustive categories of assessment. A manager will need to think of other areas in the market's operations where racist policies and practices may be upheld. Research and assessment projects should reflect the market's strategic priorities, goals, and objectives.

HOW TO DO IT.

STEP 2: DETERMINE THE TYPE OF INFORMATION TO COLLECT

Broadly speaking, there are two types of data, according to Saul McLeod at Simply Psychology. Quantitative data involves numbers and counting, assumes a fixed and measurable reality, and is mostly concerned with discovering facts about a given situation or context.

Qualitative data involves collecting data through focused storytelling efforts such as interviews and focus groups, text, audio and video recordings, and photographs.

Qualitative research assumes that reality is dynamic and flexible, and is mostly concerned with understanding human behavior from someone's particular perspective. Mixed-methods approaches are common, with certain assessment goals requiring some personal perspective and some numbers-driven measurements.

TYPES OF RESEARCH

ATTRIBUTES	QUANTITATIVE	QUALITATIVE
ANALYTICAL OBJECTIVE	FOCUSES ON DESCRIBING INDIVIDUAL EXPERIENCES AND BELIEFS	FOCUSES ON DESCRIBING CHARACTERISTICS OF A POPULATION
TYPES OF QUESTIONS TO BE ASKED	CLOSED, YES/NO, PRESET MULTIPLE CHOICE QUESTIONS	OPEN-ENDED QUESTIONS
FORM OF DATA PRODUCED	NUMERIC	DESCRIPTIVE
DEGREE OF FLEXIBILTY	PARTICIPANT RESPONSES DO NOT INFLUENCE OR DETERMINE HOW AND WHICH QUESTIONS RESEARCHERS ASK NEXT	PARTICIPANT RESPONSES AFFECT HOW AND WHICH QUESTIONS RESEARCHERS ASK NEXT

ADAPTED FROM QUESTIONPRO. QUALITATIVE RESEARCH: DEFINITION, TYPES, METHODS AND EXAMPLES.

QUANTITATIVE RESEARCH + EVALUATION

Requires collecting and analyzing numbers. Qualitative research and evaluation requires collecting and analyzing stories.

STEP 3: DETERMINE THE TYPE OF TOOL TO USE

There are a variety of types of tools (sometimes called instruments) that you can find and use to aid in your evaluation and measurement projects. Generally these fall into two sets of collection methods.

Primary data collection methods include both quantitative and qualitative approaches and are generally concerned with current, first-hand experience. Secondary data collection methods involve gathering information that has been used in the past, such as mission statements, vendor sales data, suggestion box submissions, etc. This data might come from internal or external sources. For example, if the city your market is in did a demographic survey of market shoppers at some time in the past.

RESEARCH + EVALUATION TOOLS

A single instrument or tool can be used to collect both numeric and descriptive data depending on what the goals for analysis include. Using survey software, a questionnaire or survey might ask both open and closed questions and end with a video recorded interview segment. Sometimes one measurement tool can be used to measure multiple metrics and sometimes the project or outcome being assessed requires multiple tools. Let the work dictate the approach.

For example, if you are measuring vendor diversity, you might decide that you want to collect a variety of data including vendor demographics and feedback from customers on whether or not they feel your market's vendor roster is diverse enough. You might decide to collect information on vendor demographics by adding an optional question to your market vendor application asking vendors to select their ethnicity/cultural heritage. For customer feedback, you might decide that a survey or one-to-one informal conversations would be a good way to collect this data.



RESEARCH + EVALUATION TOOLS BY DATA TYPE

TOOL OR METHOD	QUANTITATIVE	QUALITATIVE
SURVEYS	X	X
QUESTIONNAIRES	X	X
POLLS		X
INTERVIEWS	X	
FOCUS GROUPS	X	
COMMUNITY FORUMS	X	

You'll also want to consider a strategy to make sure you don't accidentally select only the most familiar (to you) customers to ask for feedback. It's easy to slide into research bias without noticing. One of the biggest challenges is figuring out who you are not hearing from and then finding out what might encourage them to give you their feedback.

STEP 4: DETERMINE THE FREQUENCY OF MEASUREMENT

For example, if you want to measure customer diversity using surveys and your customer attendance is significantly different for your indoor market, it might make sense for your market to conduct one survey each season for measuring customer diversity. Many markets see fluctuations in customer attendance within each season, these markets may consider conducting surveys more than once each season. As always, frequency of measurement should be driven by the data and assessment needs for a particular goal or project. Remember to continue to center the specific goals the market is looking to achieve and to keep the measurement process as specific and focused as makes sense.

How much BIPOC vendor representation might increase should be reflective of factors that might impact your ability to increase BIPOC vendorship. A market might have limited outreach capacity, limited space for new vendors, a need for a BIPOC farmer training program to incubate new BIPOC-owned farm businesses, or any other concrete barriers to achieving large shifts in a short period of time.

STEP 5: SELECT A TOOL

REFER TO APPENDIX 1A: Data and Measurement Tools and Frameworks

STEP 6: ENGAGE THE MARKET COMMUNITY

Eventually you will have determined the specific goals and projects you want to assess, selected a combination of measurement and assessment tools and approaches, and given the work an expected timeline. Once again, it's time to get out your inclusive participation plan and update it for the specific assessment you're performing.

In particular, when developing your diversity and anti-racist inclusion measurement plans, be sure to solicit feedback from Black, Indigenous, People of Color vendors and shoppers to make sure that your measurements and goals are in line with what these folks actually want to see change at your market.

This can take the form of some of the measurement tools outlined above - surveys, community forums, etc. It's important that the market community and vendors are aware of how you intend to implement their thoughts and suggestions. Make sure to build in time to hear corrections to the market's plans in the event that feedback from the BIPOC market community has been misinterpreted.





FAIRFAX CO. FARMERS MARKET
VIRGINIA



NEW ROOTS FARMERS MARKET
UTAH



THINK ABOUT IT.

All communities are subject to experiencing survey fatigue, particularly after global events such as a pandemic. Black, Indigenous, and People of Color (BIPOC) in particular experience a high rate of surveying in their communities with minimal lasting change resulting from their participation. According to Tiffany Jana in their article for Medium, diversity fatigue and survey fatigue go hand-in-hand and can wreck your anti-racist strategy.

Diversity fatigue is a feeling of general exhaustion (and cynicism) that arises from what Jana describes as "persistent efforts to amend the status quo."

BIPOC and white folks alike experience these types of fatigue, so you'll need to do some clever planning to avoid creating more. Before launching a survey to shoppers and other market community members, consider whether there may be other ways to gain the information being sought.

Are there secondary sources of information that might reduce the number of questions you're asking individual participants? Perhaps partnering with local community-based organizations who do have deep connections in those communities can help reduce the number of "outsider" requests the community has to field. These organizations often already have the demographic and historical information a farmers market might be seeking about a community and sometimes these organizations are willing to help host a community forum so that they can protect their communities from an onslaught of questions from well-intentioned white-managed entities.



FRESH FARM MARKET
WASHINGTON, D.C.

ALSO CONSIDER THESE 5 TIPS FOR FIGHTING DIVERSITY FATIGUE, FROM AMBER MADISON AND LIZ KOFMAN AT CULTUREAMP:

- **Set realistic expectations for the work - this is long-term, ongoing work**
- **Set small-win goals - clearly defined and measurable; without these, people can't see progress**
- **Communicate your efforts to the community often - don't make a big announcement and then disappear**
- **Empower individuals to take action - be sure to give them tools**
- **Address racism and systems of oppression directly - have conversations that undermine racism directly, don't just train about it**

Choose one or two of these suggestions at a time and spend 15 minutes brainstorming ways that you might implement them at your market. Don't allow yourself to say "no" to any of them, if you don't see a way for a specific suggestion to work, put it aside and return to it another time.

TALK ABOUT IT.

Receiving critical or negative feedback is a natural part of the assessment and accountability process. If the market never receives negative feedback then it's likely not everyone is participating. Making assessment a continuous part of the market culture means normalizing receiving both positive and negative feedback for everyone in the market, regardless of role. This is not the same thing as a feedback free-for-all, so you'll want to have a plan for how to introduce these concepts.

LEAD WITH VUNERABILITY

Kristin Ryba of Quantum Workplace has these helpful tips for you on how to introduce an intentional and productive culture of feedback. In all things she suggests leading with vulnerability:

- Nurture a growth mindset - value learning, development, and feedback as opportunities to improve
- Provide feedback training - share videos and other how-tos on offering and receiving feedback, offer chances to practice
- Set the tone from the top - managers and other folks in roles with power consistently ask for feedback and demonstrate receiving it well
- Create a feedback-safe environment - people need to feel safe, relaxed, and know that they won't be shamed or retaliated against; if you can't tell if it's a good time for someone to receive feedback, just ask. No one does well with surprise feedback sessions
- Set clear expectations around feedback - who gives/receives, when, how often, in what form, what's the goal?
- Make it routine - just keep practicing
- Use different methods - a feedback culture has many ways of giving/receiving feedback; consider anonymous vs named, individual vs group, and face-to-face vs written, to start
- Nurture positive and corrective feedback - find a balance, don't ignore critical feedback
- Highlight decisions made based on feedback - community needs to see feedback is worth their time, it has an impact
- Give everyone tools - a suggestion box is a tool, so is publishing the manager's email address on the market website; make sure you have tools that work for as many people as possible



FEAST DOWN EAST
WILMINGTON, NC

LEAD BY EXAMPLE

As with much of the work in this toolkit, relationships are key. There is no one-size-fits all approach to establishing a feedback-friendly culture.

What works well for one vendor may work terribly with a long-time shopper and vice versa. Establishing this culture of feedback is vulnerable work, most especially for the management who will have to lead by example.

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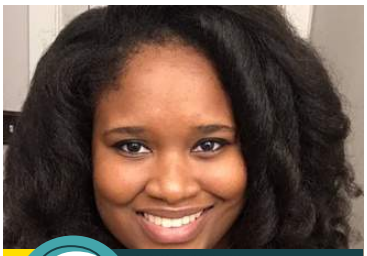
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VISIT WWW.FARMERSMARKETCOALITION.ORG TO LEARN MORE ABOUT EACH MEMBER AND INVITE THEM TO SPEAK OR FACILITATE TOOLKIT WORKSHOP.

REACH OUT

GLOSSARY



ACCOUNTABILITY
In the context of racial equity work, accountability refers to the ways in which individuals and communities hold themselves to their goals and actions, and acknowledge the values and groups to which they are responsible.
https://www.racialequitytools.org/glossary

ANTI-RACISM
Anti-racism refers to a form of action against racial hatred, bias, systemic racism, and the oppression of marginalized groups. **https://financials.utexas.edu/diversity-commitment/anti-racism-equity-diversity-and-inclusion-resources**

BIAS
A bias is a tendency, inclination, or prejudice toward or against something or someone. Biases are often based on stereotypes, rather than actual knowledge of an individual or circumstance.
https://www.psychologytoday.com/us/basics/bias

BIPOC
A term referring to "Black and/or Indigenous People of Color." While "POC" or People of Color is often used as well, BIPOC explicitly leads with Black and Indigenous identities, which helps to counter anti-Black racism and invisibilization of Native communities.
https://racialequity.issuelab.org/resource/creating-cultures-and-practices-for-racial-equity-a-toolbox-for-advancing-racial-equity-for-arts-and-cultural-organizations.html

COLOR BLIND RACISM
The idea that ignoring or overlooking racial and ethnic differences promotes racial harmony.
https://www.learningforjustice.org/magazine/fall-2009/colorblindness-the-new-racism

CULTURAL APPRECIATION
Seeking to understand and learn about another culture with the intent to broaden one's perspective and connect with others. Often considered a part of cultural exchange, cultural appreciation frequently requires asking permission to partake or participate in cultural activities, costumes, etc.
https://sites.austincc.edu/accent/cultural-appreciation-vs-cultural-appropriation-why-it-matters/

CULTURAL APPROPRIATION
Taking, adopting, or appropriating for personal interest one or more aspects of a culture that is not one's own. Frequently referred to as "cherry-picking" pleasant-feeling aspects of a culture without the work of cultural engagement, deep understanding, and seeking permission to participate.
https://sites.austincc.edu/accent/cultural-appreciation-vs-cultural-appropriation-why-it-matters/

CULTURAL COMPETENCE
Cultural competence is the ability to understand and interact effectively with people from other cultures.
https://preemptivelove.org/blog/cultural-competence

DIVERSITY
Having a variety of racial, sexual, gender, class, religious, ethnic, abled, and other social identities represented in a space, community, institution, or society. "Differences between social identity groups based on social categories such as race, gender, sexuality, class and others." https://www.brandeis.edu/diversity/resources/definitions.html

GLOSSARY



DIVERSITY FATIGUE

Diversity fatigue describes the feelings of exhaustion, isolation—and sometimes, skepticism—associated with a desire to understand and solve the complex issues surrounding racial justice.
https://www.fastcompany.com/90644286/now-is-not-the-time-to-fall-prey-to-diversity-fatigue-heres-what-to-do-to-keep-improving

DOMINANT CULTURE

The group whose members hold more power relative to other members in society. Dominant cultures may or may not hold a quantifiable majority of the population. **https://thedecisionlab.com/reference-guide/sociology/dominant-culture/**

EQUITY

The notion of being fair and impartial as an individual engages with an organization or system, particularly systems of grievance. "Equity" is often conflated with the term "Equality" (meaning sameness). In fact, true equity implies that an individual may need to experience or receive something different (not equal) in order to maintain fairness and access. For example, a person with a wheelchair may need differential access to an elevator relative to someone else. **https://www.brandeis.edu/diversity/resources/definitions.html**

FOOD APARTHEID

Highlights the racially discriminatory political structures past and present that impact food access and control. looks at the whole food system, along with race, geography, faith, and economics.
https://www.theguardian.com/society/2018/may/15/food-apartheid-food-deserts-racism-inequality-america-karen-washington-interview

This definition communicates that the geographic distribution of increased barriers to food access can be explained not by a community's lack of initiative, but by the continued legacy of racially discriminatory economic and political structures.
https://utenvironment.org/projects/microfarm/food-justice/glossary/food-apartheid-not-desert/

IMPLICIT BIAS

Also known as unconscious or hidden bias, implicit biases are negative associations that people unknowingly hold. They are expressed automatically, without conscious awareness. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to trump individuals' stated commitments to equality and fairness, thereby producing behavior that diverges from the explicit attitudes that many people profess. The Implicit Association Test (IAT) is often used to measure implicit biases with regard to race, gender, sexual orientation, age, religion, and other topics.
https://www.racialequitytools.org/glossary

INCLUSION

Inclusion is a state of being valued, respected and supported. It's about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential. Inclusion should be reflected in an organization's culture, practices and relationships that are in place to support a diverse workforce. Inclusion is the process of creating a working culture and environment that recognizes, appreciates, and effectively utilizes the talents, skills, and perspectives of every employee; uses employee skills to achieve the agency's objectives and mission; connects each employee to the organization; and encourages collaboration, flexibility, and fairness. We define inclusion as a set of behaviors (culture) that encourages employees to feel valued for their unique qualities and experience a sense of belonging.
https://www.hud.gov/program_offices/administration/admabout/diversity_inclusion/definitions

GLOSSARY



INTERSECTIONALITY

The theory—conceptualized in the 1980s by Black feminist legal scholar Kimberlé Crenshaw—that markers of identity do not act independently of one another, but exist simultaneously, creating a complex web of privilege and oppression and "negating the possibility of a unitary or universal experience of any one manifestation of oppression" (i.e. a gay Latino man experiences male privilege differently than a gay white man AND homophobia differently than a gay white man). Examining the experiences of people who live at the intersections of two (or more) subordinated identities becomes a useful way to diagnose oppression within a system.
https://www.brandeis.edu/diversity/resources/definitions.html

LANGUAGE JUSTICE

Language Justice is an integral part of Food Justice, as our food system is built on the labor of predominantly Spanish speaking workers from North, South, and Central America. Creating multilingual spaces where everyone can communicate in the language they feel comfortable in is an integral part of bringing an end to injustice in the food system. **https://www.soulfirefarm.org/portfolio-items/food-justice-guide/**

MICROAGGRESSION

The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.

OPPRESSION

The systematic subjugation of one social group by a more powerful social group for the social, economic, and political benefit of the more powerful social group. Rita Hardiman and Bailey Jackson state that oppression exists when the following four4 conditions are found:

- the oppressor group has the power to define reality for themselves and others,
- the target groups take in and internalize the negative messages about them and end up cooperating with the oppressors (thinking and acting like them),
- genocide, harassment, and discrimination are systematic and institutionalized, so that individuals are not necessary to keep it going, and
- members of both the oppressor and target groups are socialized to play their roles as normal and correct.

Oppression = Power + Prejudice
https://www.racialequitytools.org/glossary

RACE

A misleading and deceptively appealing classification of human beings created by White people originally from Europe which assigns human worth and social status using the White racial identity as the archetype of humanity for the purpose of creating and maintaining privilege, power, and systems of oppression.
https://www.brandeis.edu/diversity/resources/definitions.html

RACISM

The combination of individual prejudice and individual discrimination, on one hand, and institutional policies and practices, on the other, that result in the unjustified negative treatment and subordination of members of racial or ethnic groups that have experienced a history of discrimination. Prejudice, discrimination, and racism do not require intention. **https://www.brandeis.edu/diversity/resources/definitions.html**

REPARATIVE JUSTICE

Reparative Justice is a way of thinking about justice (a mindset) that centers those who have been harmed, and focuses on repairing past harms, stopping present harm, and preventing the reproduction of harm.
https://nebhe.org/reparative-justice/

GLOSSARY



TOKENISM

Tokenism is, simply, covert racism. Racism requires those in power to maintain their privilege by exercising social, economic, and/or political muscle against people of color (POC). Tokenism achieves the same while giving those in power the appearance of being non-racist and even champions of diversity because they recruit and use POC as racialized props. Examples include:

- Recruit POC to formal leadership positions, but keep all the power.
- Only hire POC for POC "stuff."
- Convene Special "Diversity Councils" but don't build POC leadership on your main Board.
- Use POC as your mouthpiece and shield against other POC.

https://medium.com/the-nonprofit-revolution/8-ways-people-of-color-are-tokenized-in-nonprofits-32138d0860c1

WHITE PRIVELEGE

1. Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white. Generally white people who experience such privilege do so without being conscious of it.

2. Structural White Privilege: A system of white domination that creates and maintains belief systems that make current racial advantages and disadvantages seem normal. The system includes powerful incentives for maintaining white privilege and its consequences, and powerful negative consequences for trying to interrupt white privilege or reduce its consequences in meaningful ways. The system includes internal and external manifestations at the individual, interpersonal, cultural and institutional levels.

The accumulated and interrelated advantages and disadvantages of white privilege that are reflected in racial/ethnic inequities in life-expectancy and other health outcomes, income and wealth, and other outcomes, in part through different access to opportunities and resources. These differences are maintained in part by denying that these advantages and disadvantages exist at the structural, institutional, cultural, interpersonal, and individual levels and by refusing to redress them or eliminate the systems, policies, practices, cultural norms, and other behaviors and assumptions that maintain them.

Interpersonal White Privilege: Behavior between people that consciously or unconsciously reflects white superiority or entitlement.

Cultural White Privilege: A set of dominant cultural assumptions about what is good, normal or appropriate that reflects Western European white world views and dismisses or demonizes other world views.

Institutional White Privilege: Policies, practices and behaviors of institutions—such as schools, banks, non-profits or the Supreme Court—that have the effect of maintaining or increasing accumulated advantages for those groups currently defined as white, and maintaining or increasing disadvantages for those racial or ethnic groups not defined as white.

The ability of institutions to survive and thrive even when their policies, practices and behaviors maintain, expand or fail to redress accumulated disadvantages and/or inequitable outcomes for people of color.
https://www.racialequitytools.org/glossary

WHITE SUPREMACY CULTURE

White supremacy culture is the idea (ideology) that white people and the ideas, thoughts, beliefs, and actions of white people are superior to People of Color and their ideas, thoughts, beliefs, and actions.

White supremacy culture is reproduced by all the institutions of our society. In particular the media, the education system, western science (which played a major role in reinforcing the idea of race as a biological truth with the white race as the "ideal" top of the hierarchy), and the Christian church have played central roles in reproducing the idea of white supremacy (i.e. that white is "normal," "better," "smarter," "holy" in contrast to Black, Indigenous, and other People and Communities of Color.
https://www.dismantlingracism.org/white-supremacy-culture.html

APPENDIX A.1
DATA, MEASUREMENT TOOLS + FRAMEWORK



WHENEVER POSSIBLE DESCRIPTIONS OF TOOLS ARE TAKEN DIRECTLY FROM THE CREATORS OR AUTHORS OF THE TOOL OR FRAMEWORK.

CUSTOMER SURVEYS

Customer Inclusion Survey

Survey. Customer survey developed by Anti-Racist Farmers Market Toolkit Workgroup. Can be distributed on paper and/or converted to an online survey using freely available software such as JotForm or Google Forms.

INDIVIDUAL SELF-ASSESSMENTS

COMMON RACIST BEHAVIORS AND ATTITUDES OF MANY WHITES - KATHY O'BEAR

Assessment tool. Quiz developed by leading scholar and consultant on MCOD: Multicultural Organization Development. Has a focus on naming and interrupting racist behaviors and attitudes.

Disrupting White Supremacy Culture: Reflection Questions for white People Working for Racial Justice - Maggie Potapchuk

Assessment tool. As you think about different situations you are in, be it an interpersonal interaction, participating in a decision-making process, making a decision, addressing conflict or tension, or dealing with a challenging set of issues in the workplace, the following set of questions can guide you to:

- **analyze the situation so you can reflect on your assumptions and perceptions,**
- **reflect on what your response and action(s) can be, in accountability with others,**
- **consider your intent and the potential impact of the actions you decide to take, and**
- **reflect afterwards about the action(s) taken, including what lessons you learned from the experience and from people you are accountable to.**

Implicit Association Test - Harvard University Project Implicit

Assessment tool. The Implicit Association Test (IAT) measures attitudes and beliefs that people may be unwilling or unable to report. The IAT may be especially interesting if it shows that you have an implicit attitude that you did not know about. For example, you may believe that women and men should be equally associated with science, but your automatic associations could show that you (like many others) associate men with science more than you associate women with science.

MARKET SELF ASSESSMENTS

6 Things We've Learned Through An Equity Assessment Process - Nick Donohue

Case Study. Reflections from the Nellie Mae Education Foundation after the first of their equity assessment process.

Advocacy Evaluation Mini-Toolkit: Tips and Tools for Busy Organizations - ALNAP

Assessment Tool. A collection of tools to support and guide developing an advocacy oriented evaluation project.

Anti-Racist Evaluation Strategies: A Guide for Evaluation Teams - WestEd

Guide. This guide was developed to help evaluation teams increase their awareness of racism in evaluation and to help teams employ strategies to conduct anti-racist evaluations. This guide's overarching themes include engaging in anti-racist self-reflection and learning; forming collaborative and equitable partnerships; and considering cultural, historical, and political contexts.

APPENDIX A.1
DATA, MEASUREMENT TOOLS + FRAMEWORK



MARKET SELF ASSESSMENTS

Awa Equity Audit - Beloved Community

Assessment Tool. Awa allows your organization to assess individual and organizational DEI capacity. The Equity Audit is a free tool which allows teams to explore hundreds of indicators on how diversity, equity, and inclusion are currently manifesting within your organization. The Equity Lens Map offers individual members of an organization the chance to participate in their own personal equity journey.

Commitment to Becoming an Anti-Racist Organization - Community Resource Exchange

Case Study. CRE's Commitment to Becoming an Anti-Racist Organization is born out of our values, harnessed by courage and a vision for the sector to encourage others to join us in this work.

Continuum on Becoming an Anti-Racist Multicultural Organization - Crossroads Ministry

Rubric. Part of the larger MCOD: Multicultural Organization Development framework developed by Bailey Jackson and Rita Hardiman (later adopted and remixed by many scholars and organizations).

Participatory Action Research Template - The Praxis Project

Framework. Template. Participatory Action Research (PAR) integrates research and action. This Participatory Action Research template supports community based organizations' seeking to undertake research projects to support their community development and advocacy work.

Racial Equity Implementation Guide for Food Hubs - Race Forward

Framework. Report. The Racial Equity Implementation guide provides a simple, accessible, and easy-to-read tool to foster conversations that can help food hubs to deepen their racial equity practices.

Racial and Social Equity Assessment Tool for Farm to School Programs and Policy - National Farm to School Network

Assessment Tool. This resource is intended to help advance National Farm to School Network's racial and social equity priority by increasing our understanding of the work in the context of structural, institutional, and interpersonal racism. This tool is designed to be utilized by our national staff, Core and Supporting Partners, Advisory Board, and farm to school stakeholders to:

- Increase our capacity to identify racial and social inequities embedded within organizational, local, state, and national programming and policy advocacy initiatives,
- Support decision making processes which maximize opportunities for advancing racial and social equity, Create a community of practice to empower us to take action within our sphere of influence, and,
- Embrace our collective power to address the systemic changes needed for social transformation within the farm to school movement.

Racial Justice Assessment Tool - Western States Center

Assessment Tool. Helps organizations assess their orientations toward racial justice in five areas: program, power, policies, people, and culture.

Self-Assessment Tool On Diversity & Inclusion - Diversity and Inclusion Group for Networking and Action

Assessment tool. This tool assists civil society organisations and movements in their journey to become more inclusive, diverse and sensitive to the needs, identities and backgrounds of their people. We believe in peoples' best intentions to reflect on themselves, their culture and practices, engaging in difficult dialogues when necessary.

APPENDIX A.1
DATA, MEASUREMENT TOOLS + FRAMEWORK



MARKET SELF ASSESSMENTS

Tool for Organizational Self Assessment Related to Racial Equity 2014 - Coalition of Communities of Color

Assessment Tool. This tool – developed and piloted by our Eliminating Disparities collaborative – helps leaders gain an evidence-based snapshot of practices and policies related to racial equity in their organizations. This open source tool is designed for organizations both large and small, including school districts, nonprofits, corporations, foundations and others.

Transforming Organizational Culture Assessment Tool - Maggie Potapchuk

Assessment Tool. As an assessment tool, TOCA can be used to begin or continue a discussion about the impact of an organization's culture on individuals and systems and to begin to consider some ideas about how to align practices with the organizational racial equity and justice values. The data collected will inform organizations about:

- the implicit and explicit use of terms in the organization's communications;
- the progress of normalizing discussions about racism, power, and privilege;
- reflections on how white dominant culture manifests along with the presence of equitable practices; and
- the opportunities and challenges in moving forward on the organization's racial equity change process.

United Way Worldwide Equity Framework - United Way

Case Study. To remain relevant in communities requires that United Way focus explicitly on equity. The United Way Equity Framework, Strengthening Our Equity Muscle to Accelerate Impact: The United Way Equity Framework, was developed to build the capacity of United Way to integrate an explicit equity lens throughout their work/core business practices in the Modern United Way.

MESSAGING EVALUATION

Narrative Stress Test: Checklist for Using Narrative Strategies for Change - Media Justice

Checklist. A Collaborative Checklist for Social Justice Groups and Alliances Using Narrative Strategies for Change. This checklist was developed to provide social justice leaders at every level with a set of guiding principles and a checklist that ensures, above all else, our messaging and framing strategies do not sacrifice each other in the social change process.

PROBLEM SOLVING

Liberatory Design - Tania Anaissie, David Clifford, Susie Wise, and the National Equity Project [Victor Cary and Tom Malarkey]

Card Deck. Liberatory Design is a creative problem-solving approach and practice that centers equity and supports us to design for liberation. The power of Liberatory Design comes from its ability to help us better understand challenges in highly complex interconnected systems, to see ways systems of oppression are impacting our context, to root our decision-making in our values, to combat status quo behavior with deep self-reflection, and to learn and change in a fast-moving, meaningful way.

APPENDIX A.2
ANTI-RACIST MARKET EVALUATION RUBRIC

MARKET SHAREHOLDER	COMPLICIT WITH RACISM	QUESTIONING RACISM	DISMANTLING RACISM	FRONTLINE ORGANIZATION
LEADERSHIP	-THERE IS NO DIVERSITY IN LEADERSHIP. -DECISIONS MADE AREN'T CONSIDERED WITH THE BIPOC COMMUNITY IN MIND. -QUALIFYING MEMBERS OF THE BIPOC COMMUNITY AREN'T GIVEN OPPORTUNITIES AT THE MARKET - THERE IS NO INVESTIGATING MARKET CHALLENGES WITH DIVERSITY AND EQUITY	-THERE IS SOME DIVERSITY IN LEADERSHIP. -DECISIONS MADE ARE CONSIDERED WITH THE BIPOC COMMUNITY IN MIND. -QUALIFYING MEMBERS OF THE BIPOC COMMUNITY ARE GIVEN OPPORTUNITIES AT THE MARKET - THERE IS SOME INVESTIGATING MARKET CHALLENGES WITH DIVERSITY AND EQUITY	-THERE IS SOME ACTION TO SHARE POWERS AND RESPONSIBILITY EQUALLY AND EQUITABLY IN DIVERSE LEADERSHIP. -DECISIONS ARE MADE WITH THE BIPOC COMMUNITY -QUALIFYING MEMBERS OF THE BIPOC COMMUNITY ARE TARGETED OPPORTUNITIES AT THE MARKET - THERE ARE PUBLIC INVESTIGATIONS OF MARKET CHALLENGES WITH DIVERSITY AND EQUITY	SHARE POWER AND RESPONSIBILITIES AND IS LED BY A MAJORITY BIPOC BOARD OR STAFF -POWERS AND RESPONSIBILITY ARE SHARED EQUALLY AND EQUITABLY IN MAJORITY BIPOC BOARD OR STAFF -DECISIONS ARE LED BY AND MADE WITH THE BIPOC COMMUNITY -QUALIFYING MEMBERS OF THE BIPOC COMMUNITY ARE AMPLIFIED OPPORTUNITIES AT THE MARKET - THERE ARE PUBLIC INVESTIGATIONS AND RECTIFICATIONS OF MARKET CHALLENGES WITH DIVERSITY AND EQUITY
CULTURE	-NO CULTURAL DIVERSITY IN THE MARKET PRODUCTS -DIFFICULT TOPICS SUCH AS FOOD DESERT/ FOOD APARTHEID ARE AVOIDED	-CULTURAL DIVERSITY IS INTRODUCED IN THE MARKET PRODUCTS -DIFFICULT TOPICS SUCH AS FOOD DESERT/ FOOD APARTHEID ARE APPROACHED	--CULTURAL DIVERSITY IS THE FOCUS OF THE MARKET PRODUCTS -DIFFICULT TOPICS SUCH AS FOOD DESERT/ FOOD APARTHEID ARE DISCUSSED	-CULTURAL DIVERSITY IS A STAPLE IN THE MARKET PRODUCTS -DIFFICULT TOPICS SUCH AS FOOD DESERT/ FOOD APARTHEID ARE THE FOCUS OF DISCUSSION
PROGRAMMING	THERE IS NO EXISTING PROGRAMMING/ TRAINING TO HELP BOARD OR STAFF UNDERSTAND FOOD APARTHEID/ RACISM IN THE FOOD SYSTEM	SOME PROGRAMMING/ TRAINING IS AVAILABLE TO HELP BOARD OR STAFF UNDERSTAND FOOD APARTHEID/ RACISM IN THE FOOD SYSTEM	MARKET PROGRAMS ARE DESIGNED WITH A LENS OF DISMANTLING FOOD APARTHEID/ RACISM IN THE FOOD SYSTEM	MARKET PROGRAMS ARE LED BY AND DESIGNED WITH A TARGET OF DISMANTLING FOOD APARTHEID/ RACISM IN THE FOOD SYSTEM
ACCESSIBLITY	MARKET IS LOCATED IN AN AREA THAT IS NOT HIGHLY ACCESSIBLE TO THE PEOPLE THAT NEED IT.	MARKET IS LOCATED IN AN AREA THAT IS SOMEWHAT ACCESSIBLE BY PUBLIC TRANSPORTATION	ENSURING THE MARKET IS LOCATED IN AN AREA ACCESSIBLE TO PUBLIC TRANSPORTATION	MARKET IS LOCATED IN PUBLIC TRANSPORTATION AND FREQUENTLY TRAFFICKED AREAS THAT ARE HIGHLY ACCESSIBLE BY BIPOC
FOOD APARTHEID	MARKET IS IN NOT A HISTORICALLY UNDERSERVED AREA AND IS LED BY PEOPLE OUTSIDE THE COMMUNITY	MARKET IS IN A HISTORICALLY UNDERSERVED AREA AND IS LED BY PEOPLE OUTSIDE THE COMMUNITY	MARKET IS IN A HISTORICALLY UNDERSERVED AREA AND INCLUDE SOME BIPOC LEADERSHIP	MARKET IS IN A HISTORICALLY UNDERSERVED AREA AND IS LED AND DESIGNED BY BIPOC COMMUNITY

FARMERS MARKET COALITION

Download a copy of this toolkit, meet the work group members, and find out how to book a speaker or workshop at:
https://farmersmarketcoalition.org/the-anti-racist-farmers-market-toolkit/



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