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Design by Doing in Louisiana Farmers Markets: Adaptive cycles, learning, and innovating in the time of the COVID-19 crisis

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Design by Doing in Louisiana Farmers Markets: Adaptive Cycles, Learning, and Innovation in the Time of the COVID-19 Crisis

Long Paper Presentation: RSD10

Friday November 5, 2021



Disclaimer

The views expressed in this presentation and on the following slides are solely those of the presenters and not those of any of the organizations named in the presentation.

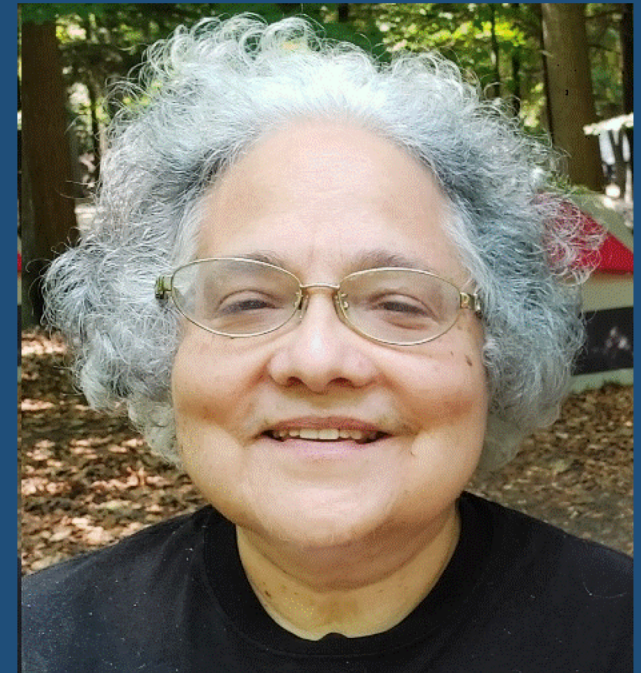
About the Authors



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- Questions for Analysis
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- Introduction to/Description of the Holling's Cycle
- Interpretation of the Modified Holling's Cycle to the Local Context
- Photographic timeline of the Holling's Cycle
- Implications for Iterative Learning through Evaluation in Public Health

Background: Crisis

To fight coronavirus in New Orleans, LaToya Cantrell issues 'stay home' mandate; here's what that means

BY KYLE WHITFIELD AND JEFF ADELSON | Staff writers PUBLISHED MAR 20, 2020 AT 4:40 PM | UPDATED MAR 20, 2020 AT 5:28 PM 3 min to read



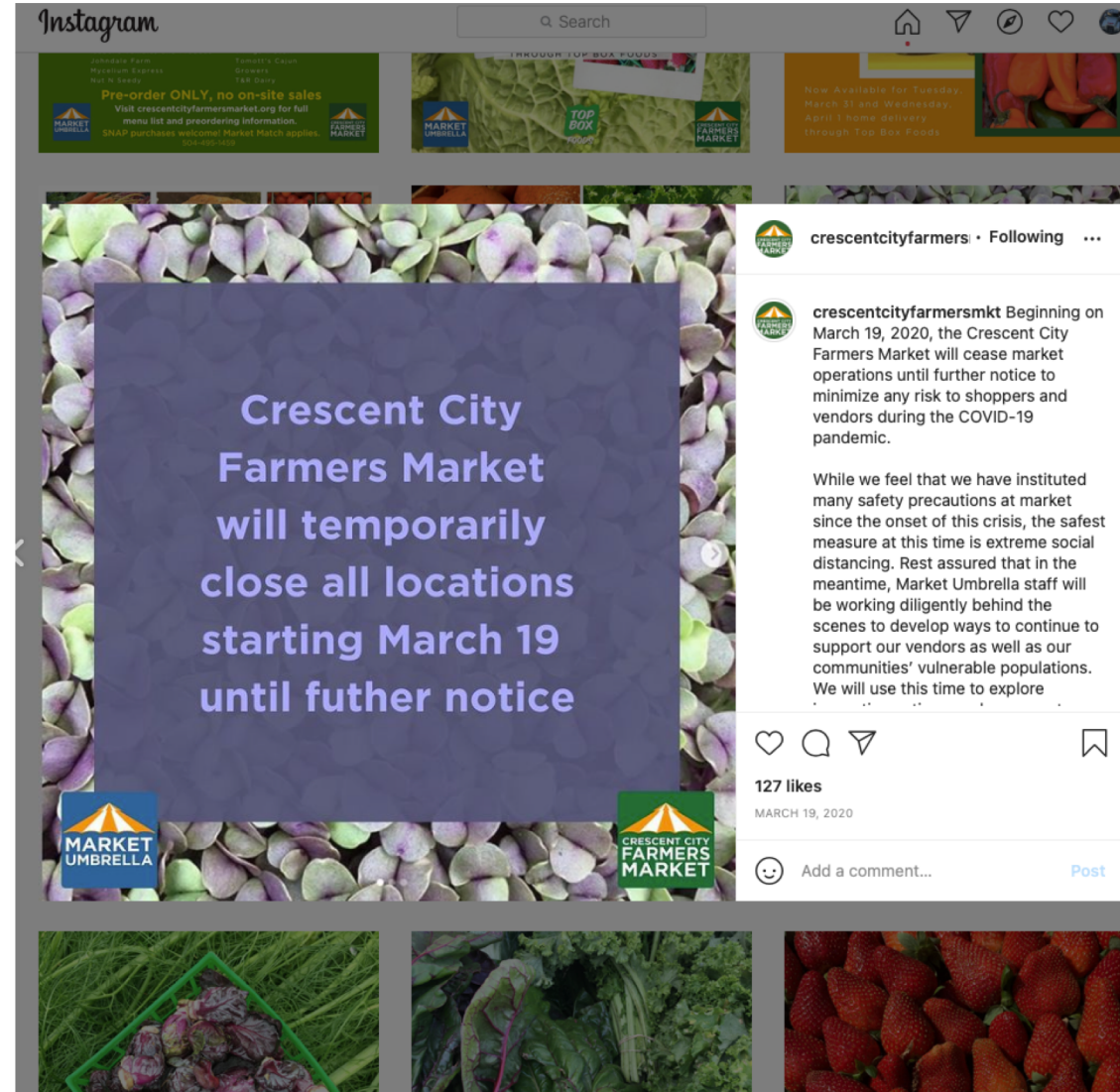
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Citing Kuhn, "...[n]ormal science ultimately leads recognition of anomalies and to crises. And these are terminated not by deliberation and interpretation, but by a relatively sudden and unstructured event like the gestalt switch" -Change. Watzlawick, Weakland, and Fisch (2014; pg. 41).

Questions

1. Did the farmer's market initiatives promote innovation in the food system?
2. What types of learning facilitated innovation? What other factors were facilitating innovation?
3. How did the situation with COVID-19 affect the ability of stakeholders involved with the farmers markets to learn and innovate over time?

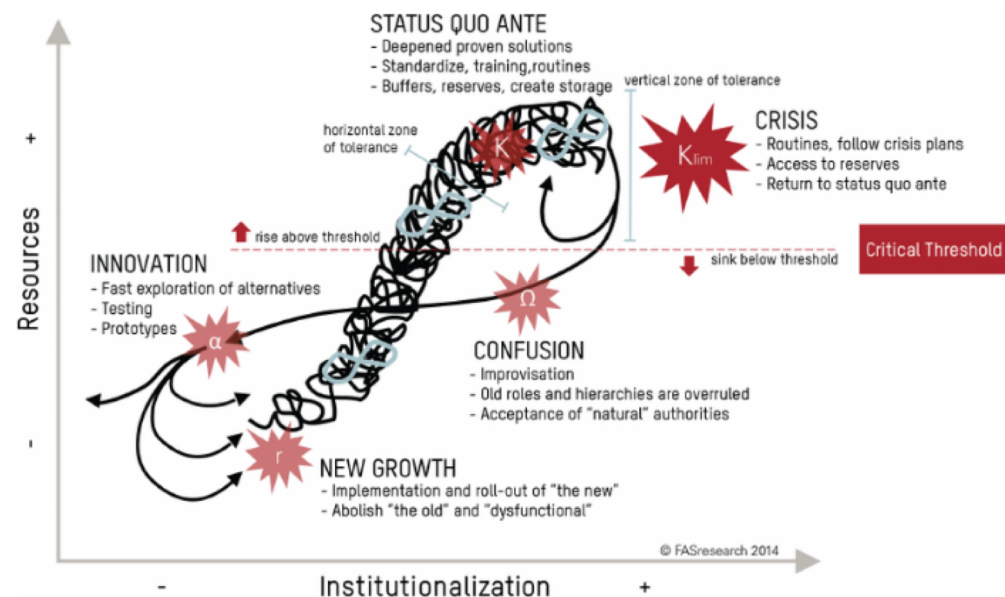


Methods

- Qualitative methods were used to conduct a systematic document review of items on healthylouisiana.org: Grant applications, grant reports, evaluation reports, and presentations (Giancola & Kendall, 2020; Louisiana Healthy Communities Coalition, 2021).
- The sources were placed into time-ordered matrices to analyze how the projects unfolded over time (Miles, Huberman, & Saldaña, 2020).
- Documents were coded with MaxQDA® to support thematic analysis, using a hybrid approach to coding (Fereday and Muir-Cochrane 2006).
- After coding the documents, time-sequence inconsistencies were observed between the initial event-state network diagrams and the actual sequence of events; those were revised.
- A modified Holling's cycle served as an analytic model to understand how innovation after a crisis unfolds over time (Fath, Dean, & Katzmaier, 2015)
- An iceberg analysis was applied to the data as an analytic framework to reveal underlying values and mindsets (Hall, 1976; Meadows, 2010).

Modified Holling's Cycle

The Adaptive Cycle

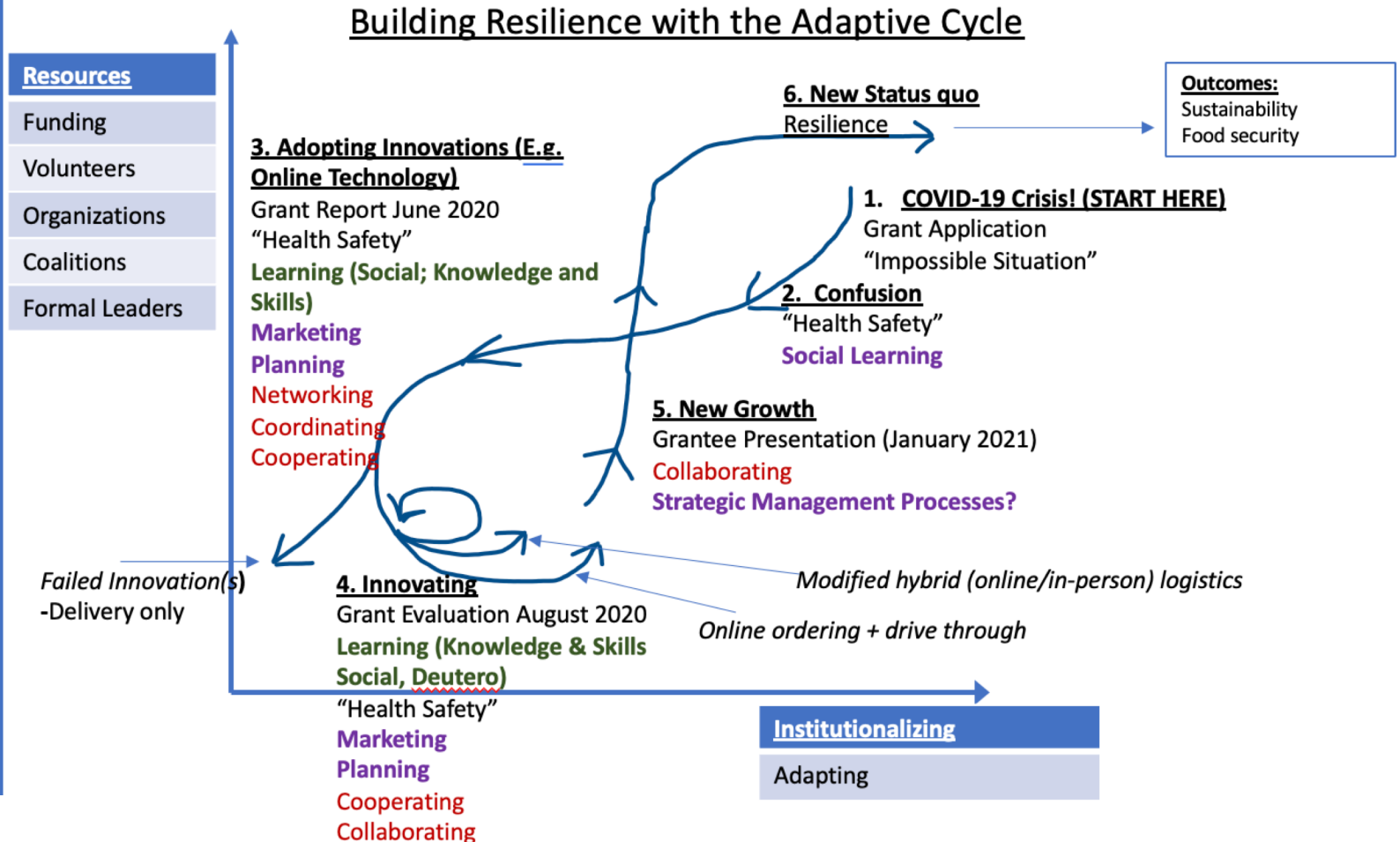


Adaptive cycle applied to social systems. Stages in this cycle are similar to ecological stages, from new growth to status quo, to confusion, and innovation. The differentiation between crises that remain within the threshold and those that lead to dissolution are indicated by the vertical range of tolerance.

The Adaptive Cycle in Steps

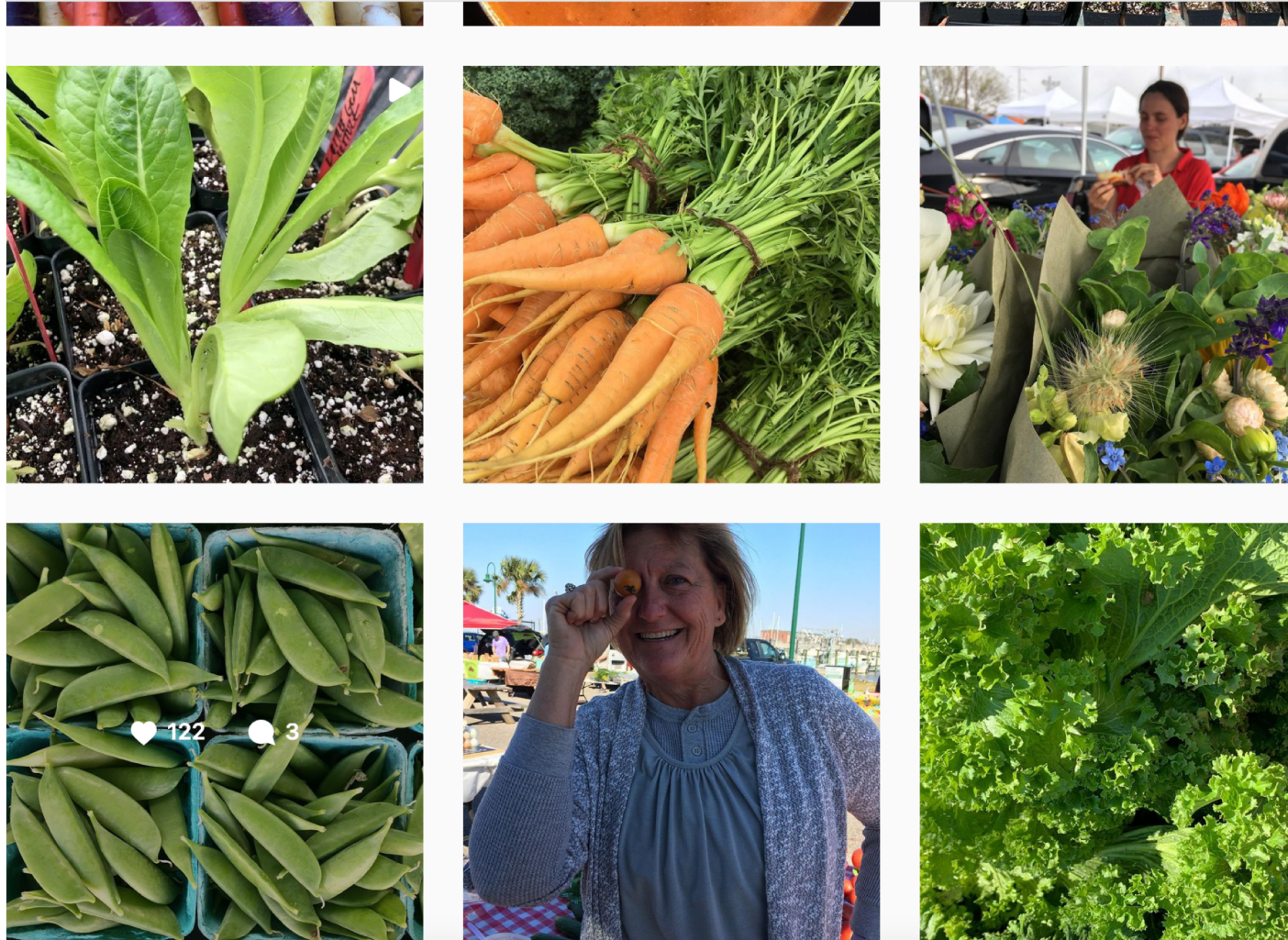
1. Status Quo Ante
2. Crisis
3. Confusion
4. Innovation
5. New Growth
6. Current/New Status Quo

Modified Holling's Cycle: An Analytic Framework



Instagram

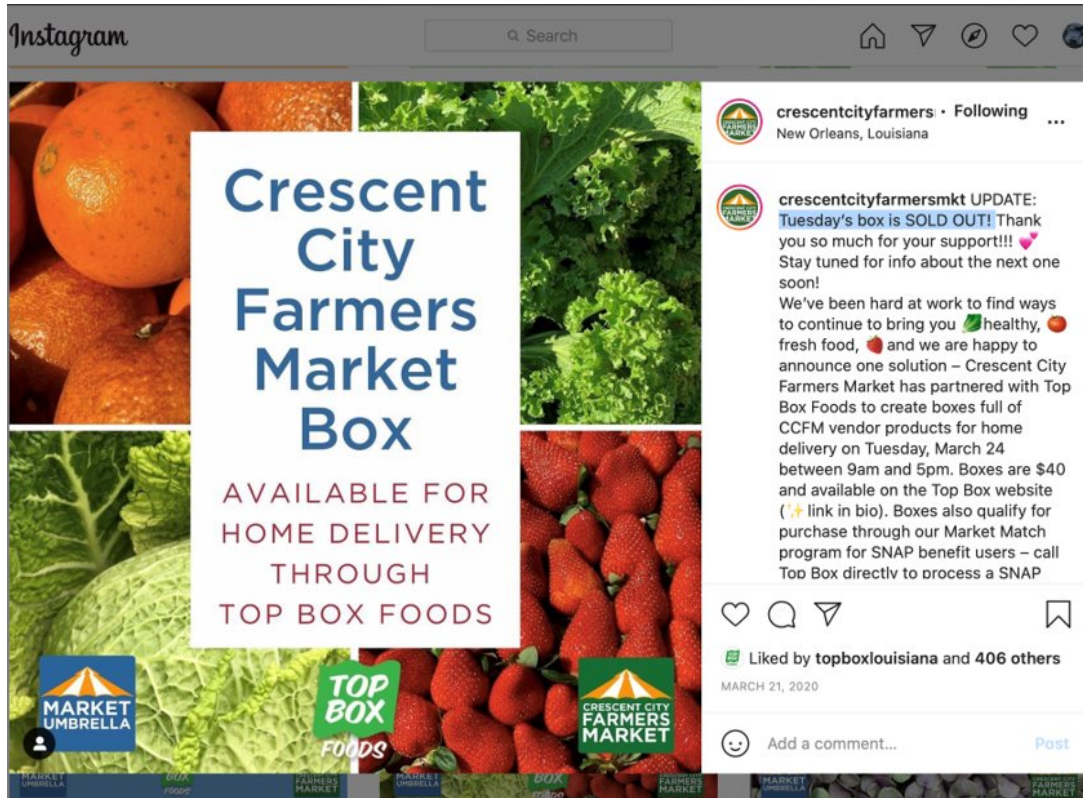
Search



Status Quo Ante

Crescent City Farmers Market. Retrieved from Instagram on October 22, 2021: <https://www.instagram.com/crescentcityfarmersmkt/>

2&3. Crisis & Confusion: April 2020



Crescent City Farmers Market. Retrieved from Instagram on 10/21/21
https://www.instagram.com/p/B9_51fpJtyr/

-Status quo ante was no longer viable

-Market managers participated in ongoing virtual meetings with food access coalitions

-Meeting spaces were a venue for resource sharing (e.g funding, ideas, experiences), including the grants that this presentation covers-

-A multi-sector, social learning space.

-Farmers markets engaged in internal social learning by working closely to identify innovations.

-“Health Safety” was an emergent, grounded construct and frequent phrase of vital importance.

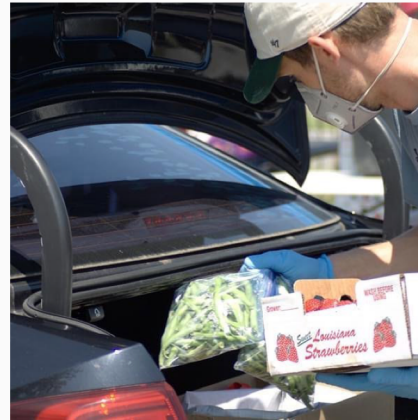
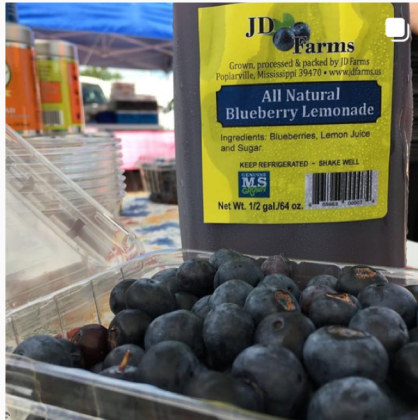
4. Adopting Existing Innovations: June 2020, Grant Report

- Cross-posting between Facebook and Instagram occurred.
- Marketing for SNAP/MarketMatch, via Facebook and Google ads, and branding.
- Market workers used personal protective equipment and practiced safe food handling.
- Many markets have training in safe food handling, so market staff adapted easily to adding protocols for personal protective equipment.
- The contactless technologies for inventory, logistics, and delivery required market staff to learn knowledge and skills to operate them.
- The farmers and market learned to wholesale with each other. The market staff learned to use paid advertising techniques with social media.
- Initially, the new FA&D model came together through local networking on calls, then coordinating resources and activities (e.g. freezer space, deliveries, etc.), and ultimately cooperation between organizations merging certain operations to get fresh food to the public.



Instagram

Search



4. Innovating: Online Ordering Delivery, Drive-through, Modified In-person



crescentcityfarmersmkt Calling all volunteers! We still have a few spots open for you lend a hand with the drive thru, pickup market this Sunday, March 31 at Parkway Bakery and Tavern! Visit our website (👉link in bio👈) for more info on how to sign up for a shift! And don't forget, pre-ordering for the market ends Friday night at midnight!

73w



Liked by [topboxlouisiana](#) and 61 others



crescentcityfarmersmkt Order your box of fresh CCFM produce before 5pm today for home delivery or pick up next Tuesday, July 28 with [@topboxlouisiana](#) For Market Match participants, choose "pay at pickup" and Top Box will contact you directly to process your SNAP payment and to receive your dollar for dollar match.

And orders close tonight at midnight for the drive thru, pre-order market for this Sunday, July 26 at Parkway Bakery and Tavern! *NEW MARKET TIME* - now from 7am - 11am! Visit our website 👉link in bio👈 for more info, including how to make purchases with a SNAP card and utilize Market Match to double SNAP dollars!



Liked by [topboxlouisiana](#) and 61 others



4. Innovating: Volunteers and Multiple Service Lines

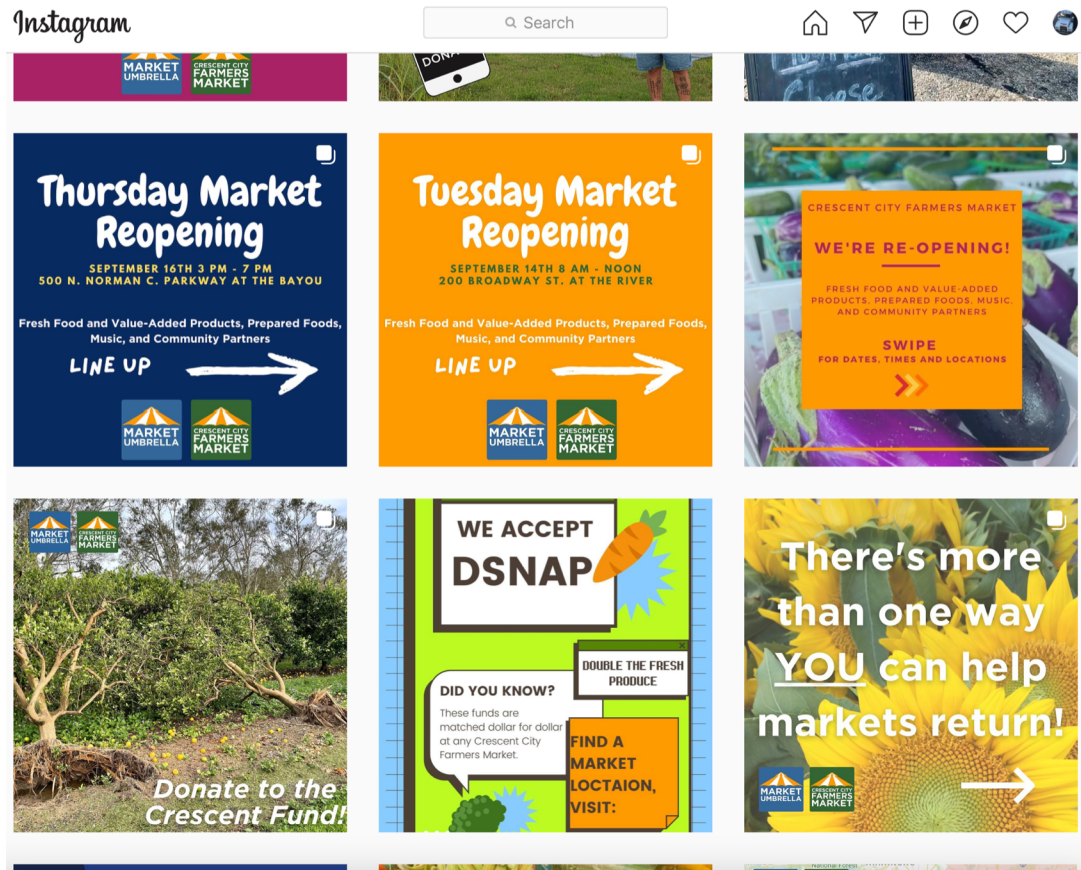
Crescent City Farmers Market: Retrieved from Instagram on 10/21/21 <https://www.instagram.com/p/CDCiR5SpQx3/>

5. New Growth

- As SNAP MarketMatch dollars thereby double SNAP purchases for low-income people and families.
- By January 2021, the presenter (to the coalition) reported increased local customers, increased revenues overall, adopting additional innovations (e.g. Constant Contact) to do more targeted marketing, and extended grant funding.
- The initial, home delivery model, is now used for customers with limited mobility, the immunocompromised, and those without access to transportation.
- Operating multiple business models has required a high level of collaboration with other organizations, farmers, businesses, volunteers, and local government (e.g. traffic logistics for curbside pick-up, use of public spaces).

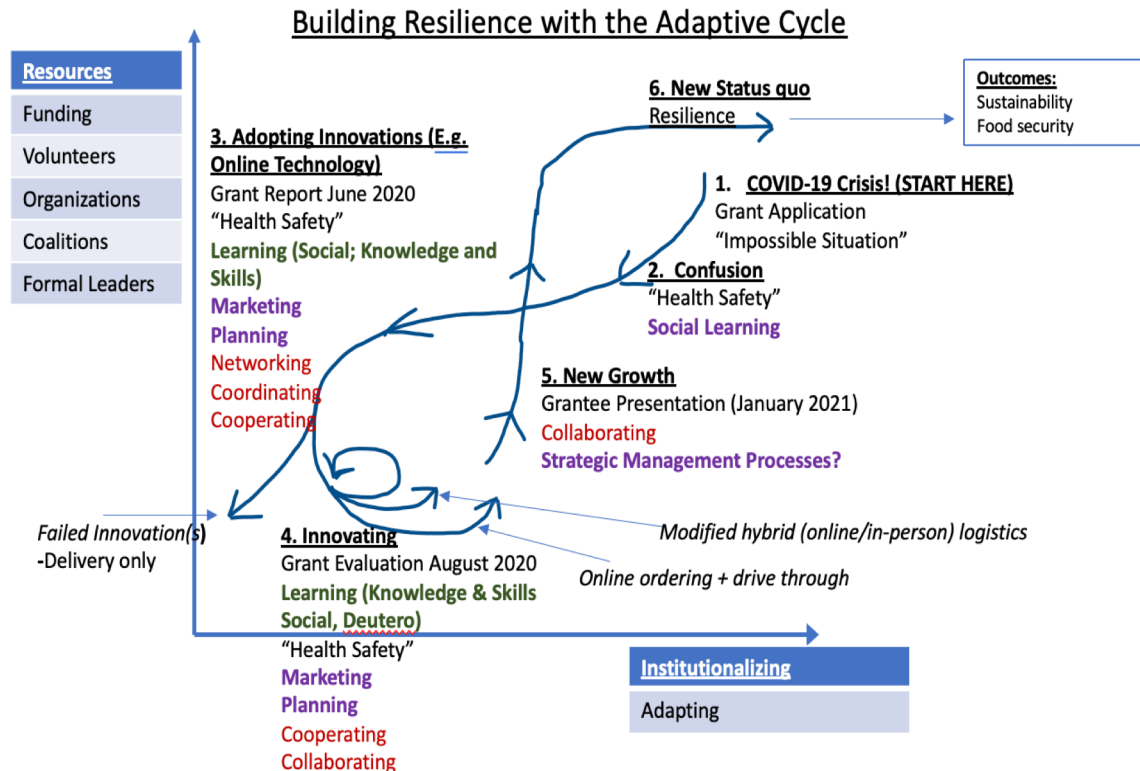


6. The New Status Quo



- The markets demonstrated resiliency through learning and adaptation.
- The new status quo is characterized by variety.
- Helping farmers and fishers recover from Hurricane Ida
- Helping those affected by disasters double their spending on fresh food.

Learning, Innovating, and Navigating the Adaptive Cycle



Evaluation (August 2020)	Innovation	<p>Partnership and resource sharing was vital (shared refrigeration, delivery, etc.).</p> <p>The grant gave the market the ability to experiment and build out other service lines such as the drive-through model.</p> <p>Targeted advertising brought in customers.</p>
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Grant Report (June 2020)	Social Learning	The market communicated with other markets via coalitions sharing resources and lessons learned
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Evaluation (August 2020)	Deutero Learning	"The ingenuity of our individual staff members who were able to change roles was critical"
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Presentation (January 2021)	Deutero Learning	"We continue to evolve and adapt. So, we've got kind of three or four different operation models now"
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Takeaways and Questions for Discussion

- Design of intervention here is not top-down (design expert facilitator-led), but emergent, adapting to a constantly changing environment
- Crucially dependent on learning –
 - Social learning involving a (requisite) variety of perspectives & building relationships (coalition)
 - Deutero-learning or learning how to learn, including reflecting on learning through building in time for reflection, evaluation of ongoing process & outcomes – evaluation as 8th step in systemic design toolkit?
 - Planning as not separate from implementation (design by doing), as in agile approaches
 - Qualitative analysis as supporting systematic reflection, evaluation, learning and extending innovation in a changing and challenging environment
 - Potential of rigorous qualitative & mixed-methods analysis for legitimating as well as clarifying improvisational, emergent, participatory approach to social intervention design
 - For disciplines concerned about evidence & rigor in the midst of a complex, sometimes chaotic context:
 - Building an evidence base for the apocalypse & how to meet it with resilience

Key References

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Thank You!

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