



2026 FARMERS MARKET BOARD BOOT CAMP

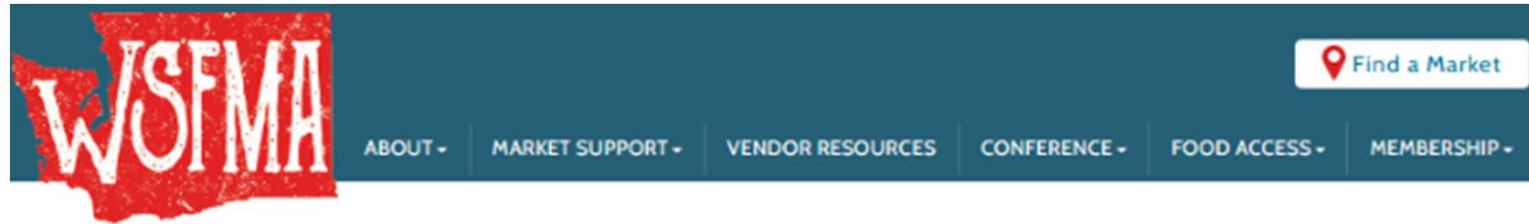


Welcome!

March 31, 2026

5:00 – 7:00 pm

Est 1979
 501 c3 nonprofit
 > 100 Member
 Farmers Markets
 2 staff & 10-person
 Board



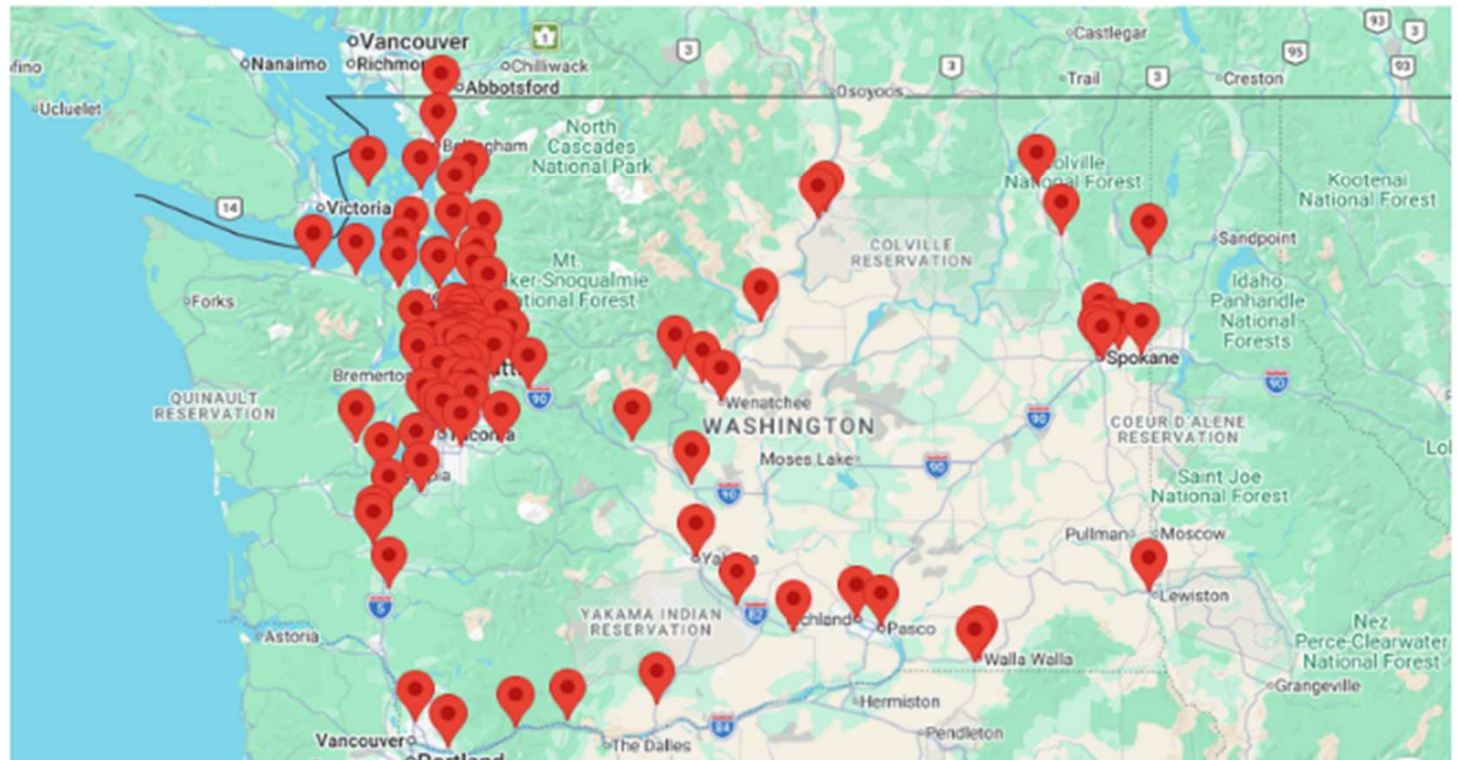
FIND A FARMERS MARKET

📍 Click red map pin or search list below map. Pick up a "Washington State Farmers Market Directory" at your market's Info Booth.

🍌 Check farmers market website or Facebook for vendors, special events, and other local updates.

🇺🇸 Click for Farmers Market Directories by Region in English, Spanish, Russian, and Vietnamese

County: Market Day(s): Months Open: Food Access:

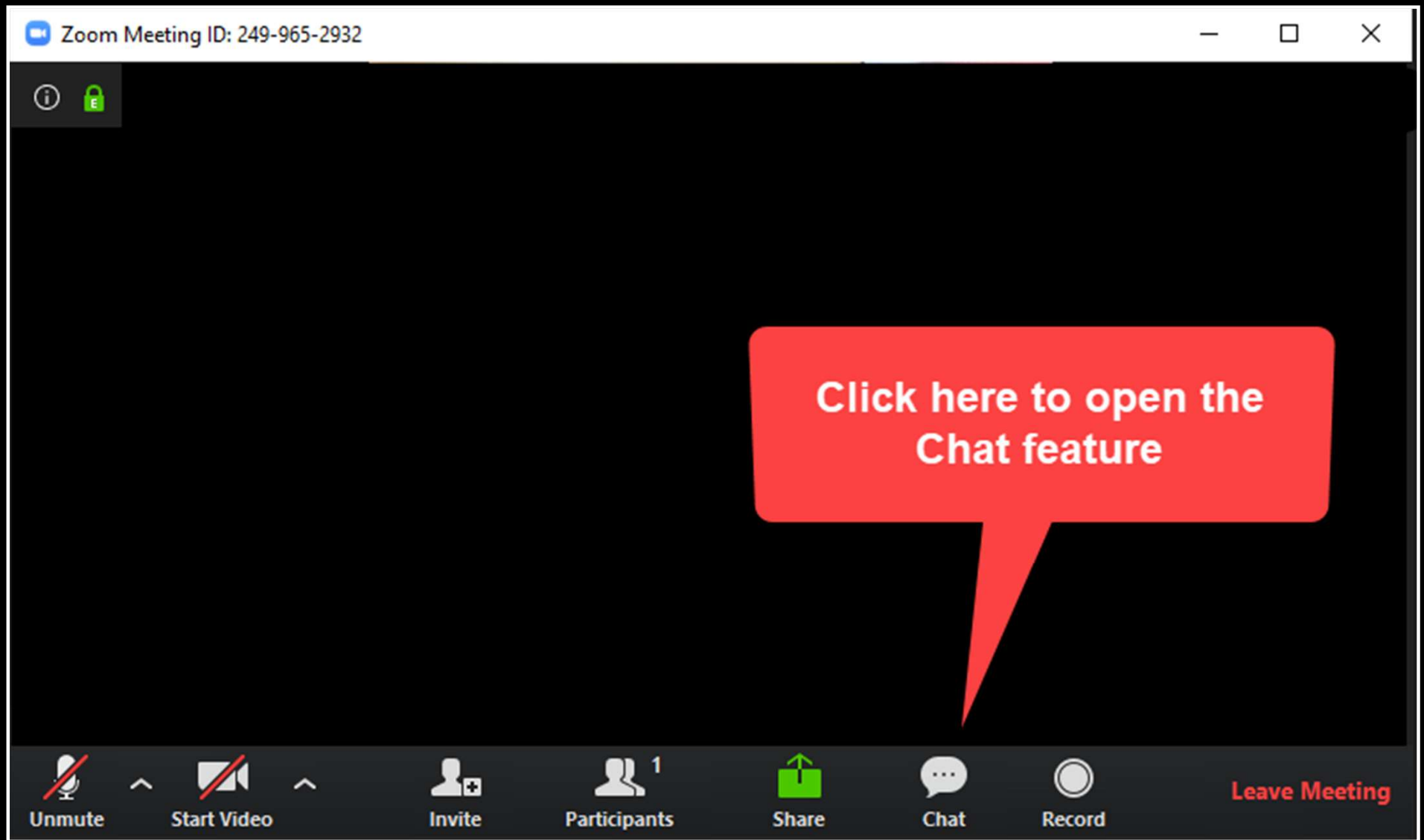


- Annual Application
- FM Data Reports
- FM Promotions
- Annual Directory
- Annual Conference
- Boot Camp (virtual)
- Monthly Member Market Meeting
- King County Farmers Market support
- Food Access support
- Advocacy



Farmers Market Promotion Program

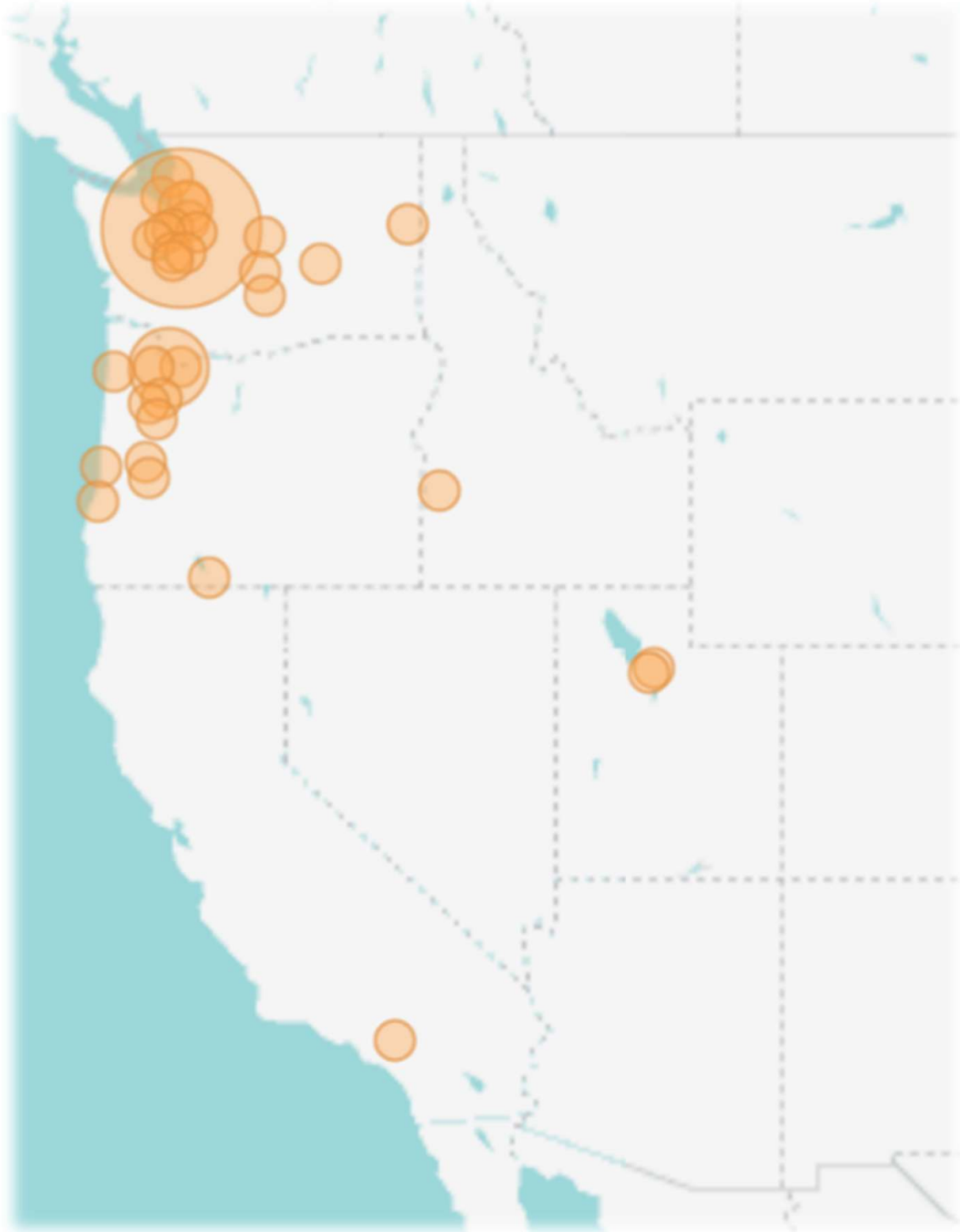
The 2026 Farmers Market Boot Camp was funded in part by a FMPP grant to the WSFMA from the U.S. Department of Agriculture (USDA) Agricultural Marketing Service. The contents of Boot Camp are solely the responsibility of the authors and do not necessarily represent the official views of the USDA.



Chat with Purpose



Where you're located





Shoreline FM





CARL SUDDENLY REALIZES THAT HE HAS WANDERED INTO THE NONPROFIT SECTOR.

Name

Where you are based

Market Name

Your Role

3 words about you



More



Breakout rooms

Name
Where you are based
Market Name
Your Role
3 words about you



More



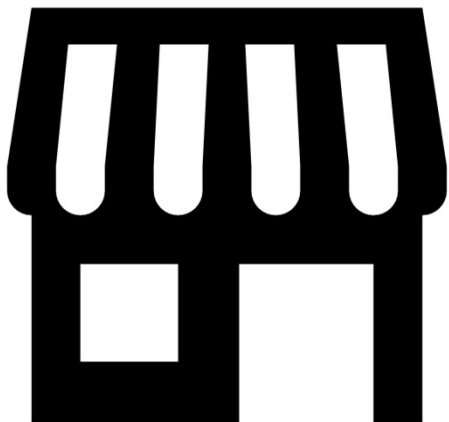
Breakout rooms

FARMERS MARKET

Ongoing
Organizational Work



Market Day
Operations



VENDORS



MARKET SITE



SHOPPERS



COMMUNITY



FARMERS MARKET ORG

Governance



BOARD MEETINGS

- Schedule
- Agenda
- Reports re Program (Market) + Financial + Committee Facilitation
- Minutes

OFFICERS

- Job Description
- Elections / Terms
- Exec Committee Mtgs
- Fiduciary oversight
- Planning oversight
- HR oversight

PLANNING & ACCOUNTABILITY

- Employees, Contractors, Volunteers
- Annual goals
- Long-term planning
- Fiscal / legal duties
- Annual Meeting (membership org)

ORG POLICIES

- Market mission
- Org bylaws
- Market policies & rules
- Employee policies
- Accounting policies
- Org practices: conflict of interest, doc retention, info mgmt



All materials mentioned or shared in chat will be available to you on the 2026 Boot Camp Resources page.

GENERAL SESSIONS

- [Boot Camp Presentation Slides for March 12, 2026 + PPT in Notes Format](#)
- [Who's Your Market Community? + Scavenger Hunt](#)
- [Boot Camp Presentation Slides for March 19, 2026 + PPT in Notes Format](#)
- [Washington State Day Presentation Slides for March 26, 2026](#)

VENDORS

- [Vendor Resources on WSFMA www](#)
- [Market Mix Planning Tool \(Excel\)](#)
- [Vendor Apps and Info from panel's markets: Cascade Community Markets, Renton Farmers Market, Bellingham Farmers Market, Boise Farmers Market, and Sedro-Woolley Farmers Market](#)
- [Vendor Rules & Policies examples from Ellensburg Farmers Market, Richland Farmers Market, Cascade Community Markets, Auburn Farmers Market and Neighborhood Farmers Markets \(Seattle\) includes Code of Conduct examples](#)
- [Vendor Liability Release Form \(often included in application\), example Gig Harbor Farmers Market](#)
- [Creating Market Rules \(UC Davis\)](#)
- ["Green Book" Handbook for Small and Direct Marketing Farms \(WSDA\)](#)
- [Shell Egg Producer Guidelines for Off Farm Sales \(WSDA\)](#)
- [Cottage Food Permit webpage \(WSDA\) and brochure](#)
- [Vendor Scales: WSDA Weights and Measures brochure in English and Spanish](#)
- [Cultivating Your Business Guide \(Univ of Idaho\)](#)
- [Establishing a Farmers' Market in Idaho \(2020\), includes section on permits, licenses, and regulations](#)
- ["Guide to Fresh Produce Signage Standards & Organic Integrity at Farmers Markets" \(WSFMA\), also in Spanish](#)

Farmers Market Roles

17% have multiple roles



**Manager or
Market Staff
17%**



**Vendor
9%**

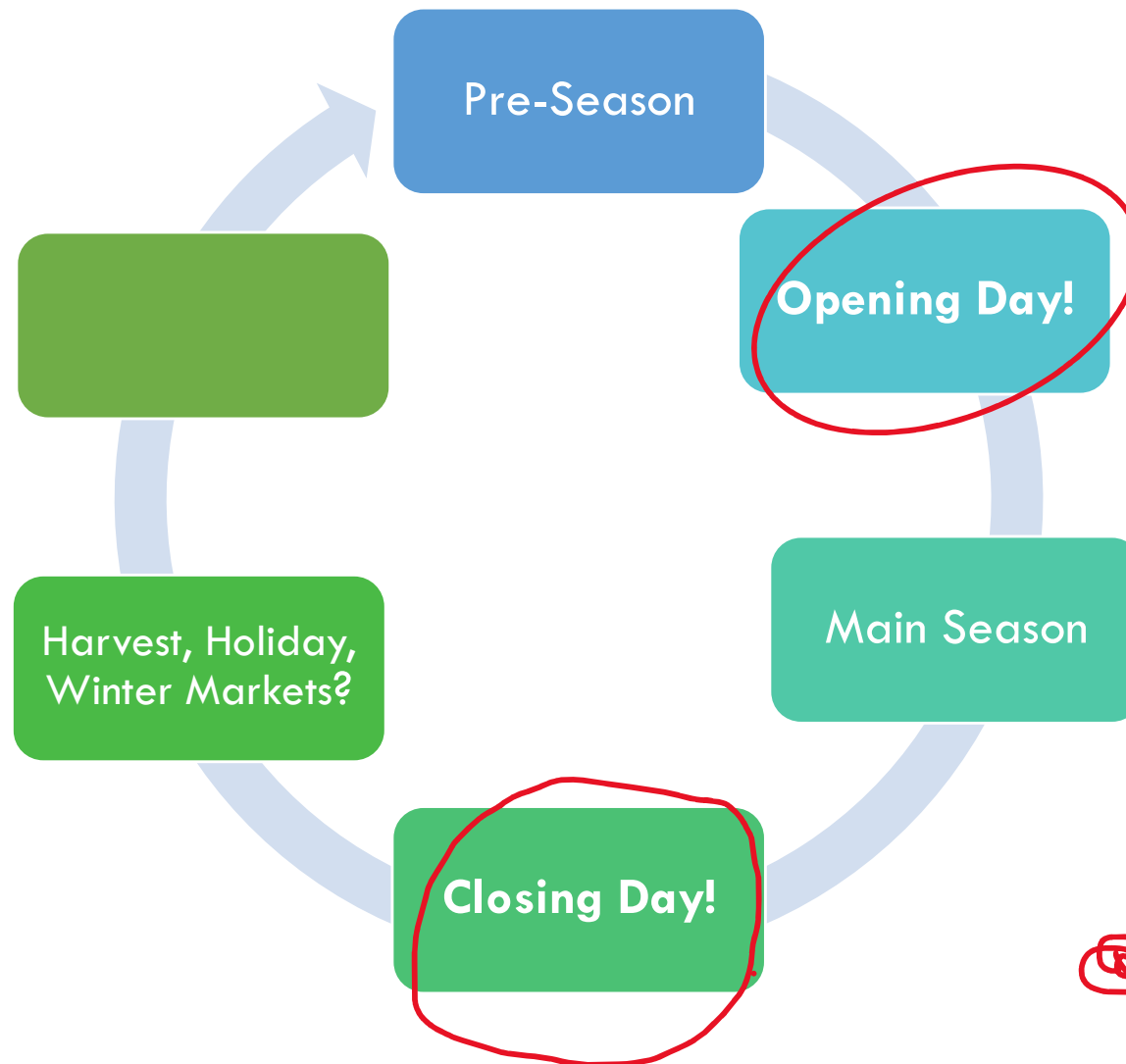


**Board
Member
80%**



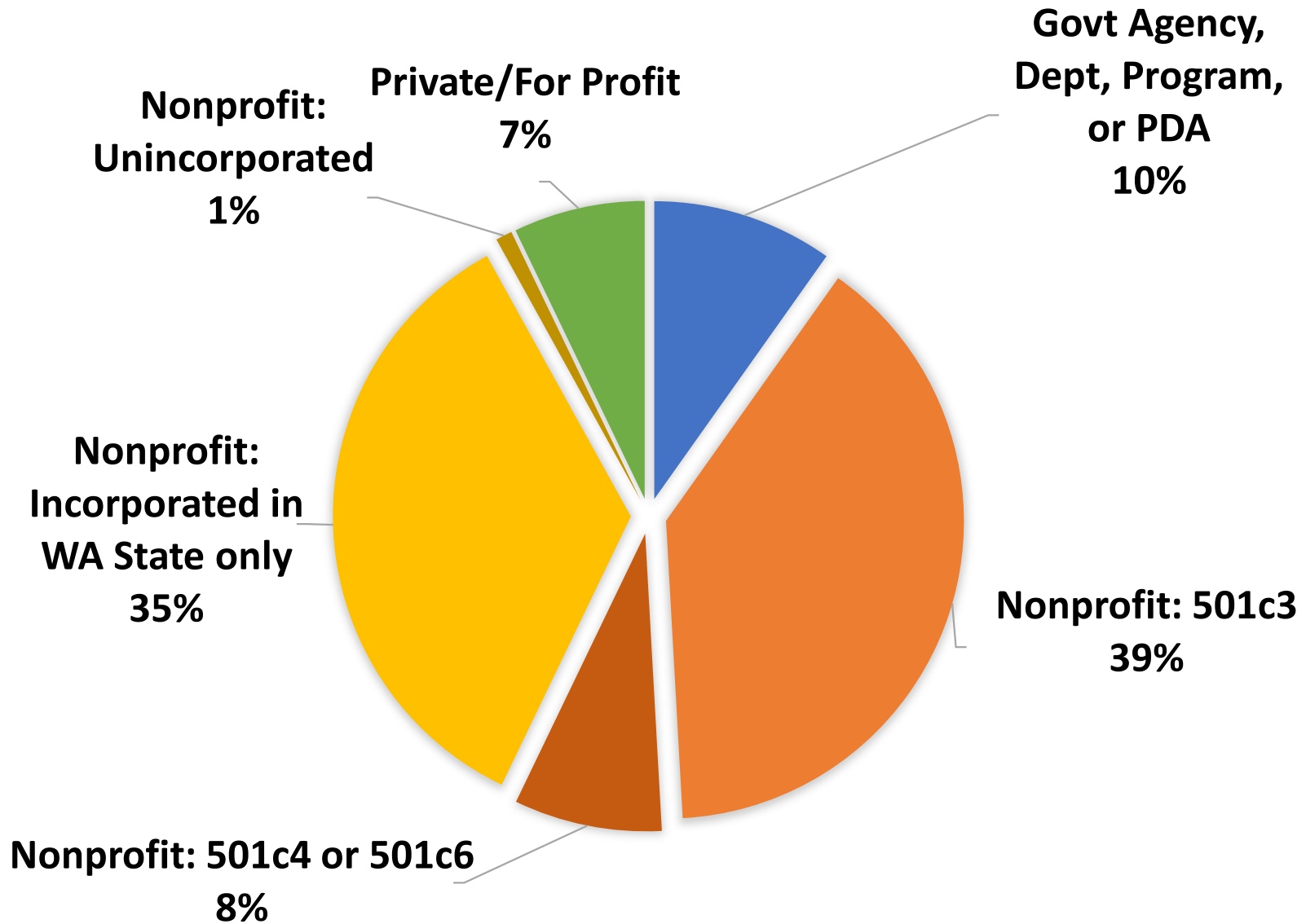
**Volunteer &
Other
4% each**

The Farmers Market Year

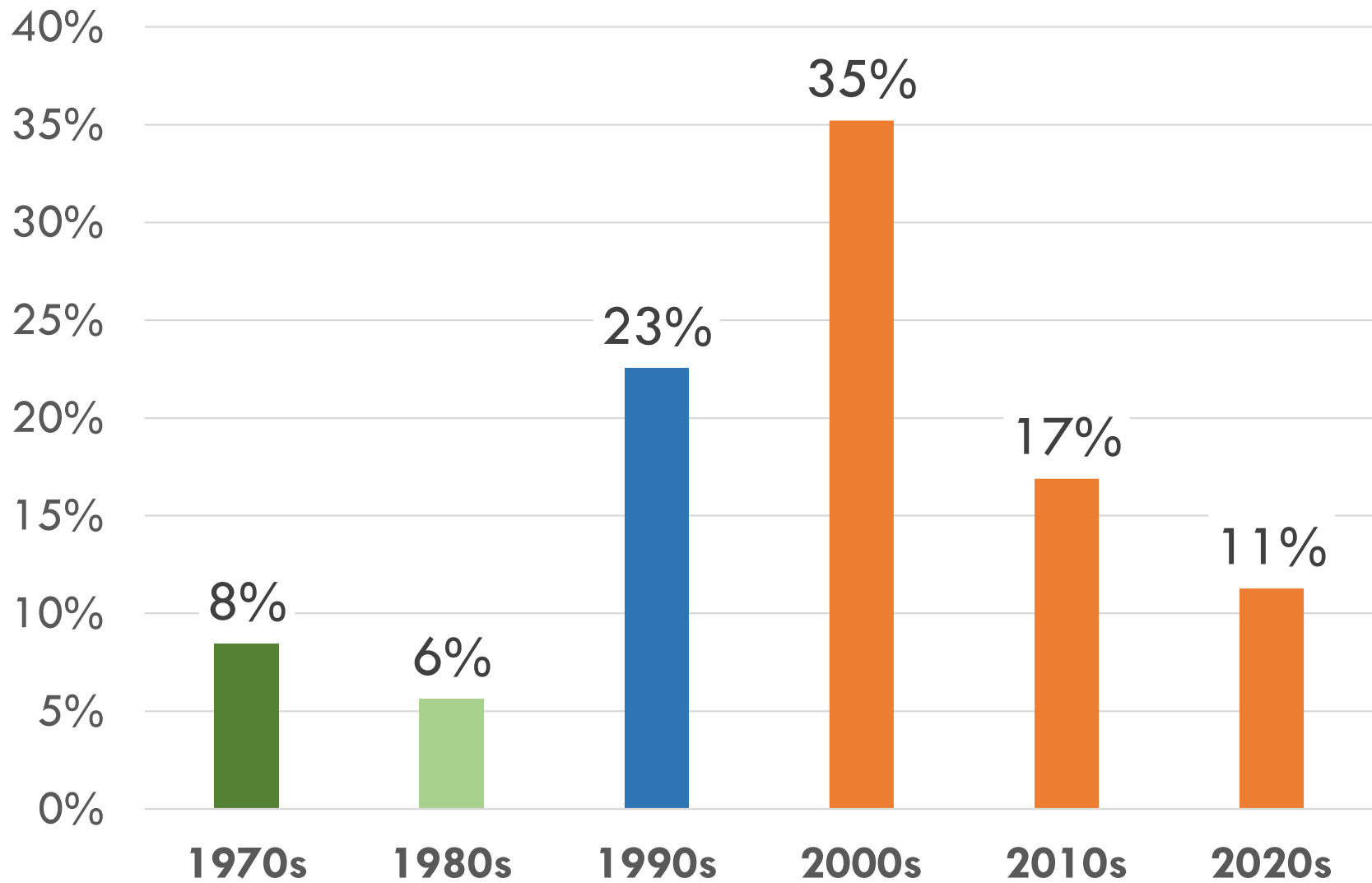


 Go to market!
😊

Farmers Market Organizations



Decade Farmers Market Started



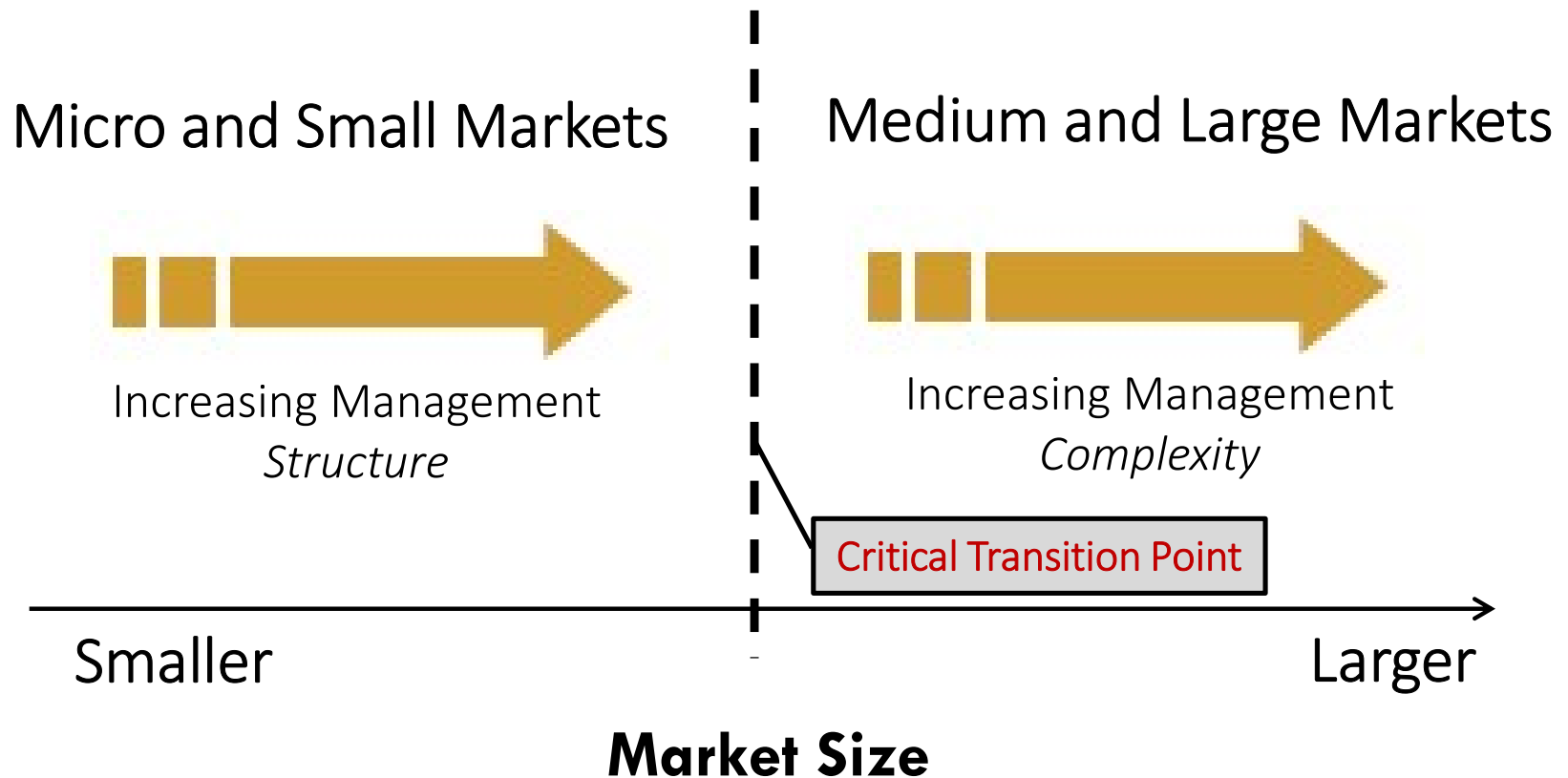
WASHINGTON STATE FARMERS MARKETS



*Getting Back
to our Roots!*



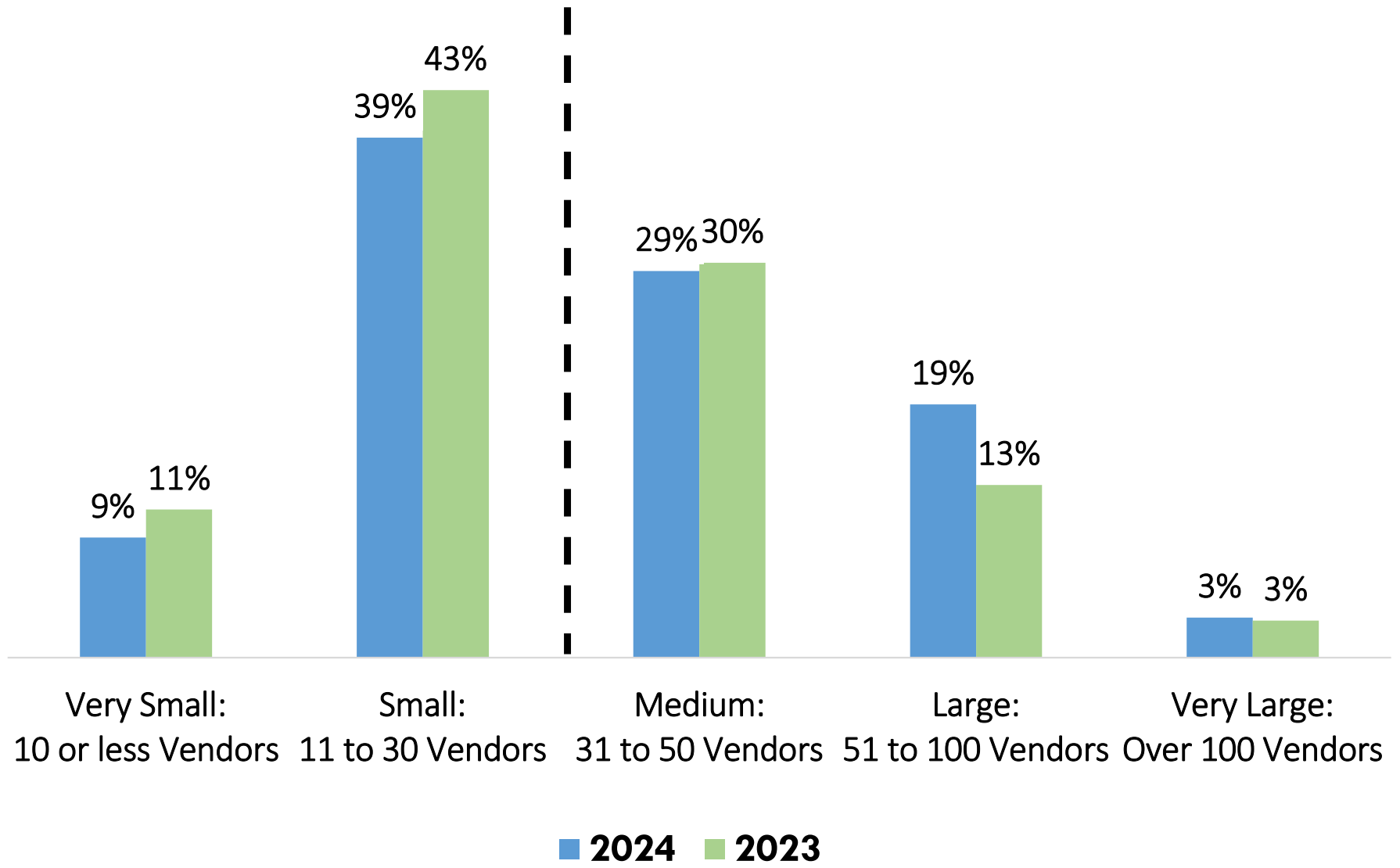
Critical Transitions in Farmers Market Lifecycle



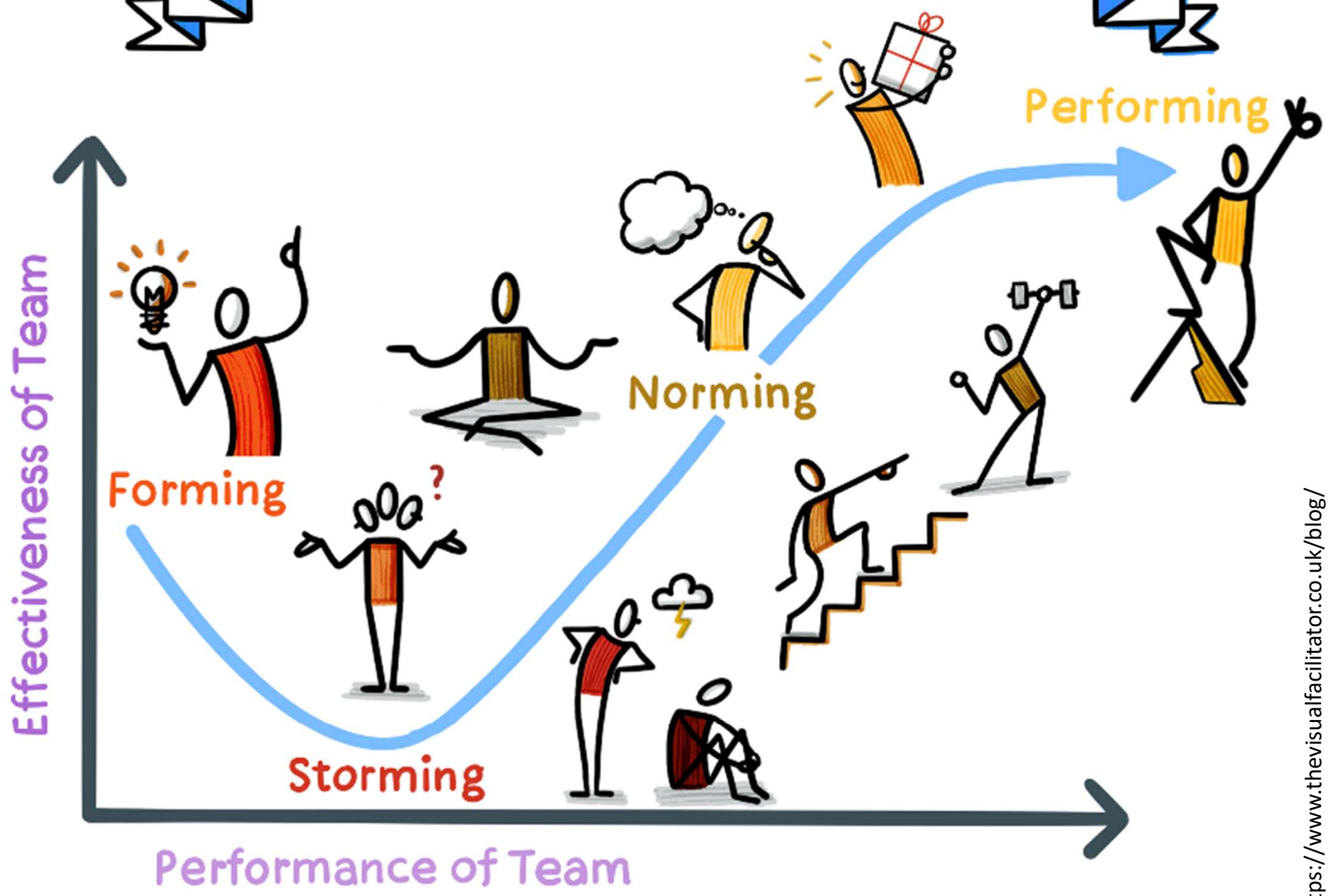
Source: Stephenson, Lev, Brewer (2007) "Understanding the Link Between Farmers' Market Size and Management Organization" OSU.

WSFMA Member Farmers Markets by Market Size

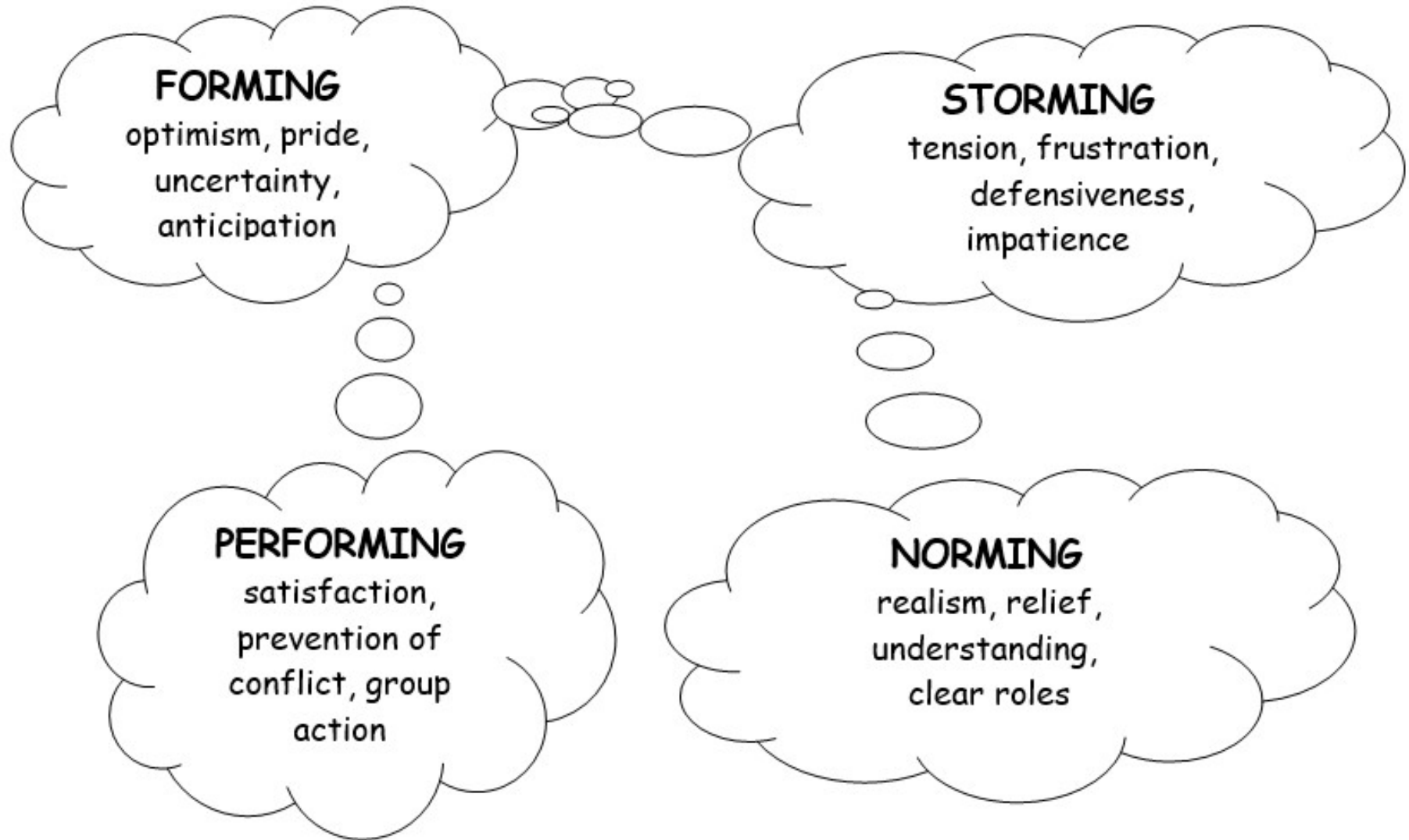
Based on Average Number of Vendors during Peak Season (n=99)



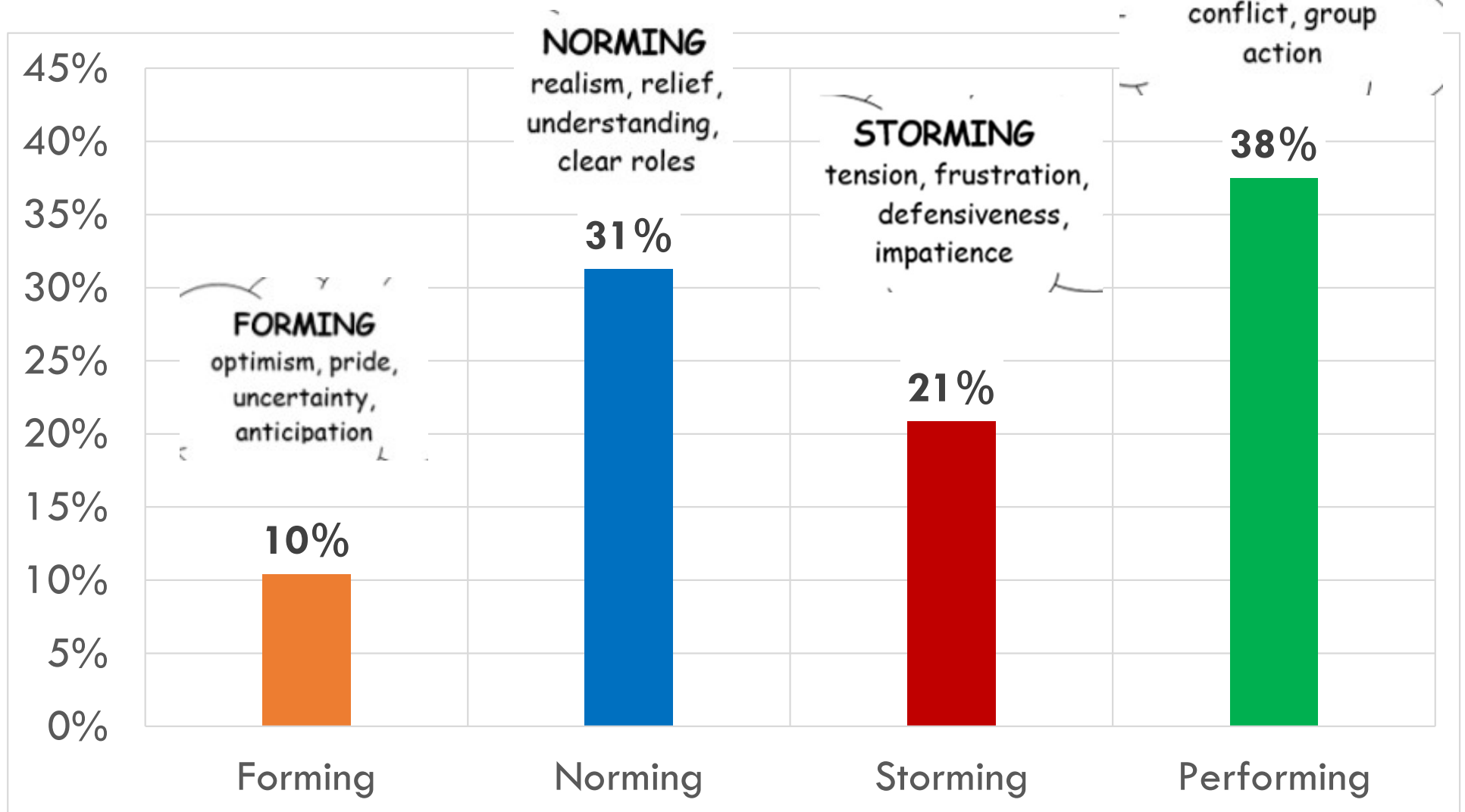
TUCKMAN TEAM DEVELOPMENT MODEL



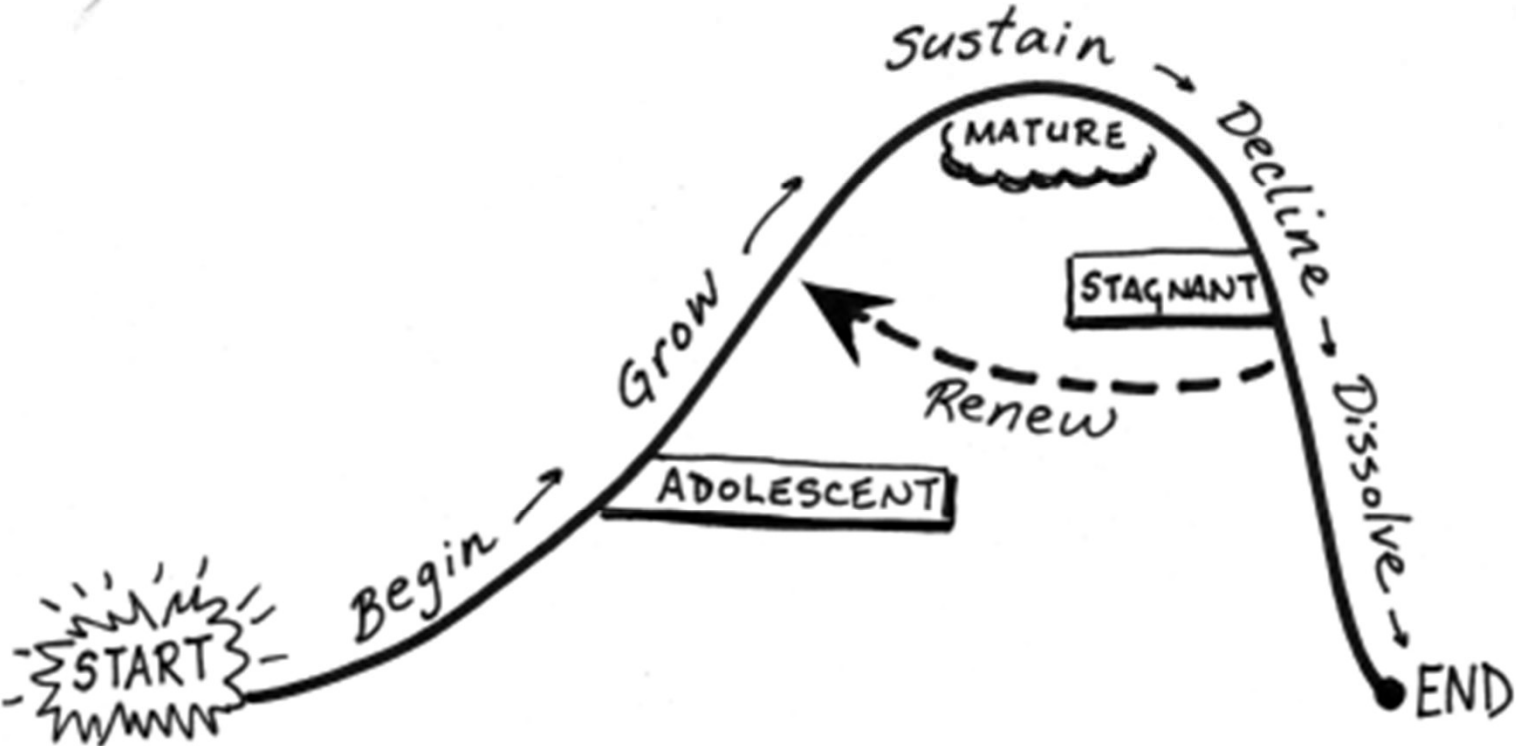
Normal Stages of Groups



WA FMs: Stages of Board Development



Nonprofit Life Cycle: Where are you?



Where are we?

WSPMA
BOD
4-2023



MONTHLY MTGS

OFFICER ROLES

COMMITTEES

COMMUNICATION

KNOWING "job"
as BOD member

BOARD recruit +
retention

ANNUAL MTG-

E.D. Support

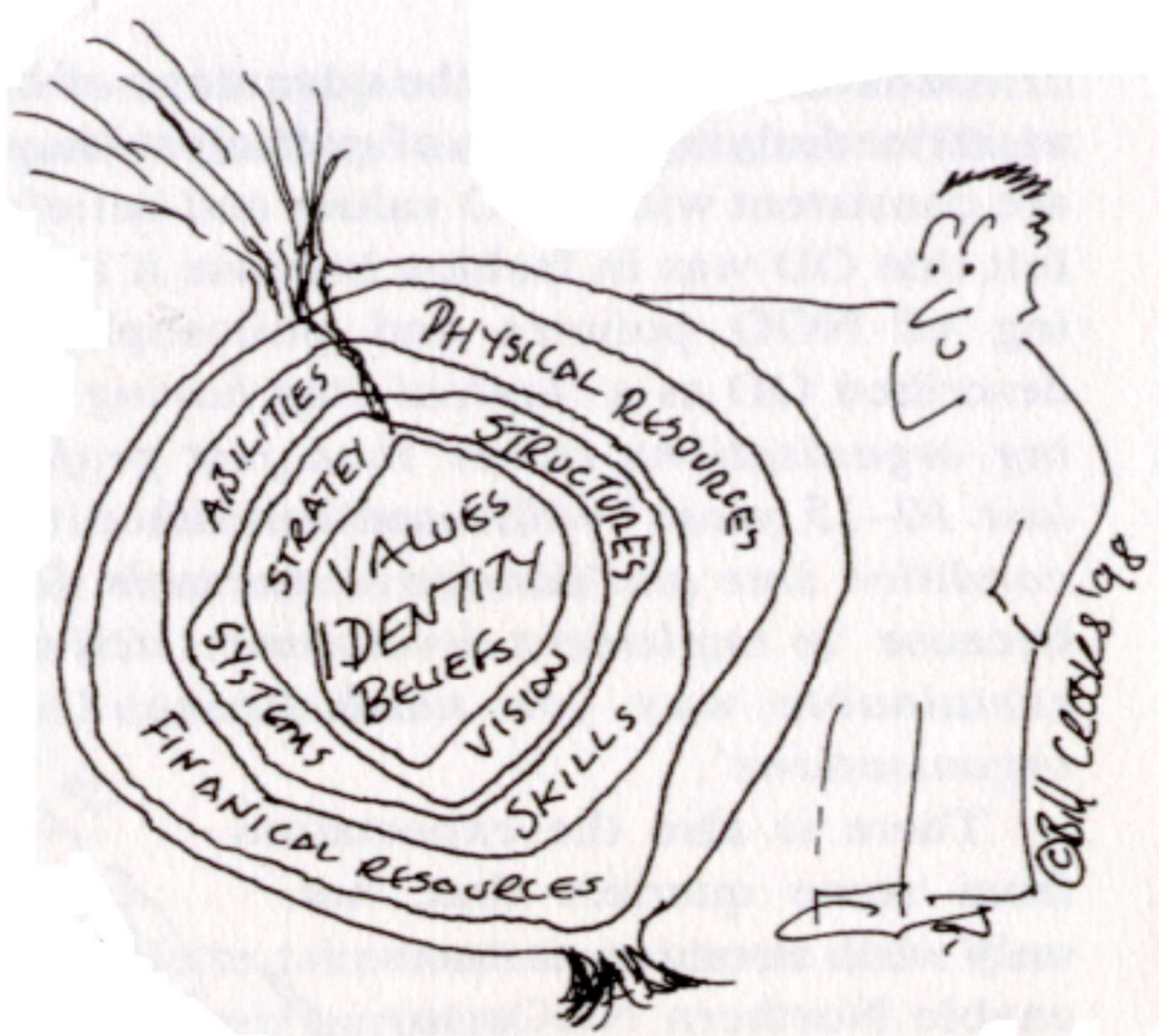
FUN Together!

UNDERSTANDING
of PROGRAMS

FINANCIAL oversight

R/L





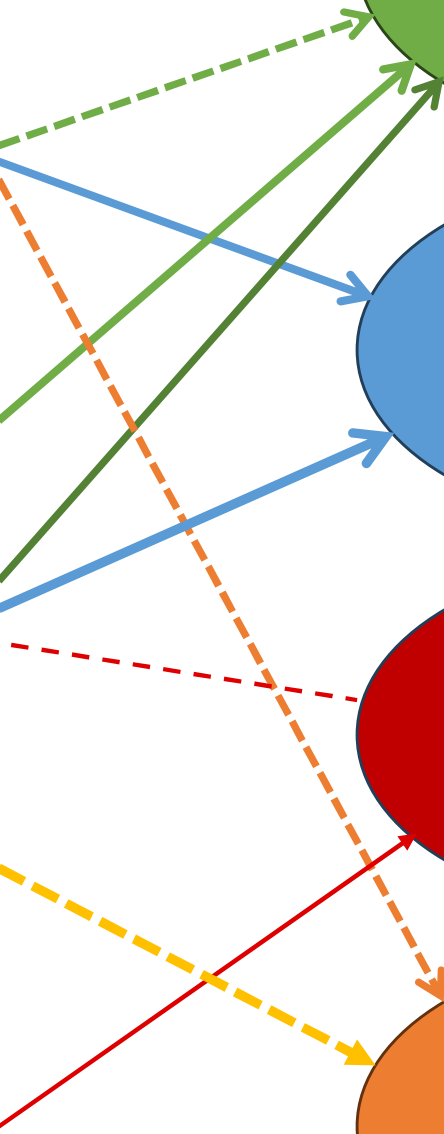
YOUR HATS
BOARD MEMBER
VENDOR
VOLUNTEER
ADVOCATE / COMMUNITY MEMBER
SUPERVISOR (BOD OFFICER)

**AT FARMERS
MARKET**

**AT BOARD
MEETINGS**

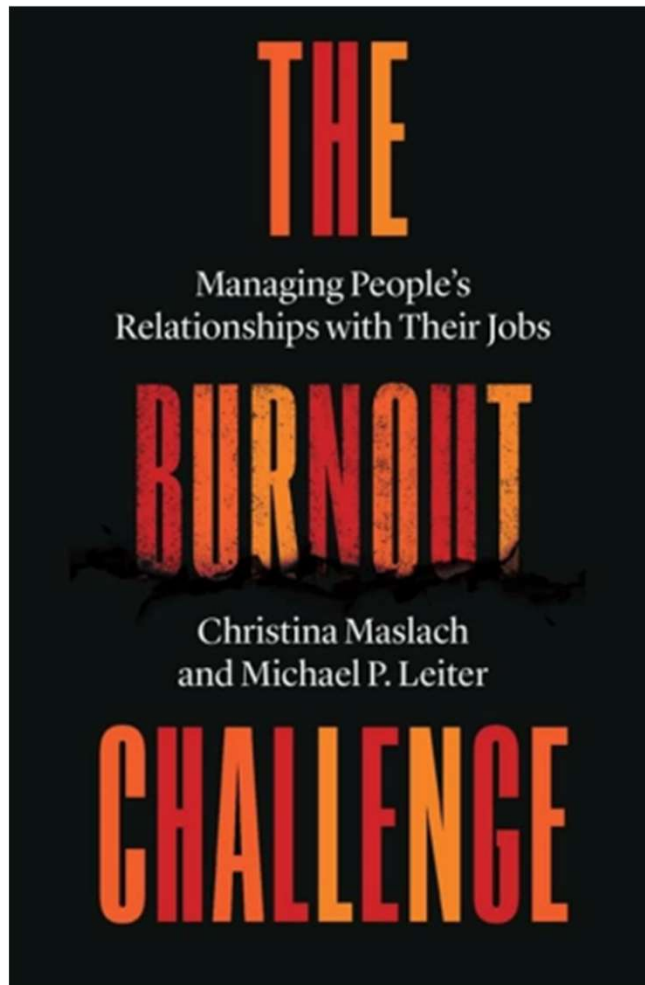
**1:1 with
EMPLOYEES /
CONTRATORS**

**PUBLIC /
PARTNERS &
FUNDERS**





Assessing Your Own Relationship with Work (Maslach and Leiter)



1. **Workload**
2. **Control**
3. **Rewards**
4. **Community**
5. **Fairness**
6. **Values**

Six forms of “mismatch”

“Positive states”

- 1. Work overload.**
- 2. Lack of control.**
- 3. Insufficient rewards**
- 4. Breakdown of community.**
- 5. Absence of fairness.**
- 6. Value conflicts.**

Sustainable workloads

Ample choice and control

Gratifying recognition and rewards

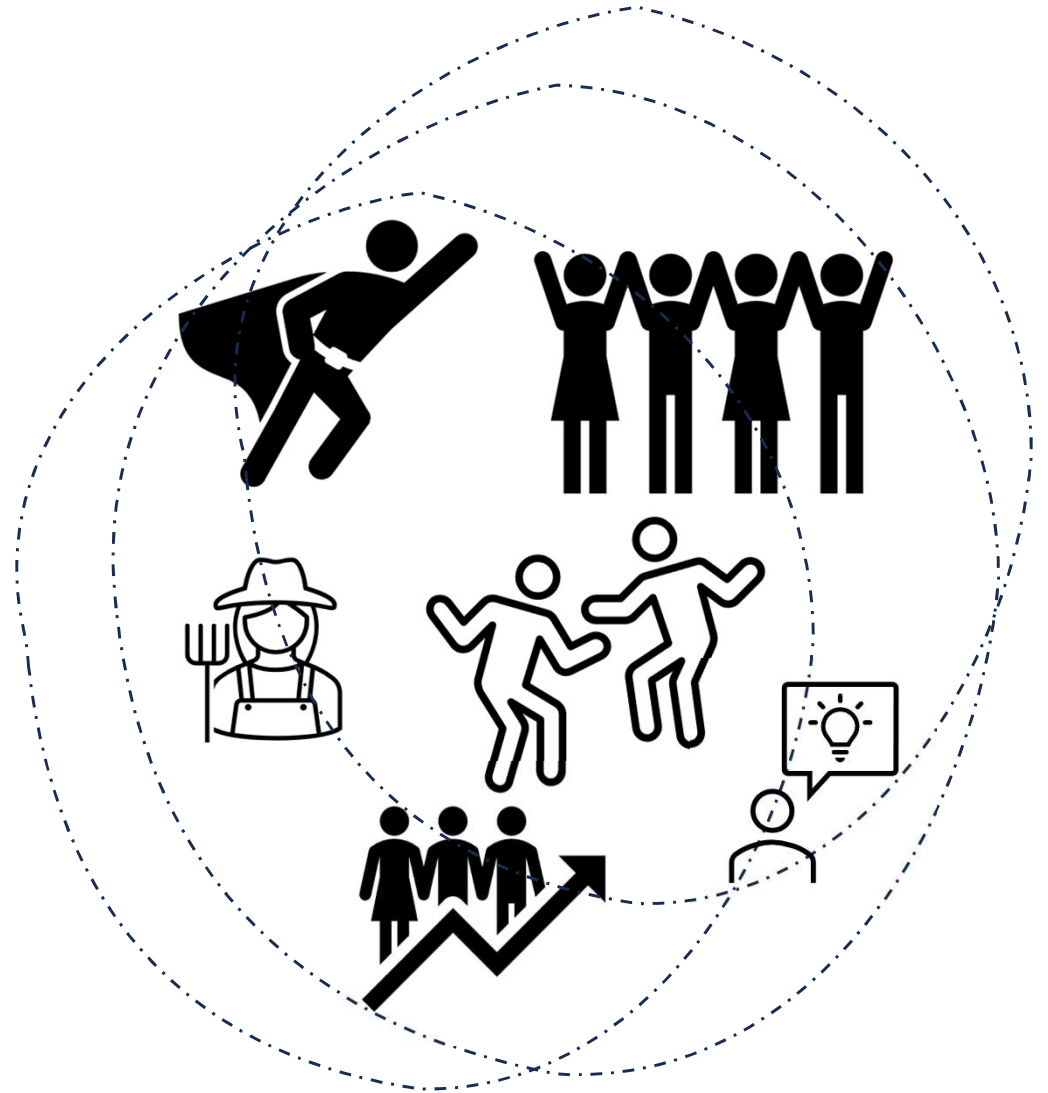
Supportive work community

Norms of fairness, respect, and social justice

Well-aligned values and meaningful work

Cultural Essentials For Farmers Market Boards

1. Communication
2. Good Meetings
3. Decision Making
4. Stewarding Work
5. Celebrating Wins!



**Example of successful
communication?**

**With each other?
With market staff?**



More



Breakout rooms

Board vs. Board Members

Govern Together

Strategic thinking
Financial & legal oversight
Evaluate executive director
Board self-management



Support as Individuals

Ambassador to community
Advise executive director
Bring connections
Raise funds



Does your Board function as a team or a group?



Team



Group



Speak with one voice

During the meeting



After the meeting



B R E A K

Back in 5 minutes!



Board of Directors

manager



Shoreline FM

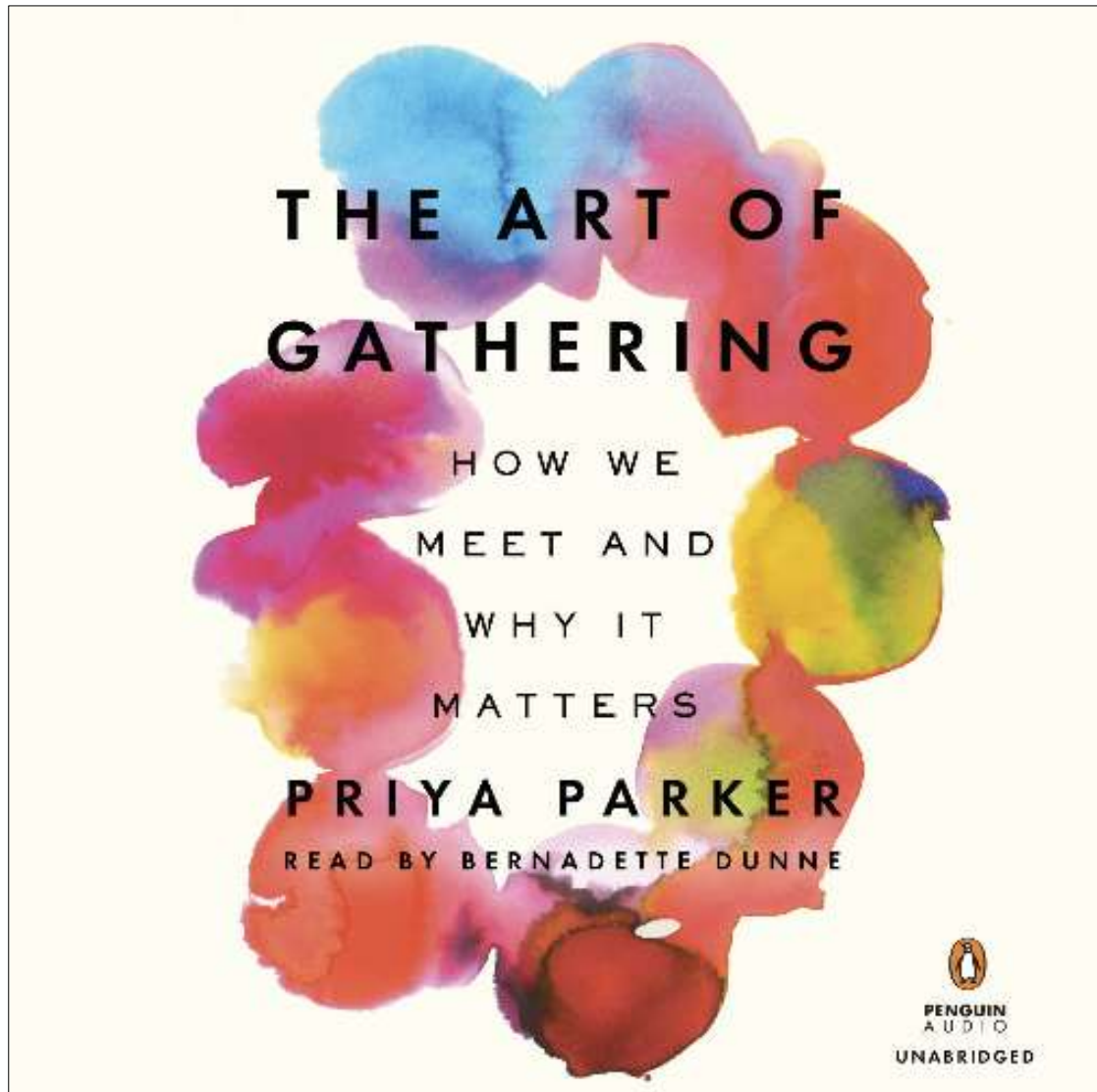


Informed Board (governing board)	Consulted (governing board)	Collaborative (operations board)	Hands On Working Board (operations board)
Programs and Operations are led by Market Director/Senior Manager	Led by Market Director & senior Staff	Co-Led by Market Manager, Staff & Board	Board-Directed Possible with Seasonal Staff or Contract Support
Director provides high level information to board.	Get and Incorporate Feedback	Active partnership in planning and execution	Board members take active operational roles when needed
One way communication FM Director → Board	Two-way communication with feedback loop Manager ↔ Board	Two-Way communication Manager ↔ Board	Two-Way communication Seasonal staff/volunteers ↔ Board
Board reads reports and gets status updates.	Board provides input before decisions are made.	Shared responsibility for outcomes.	Direct involvement in implementation.
You will be informed about the work of the Farmers Market <i>Example: Regular operational updates, vendor statistics, shopper trends, grants</i>	Staff will seek board input and incorporate feedback <i>Example: Annual budget, market schedule, plans</i>	Board and staff work together throughout the process <i>Example: Strategic planning, major market decisions</i>	Board members lead specific initiatives or operations <i>Example: Special projects, interim coverage for staff day off, transitions</i>

Running an efficient meeting

Item	Duration	Lead
Welcome	5 minutes	President
Approve minutes (vote)	2 minutes	President
Mission Minute / Program Update	10 minutes	Market Manager
Review financials	10 minutes	Treasurer
Committee Reports - Events Committee - Finance Committee - Development Comm.	10 minutes each	Committee chairs
Action Item Review	5 minutes	Secretary
Adjourn Regular Meeting		President
Executive Session	10 minutes	Board only

From Laura Skelton, 2025 WSFMA Conference



4 C's

Container
Connection
Content
Closure

+ prep

+ follow up

Board Meetings



- Identify meeting format
- Use consent agenda if possible
- Use mixed participation methods to facilitate conversation, decision-making, learning
- Incorporate board development with regular cadence
- Establish shared norms and revisit those
- Do not re-hash every document sent in advance - build a culture of pre-work to focus meetings on strategy
- Provide pauses to allow people to process information
- Observe: who participates the most? the least? Why might that be and how could you shift that?
- Keep minutes of all board meetings
- Keep a record of actions taken by board
- Keep a record of all actions taken by committee (if have them)
- EMAIL votes: need 100% of all non-conflicted board members, and all to approve (RCW 24.03A.570)

Common Decision Making Methods

Command and Decree

Consult

Vote

Consensus

Important Questions

1. Who cares?
2. Who knows?
3. Who must agree?
4. How many people is it worth involving?

What a Board Needs to Vote On

Monthly (or each meeting)	Annual Voting	As Needed
Approval of minutes	<ul style="list-style-type: none">▪ Election of Officers▪ Annual budget▪ Annual compensation of the Market Manager or most senior staff position▪ Approval of 990 submission to the IRS (if org is a 501c nonprofit)	<ul style="list-style-type: none">▪ Approval of new Board members▪ Depending on finance policy, expenditures beyond budget▪ Hiring or firing of top staff position▪ Adoption of strategic plan▪ Change in mission and/or vision statements▪ Change in bylaws▪ Dissolution or merger

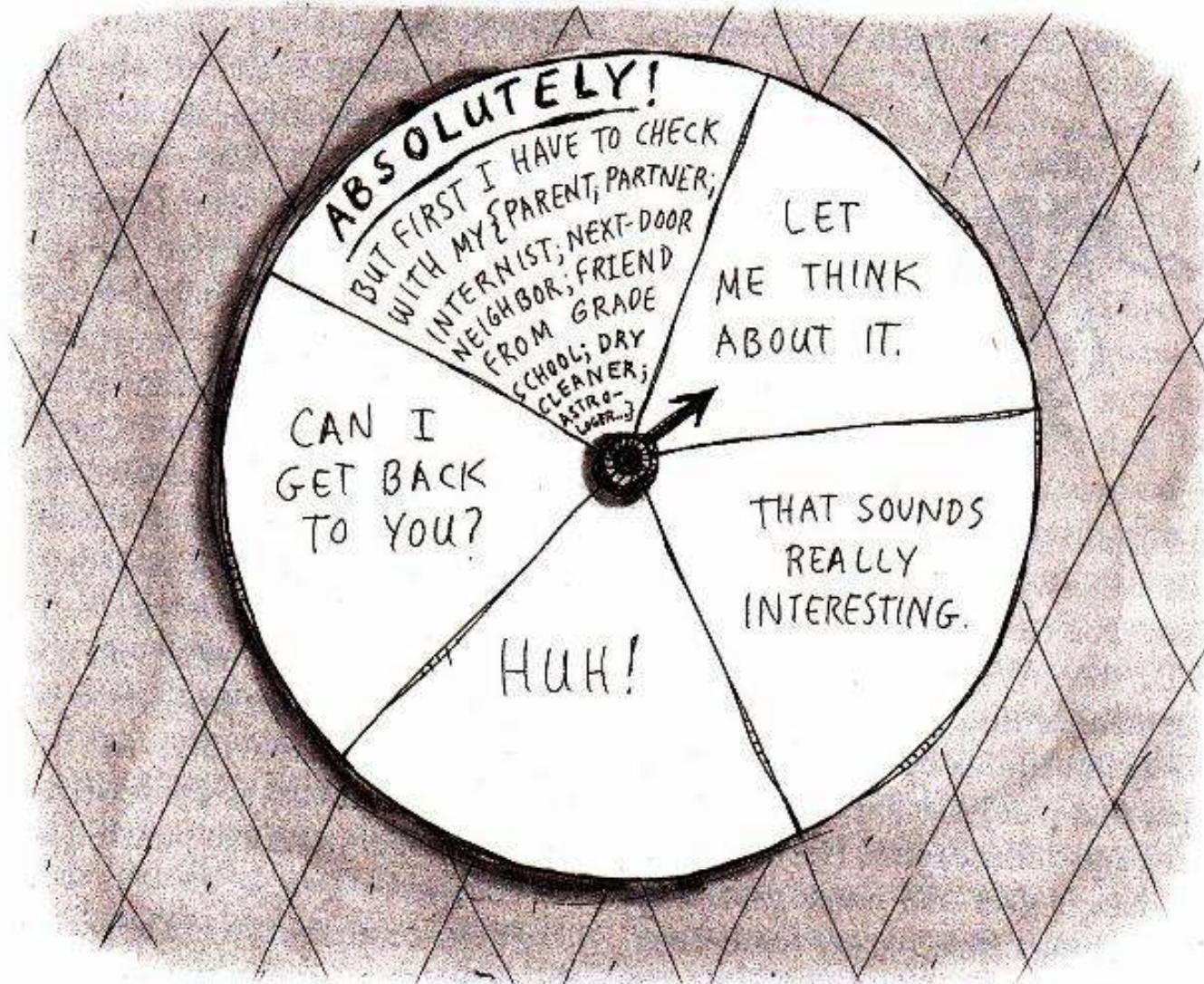
What Gets Groups Ready to Decide?

1. **Shared Understanding:** Common perception of the problem, facts, and desired outcomes
2. **Psychological Safety:** Environment where all can speak honestly without fear
3. **Clear Decision Rights:** Established process and authority for making the decision
4. **Sufficient Information:** Right amount of relevant data, properly presented
5. **Purpose Connection:** Understanding why the decision matters to larger goals

What Keeps Groups From Deciding?

1. **Fear of Being Wrong:** Risk aversion and perfectionism
2. **Unclear Criteria:** No agreement on how to evaluate options
3. **Hidden Agendas:** Unstated personal interests or politics
4. **Analysis Paralysis:** Endless research and information gathering
5. **Too Many Options:** Cognitive overload from excessive alternatives
6. **Ambiguous Authority:** Confusion about who decides and how
7. **Conflict Avoidance:** Prioritizing harmony over progress

THE WHEEL OF NO



R. Chis

Fiduciary Duties of Board Members



Duty of Care

exercise time and care when making decisions so assets are used prudently

Good Samaritan rule



Duty of Loyalty

act in best interest of organization and not in own interest

Conflict of interest



Duty of Obedience

make sure organization always follows law (including own bylaws)

Follow the law

The new WA Nonprofit Corporation Act (Jan 2022) added a **Duty to Share**. “Board members must share information with the Board if they have information that is important to the operations or relates to a violation or probable violation of the law involving the organization.”

Conflict of interest

What is best for me...
What would help my
business/organization...

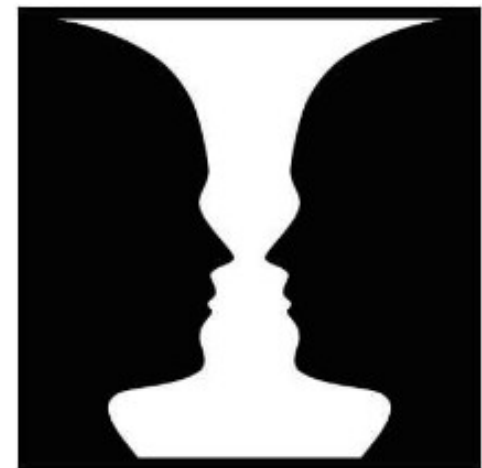
What is best for the nonprofit
on whose board I serve

Impartiality
Loyalty

Declare it
Manage it



BAD MAN



PERCEPTION OF BAD

Board of Directors

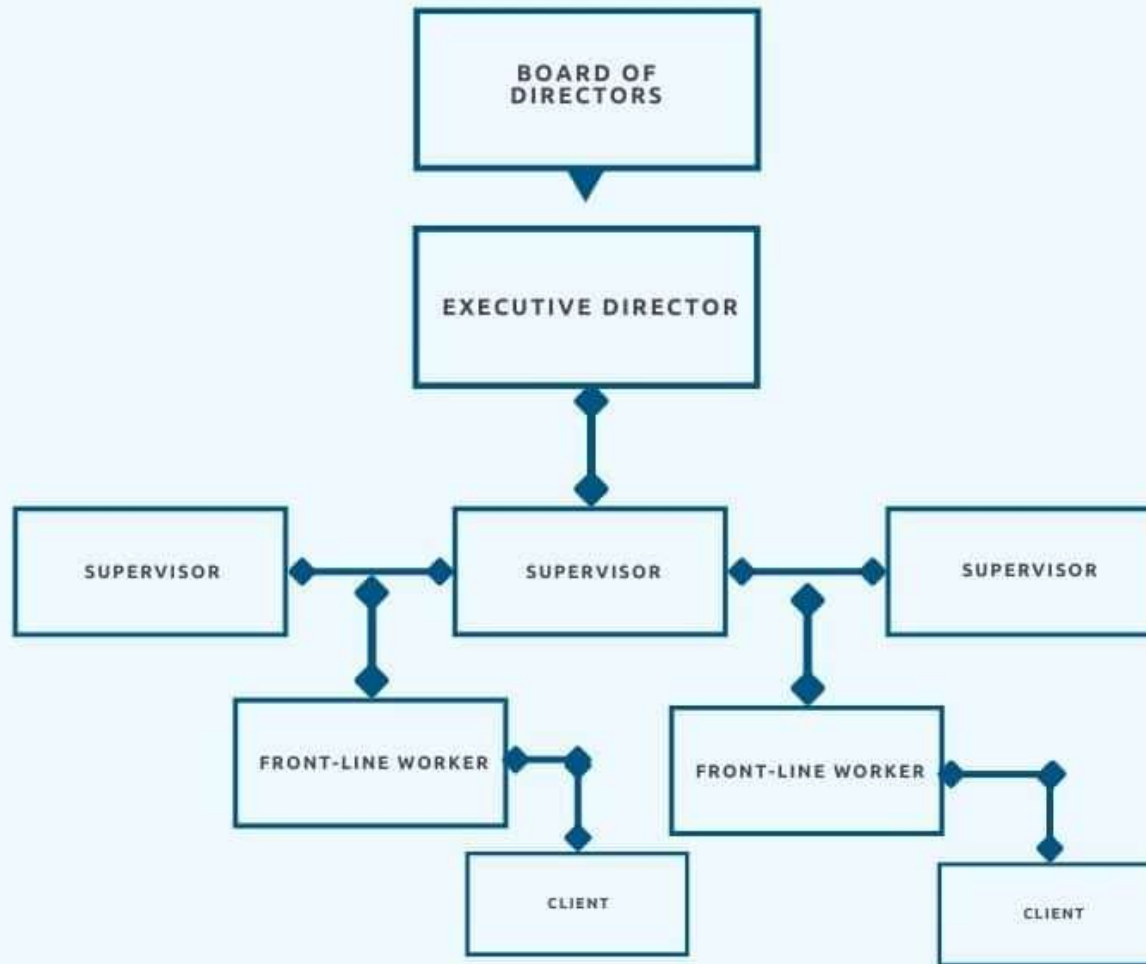




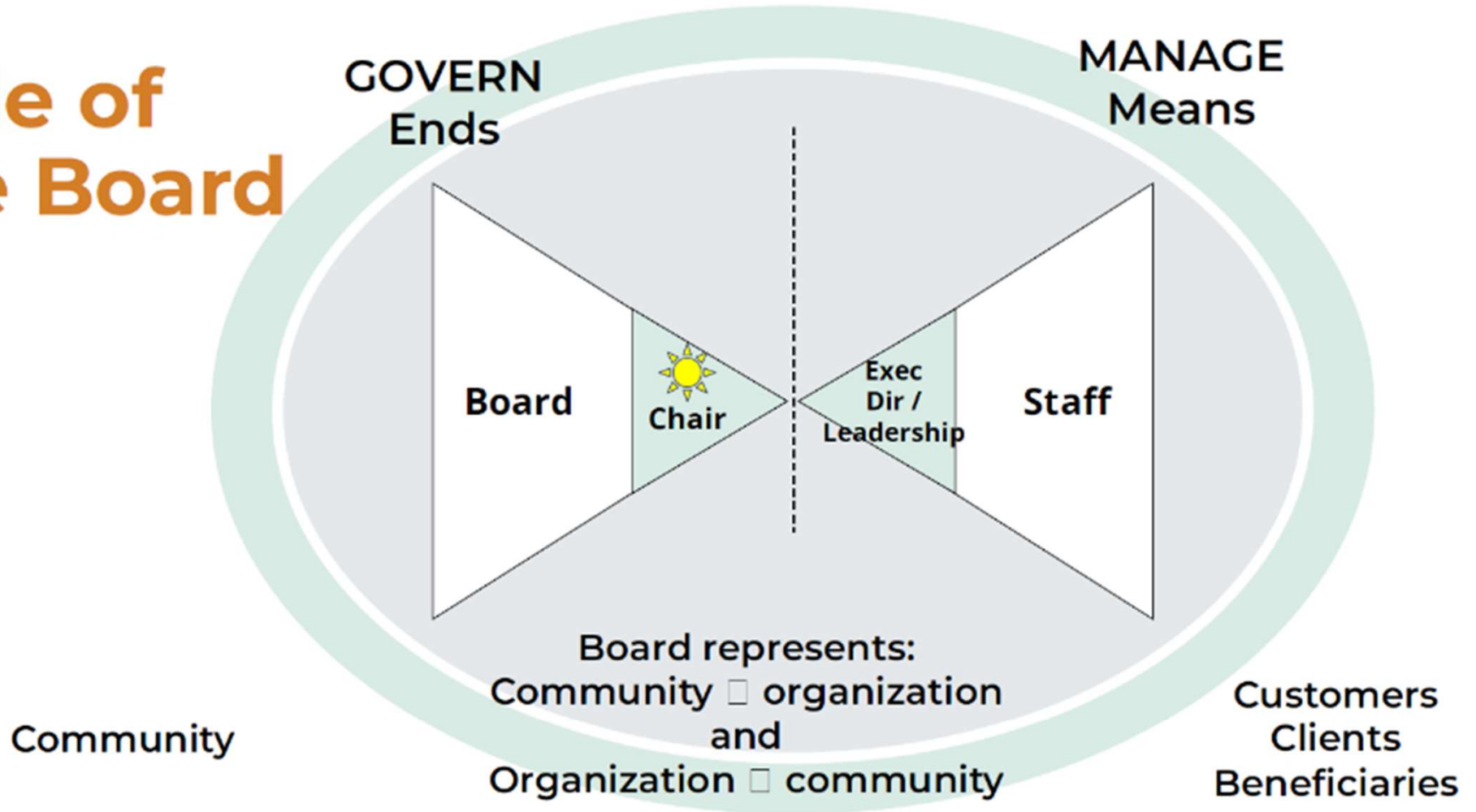
<https://rotarydistrict7030.org/stories/does-your-nonprofit-board-need-a-chief-governance-officer>



Organizational Chart for a Nonprofit



Role of the Board



Responsibilities

BUYING GIFTS FOR THE HOLIDAYS? CONSIDER...

NONPROFIT ACTION FIGURES

EXECUTIVE DIRECTOR EDIE AND DEVELOPMENT DIRECTOR DAN (SOLD TOGETHER)

BUILT-IN FEARFUL FUTUREVISION®

CLOTHING TRANSFORMS INTO EXPENSIVE SUIT WHEN FUNDER FRED* IS PRESENT.

SUPER HAND-SHAKING ACTION!

DEVELOPMENT

SUPERFAST GRANT PROPOSAL ACTION!

AMAZING COMPLAINT ABSORBING POWERS!

COMES WITH 10 ACTUAL SPEAKING ENGAGEMENTS!

*SOLD SEPARATELY

THERESA TECHIE (FORMERLY THERESA RECEPTIONIST)

SUPER REALISTIC GLAZED OVER EYES FROM LACK OF SLEEP.

INCREDIBLE DONATED COMPUTER POWERS -

- *NETWORKS MAC CLASSICS TO IBM 286'S IN A SINGLE BOUND!
- *MAKES HER OWN CHIPS TO REPLACE OBSOLETE ONES!

TAP HER SHOULDER TO HEAR HER SAY: "THE FLXQRT.DLL FILE IS CORRUPT."
(TRANSLATION: * "I HAVE NO IDEA WHAT'S WRONG.")

*TRANSLATOR SOLD SEPARATELY.

SMALL AGENCY SAM

AMAZING! A RECEPTIONIST, ACCOUNTANT, DEVELOPMENT DIRECTOR, PROGRAM MANAGER AND E.D., ALL IN ONE!

WITH PERPETUAL HEAD-SPINNING MULTITASKING ACTION!

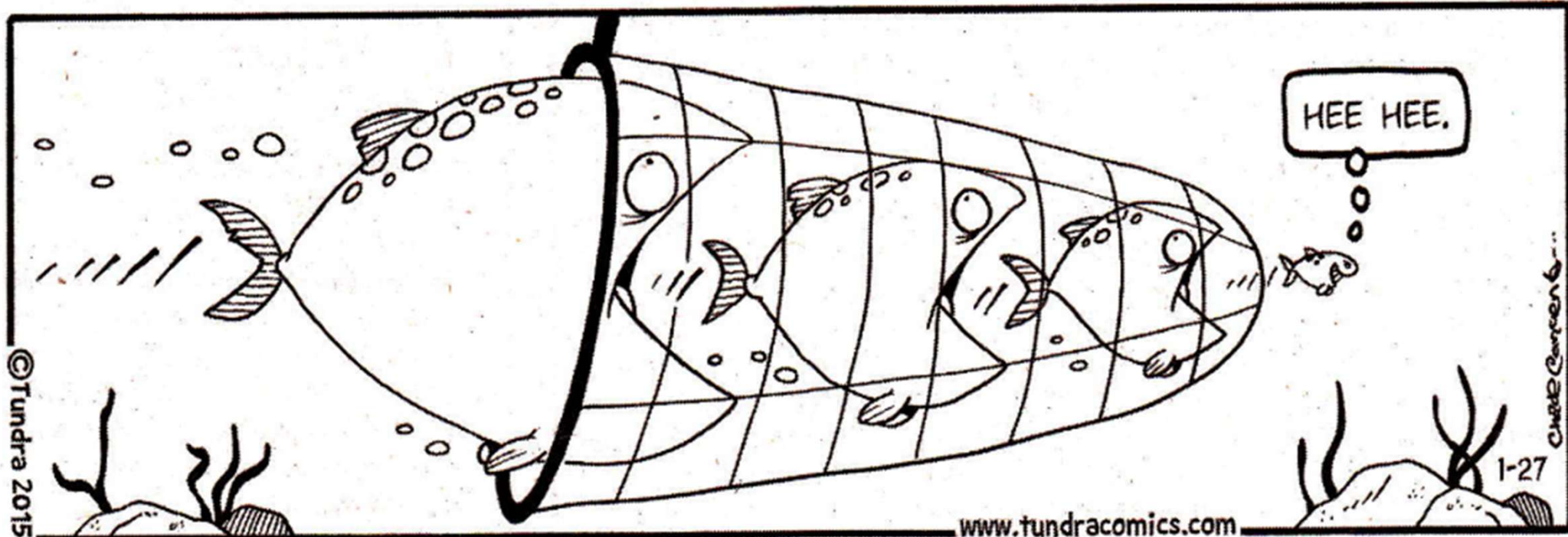
COMES WITH PRE-FILLED DATEBOOK*

*PRE-FILLED MINI PALM PILOT SOLD SEPARATELY.



TUNDRA

By Chad Carpenter



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www.tundracomics.com

1-27

Chad Carpenter



Effective Leadership Through Better Governance

A Board Governance Training Manual



BC ASSOCIATION OF
FARMERS' MARKETS

Tools for Running an Effective Nonprofit



Washington Nonprofits
learning@washingtonnonprofits.org
www.washingtonnonprofits.org
www.wanonprofitinstitute.org
855.299.2922

With
Nonprofit Network of Southwest Washington
<https://nonprofitnetworkwa.org>

Stay Up-to-Date with the Secretary of State

Nonprofit and charitable organizations need to register and stay up-to-date with the Office of the Secretary of State.

- 1 Check which type of organization you are.
- 2 Note your key dates.
- 3 Put those dates onto your organizational calendar.

1

Nonprofit Corporation

WHAT IS IT? A private corporation for which no part of the income is distributable to its members, directors, or officers. It is formed to benefit the public, a specific group of people, or the membership of the nonprofit.

ANNUAL REQUIREMENTS

1. **What:** Annual Report
2. **When:** Last day of organization's incorporation month. A reminder will be sent to the registered agent at least 30 days prior to required filing date.
3. **Fee:** \$20 (revenues <\$500k/year)
\$60 (revenues >\$500k/year)

2 Your Incorporation Date: _____

Your Annual Report Filing Date: _____

For example: an incorporation date of March 3, 2002 would have an annual report filing date of March 31 each year. File online!

3



ADD TO CALENDAR

...and don't forget to update address changes if you move or change contact person.

Nonprofit and Charitable Organization

- ◆ 60% of charitable organizations are also nonprofit corporations.
- ◆ They include many of the organizations we know providing direct service, supporting the arts, or advocating for causes.
- ◆ They follow both sets of requirements to be in compliance with the Secretary of State.

Charitable Organization

or individuals soliciting on behalf of organizations

WHAT IS IT? An entity that solicits or collects contributions from the general public in Washington to be used to support a charitable purpose. May or may not be a corporate structure.

In Washington, includes organizations that:

- Raise at least \$50,000 annually in Washington; **OR**
- Pay anyone to carry out the activities of the organization.

ANNUAL REQUIREMENTS

1. **What:** Annual Renewal
2. **When:** No later than the last business day of the eleventh month after the end of the organization's accounting year. Earlier reporting welcome!
3. **Fee:** \$40

2

Your Accounting Year End: _____

Your Charities Filing Date: _____

For example: an accounting year of Dec 31, 2022 would have an annual renewal filing date of Nov 30, 2023.

Developed by:



Nonprofit Association
of Washington



WASHINGTON
Secretary of State

Corporations & Charities Division

For more information, visit the [Office of the Secretary of State, Corporations & Charities Division website.](#)

Financial Calendar		Quarter
		Month
FY	Fiscal Year (FY)	
	Federal Fiscal Year (FFY)	
Annual Filings	City of Seattle Business License (\$65)	
	City of Seattle B&O (\$0)	
	WA Sec of State Annual Report (\$20)	
	WA Sec of State Charitable Organization Registration (\$80)	
	Dept of Commerce Annual Services Report (\$0)	
	DOR Business & Occupation/Excise Tax (\$\$\$\$)	
	Form 990 due to IRS	
	General Liability insurance (\$577); 04/01	
	Directors & Officers insurance (\$716); 04/01	
	Renew SAM (for federal funding)	
Planning	Annual Budget	
	Finance Committee Meetings	
	Fundraising	
	Specific reminders	
Monthly	Invoices and Accounts Payable	
	Financial Reports	
	Monthly P&L, Balance Sheet included in BOD packet	
	Timesheets	
	Payroll	
	B&O Taxes (annual or quarterly?)	

Stewards, Strategists, & Sense-Makers

	STEWARD	STRATEGIST	SENSE-MAKER
Type of work	Oversight: Technical	Foresight: Analytical	Insight: Big picture thinking
Key questions	What's wrong?	What's the plan?	What's the key question?
Central purpose	Stewardship of assets	Partnership with management	Source of leadership for the organization
Problems to be...	Spotted	Solved	Framed

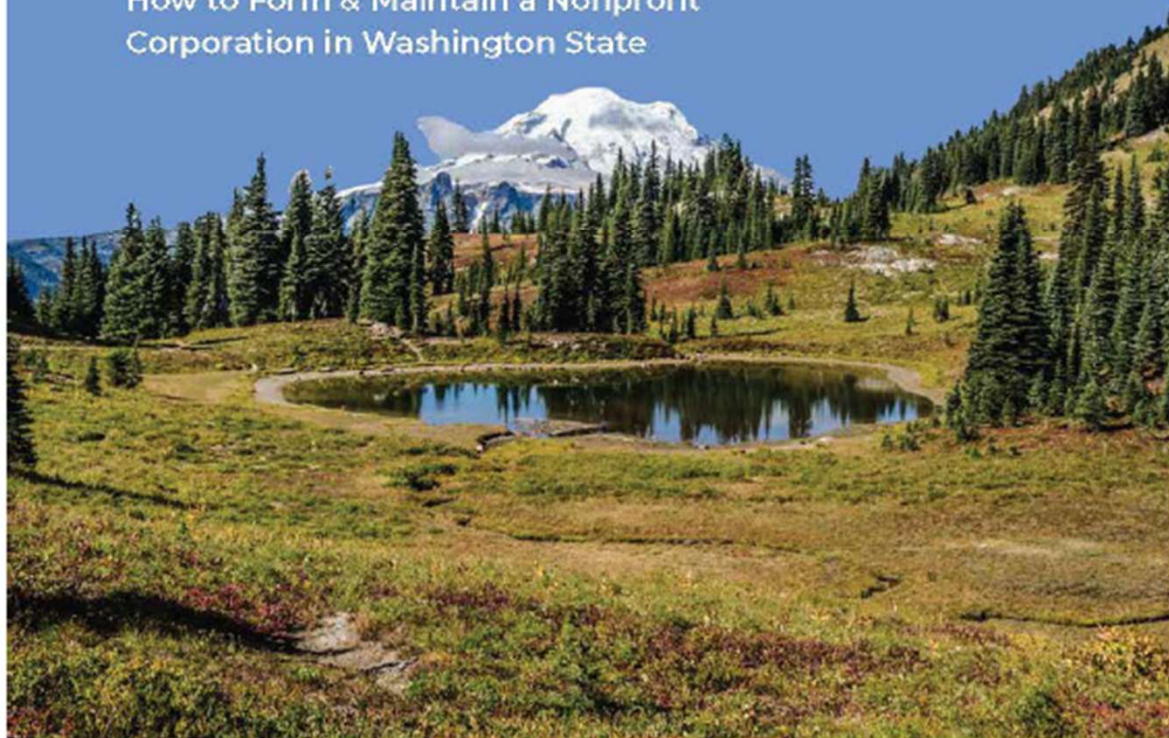
PUBLISHED BY



2022 EDITION

Washington Nonprofit Handbook

How to Form & Maintain a Nonprofit
Corporation in Washington State



Employment Security Department
Google name of Newsletter

Employer Newsletter



Employment
Security
Department
WASHINGTON STATE

March 13, 2026, Issue 73

In this issue

- New unemployment tax handbook available.
- Paid Leave statements mailed in May, and more Paid Leave news.
- County labor market profiles updated.
- Businesses that hire people with disabilities have higher profit margins.
- Disaster grants available from the U.S. Small Business Administration.

Office of the Governor / Office of Financial Management
Google name of Newsletter



**WASHINGTON
BIZ FAIR**

EXPERT-LED SEMINARS

GUEST SPEAKERS & PANELISTS

FREE BUSINESS RESOURCES EXHIBIT HALL

**THURSDAY
MAY 7, 2026**

**WASHINGTON SMALL BUSINESS DEVELOPMENT CENTER (SBDC)
SPOKANE VALLEY, WA**

FREE TO ATTEND!

REGISTER NOW!

www.bizfairwa.com

RESPECT • ACCOUNTABILITY • SUSTAINABILITY



_____ really rang true for me today!

or

? One question I have is _____

Have a great season!



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info@wafarmersmarkets.org

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