



Double Up Food Bucks

A five-year success story

How Michigan's healthy food incentive program is benefitting families, farmers, and local economies—and how it can be replicated nationwide.

Fair Food Network is a national nonprofit founded on the belief that vibrant local food systems can create health and economic opportunity for all. We pioneer win/win/win solutions that support farmers, strengthen local economies, and increase access to healthy food—especially in our most underserved communities. Dig deeper at *fairfoodnetwork.org*.



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Overview

We are creating more vibrant, fair, and sustainable food systems—and seeing measurable results.

Fair Food Network's Double Up Food Bucks (Double Up) program makes it easier for low-income Americans to eat fresh fruits and vegetables while supporting family farmers and growing local economies. With a five-year track record, Double Up is a proven, innovative model that simultaneously delivers health and economic opportunity.

Here's how it works. Double Up provides low-income Americans who receive Supplemental Nutrition Assistance Program (SNAP) benefits with a one-to-one match to purchase healthy, locally grown fruits and vegetables. The wins are three-fold: families bring home more healthy food, local farmers gain new customers and make more money, and more food dollars stay in the local economy. Each has ripple effects across the community.

Since 2009, Double Up has grown from five farmers markets in Detroit to more than 150 sites across Michigan and northern Ohio—and has become a model for communities nationwide. With its established, uniform design and centralized administration, the Double Up model reduces the burden placed on local markets and supports a diverse range of communities. The program is also defined by its comprehensive communications and strong partnerships including with statewide agencies.

Double Up has now expanded beyond farmers markets into grocery stores, the critical next frontier in healthy food incentives. And Fair Food Network has developed two technology innovations to support mobile payment of healthy food incentives.



Our success, by the numbers.

5 to 150+

Growth of Double Up sites across Michigan since 2009 launch.

1,000+

Number of farmers who participated in 2013 alone.

\$5+ Million¹

Amount of money Michigan farmers and vendors have earned in the past five years with SNAP and Double Up.

Michigan Leadership

In five years, SNAP sales at farmers markets across the state have grown to \$1.7 million, among the top five states in the nation, yet less than 4% of total SNAP participants live in the state.³

200,000+

Total SNAP/Double Up customer visits to participating sites—from farmers markets to mobile trucks to grocery stores.

10,000+

The number of first time SNAP customers at Michigan farmers markets in 2013.

3+ Million²

Pounds of healthy food SNAP customers have bought since 2009 with SNAP and Double Up.

¹ Calculated adding SNAP annual totals plus Double Up distributed during season.

² Calculated using Feeding America's conversion factor of \$1.62 per pound of food.

³ fns.usda.gov

Healthy food = Healthy communities, Healthy economies.



Helping more Americans buy fresh, healthy food from local farmers is a simple yet powerful concept. With programs such as Double Up, **every dollar spent does at least double duty, providing a dollar in new sales for American family farmers and a dollar in real nutrition assistance, improving community health and keeping food dollars circulating in local economies.**

The Agricultural Act of 2014, or Farm Bill, includes \$100 million to support the Food Insecurity Nutrition Incentive (FINI) grants program, a new national healthy produce effort modeled after successful programs such as Double Up.

Five years ago, we launched Double Up with the vision to design and field-test a program that would create on-the-ground impact, serve as a model for others, and spur public policy change. **Today, that vision has become a reality.**

How Double Up Benefits a Community



A family spends \$20 in SNAP dollars at a participating site.



They receive \$20 in Double Up Food Bucks for Michigan grown fruits and vegetables.



The family brings home \$40 worth of healthy food for \$20.



Local farmers gain new customers and sell more produce.



More food dollars stay in the local economy.

Inspiration meets innovation: How our pilot program became a national model.

One of the first healthy food incentive programs took root at the Crossroads Farmers Market in Takoma Park, Maryland, in 2006 supported by the W.K. Kellogg Foundation and Ford Foundation. As the project at Takoma Park began drawing more SNAP shoppers to the market, additional healthy food incentive programs began sprouting in New York City, Boston, Holyoke (MA), and San Diego, many led by the nonprofit Wholesome Wave.

Fair Food Network pioneered the next leap forward in healthy food incentives by developing the first statewide program defined by its uniform design, centralized coordination, and local implementation.

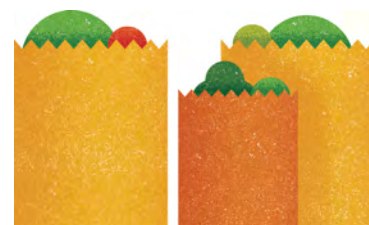
It all started in Detroit, where access to and affordability of healthy food are major challenges. Yet Detroit is also home to a vibrant network of good food leaders, a growing urban farming sector, and places such as Eastern Market—the largest historic market district in the country. Moreover, Michigan is the second most agriculturally diverse state in the country, with the food and agriculture industry contributing \$91.4 billion annually to the state's economy.⁴ In this context, Detroit was an ideal place to seed a new approach to healthy food incentives.

In 2009, Fair Food Network, in partnership with Eastern Market Corporation, launched a six-week pilot at five markets in Detroit, including one mobile food truck. When customers used their SNAP benefits at one of these locations, they received an equal amount of coupons, worth up to \$10 per visit, to purchase any Michigan grown fresh fruits or vegetables.

The project caught the attention of George Soros's Open Society Foundations, which had just launched a Special Fund for Poverty Alleviation in Michigan. One of three projects chosen, Fair Food Network's healthy food incentive program was funded with two provisions: that the program expand statewide over the next three years and that Fair Food Network raise additional funds to match those received from Open Society Foundations.

Fair Food Network obtained those matching fund commitments and launched Double Up Food Bucks across Michigan in 2010.

Double Up Goals



Increase access to and affordability of fresh, nutritious fruits and vegetables for low-income Americans.



Increase revenue for small- and mid-size farmers.



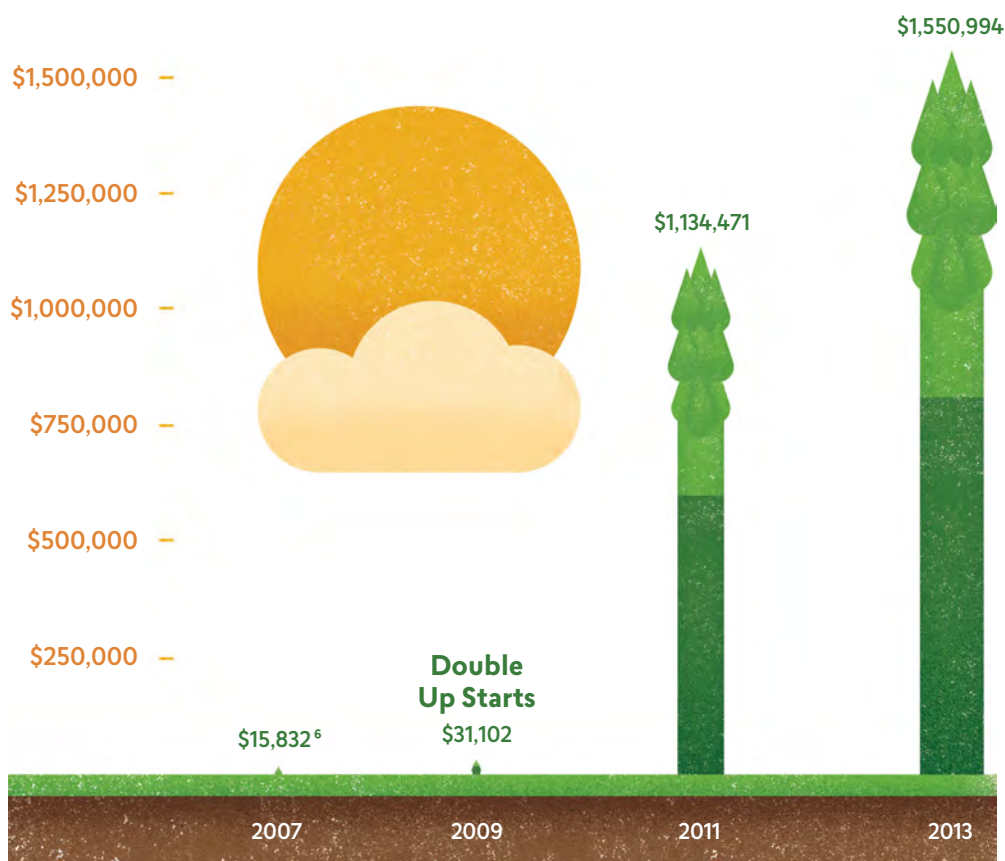
Shift public food assistance policy so federal nutrition programs address hunger and nutrition while supporting a more sustainable food system.

⁴ Michigan Department of Agriculture and Rural Development michigan.gov/mda
rd/0,4610,7-125-1572-7775--,00.html

Today, Double Up is active in more than 150 sites across Michigan and has become a model for healthy food incentives. The program has a broad base of support from more than 40 private and community foundations, as well as several corporations. (A complete list of funders can be found on page 27.)

Double Up Over the Years⁵

A snapshot of the program at Michigan farmers markets July–October.



We've Grown From 5 to 150+ Sites



2009

4 markets + 1 mobile food truck

2010

15 markets + 1 mobile food truck

2011

55 markets + 2 mobile food trucks

2012

75 markets + 2 mobile food trucks

2013

150+ sites across Michigan and 2 in Toledo, Ohio including 106 markets, 2 food-share programs, 2 mobile food trucks, 3 full-service grocery stores, and a network of farm stands

2009

- **TOTAL Dollars - \$31,102**
- SNAP Dollars Distributed - **\$21,554**
- Double Up Dollars Distributed - **\$9,548**

2011

- **TOTAL Dollars - \$1,134,471**
- SNAP Dollars Distributed - **\$597,153**
- Double Up Dollars distributed - **\$537,318**

2013

- **TOTAL Dollars - \$1,550,994**
- SNAP Dollars Distributed - **\$811,876**
- Double Up Dollars distributed - **\$739,118**

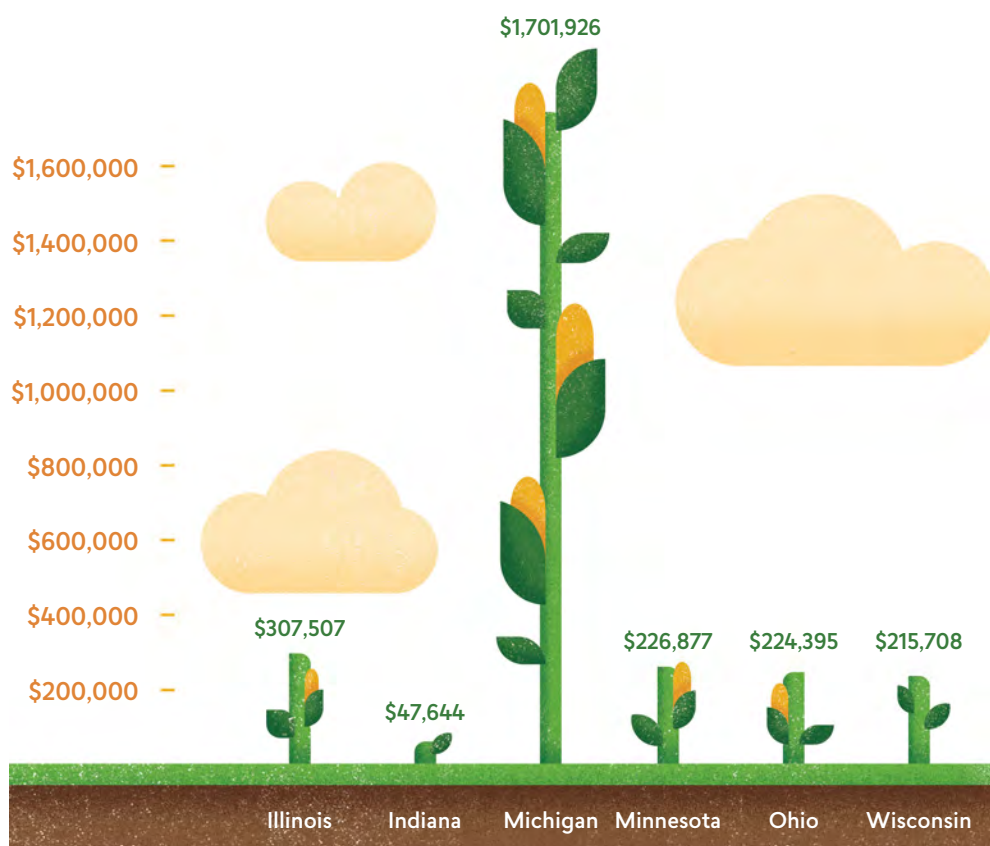
⁵ 2013 Double Up figures dipped slightly from 2012 as the program started in July instead of June.

⁶ Michigan Farmers Market Association.

Urban markets were early adopters of the program. In recent years there has been growing interest from small and rural markets as well as mobile trucks and farm stands. Even with the diversity of sites offering Double Up today, customer and vendor feedback is uniformly strong. **Redemption rates have also increased year by year, reaching 93 percent in 2013.**

Double Up has supported a massive increase in SNAP use at farmers markets in Michigan. In five years, SNAP sales at farmers markets across the state have grown to \$1.7 million, among the top five states in the nation and the highest in the Midwest. In 2013, 8 percent of all SNAP sales at farmers markets nationwide took place in Michigan, yet less than 4 percent of total SNAP participants live in the state.

2013 SNAP Sales at Midwest Farmers Markets



Double Up Shopper Snapshot



“I go to the farmers market at least six or seven times a month and have been using Double Up Food Bucks for two years. I love going to the market. Everyone knows the kids because they see us so regularly. The vegetables are such a great value and they are so fresh—you’re not getting the last pick here! I am in school getting a degree in social work. It’s a lot when you’re trying to feed three kids and a husband. With Double Up, I can make healthier choices for my family and stretch my dollar further. I also like supporting Michigan farmers. It’s a give-give situation.”

– LaTice Ford, Double Up shopper at Eastern Market | Detroit, Michigan



Fair Food Network's innovations and experience at farmers markets were brought to grocery stores in 2013 through the Double Up Grocery Project in Detroit. This project was one of the first in the nation to receive permission from the USDA to provide incentives in this setting. **Fair Food Network has also developed two technology innovations supporting the mobile payment of healthy food incentives.** Information about these efforts can be found on pages 14-17.

The new Food Insecurity Nutrition Incentive (FINI) grants program included in the 2014 Farm Bill and modeled after efforts such as Double Up illustrates that **healthy food incentives are an idea whose time has come.**

2013 Double Up Farmers Market Demographics



Large Urban
31



Small Urban
7



Suburban
29



Large Rural
6



Small Rural
33



Total
106

Double Up Food Bucks: A win for families, farmers, and communities.



Families have healthier choices.

- Since 2009, SNAP customers have bought 3+ million pounds of healthy food with SNAP and Double Up.
- 93% of participating SNAP users at farmers markets report eating more fruits and vegetables, including more varieties.
- Just as important, 83% report buying fewer high-fat, low-nutrition snacks.
- 93% report that the selection, quality, and prices of produce were better at farmers markets compared to where they usually shop.
- 80% find it easy to get to their local farmers markets.



Farmers get a financial boost.

- In the past five years, Michigan farmers have earned \$5+ million with SNAP and Double Up.
- 1,000+ farmers participated in the program in 2013 alone.
- 90% of participating farmers report selling more fruits and vegetables; 85% report making more money.
- Some farmers reported expanding and diversifying production and buying or leasing new equipment.



Local economies thrive.

- In five years, SNAP sales at farmers markets across the state have grown to \$1.7 million, among the top five states in the nation and the highest in the Midwest.
- A dollar spent at a farmers market can generate \$2.80 for the community's economy.⁷
- By keeping their food dollars circulating in the local economy, SNAP recipients can stimulate economic activity and opportunity within their communities.
- Using an economic multiplier model, a national study of healthy food incentives at a sampling of more than 500 markets nationwide calculated that the SNAP incentives in just the markets surveyed generated upwards of \$4.3 million in economic activity.⁸

The Double Up Shopper

Age

- 18-34: 26%
- 35-54: 43%
- 55+: 29%

Race

- American Indian: 3%
- Asian: 1%
- Black or African American: 50%
- Hispanic/Latino: 5%
- Other or multiple races: 1%
- White: 39%

Gender

- Female: 82%
- Male: 18%

What are they buying?

- Fruits: apples, peaches, strawberries, blueberries, melons
- Vegetables: tomatoes, cucumbers, corn, broccoli, potatoes

⁷ Sonntag, V. "Why Local Linkages Matter: Findings from the Local Food Economy Study." Seattle, Washington, Sustainable Seattle. April 2008.

⁸ Learn more about the National Healthy Food Incentives Cluster Evaluation on page 22.

When more Americans buy healthy food from local family farmers, everyone wins.

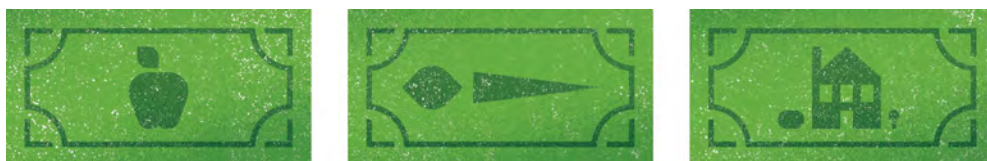
The ripple effect of healthy food incentives.



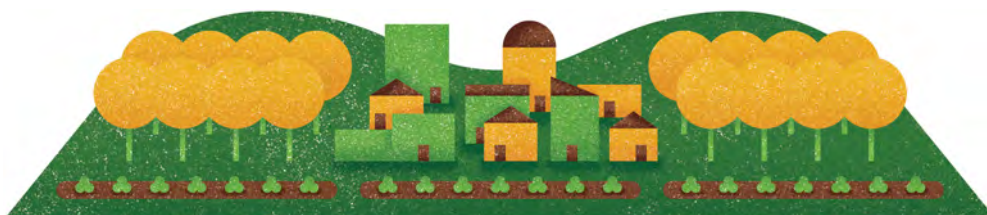
SNAP shoppers buy more fresh fruits and veggies, supporting better health outcomes and creating the potential for long-term healthcare savings.



Farmers gain new customers, sell more produce, and make more money. Back on the farm, they expand and diversify what they grow and can buy new equipment and hire more help.



More food dollars stay in the local economy.



An entire community benefits.

With food assistance making up the greatest single expenditure in the federal agriculture budget, redirecting even a small percentage of SNAP funds toward healthy, locally grown food is a game changer.



What you can get for \$20 with SNAP benefits at the farmers market.



What you can get for \$40 when your SNAP benefits are matched dollar for dollar with Double Up Food Bucks.

Double Up Model

Unique. Proven. Engineered to be replicated.

Double Up is unique among the growing field of incentive programs nationwide. With a five-year track record, Fair Food Network's Double Up Food Bucks is a successful and scalable model for healthy food incentives.

The Double Up model is defined by five components:



Uniform design, central coordination, and local implementation over a broad geographic region. Double Up's uniform design and centralized administration reduces the burden placed on local markets and supports a diverse range of communities.



Innovations. Double Up adapts to meet new challenges, integrating into grocery stores and crossing new frontiers in mobile payment processing technology at farmers markets.



Powerful partnerships. Double Up's success is rooted in partnerships—from those that support on-the-ground implementation to key statewide organizations.



Communications. Double Up is united by a comprehensive and uniform brand and a dynamic social marketing campaign, including templates for local groups to support on-the-ground implementation.



Evaluation. From comprehensive annual external evaluations to deeper dives into associated health impacts and technology innovations, we are committed to serious evaluation of our work.

With its uniform design and broad geographic scope, various components—from record keeping to communications and evaluation—can be centralized. This allows markets of all sizes and types to easily adopt Double Up at a relatively low cost and low administrative burden. It also frees local partners to focus on what they do best—ensuring the program's success in their communities.

Double Up at Farmers Markets



Match: \$1:\$1

Limit: \$20 per market day

Original Purchase: SNAP eligible foods

Double Up Purchase: Michigan grown fruits and vegetables only

Currency: Tokens at most markets; 2 mobile payment pilots



Double Up Farmer Profile



Behind the scenes: Working with markets

Fair Food Network selects participating Double Up sites annually. Markets are chosen based on location with the goal of providing a concentration of sites in areas of highest need. Markets must demonstrate experience in distributing SNAP benefits and administrative capacity to implement the program. While not a requirement, complementary programming (e.g., cooking demos, health screenings, gardening, kid-friendly activities, transportation to the market, etc.) is also taken into consideration.

Fair Food Network provides all the resources needed to successfully implement the program. In advance of the season, markets receive funding to help cover administrative costs and Double Up redemption, along with a season's supply of Double Up tokens or equipment for mobile payments (see pages 16-17).

Fair Food Network designs and disseminates all record-keeping forms, vendor communication tools, and program outreach materials (e.g., posters, flyers). Fair Food Network also hosts an in-person or virtual orientation session for market managers. As the season progresses, Fair Food Network staff maintains regular communication via email and occasional site visits and offers follow-up trainings and responsive technical assistance in partnership with the Michigan Farmers Market Association. Finally, working closely with market partners, Fair Food Network supports local funder engagement.

The Double Up program and associated tools have been compiled into a practitioner toolkit. Fair Food Network staff is also on hand to provide technical assistance to those interested in replicating this model in their communities. Learn more about the toolkit and associated support on page 25 and at fairfoodnetwork.org.

“Double Up Food Bucks draws people to the market and allows them to stretch their limited food dollars to access the best that Michigan has to offer. Having worked as a nurse, I have been preaching about healthy lifestyles for decades. And now people arrive at the market with not only \$20, but \$40 to spend on nutritious, Michigan grown fruits and vegetables. Last year nearly 1,000 people came to the Downtown Ypsilanti Farmers Market just because of Double Up. That’s \$40,000 that at the end of the day goes into the pockets of Michigan farmers like me.”

– Vicki Zilke, Zilke Vegetable Farms
Milan, Michigan

In Their Words

96% of farmers would participate in Double Up again.

“Double Up has made a huge impact on our sales.”

– Michelle Shankwiler
Farmer | Ypsilanti, Michigan

“We appreciate the fact that it’s putting honest, healthy foods in people’s hands. We are glad to have more business, but even aside from the sales factor, we’re happy knowing the people have the good food.”

– Matt & Carissa Visser
Isadore Farm | Cedar, Michigan

“I love it. Because of Double Up, our business has a whole new layer of customers.”

– Greg Willerer
Brother Nature Produce | Detroit, Michigan

Double Up Customers appreciate the program.

“You mean I get that much food and the farmer gets all of that money? I like this. It feels like we’re helping each other.”

– YMCA Farmers Market customer | Grand Rapids, Michigan

“It stretches my food budget. I don’t have to make the choice between bread and beets; I can get both.”

– Allen Street Farmers Market customer | Lansing, Michigan

“Double Up really helps us to be able to afford more fresh fruits and vegetables. Especially for us seniors, since almost all of us have very low incomes.”

– Downtown Ypsilanti Farmers Market customer | Ypsilanti, Michigan

“For families like mine, who spend the bulk of their food budget in the produce department, this is real big for us. This is a budget saver.”

– Westside Farmers Market customer | Lansing, Michigan





"I have had so much fun taking my girls to the market with me this summer to let them pick out fruits and veggies. I have been teaching them how to steam and sauté...and how to freeze fruits and veggies so that we can enjoy them in the winter. Because of the Double Up program I am able to give my girls some food now and put some in the freezer for this winter. That is something I would not have been able to do without this program."

– Double Up shopper email

"[Double Up] has helped me to improve on my health and helped me to eat more healthier because I have more foods available. And it helps me to encourage the children that I love to eat healthier because I take them along with me."

– Detroit Double Up shopper
Health Impact Evaluation focus group | Detroit, Michigan

98% of farmers market managers would participate in Double Up again.

"At our market, we see a more diverse customer base. We are seeing a TRUE picture of our local social economic situation and a TRUER picture of who lives in our community now that ALL community members have access to buy at their farmers markets."

– Market manager survey

"Double Up Food Bucks is giving people access to Michigan grown produce—giving people a reason to buy it. For vendors, it's uplifting and financially rewarding. It's also a cohesive effort among markets in our area and that's something I am really proud of."

– Chris Broadbent
100 Mile Market manager | Kalamazoo, Michigan

"Double Up will add more people to your market and create more funding for your vendors, which will create a domino effect resulting in more people coming to your market."

– Emil Hannesson
Metro Health Farm Market manager | Wyoming, Michigan

"Double Up brings a totally new customer demographic to our farmers markets in Battle Creek and Bellevue. Vendors have a larger customer base with increased buying capacity. And SNAP families are exposed to new fruits and vegetables with the opportunity for healthier diets. It also imparts a sense of community for us all."

– Brigitte Leach
Battle Creek Farmers Market Association secretary treasurer and Co-owner of Avalon Farms Homegrown, LLC | Climax, Michigan

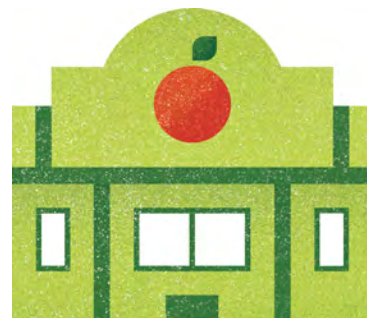


Innovations

Double Up has been at the forefront of innovations in healthy food incentives.



Double Up at Grocery Stores



Original Purchase: Customer spends \$10 on any produce using SNAP benefits.

Double Up Purchase: Customer receives \$10 Double Up gift card to spend on Michigan grown fruits and vegetables on next purchase

The Double Up Grocery Project

Grocery stores are the next frontier for healthy food incentives. In 2013, Fair Food Network brought its experiences with farmers markets to traditional grocery outlets. The Double Up Grocery Project was one of the first in the country to receive permission from the USDA to provide healthy food incentives in this setting. The project was unveiled at the 2013 Clinton Global Initiative America gathering.

The pilot in Detroit ran from July 1 to October 31, 2013 at three independent stores—Honey Bee Market, Metro FoodLand, and Mike's Fresh Market—increasing healthy food access for more than 3,500 low-income Detroiters. Stores were selected based on location, product mix, community reputation, and interest in participating.

USDA was an active partner in shaping the pilot. Fair Food Network collaborated with UpLift Solutions to translate the program to this new setting. AFPD, the trade association representing independent grocers in Michigan, Indiana, and Ohio, also provided support connecting with grocers and developing the systems needed. Fair Food Network secured funding to provide the incentives and led project coordination, marketing, community outreach, and evaluation. The stores committed to stocking Michigan produce and led in-store marketing, staff training, and reporting.



Bringing Double Up to grocery stores has multiple benefits. First, it broadens the reach of healthy food incentives to support SNAP shoppers who may not frequent farmers markets. It also increases opportunities for SNAP shoppers to use incentives, helping integrate more healthful buying patterns. Finally, it deepens support for local and regional family farmers.

2013 Detroit pilot findings:

Valued by SNAP Customers

- More than 3,600 Double Up cards were distributed during the four-month pilot.
- 78% of the Double Up cards were used at least once; 43% of total funds were redeemed.

Healthier Choices for Families

- 88% of customers surveyed reported buying more fruits and vegetables because of the program.
- 57% of customers reported buying less junk food.

Michigan Grown

- Nearly \$16,000 in Double Up rewards was spent in stores on Michigan grown produce.
- The stores stocked an average of 22 different Michigan grown fruits and vegetables each week, exceeding the requirement that they stock a minimum of 15.
- Michigan grown produce accounted for around 24% of produce sales during the four-month pilot, totaling more than \$189,000.⁹

Looking ahead, Double Up will grow and improve the program at grocery stores in Michigan and beyond. Independent grocers will continue to be key partners. Fair Food Network is also building a partnership with SpartanNash, a food distributor and grocery store chain headquartered in Michigan with a footprint in 44 states and the District of Columbia. Two key arenas for refinement include improving in-store communications and transaction technology.



Detroit Lions + Double Up For The Win

Fair Food Network and the Detroit Lions have teamed up to promote healthy eating in the Motor City.

As part of the Detroit Lions "Living for the City" initiative, the NFL team sponsored a sweepstakes contest to promote the Double Up Grocery Project in Detroit with the grand prize being a VIP package to the Lions' Thanksgiving Day game.



Fair Food Network and the power of local food received a national spotlight during the Thanksgiving Day game halftime show in a video featuring football legend and Lions' alum Barry Sanders. The video told the story of the Detroit Lions Meet Up & Eat Up project, which brought elementary school students from across the city to Detroit Eastern Market to exercise and learn about the importance of healthy eating. Fair Food Network was also on hand to talk about Double Up and pass out tokens for the kids to use at the farmers market to buy fresh, Michigan grown fruits and vegetables.

⁹ This figure represents sales to all customers using all currencies, including SNAP, Double Up Food Bucks, and their own cash/credit/debit.



We're helping move incentives into the digital world.

Evolutions in SNAP processing require new ways to offer incentives. Farmers markets are exploring new mobile payment systems as SNAP use at farmers markets grows. There are multiple benefits to mobile payment: for markets and vendors, there are automatic payment reports and no tedious token counting; for SNAP shoppers, it lessens the stigma and inconvenience of using physical tokens; it also lowers the potential for loss, fraud, or misuse.

Flint Farmers Market: SNAP and Double Up compatible point-of-sale device pilot.

Working with the Flint Farmers Market, Fair Food Network partnered with Flint-based Epic Technology Solutions, LLC to develop software¹⁰ that electronically distributes Double Up credits using a Double Up “Market Card”.

How it works. A customer signs up and receives a Double Up Market Card on their first visit to the market. When the customer makes a SNAP purchase at the market, the vendor credits an equal amount of Double Up Food Bucks to the customer's Market Card. Then the customer uses the Market Card to purchase Michigan grown produce.

When the Flint market launched this system in August 2011, it was the first in the country to offer a food assistance incentive program electronically—a groundbreaking development. After an initial learning phase, vendor and customer feedback has been overwhelmingly positive. The Flint market will continue using this system through the 2014 season.

Results since the August 2011 project launch include:

- 9,000+ Number of customers who have signed up for Double Up Market Cards.
- 90,000+ Number of individual purchases made electronically from participating vendors.
- \$367,550 Additional amount customers have spent in SNAP benefits, earning an equal amount of Double Up credits.
- \$267,000+ Double Up credits spent as of December 31, 2013.



“Double Up Food Bucks has been a huge success in Flint and Genesee County. We are repeatedly moved by the stories of families who have been touched by the program. Double Up gives families healthy options and helps keep money in our community.”

*– Dick Ramsdell, Manager
Flint Farmers Market
Flint, Michigan*

¹⁰ Funding for hardware was provided by a grant to the Flint Farmers Market from the Michigan Economic Development Corporation.



Kent County: Mobile EBT Pilot.

In 2012, the Michigan Department of Community Health launched a WIC EBT pilot at 10 farmers markets in Kent County, Western Michigan. For the 2012 season, each farmer and vendor was provided an iOS device with an app called Mobile Market+ that could process both WIC and SNAP EBT cards.¹¹

Fair Food Network saw an opportunity to test another mobile system, first working with Flint's Epic Technology Solutions and then partnering with Mobile Market+ app developer Novo Dia Group, Inc.

Double Up functionality is now fully integrated with the SNAP function of Mobile Market+, and customers need only their SNAP EBT cards to make both SNAP and Double Up purchases.

Vendors, customers, and market managers provided feedback throughout the process to help refine the app and trainings. **Nearly four times the amount of Double Up dollars were spent using the app in 2013 compared to the same time period in 2012.** An evaluation supported by the Aetna Foundation will further explore the impact of this technology on SNAP shoppers' fruit and vegetable consumption.

The Mobile Market+ app is now available to markets and vendors nationwide.

Contact Fair Food Network to learn more.

¹¹ Funding for devices, processing, and connectivity provided through USDA, Michigan Department of Community Health, and Michigan Department of Human Services.

Partnerships

Our work is made possible (and better) by partnerships.

The success of Double Up is grounded in partnerships—those that support on-the-ground implementation and those that extend its impact with targeted outreach and complementary programming.

Critical to Double Up's success has been our close collaboration with major statewide organizations including:

- **Michigan Farmers Market Association (MIFMA)**, a core Double Up partner, supports communicating with and providing technical assistance to participating farmers markets. MIFMA's Food Assistance Partnership program also helps markets access additional tools and resources needed to facilitate acceptance of SNAP benefits and participate in Double Up.
- **Michigan Department of Human Services (MDHS)**, the state agency in Michigan that implements the SNAP program, has been a valuable partner in rolling out Double Up across Michigan. Most notably, MDHS facilitates a Double Up direct mailer to SNAP recipients.
- **Michigan Nutrition Network (MNN) at Michigan Fitness Foundation (MFF)** is one of the SNAP-Ed Implementing Agencies in Michigan. For the past three years, MFF has supported design and production of Double Up outreach materials, including integration of focus-group tested USDA core nutrition messages, and cross promotion via the MFF SNAP-Ed statewide social marketing campaign. MFF has also supported distribution of materials as a collaborative effort to increase the fruit and vegetable consumption of Michigan SNAP participants.
- **Food Bank Council of Michigan** conducts SNAP outreach to ensure that those who qualify for the benefit are enrolled to receive it. Given its direct contact with eligible participants, it has been an important partner in developing a streamlined and coordinated outreach strategy.

"Families working toward independence and self-sufficiency need food security and good nutrition. The Michigan Department of Human Services' partnership with Fair Food Network helps adults and children access healthy Michigan grown food and supports farmers throughout Michigan."

— Maura Corrigan, Director,
Michigan Department of
Human Services

Partners that help distribute Double Up outreach materials



Number of distribution sites

■ Participating Double Up Sites	92
■ Community organizations including senior centers and faith-based groups	25
■ Food banks and pantries	14
■ Healthcare providers	11
■ Public health and Michigan State University Extension	8
■ School, youth programming, and adult education	7

Communications

Double Up delivers dynamic communications.

A hallmark of the Double Up program is its integrated and dynamic social marketing campaign. With comprehensive and uniform branding, we deploy a range of outreach strategies and tactics including templates for local groups to support on-the-ground implementation.

Between October 1, 2012 and September 30, 2013, **the Double Up social marketing campaign reached more than 1 million SNAP recipients and eligibles.** In 2013, participating markets reported that more than 10,000 SNAP customers came to the market for the first time, indicating that our campaign is effectively reaching and motivating a new customer base. We have also seen past spikes in Double Up use at markets in zip codes that received a direct mailer.

Primary communications activities include:

Outreach Materials: We design a variety of outreach materials including flyers, posters, template materials for local partners to customize, as well as branded promotional items to share with customers. Materials are produced in English and Spanish and disseminated through a diverse network of partner organizations including healthcare providers, food banks, community organizations, senior centers, public health groups, and more.

Direct Mail: A crucial outreach piece often cited by market managers is the direct mail postcard sent to SNAP recipients' homes in coordination with the Michigan Department of Human Services. For the past three years, MNN at MFF, a SNAP-Ed Implementing Agency in Michigan, has supported the design and production of the Double Up mailer and other outreach materials integrating focus-group tested USDA core nutrition messages.

Media: Double Up deploys a range of paid and earned media, including billboards, bus, radio, and print ads, and a statewide outreach campaign. Local partners are engaged throughout the process to extend outreach in their markets.

Digital: Double Up maintains a website doubleupfoodbucks.org, which contains detailed information about the program, participating locations, and partners. The website URL is included in all program materials. Fair Food Network also employs Google and Facebook ads.

Hotline: Fair Food Network maintains a year-round, toll-free hotline (866.586.2796) that customers can call to ask questions about the program. This phone number is included in all program materials. Between July and September 2012, we fielded more than 850 calls.



Evaluation

Our investments in good food are getting great results.

Rigorous evaluation is a cornerstone of the Double Up program. Since 2011, Fair Food Network has worked with Detroit-based JFM Consulting Group (JFM) to conduct comprehensive external evaluations annually. Fair Food Network is also partnering with the University of Michigan Department of Family Medicine and School of Public Health on an in-depth health impact evaluation.

Our evaluation work has two primary goals: to determine the effectiveness of the program in promoting healthier food choices and to define the program's impact on markets, farmers and vendors, and the local food economy. The health impact evaluation will provide an in-depth analysis of who is using the Double Up program in Detroit, effects on participants' diets, and potential associated health impacts.

Evaluation results have informed program implementation, policy and advocacy discussions, and the development of the Double Up toolkit to support the program's replication. Learn more about this toolkit on page 25.

To date, a variety of quantitative and qualitative methods have been used to evaluate the program.

At farmers markets, evaluation has included:

- Daily data collection by farmers market managers including number of customers, number of SNAP customers that used Double Up for the first time at that market, and SNAP and Double Up dollars distributed and redeemed.
- Surveys of SNAP customers collected at farmers markets.
- Surveys and in-depth interviews with participating farmers and vendors.
- Web-based, self-administered surveys of farmers market managers and year-end reporting.

For the Double Up Grocery Project (page 14–15), evaluators surveyed and interviewed grocery store staff, surveyed customers, and collected distribution and redemption purchase data from the stores' register systems.

The health impact evaluation is using a blend of qualitative and quantitative research methods including surveys, focus groups, and analysis of Double Up transaction data.

Evaluation results have been published in annual reports which are available on Fair Food Network's website. See the Appendix (page 28) for a complete list of past evaluation reports and other research.





Health Impact Evaluation.

Fair Food Network is partnering with the University of Michigan Department of Family Medicine and School of Public Health on an in-depth analysis of who is using the Double Up program in Detroit, effects on participants' diets, and potential associated health impacts.

The study includes surveys, focus groups, and an analysis of more than 22,000 Double Up transactions from seven Detroit farmers markets during the 2012 and 2013 market seasons linked with de-identified sociodemographic data. Using this approach, the researchers can evaluate individual-level purchasing patterns and sociodemographic trends among Double Up shoppers. They will also explore some of the barriers and facilitators that customers experience when using Double Up and the impact of Double Up on fruit and vegetable purchase and consumption.

Preliminary unpublished results from the focus groups are already providing insights.

Double Up has helped. Participants felt Double Up played a critical role in supporting a shift to healthier diets. Incentives promoted increased purchase and consumption of fruits and vegetables, and also helped stretch SNAP dollars for other needed purchases.

Participants valued the farmers market experience, especially the social environment, relationships with farmers, the chance to try new produce, and access to resources including cooking demos and recipe sharing. Many participants appreciated the opportunity to support Michigan farmers, and also felt farmers markets offered better quality and more diverse produce selection than their other shopping choices.

Barriers still exist. Although Double Up enabled shoppers to substantially increase their fruit and vegetable consumption, many participants still felt they did not eat enough produce. Cost and preparation time were the most commonly cited barriers. Lack of transportation or convenient market hours were also said to limit participation. Once at the market, some participants were initially confused about how to use the incentives and which vendors accepted Double Up.

There is room for growth. Participants would like Double Up extended to all SNAP-eligible retailers and made year-round; many also wished that incentives could be expanded to include non-Michigan grown produce. Participants expressed significant gratitude for Double Up incentives and wished more people could know about and use the program.

Moving forward, a community-informed, clinic-based intervention will assess utilization of Double Up among families at a primary care clinic in Ypsilanti, Michigan. This phase of the project will continue to assess changes in fruit and vegetable consumption, barriers to program use, and examine potential downstream health impacts.



“The ripple effect from a program like Double Up can be remarkable. It supports healthy choices for families that need it the most. When healthy choices become healthy habits, we see more positive medical outcomes for both individuals and entire communities.”

– Nancy L. Snyderman, MD, FACS, NBC Chief Medical Editor



National Healthy Food Incentives Cluster Evaluation.

Double Up evaluation results were augmented by a two-year cluster evaluation of healthy food incentive programs from across the country. Led by Community Science, the study looked at incentive programs run by four organizations—Fair Food Network, Wholesome Wave, Market Umbrella, and Roots of Change/Ecology Center. It drew a sample from 131,000 SNAP customers using incentives to buy healthy food from nearly 5,000 farmers and vendors in 518 farmers markets in 24 states and the District of Columbia in 2012.

The goal of the study was to support existing healthy food incentive implementation, provide a framework for future investments, and support the creation and roll-out of a national healthy food incentive grants program now authorized by the 2014 Farm Bill.

The study showed that regardless of the setting—urban or rural, small or large—healthy food incentives work. It also found significant health and economic benefits. Findings aligned with Double Up evaluation in terms of majority of SNAP shoppers reporting buying more fresh produce (nearly 80 percent); 65 percent of surveyed farmers and vendors reported that they sold more produce, made more money, and increased their customer base because of SNAP incentives. The majority of farmers market managers (96 percent) reported increased business.

The 75 Double Up markets in Michigan made up just 14% of the total markets surveyed in the national evaluation, but accounted for more than half of all SNAP incentive dollars spent.

The study also showed an impressive growth in SNAP incentive programs nationwide. The four participating organizations almost tripled the number of markets they supported from 177 markets in 2010 to 518 markets in 2012. SNAP recipients also optimized their redemptions with an average 96 percentage redemption rate in 2012.



Together, we're moving the field forward.

Double Up was designed as a model for how our country might structure federal food assistance benefits to better meet the needs of consumers and producers. Throughout the years, Fair Food Network has shared program results with representatives from USDA and Congress as well as advocates from public health and nutrition, anti-hunger, social justice, agriculture, and economic development.

The message has been clear: local produce incentives for SNAP families offer a way to improve healthy food access and consumption while boosting farm income and stimulating local economic development.

With a five-year track record, Double Up has earned the attention of healthy food advocates and practitioners alike, along with the endorsement of local, state, and federal policymakers on both sides of the aisle.

Agriculture and rural interests have been impressed that small- and mid-size farmers routinely report selling more produce and making more money at farmers markets as a result of Double Up.

Health and nutrition advocates have been impressed that as a result of Double Up, SNAP users report buying and eating more fruits and vegetables, trying new varieties, and, just as important, using their benefits on fewer low-nutrition snacks.

Fair Food Network met regularly with both Republican and Democratic staff of the House and Senate Agriculture Committees and was consulted by both chambers in the writing of the new Farm Bill. Language funding incentives was included in every farm and nutrition bill passed by both houses of Congress in 2012 and 2013, including both the House and the Senate versions of the Farm Bill.

Signed into law on February 7, 2014, the 2014 Farm Bill includes \$100 million over five years to support the Food Insecurity Nutrition Incentive (FINI), a new national healthy produce incentive grants program. This provision garnered strong bipartisan support informed by Double Up's five-year track record in Michigan. Michigan Senator Debbie Stabenow, who chairs the Senate Agriculture committee, has been a steadfast champion of the program from its inception.

Alongside fellow leaders working to support healthy food incentives, we look forward to supporting the USDA as this new national program rolls out.

"The work of Fair Food Network and its partners is an example for the entire country. The Farm Bill increases support for programs like Double Up Food Bucks, expanding healthy food options for consumers, helping family farmers, and boosting the state's economy."

– Michigan Senator and Senate Agriculture Committee Chairwoman Debbie Stabenow



"Fair Food Network's innovative approach is making it easier for residents to make healthy choices. Its efforts to reinvent our food system are good for the health of our cities, our farmers, and our economy."

– Michigan Governor Rick Snyder

We're on a mission to create health and economic opportunity for all.



From further examining the economic benefits of healthy food incentives to field-testing new innovations in Michigan to developing a toolkit to support national expansion—our work has just begun.

We are pursuing new research frontiers.

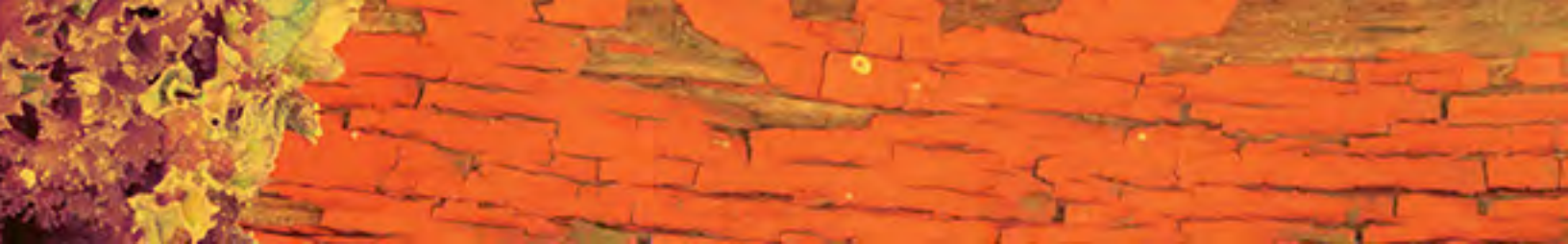
As Double Up continues to grow, we will dig deeper in the following areas:

- **Economic benefit:** It is time for a deeper analysis of the economics of food assistance and incentive dollars to measure current and potential opportunities for farmers and local economies.
- **Health impact:** We need to better understand the potential of healthy food incentives to lead to real, quantifiable changes in health outcomes. Partnerships with healthcare institutions—from large hospitals to small local clinics—will be crucial in this next stage.
- **Impacts of new technologies:** We will continue to investigate the real impacts of mobile payment technology both on what SNAP shoppers buy, as well as the administrative costs to vendors and farmers markets. We intend to develop a set of best practices for this emerging field.



“Double Up Food Bucks is changing the equation for vulnerable children and families in Michigan. W.K. Kellogg Foundation is proud to be a supporter of this effort.”

– *Dr. Gail C. Christopher,
Vice President of Program
Strategy, W.K. Kellogg
Foundation*



We are innovating in Michigan.

Moving ahead, we will continue to deepen our roots in Michigan and field test new innovations. Specifically, we look forward to refining mobile payment and adapting the program for grocery stores and other settings.

We are supporting national expansion.

From the outset, we have been committed to designing and field-testing a program that can serve as a model for other communities. With the passage of the 2014 Farm Bill and the Food Insecurity Nutrition Incentive grants program, that vision is now a reality. We are already working to make the Double Up model available in other states and have developed a toolkit to support its expansion.

- **Double Up Toolkit & Technical Assistance:** We have translated the Double Up program and associated tools into a practitioner toolkit available to groups interested in replicating the model outside Michigan. Fair Food Network can help assess the feasibility of starting a program in your region, share the tools and templates you need to get it off the ground, and help you access funding opportunities. Our staff is also on hand to provide technical assistance throughout the process. For more information email info@doubleupfoodbucks.org.
- **Partnering with Wholesome Wave:** We are forging a partnership with Wholesome Wave, a fellow leader in healthy food incentives. We are working together to support existing healthy food incentives in Tulsa, Oklahoma and exploring other regions that have expressed interest. Together, we can build upon the best parts of our respective models, draw in research from other practitioners, and ensure incentive programs throughout the country can benefit from our collective years of experience in the field.

We are seeking funding opportunities.

Financial partnerships will be critical as we work to grow the program, improve upon its delivery, and maximize its impact. Double Up will continue to rely on the generosity of corporate, community, and private foundations. And very soon, philanthropic funds will have the opportunity to leverage federal funds to support national expansion. To learn more, please contact us at info@fairfoodnetwork.org.

Let's work together to reinvigorate our food system for the health of our communities, farmers, and local economies.



“Healthy food incentive programs are a critical component for building a fairer food system. There is tremendous potential and Double Up Food Bucks has set the standard for what is possible nationwide.”

– Richard McCarthy, Executive Director, Slow Food USA



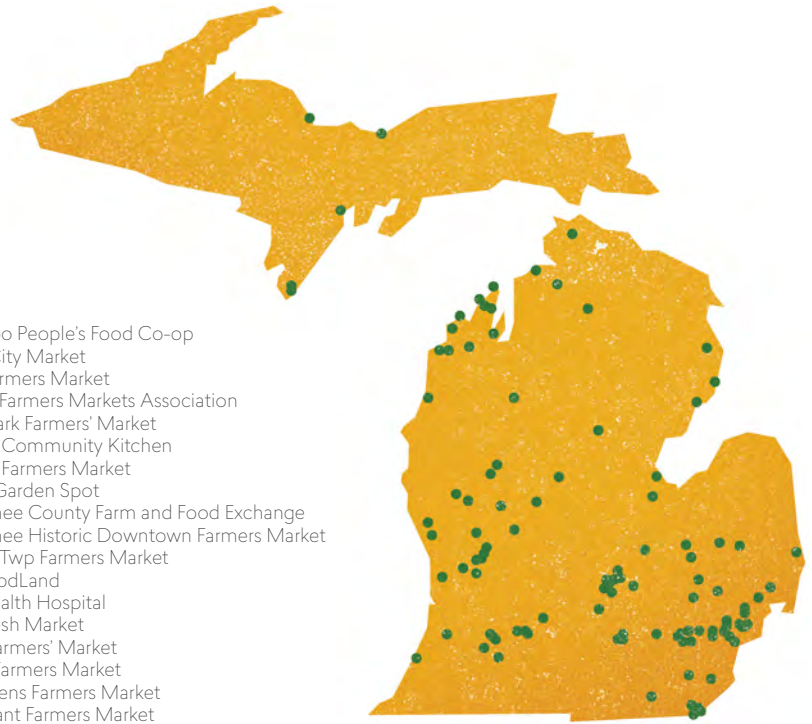
Thank You

Double Up Food Bucks would not exist—much less be such a success—without the support of our local partners. THANK YOU.

Past and present participating partners include:

Ada Farmers Market
Adrian Farmers Market
Allen Neighborhood Center
Ann Arbor Farmers Market
Ann Arbor Westside Farmers Market
ARA Farm Market
Back Road Gardens Farm Stand
Bangor Farmers Market
Bath Farmers Market
Battle Creek Farmers Market Association
Berrien County Health Department
Boyne City Farmers Market
Byron Farmers Market
Cadillac Area Farmers' Market
Canton Farmers Market
Charlevoix Farmers Market
Chelsea Farmers Market
City of Springfield Farmers Market
Cobblestone Farmers Market
Dearborn Farmers & Artisans Market
Dixboro Farmers Market
Downtown Bay City Farmers Market
Downtown Big Rapids Farmers Market
Downtown Jackson Grand River Farmers Market
Downtown Market Grand Rapids
Downtown Marquette Farmers' Market
Downtown Owosso Farmers Market
Downtown Saginaw Farmers' Market Incorporated
Dundee Farmers Market
Earthworks
East Lansing Farmer's Market
Eastern Market Corporation
Eaton Rapids Medical Center
Edmore Farmers Market
Elberta Farmers Market
Escanaba Farmers Market
Ewart Farmer Market
Fair Food Matters
Farmers Market Assoc Toledo
Flint Farmers Market
Fremont Area Chamber of Commerce
Fulton Street Farmers Market
Gaylord Farmers Market
Gladwin Farmers Market
Gleaners Fresh Food Share Program
Grand Blanc City Farmers Market
Green Market at Allegiance Health
Greenville Farmers Market
Grow Benzie
Growing Hope
Holland Farmers Market
Holt Farmers Market
Honey Bee Market
Hudsonville Farmers Market
Imlay City Farmers Market
Islandview Farmers Market
Jefferson Street Farmers Market

Kalamazoo People's Food Co-op
Lansing City Market
Lapeer Farmers Market
Leelanau Farmers Markets Association
Lincoln Park Farmers' Market
Manistee Community Kitchen
Manistee Farmers Market
Marvin's Garden Spot
Menominee County Farm and Food Exchange
Menominee Historic Downtown Farmers Market
Meridian Twp Farmers Market
Metro FoodLand
Metro Health Hospital
Mike's Fresh Market
Milford Farmers' Market
Monroe Farmers Market
Mt. Clemens Farmers Market
Mt. Pleasant Farmers Market
Munising Farmer's and Artisan Market
Muskegon Farmers Market
New Baltimore Farmers Market
New City Neighbors Farm Stand
Northeast Michigan Regional Farm Markets
Northwest Detroit Farmers Market
NorthWest Initiative
Oakland Avenue Farmers Market
Oakland County Farmers Market
Our Kitchen Table
Owosso Original Farmer's Market
Peaches and Greens Produce Market
Pellston Farmers Market
Plainfield Twp Farmers Market
Sara Hardy Downtown Farmers Market
South Lansing Community Farmers Market
Southeast Area Farmers Market
Southeast Area Farmers Market (Grand Rapids)
Sowing Seeds Growing Futures Farmers Market
Sparta Farmers Market
Spectrum Health Hospitals
Springfield Farmers' Market
Sprout Urban Farm
Sweetwater Local Foods Market
Texas Township Farmer's Market
Vantage Point Farmers Market
Vicksburg Farmers' Market
Warren Conner Community Development Corporation
Warren Farmers Market
Wayne State University, SEED Wayne
Williamston Farmers Market
Wyandotte Farmers' Market
YMCA of Greater Grand Rapids



2013 Double Up Sites



We deeply appreciate Double Up's partners and funders. THANK YOU.

Our partners include:

Access of West Michigan
AFPD
Association of Junior Leagues International, Inc.
Black Family Development, Inc.
Blueprint Interactive
Brendy Barr Communications
Cherry Street Farmers Market (Tulsa, Oklahoma)
Chuk Nowak Photography
Community Health and Social Services (CHASS) Center, Inc.
Community Science
Detroit Black Community Food Security Network
Detroit Community Markets
Detroit Economic Growth Corporation
Detroit Food & Fitness Collaborative
Detroit Food Policy Council
Detroit Kitchen Connect
Detroit Lions
Detroit Medical Center
Detroit Parent Network
Detroit Public Schools Office of School Nutrition
Detroit Urban League
Eastern Market Corporation
Ecology Center Ann Arbor
Ecology Center Berkeley
Economic Community Development Initiative
Epic Technology Solutions, LLC
Farm Credit Mid-America
Feeding America West Michigan
Field & Fork Network
Flint Farmers Market
Food Bank Council of Michigan
Food Bank of South Central Michigan
FoodLab Detroit
Forgotten Harvest
Gleaners Community Food Bank of Southeastern Michigan
Good Food Battle Creek
Greater Grand Rapids Food Systems Council
Greater Lansing Food Bank
Greening of Detroit
Growing Hope
Henry Ford Health System
Institute for Population Health
The JFM Group, LLC
Kalamazoo Loaves & Fishes
Keep Growing Detroit
Kent County Essential Needs Task Force
Kent ISD
Lucas County Job and Family Services
Market Umbrella
McConnell Communications, Inc.
Metropolitan Organizing Strategy Enabling Strength (MOSES)
Michigan Department of Community Health
Michigan Department of Human Services
Michigan Farmers Market Association
Michigan Food and Farming Systems
Michigan Food Policy Council
Michigan Land Use Institute
Michigan Nutrition Network
Michigan State University Center for Regional Food Systems
Michigan Voices for Good Food Policy
Midtown Neighborhood Association (Grand Rapids)
Mint Design
National Good Food Network
Novo Dia Group, Inc.
People's Food Co-op Kalamazoo

ProMedica
Pyramid Communications
R&G Family Grocers
Roots of Change
SpartanNash
Systems and Methods, Inc.
Toledo Farmers Market Association
United Way for Southeastern Michigan
University of Michigan Department of Family Medicine
University of Michigan School of Public Health
The University of Toledo Department of Geography and Planning
UpLift Solutions
Wayne State University, SEED Wayne
Whole Foods Market
Wholesome Wave
YMCA of Greater Grand Rapids

Our funders include:

Aetna Foundation
AFPD Foundation
Americana Foundation
Ann Arbor Area Community Foundation
Bank of America
Battle Creek Community Foundation
Bay Area Community Foundation
Benzie-Leelanau District Health Department
C.S. Mott Foundation
Capital Region Community Foundation
Carls Foundation
Charles & Lynn Schusterman Family Foundation
Charter One Foundation
Charter One Toledo
Chelsea Community Foundation
Community Foundation for Muskegon County
Community Foundation for Southeast Michigan
Dyer-Ives Foundation
Erb Family Foundation
Four County Community Foundation
Grand Rapids Community Foundation
Hille Foundation
Irving S. Gilmore Foundation
Jackson Community Foundation
The Jewish Fund
Kresge Foundation
Local Initiatives Support Corporation (LISC)
McGregor Fund
Michigan Department of Agriculture
Michigan Department of Community Health
Michigan Nutrition Network
New Hampshire Charitable Foundation
Newman's Own Foundation
Open Society Foundations
Osprey Foundation
Panta Rhea Foundation
R.E. Olds Foundation
Robert Wood Johnson Foundation
Ruth Mott Foundation
Saginaw Community Foundation
Slemons Foundation
Toledo Community Foundation
United Way for Southeastern Michigan
United Way of Greater Toledo
University of Toledo
USDA
Utopia Foundation
W.K. Kellogg Foundation
Whole Foods Market
Wholesome Wave
Woodcock Foundation

Appendix

Research

Double Up Food Bucks

Double Up Food Bucks – How it Works Video

Video: youtube.com/fairfoodnetwork

Double Up Food Bucks Evaluation

Double Up Evaluation 2011

Report: fairfoodnetwork.org/resources/double-food-bucks-2011-evaluation-report

Double Up Evaluation 2012

Report: fairfoodnetwork.org/resources/double-food-bucks-2012-evaluation-report

Healthy Food Incentives Research

Farmers Market Incentive Provider Study

To encourage Supplemental Nutrition Assistance Program (SNAP) participants to shop at farmers markets, various organizations have been providing financial incentives to participants who redeem SNAP benefits at participating farmers markets. This 2014 report is meant to be the first systematic study of the roles different organizations play in designing and implementing SNAP-based incentive programs, how they choose markets for their programs, and how they evaluate success of their program. It was published in March 2014 by USDA's Food and Nutrition Service, Office of Policy Support.

Report: fns.usda.gov/farmers-market-incentive-provider-study

Healthy Food Incentives National Cluster Evaluation

This report summarizes results of a two-year cluster evaluation of four organizations—Fair Food Network, Wholesome Wave, Market Umbrella, and Roots of Change/Ecology Center—that offer healthy food incentives at more than 500 farmers

markets in 24 states and the District of Columbia. The goal of the study was to support existing implementation and provide a framework for future investments and potential national expansion. Results find that healthy food incentive programs at farmers markets significantly boost healthy eating in underserved communities, improve the economic viability of farmers, and strengthen local economies.

Report: fairfoodnetwork.org/resources/healthy-food-incentives-cluster-evaluation-2013-final-report

Additional Research

Healthy Food for All

This 2009 report assesses the current environment and potential for change in two cities where the need for food justice is particularly acute: Detroit and Oakland.

Report: fairfoodnetwork.org/resources/healthy-food-for-all

Economic Impact of Localizing Detroit's Food System

What would be the economic impact of encouraging residents in and around Detroit to purchase more local food and beverages? In a word: major. This 2010 Fair Food Network-sponsored report by economist Michael Shuman demonstrates how just in the city of Detroit, shifting 20 percent of food spending would increase annual output by nearly half a billion dollars.

Report: fairfoodnetwork.org/resources/economic-impact-localizing-detroits-food-system

The 20% Shift: The Economic Benefits of Food Localization for Michigan and the Capital Required to Realize Them

This 2013 report by economist Michael Shuman evaluates the economic impacts the state of Michigan would enjoy through a 20 percent shift toward local food. A “20 percent shift” means that for each food sector, a fifth of all non-local consumption would shift to local foodstuffs, with local production expanding accordingly.

Report: fairfoodnetwork.org/resources/20-shift



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