



FAIR FOOD NETWORK

2022 Impact Report





Fair Food Network believes that when we **start with food**, so much is possible: collaborative solutions, lasting partnerships, vibrant communities, and new paths forward.

Table of Contents

- 3** A Look Back at 2022
- 10** Partnering to Amplify Our Impact
- 18** Nutrition Incentives: Expanding Healthy Food Choices and Sparking Economic Opportunity
- 25** Impact Investing: Fueling the Success of Local Food Entrepreneurs
- 31** Food is a Pathway to Justice
- 34** Our Supporters



A letter from our CEO

It's been my lifelong quest to confront our biggest challenges by focusing first on what unites us. Starting with food does precisely that: It brings us to the table to find common ground, build community, and take collective action.

In 2023, upon the retirement of our founder and longtime CEO, Oran Hesterman, I took the helm at Fair Food Network. Every day I have the joy of partnering with an extraordinary team of dedicated and enthusiastic believers in food-driven solutions. We continue to take what we are learning in our work in our home state of Michigan and, together with our partners, bring solutions to scale for national impact.

Since our founding in 2009, we've grown from offering Double Up Food Bucks in five Detroit farmers markets to the technical assistance provider for all nutrition incentive and produce prescription projects in the US. As we're supporting the growth of nutrition incentives and expanding opportunities for Michigan retailers and farmers, our approach and dedication to the communities where we work have taken root and spread from California to Maine. Alongside nutrition incentives, our success in developing place-based impact investing collectives has broadened healthy food access while strengthening local economies and demonstrating what's possible. Our role as the administrative lead for the Michigan Good Food Fund gives us the opportunity to model, share, and exchange knowledge to improve how food is used as a tool for equity. But even as our work and impact are national in scope, the innovations we're testing and the impact we're evaluating are firmly planted in a community-first mindset.

As hopeful as I am about what lies ahead, I also recognize that these are still very challenging times. We face long-standing inequities in our society and in our food system, as well as mounting pressure on our environment due to climate change. To meet the moment, we need to look inward, identify our strengths, and address our shortcomings. This means engaging our communities by listening first, developing systems for measuring our impact, and holding ourselves accountable for our commitments to equity and justice.

Together, we are transforming how resources flow through the food economy. And we are poised to accomplish much, much more.

At Fair Food Network, we see food as a starting point for solutions. Food unites us as we work together to build a fair future. **I look forward to the partnerships, innovation, and progress that will light our way forward.**

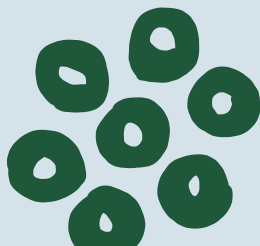
With appreciation,



A handwritten signature in black ink that reads "Kate".

Kate Krauss

CEO at Fair Food Network





A look back at 2022

When you start with food, so much is possible.

Whether we're catalyzing change in communities across the US, sharing our experiences and modelling transformative solutions, or holding ourselves and our work accountable to our intended community impact, food serves as the starting point for solutions and a path to common ground.



A Change in Leadership

Kate Krauss Prepares to Take the Helm as CEO

At the end of 2022, Oran Hesterman transitioned to a new role as Founder & Resident Champion at Fair Food Network. Kate Krauss, our former Executive Director & Chief Operating Officer, began a new stage in her leadership as CEO.

For more than 50 years, Oran Hesterman has worked to build the good food movement, efforts that culminated in his founding of Fair Food Network in 2009. After more than a decade as the organization's CEO, in which he oversaw the growth of Fair Food Network from a small nonprofit providing nutrition incentives to five farmers markets in Detroit to a national leader in nutrition incentives and impact investing, Oran transitioned to his new role of Founder & Resident Champion, making way for Kate Krauss to assume the role of CEO in 2023.

Over the course of the 14 years since Fair Food Network began, one thing has remained constant: our founding belief in the power of food, which has inspired both Oran and Kate throughout their careers.

When we start with food, we build a path toward better community health, economic opportunity, and environmental resilience. Through today's changes and those still to come, we know that food offers us unlimited potential for building community, creating common ground, and addressing long-standing inequities.

To meet the current moment as we transitioned to new leadership, our team:

Expanded our mission with a new Theory of Change

Building on more than a decade of impact and growth, we broadened our mission. As we continue to champion the power of food to build thriving communities, we'll do so with a new focus on environmental stewardship and a definitive commitment to equity and justice, guided by an updated Theory of Change that provides a blueprint for our work.

Welcomed new CEO Kate Krauss, alongside a larger leadership team

Kate's transition, unanimously supported by Fair Food Network's board, was a natural evolution for the organization. During her tenure as COO and as Executive Director, Kate built a strong foundation for growth, developed operational infrastructure, and diversified funding and programming. She grew the organization's budget fivefold, expanding work across community-based impact investing, nutrition incentives, evaluation, and public policy. To achieve this, she also tripled Fair Food Network's staff; today, our senior leadership team collectively brings decades of experience in food and agriculture, public health, community-based impact investing, workforce development, entrepreneurship, evaluation, and public policy.

Furthered commitment to community listening and accountability

We are committed to local businesses, farmers, families, and communities, and that's why we listen first when we engage these partners, develop systems to measure and demonstrate our impact, and hold ourselves accountable to many and varied stakeholders along the way. We continue our dedication to sharing and exchanging knowledge and insights with all who promote food as a tool for equity and a powerful instrument for change.

A continued collaboration with Oran Hesterman, Founder & Resident Champion

Through writing and public speaking, Oran will champion food-based approaches to establishing lasting systemic change and promoting environmental stewardship. He will also focus on mentoring the next generation of leaders and collaborate with partners, funders, and policymakers to bring about the change we seek.



Where Data, Evaluation, and Strategy Meet

A new approach to measuring our impact

It's the “North Star” of living the Theory of Change’s strategies and values for Erica Orton, Fair Food Network’s Director of Evaluation. How well the organization is working toward our intended impact—both externally and internally—is where the Evaluation Team engages.

Although the Evaluation Team didn’t officially launch until October 2021, Fair Food Network’s commitment to evaluation “has always been part of our fabric,” according to Holly Parker, Chief Strategy and Program Officer. “In fact, our founder, Oran Hesterman, is a PhD and a research scientist. When Fair Food Network began, Oran brought a commitment and rigor for evaluation and data-driven decision-making to our work. This commitment continues today under Kate’s leadership and a new Evaluation department.”



For the organization’s first ten years, the performance of our impact investing and nutrition incentive programs was evaluated independently, with each of the programs aiming for different targets based on funders’ requirements and individual program nuances. However, the impact of this approach was an atomized—not an overarching—understanding of how the programs operated to further the organization’s goals.

When Fair Food Network reflected on how to build on more than a decade of success while meeting the continued and emerging challenges of structural inequity (particularly racism and the climate crisis), the guiding principle was also its wellspring: It all starts with food. Redirecting that wellspring—what we call our Theory of Change—means using food not only as a unifying element but also a lens to train our sights on confronting injustice and oppression. This includes, for example, Fair Food Network doing its part to address resilient food and agriculture systems as well as ensuring that racially marginalized communities in Michigan and other parts of the United States can access affordable fruits and vegetables and/or obtain the resources they need to become food entrepreneurs.

Our renewed focus on improving health, increasing wealth, and supporting a resilient local food system demanded the unification of our data-gathering and evaluation methods, leading to the establishment of a new department dedicated to just that. To measure the intended impacts of Fair Food Network’s Theory of Change, we developed an Outcomes Map to guide our goals, planning, and strategy.

Erica Orton, who has worked in the evaluation field for 12 years, started at Fair Food Network in July 2021. She and Chief Strategy and Program Officer Holly Parker developed the Evaluation Team, which was inaugurated at the beginning of 2022. Information Managers Kendra Valkema and Gail Turner complete the group.

“It’s rare in philanthropy—and getting rarer in nonprofits—to commit time, resources, and money to evaluation. The commitment that Fair Food Network is making to want to learn and use data and understand their impact is something I’m really excited about,” said Orton.

The group’s goal is to “try to connect our strategic activities, like our work planning and our organizational dashboard, to our organization outcomes,” Orton said. As part of this process, the Evaluation Team began holding monthly sessions for each team to share its key metrics, reflecting on the Outcomes Map and discussing what went well and what improvements can be made to achieve Fair Food Network’s goals.

“So, it’s really building a muscle,” Orton adds. “When, for example, we’re doing our annual work plans, are we actually going back and looking at the data from the last year and having those conversations about what went well, what didn’t go well, how we set our goals, and then how are we going to measure them when we do them? The biggest opportunity I see is us building evaluation, review of data, and reflection into all our strategic processes.”

Fair Food Network plans to evaluate its new Outcomes Map, recent branding shift, and its strategic framework, Orton added. The organization received a grant from the Michigan Health Endowment Fund in April 2022 to build internal capacity for engaging communities and aligning strategies with their stated priorities. Fair Food Network partnered with Eptimizo, LLC, and began work on this in June 2023.

“We’re still in the early stages of figuring out what being dedicated to the intersections of food and equity looks like,” Orton concluded, “but in as many places that I can, where we put a stake in the ground and state this is what we’re going to do, I want to measure it so we can hold ourselves accountable.”



Erica Orton, Director of Evaluation





Advocacy in Action

We champion policies that bring proven, restorative solutions to scale.

The 2023 farm bill is a critical juncture in the national effort to improve nutrition security for the approximately 40 million low-income families and individuals who rely on SNAP. As the largest federal investment in our food and farming systems, SNAP distributes more than \$80 billion per year, much of it to families struggling to put food on the table.

To ensure that those dollars provide fresh, locally grown food options for communities around the country, Fair Food Network’s policy team uses its experience on the ground and in the legislature to channel funding and political momentum toward restorative solutions like nutrition incentives and produce prescription programs. Our advocacy efforts in 2022 helped to set the stage for negotiations around the 2023 farm bill and bring proven solutions to scale at the state level.

In 2022, Fair Food Network led a collective effort to advance federal policy priorities for the Gus Schumacher Nutrition Incentive Program (GusNIP) by establishing the Alliance for National Nutrition Incentives (ANNI). ANNI includes member organizations that range from industry trade groups, such as the Farmers Market Coalition and National Grocers Association, and consumer advocacy organizations like Union of Concerned Scientists and Center for Science in the Public Interest, to nonprofit health agencies like the Academy of Nutrition and Dietetics and the American Heart Association. ANNI also intentionally engages lower capacity, grassroots, and BIPOC-led organizations—those that have often been underrepresented in the policy development process—in defining priorities.

The disparate stakeholders that comprise ANNI—ranging from agriculture, anti-hunger, public health, retail advocacy, and other interests—share support for the Gus Schumacher Nutrition Incentive Program (GusNIP, formerly FINI), which was established in the 2014 farm bill with strong bipartisan backing. GusNIP provides funding for produce prescription and nutrition incentive programs like Double Up Food Bucks, helping SNAP participants access and choose more fresh fruits and vegetables for their families in 48 states.

“Very few farm bill programs attract bi-partisan engagement as broadly as fruit and vegetable incentives. When all those different voices are singing in harmony, it can be a beautiful and highly impactful tune,” said Mark Nicholson, senior director of policy at Fair Food Network. “We are so heartened by the diverse engagement from the GusNIP advocacy community around collective priorities for the 2023 farm bill.”

In 2022, ANNI worked through open dialogue and collaboration to first identify areas of mutual agreement that the diverse group of GusNIP stakeholders can advance together. Coalition members determined a set of priorities that could garner broad support and in 2023 introduced these priorities in draft farm bill legislation, calling for a number of modifications to the current GusNIP policy. One such change would be the reduction or elimination of the federal match requirement for GusNIP grantees. Programs applying for GusNIP funding are required to secure a one-to-one match, meaning that they must find funding sources to match, dollar for dollar, the awards they receive through GusNIP. This requirement of GusNIP grantees is especially burdensome for first-time applicants to the program and is often prohibitive enough to keep some programs from applying for GusNIP funding altogether. Coalition members agreed that the match requirement was inhibiting the growth and expansion of nutrition incentive and produce prescription programs, no matter their size. To alleviate this burden and strengthen our collective capacity and impact, the ANNI coalition is advocating for the reduction of the match requirement to 25% of the federal award, and the total elimination of the requirement for pilot programs.



In addition to advocating for a reduction in the match requirement, ANNI is working to ensure adequate funding for nutrition incentive and produce prescription programs, as well as recommending changes to improve coordination between the federal agencies responsible for GusNIP. To ensure these priorities are included in the 2023 farm bill, Fair Food Network and representatives of ANNI have worked to increase policymakers' awareness of the importance of healthy food incentives. The coalition has convened with key policymakers as an opportunity to establish and strengthen relationships, as well as convey the impact and success of nutrition incentive and produce prescription programs and the challenges they face sustaining and scaling those impacts.

“One constant in Washington is the high turnover of both elected officials and their staff, especially across the five-year farm bill cycle. This requires ceaseless education and engagement on the Hill,” commented Nicholson. “The ability to share broad coalition policy priorities with legislative staff is a tremendous value-add for them as well as the community we advocate for.”

Fair Food Network's policy advocacy work extends to the state level as well, where we worked with programs in New York, Mississippi, and Texas to successfully lobby for first-time state funding of nutrition incentives and similarly helped to position Double Up in New Jersey for success in its ongoing campaign for state funding. Our engagement with state appropriators and budget officials in 2022 has succeeded in demonstrating the imperative of sustaining the Double Up program in our home state of Michigan, as well: In June 2023, Michigan legislators announced funding for Double Up Food Bucks totalling \$4.9 million through the end of 2024. The coordinated effort of our policy team to advocate for state funding of Double Up Food Bucks means that families in communities as far apart as Syracuse and Gulfport and Flint will continue to have consistent and local access to locally grown fruits and vegetables.

Success in achieving our 2023 policy objectives has helped to scale programs for statewide reach and laid the groundwork for a bipartisan farm bill that we anticipate will make fruits and vegetables more accessible to all SNAP recipients.

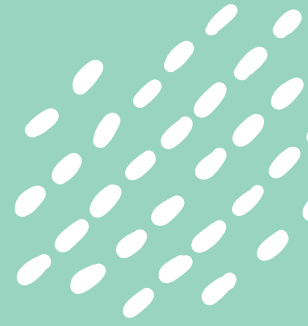
“Every farm bill has built upon earlier success for the GusNIP community, and our hope is that 2023 is no different,” commented Nicholson. “As fruit and vegetable incentives continue to grow its innovation and evaluation and scale nationally, the Alliance for National Nutrition Incentives, powered by our advocacy expertise, is setting the stage for increased support in the current farm bill and also helping to build a movement for long-term systemic change.”

Learn more about GusNIP advocacy¹.



¹FruitVegIncentives.org

Our Impact by the Numbers



2,007

Total hours of technical assistance provided to food businesses and organizations in 2022.

\$7.7M

Total dollars invested into communities by Fair Food Network.

We know that farmers and local food businesses are engines for positive change, so we support and invest in their success. Our work focuses on shifting how essential resources flow through the food economy, building equity in communities across the country.

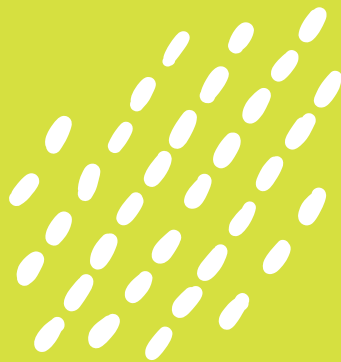
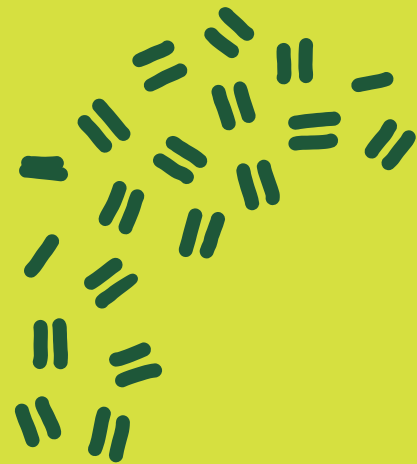
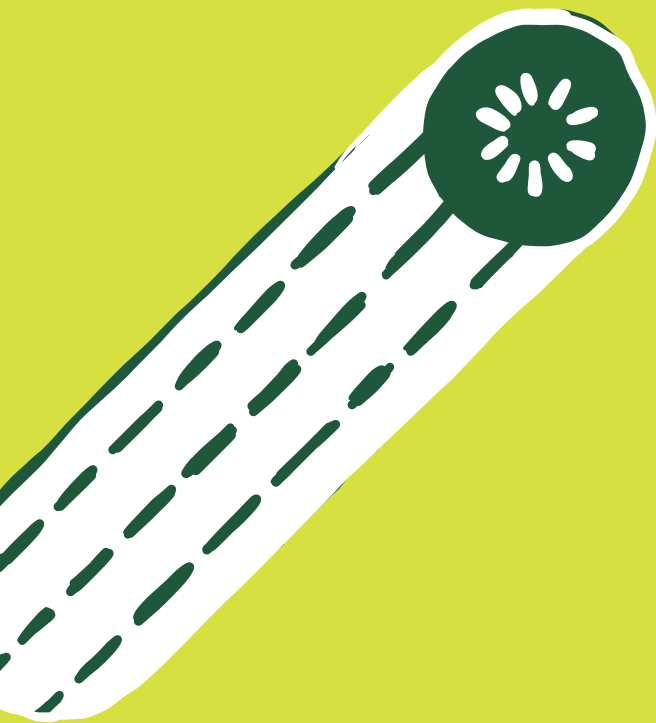
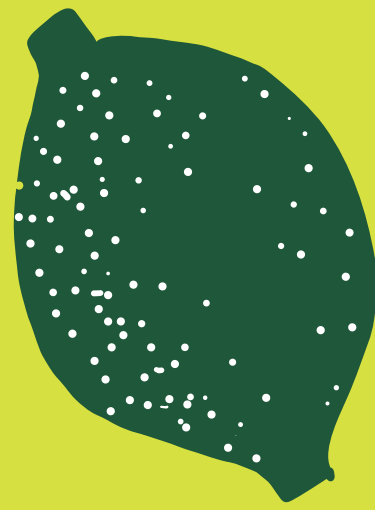


Fair Food Network stands out as an organization that will offer social and environmental change. We are inspired by your extraordinary resilience and compassion, and we are proud to partner in order to advance the shared mission of growing community resiliency, health & wealth through food.

Clif Family Foundation

Partnering to Amplify Our Impact

These challenging times have reinforced the notion that nobody can go it alone. When we start with food and work together to support our shared mission, we increase our collective impact. We are so thankful for the many partnerships that have strengthened — and been made stronger by — our collective work.



Our Commitment to Community-First Impact Investing

with Fair Food Fund

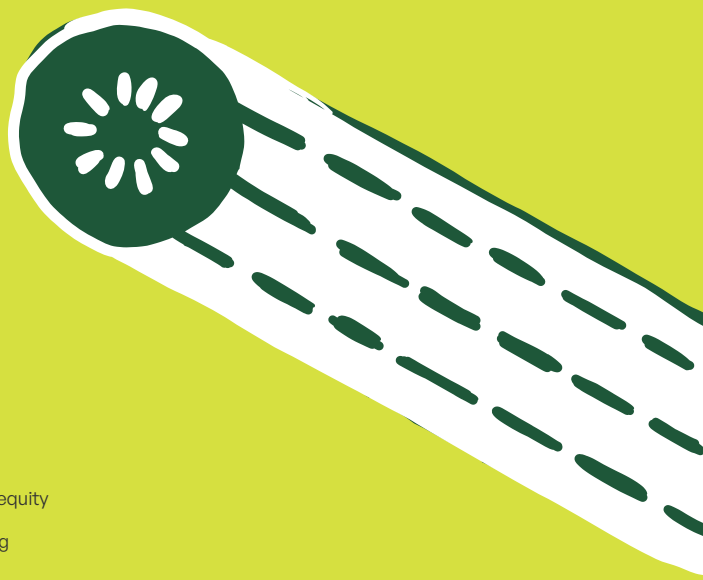
Wealth inequity in America is extreme. Despite good intentions by impact investors and a range of creative strategies, capital is still not reaching everyone equally, especially communities of color, with dangerous implications for the future of our society and planet.

As investors continue to navigate the many disparities exacerbated by the COVID crisis and increasingly by extreme climate events, business as usual simply isn't enough. Impact investors need new approaches more deeply rooted in the communities where capital is not already flowing.

A subset of impact investors is seeking bold change. Underlying their thinking, which includes a deep commitment to racial justice, is a shift away from the traditional capital-first mindset. This change is grounded in the fact that capital is an expression of relational, structural, and personal power. Though often not visible, these power dynamics are root causes of wealth gaps. And power won't shift unless we change how we invest.

A community-first mindset is becoming central to the impact investing strategies of Fair Food Network. We and other community-first investors are working to re-design catalytic capital tools with new consciousness of the role that power has played in perpetuating and worsening inequities. At Fair Food Network, this consciousness is unfolding both through its own investments and its efforts fostering two place-based investing collaboratives, Michigan Good Food Fund and the Camden Food Fund, which are coordinating local stakeholders and institutional balance sheets to advance community-identified priorities.

As a founding partner in both of these initiatives, Fair Food Network has led the effort to coordinate local stakeholders and leverage institutional balance sheets to advance community-identified priorities. Both of these efforts are works in progress, journeys built around community-first values and learnings from the work of many other impact investing colleagues. Fair Food Network's aims are twofold: to design the structure for new place-based community-first funds, and to unpack and reconfigure how power in its existing funds flows toward community-first values. Read more in our article in [ImpactAlpha](#)¹ or in this [full report](#)².



¹ [ImpactAlpha.com/how-fair-food-network-is-reshaping-investment-norms-to-fight-wealth-inequity](https://www.impactalpha.com/how-fair-food-network-is-reshaping-investment-norms-to-fight-wealth-inequity)

² [FairFoodNetwork.org/resources/from-capital-to-community-first-mindset-in-impact-investing](https://www.fairfoodnetwork.org/resources/from-capital-to-community-first-mindset-in-impact-investing)

Supporting Food and Farm Entrepreneurs in Michigan

with Michigan Good Food Fund

Michigan Good Food Fund’s work is guided by the shared vision of our Stakeholder Board—a diverse collective of people with deep roots in Michigan and a range of food industry careers. Some of them have received loans from the lending network in the past.

When Michigan Good Food Fund began in 2015, the lending network focused primarily on entrepreneurs providing healthy food to underserved communities. As we worked together with our partners toward a more resilient, inclusive food industry, we evolved our definition of “good food” beyond food that meets certain nutritional criteria. Our collaborative efforts aim to ensure that our future investments reflect the priorities of the people and communities most affected by wealth inequities.

Today, we define “good food” as food that serves communities and strengthens the economy. We are focused on supporting food and farm entrepreneurs who represent communities that have been marginalized due to race, ethnicity, and/or gender. Our goal is to help them prepare for and secure investment that will help their businesses grow and thrive.

As administrative managers of Michigan Good Food Fund, we worked alongside our newly convened 21-member stakeholder board to define the strategic vision of the lending network. With their partnership, the collaborative supported **17 businesses with flexible financing** in 2022, including a wide range of loans and other financial products that can be used for equipment, inventory, property improvements, and more. The collaborative also provided **72 businesses with tailored business assistance** or one-on-one consulting to offer guidance on everything from filing taxes to marketing to opening up new sales channels. We also hosted periodic workshops tailored to entrepreneurs in specific locations or food business sectors.

“We know that food and farm entrepreneurs are an essential part of vibrant communities and that investing in small businesses improves people’s access to culturally relevant food, creates jobs, and strengthens local economies,” said Aaron Jackson, Director of Michigan Good Food Fund at Fair Food Network.

Over half of the businesses that received support from MGFF in 2022 are located in a low-income/low-access community (51%), and most are located in an economically distressed area (74%). In a survey of businesses supported by the Michigan Good Food Fund, 72% of respondents expected to hire additional employees in 2023. In addition, 71% of respondents said they were able to develop or refine their business model or plan as a result of our support, and 41% were able to bring a product or service to market for the first time.

Together with our partners, we’re building equity by improving access to resources that should be equally available to everyone; our specific focus on marginalized community members helps to level the playing field to realize the inclusive economy envisioned by Fair Food Network, its partners, and the communities where we work. Learn more about [Michigan Good Food Fund](#)¹ and its [Stakeholder Board](#)².



¹ MiGoodFoodFund.org

² MiGoodFoodFund.org/press-release/michigan-good-food-fund-new-stakeholder-board-brings-community-first-approach-to-statewide-food-financing-initiative

Supporting Nutrition Incentives Nationwide

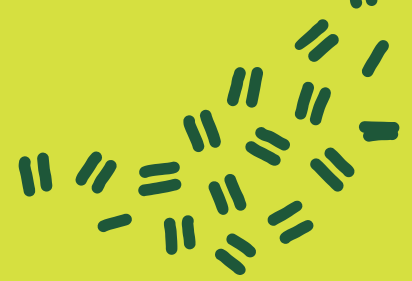
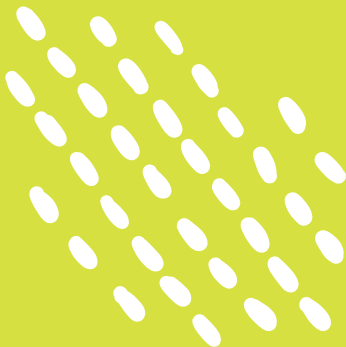
with the Nutrition Incentive Hub

In 2019, Fair Food Network and long-time evaluation partner Gretchen Swanson Center for Nutrition co-designed and co-developed the Nutrition Incentive Program Training, Technical Assistance, Evaluation, and Information Center (NTAE) to serve the needs of the Double Up Food Bucks national network and the broader field of Gus Schumacher Nutrition Incentive Program (GusNIP) grantees.

In the time since its founding, the Nutrition Incentive Hub — or Hub — as the NTAE is affectionately known, has become the recognized source of healthy food incentive learning, evaluation, and support. Fair Food Network has used its knowledge, resources, and experience gained through the success of its pioneering, home-grown nutrition incentive program (Double Up Food Bucks) in Michigan to help communities across the US start, strengthen, and scale their own nutrition incentive and produce prescription programs.

As GusNIP-funded projects continue to start up and scale up across the country, we are seeing promising results.

The Hub's national evaluation of GusNIP-funded incentive programs¹ show that participants eat more fruits and vegetables than the average adult. And the longer they participate in such programs, the more fruits and vegetables they eat over time. As the Hub works to build on this exciting momentum, GusNIP-funded programs continue to face challenges to scaling up to meet community needs.



Solving problems, together

The Hub works with programs of all sizes—from those just establishing a foothold to mature organizations scaling statewide—to strategically solve common problems. No matter the size of the operation, one challenge all programs contend with is implementing technology. Programs like Double Up that require SNAP transactions need software that is built into the farmers market or grocery store point of sale (POS) system. Because of the difference in program size and mechanics, what works best for one program may not work at all for another. To solve this dilemma, the Hub is working with stakeholders to refine system requirements and foster buy-in for clear, shared guidelines for incentive processing and distribution technology.

Innovations

A key function of the Hub is to test and/or document innovations in order to promote and scale what works. Many programs, for instance, inspired by changes in shopping behaviors during the COVID-19 pandemic, are interested in offering an e-commerce platform and the option to make SNAP purchases online. These efforts are by nature trial-and-error, and the Hub is coordinating learning to disseminate best practices among grantees as they test solutions to common obstacles.

Currently trending among GusNIP grantees are produce box programs and home delivery offerings. In this model, shoppers receive a farm share box with pre-selected, GusNIP-eligible fruits and vegetables. In many cases, the GusNIP awardee assembles these boxes and delivers them to the shopper, increasing access to fruits and vegetables for those who may be homebound, disabled, or undergoing medical treatments. Programs across the country — from South Carolina to Washington, from Oregon to Ohio, from Texas to Washington, DC — all received GusNIP awards in 2022 that supported farm share boxes. As this trend grows, the Hub is offering guidance on how best to establish and support farm share box programs across the country.

¹NutritionIncentiveHub.org/gusnip-ntae-y3-impact-findings

Supporting the field

One thing all nutrition incentive and produce prescription programs have in common is the need to secure funding to sustain their operations. A major source of this funding is the USDA's GusNIP program, which in 2022 invited applications for initiatives to innovate nutrition incentive and produce prescription implementation. Composing a large-scale GusNIP application is challenging even for seasoned veterans, and the Nutrition Incentive Hub acts as a guide, helping practitioners navigate the complex application process. In 2022, GusNIP-funded produce prescription and nutrition incentive grantees were required for the first time to have a one-on-one consultation with the Hub. Fair Food Network led the process, providing more than 180 hours of technical assistance to 166 organizations, 75% of which were first-time applicants to GusNIP. GusNIP awards included \$20.7 million for 43 produce prescription programs, 95% of which were first-time GusNIP applicants who the Hub will assist with new technical assistance offerings customized for their specific needs in 2023.

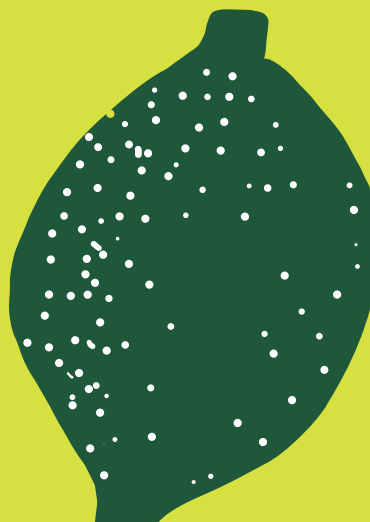
Still, other more established programs have extensive operating experience and are looking to scale their programs statewide. With expansion comes the need for additional fundraising and coalition building. In 2022, Fair Food Network helped programs across the country to better understand the process for pursuing and securing state-level funding. For example, we gave Field & Fork Network in New York a crash course in the appropriations process. Double Up New York received first-time funding of \$2 million from the New York state legislature in 2022 and is now working to secure permanent funding for Double Up in the state budget. We also provided technical support to Jackson Medical Mall Foundation's efforts to educate the Mississippi state legislature about incentives, including commissioning a study of Double Up Mississippi demonstrating the economic impact of nutrition incentives in their state. Double Up Mississippi received first-time state funding of \$400,000 in 2022. Other successes included the Sustainable Food Center's securing of \$6 million dollars in the 2024 Texas state budget, and City Green now strongly positioned to secure first-time funding from the New Jersey legislature in 2023.



Building Capacity

In 2022, the Hub awarded \$1 million to twenty-four nutrition incentive and produce prescription projects across the country to support initiatives that expand their reach, enhance community engagement, and strengthen their program's long-term sustainability in high-need communities. Grants of up to \$50,000 each will enhance nutrition incentive and produce prescription projects at farmers markets and grocery stores in sixteen states and the Blackfeet Nation (Montana) to expand affordable access to fruits and vegetables as the need for nutrition security remains heightened.

As a trusted partner for program development, technical assistance, and evaluation, the Nutrition Incentive Hub in 2022 helped to develop, document, and model approaches that create immediate impact, support community-driven progress, and change systems for the better.



A Double Up Michigan Partnership Improves Local Sourcing

with Taste the Local Difference

In 2022, Fair Food Network’s Double Up Food Bucks program partnered with Taste the Local Difference to take a closer look at ways of improving local sourcing for grocery stores in Detroit.

Taste the Local Difference has an expansive statewide network of relationships with Michigan’s farmers, farmers markets, and retail grocers. These connections are key to helping food retailers in places like Detroit and other participating locations across the state attain and maintain Double Up’s 20% local sourcing requirement during peak growing season.

Paul Green, Local Food Retail Specialist at Taste the Local Difference, led this work on behalf of Double Up Food Bucks. To start, Green partnered closely with the grocery store owners and managers to better understand existing produce supply chains and barriers for sourcing local produce. Over the first year of the project, he began to uncover common issues related to local sourcing in Detroit and identified why certain stores were more successful than others.

Green says, “For many store managers and owners, it’s the first time they’ve had support to look at their supply chains and develop new tools and strategies to source more local food. It’s often not an issue of retailers wanting to source more locally—there are so many barriers at play. It’s taken a year to get to a place where we understand the challenges they are facing and can truly talk about what’s possible.”

“Everybody wants this to work,” he continued. “Not a single person I’ve spoken to opposes the idea of local [sourcing]. They just don’t have the resources—whatever they might be—to really focus on this.”

What did Green learn so far?

It takes a lot of time to research ways to source local produce for grocery stores. It’s often time store owners or managers don’t have, especially when they are trying to keep their doors open. Green commented that when they’re able to find a local sourcing formula that works, they will move forward with it.

There are opportunities to build connections between the local food distribution system, suppliers, and grocery stores. Local grocery stores offer the produce available to them through their suppliers. If suppliers are not connected to local food distributors, it inherently limits access to such products.

Many grocery stores are getting more local foods than reported. Michigan-grown produce requires separate tracking. It is not always obvious what was grown locally when it arrives at the grocery store. In some cases, invoices identify if the produce supplied is local, but not always. This makes it difficult for retailers to report.

For grocery stores, sometimes it’s as simple as asking for what you need. Green recalled a visit to one food retailer: The manager called his distributor on the spot and asked for more locally sourced produce. The supplier immediately said yes. The food retailer began receiving a monthly report detailing the store’s Michigan produce purchases. In another instance, he learned that a general manager at a store in an under-resourced area regularly achieved the 20 percent goal by directing their produce buyer to prioritize locally sourced produce from July to November. Lastly, one of the distributors that Green spoke to said they implemented a new Michigan section in their weekly food order book to make it easier for grocery stores to identify local produce.

Grocery stores choose products based on what makes financial sense for them—especially when contending with high inflation rates or during challenging times like the COVID crisis. Store managers and owners do their best to reach the 20 percent local sourcing requirement, but they often don’t have time to research ways to source more local products, even when it can make financial sense.



And this is exactly where Green focused his efforts, connecting locally sourced food within Michigan’s farm-to-fork networks to retailers and, ultimately, consumers—to the benefit of all involved.

“Local food makes so much possible in Michigan,” Green stated. “There’s a lot of food being grown in Michigan to do a lot of feeding. When we can better connect the farmer to retailer to the consumer, we can alleviate a lot of challenges in the community. More dollars into the pockets of farmers, strong local economies, and more healthy food choices for Michigan families.”

Looking ahead, Fair Food Network and Taste the Local Difference aim to work with more distributors to prioritize locally grown produce in Michigan grocery stores. The supply-chain benefits of increased wholesale purchases of Michigan produce can lower prices for shoppers who are conscious of buying locally—especially those who use Double Up. And the distributors love selling Michigan produce—after all, they’re Michigan food businesses, too.

Local sourcing is a win for everyone—from growers to sellers to shoppers—that wants to support Michigan grown produce and make it more accessible to Double Up shoppers in places like Detroit and beyond.

“Double Up Food Bucks continues to be a win for families, farmers, and local economies,” said Cassidy Strome, Acting Director for Double Up Food Bucks in Michigan.

“Now more than ever, we see and hear how impactful Double Up is as more families utilize the program across the state. The need for affordable food that nourishes the body and soul continues to grow, and our partnerships with food advocates, the community, and funders are critical to Double Up’s success.”



Double Up Food Bucks is a nutrition incentive program that aims to increase fruit and vegetable purchasing among people who use SNAP as part of their monthly food budget. The program is funded by the Gus Schumacher Nutrition Incentive Program (GusNIP), a grant program administered by the United States Department of Agriculture (USDA) with funds appropriated by the 2018 Farm Bill. The Michigan Department of Agriculture and Rural Development (MDARD) is firmly committed to creating marketing opportunities for Michigan fruit and vegetable growers and provides some of the matching funding for Double Up in Michigan.



“

We are proud of our longstanding partnership with Fair Food Network and the collective work and impact in supporting healthy food systems and food economies. And we look forward to continuing our investment in the partnership and work in service of thriving communities and sustainable economic development in Southeast Michigan.

Jim Boyle

Ralph C. Wilson, Jr. Foundation



Nutrition Incentives

Expanding healthy food choices and sparkling economic opportunity.

We build and support nutrition incentives that expand healthy food choices and spark economic opportunity. Our Double Up Food Bucks program, which began in our home state of Michigan, has been adopted by partners across the country and continues to demonstrate the benefits of nutrition incentives for local farmers, retailers, and the people who need their services. And through our work with the Nutrition Incentive Hub, we also lead technical assistance and innovation work that strengthens nutrition incentives and produce prescription projects nationwide.

Evolving Our Program to Meet Community Need with Double Up Food Bucks Michigan

Double Up Food Bucks in Michigan continues to respond to increased community need for the program since 2020.

The importance of our Double Up Food Bucks nutrition incentive program, which matches SNAP benefits spent on fruits and vegetables, has never been more apparent than in the last three years. Due to pandemic-related demand, increased emergency SNAP benefits, and record inflation that hit grocery budgets particularly hard—program usage in Michigan doubled. A challenge for Double Up—and one we’re still contending with—is how to meet this elevated demand and broaden access while ensuring that individuals and families are getting the most out of the program.

To this end, and to sustain Double Up for the long term, we made the difficult decision to pause Double Up earning at grocery stores across the state (excluding Flint) from August 1, 2022 through January 15, 2023. The temporary pause on earnings did not apply to farm stands or farmers markets, and all program participants were still able to spend what they earned from previous purchases.

The temporary pause was successful in its aim to slow the flow of spending, allowing us to significantly bridge the Double Up budget gap with this measure alone. In 2023, Fair Food Network and Double Up have emerged from the pause and transitioned into more conventional program earning and spending. And we recognize the impact the pause has had on Double Up participants.

“Temporarily pausing Double Up has been a method we’ve used in the past to ensure the program is available for years to come,” said Cassidy Strome, Acting Director of Michigan Double Up Food Bucks. “But pausing the program invariably leads to confusion and challenge for both participants and site staff, and we obviously would prefer that the program operate uninterrupted year-round,” she added. “We’ve implemented some program changes in 2023 that we can adjust as needed, based on feedback from participants and sites, as well as our budgetary outlook.”

To curb spending as needed while avoiding future program pauses, we have introduced levers in program implementation, such as a cap on individual earning (decreased from \$20/day to \$10/day), a cap on individual spending (\$10/day), and a defined window (90 days) in which users can spend their earnings.

These new mechanisms will allow us to adjust spending without necessitating future pauses. Nevertheless, we recognize that keeping up with demand for Double Up Food Bucks will require sustained and increased funding for the program. Our work over the past year conveying funding needs to state officials in advance of budget negotiations paid off in June, when Michigan legislators announced funding for Double Up Food Bucks totalling \$4.9 million through 2024. This latest funding from the State will help Fair Food Network maintain programming at our current Double Up sites, with the potential to restore the daily earning limit of \$20/day and remove the daily spending cap.

“Our consistent engagement with shoppers, farmers, grocers, market managers — all critical program partners — has allowed us to ground our program changes in data and feedback from program participants,” said Strome. “Ultimately, our goal is to make it as easy as possible for SNAP users and site staff to use Double Up Food Bucks.”





Detroit Grocer Improves Local Sourcing

with Garden Fresh Supermarket

For food retailers across the country, sourcing local fruits and vegetables is often easier said than done. Among many challenges, local grocery stores are limited to the produce available to them through their suppliers. If suppliers are not connected to local food distributors, it may put access to local products out of reach for retailers. It often takes time and effort to source locally—but Garden Fresh has done the work.

As grocery costs continue to rise, the Double Up Food Bucks program continues to help families with low income bring home more fresh fruits and vegetables.

With a dollar-for-dollar match at participating Double Up locations, people using SNAP can get more fresh, local produce for their money, up to \$10 per day. And with a staggering 212% increase in usage between 2019 and 2022, Double Up is helping more people than ever before—right when they needed it most. Double Up is a true win-win-win: Families bring home more healthy food, local businesses get a boost, and area farmers can sell more of their produce. In 2021, 85% of farmers participating in Double Up made more money, allowing them to expand production and grow their businesses.

There are now 250 participating Double Up locations across Michigan, with 24 in Detroit alone. One of those is Garden Fresh Marketplace. For owner Jonathon Morad, participating in Double Up was a no-brainer.

“I thought it was a great opportunity to pass on deals to my customers,” he said. “Based on the clientele I have and my mission as a store owner in the city of Detroit, it’s my duty to offer great fresh products.”

It can be challenging to improve and track local sourcing, though—not to mention introducing the concept of Double Up Food Bucks to customers. Morad cleared both hurdles with a single strategy: communication.

To enroll customers, he created a competition to encourage cashiers to sign up people for the program. The more people that joined the program, the more Double Up Food Bucks were spent. “A lot of customers think there’s a catch,” Morad said. “We try to explain that there isn’t. We’re just trying to get fresher food on their tables.” Once they began enlisting customers, Morad said, “The program sold itself.”

To identify locally grown produce, Morad built closer relationships with his existing distributors and vendors. “It was more about clarifying where the product was coming from,” Morad said. “Before the program started, vendors would only tell us if it came from inside the country or not. Now we’re getting exact locations.”

And in peak growing season, June through September, Detroit’s Eastern Market becomes a huge piece of Garden Fresh’s local produce puzzle. “It’s fresh, local, and at a good price point,” Morad said.

Morad credits his quality relationships with vendors for this success. By asking questions and communicating, he was able to find the local products he needed. “It’s all about who you’re doing business with,” he said.

Indeed, from customers to vendors, Morad said that making Double Up Food Bucks a success at his store came down to relationships. He is serious about his market’s role in Detroiters’ lives, and that goes beyond seeing produce fly off the shelves. When asked what local produce was especially popular, Morad said simply: “Everything.”

“Any grocer who’s not a part of this really doesn’t know what they’re doing, in my opinion,” he said. “You’re offering better products and healthier food for the community that can’t be found elsewhere.”



Growing State Support for Double Up Texas

with Sustainable Food Center and American Heart Association

Fair Food Network’s Senior Fellow Noah Fulmer and Associate Director of Policy Alex Canepa collaborated with Sustainable Food Center (SFC) and American Heart Association (AHA) to support their successful push for state funding for SNAP nutrition incentives, like Double Up Food Bucks, in Texas.

Much of the work of our policy team is designed to broaden access to healthy foods by expanding nutrition incentive programs to more people in more places. Our team’s partnership with Sustainable Food Center and the American Heart Association, supported by funding by the Dell Foundation, ushered in the most significant geographic expansion of state SNAP nutrition incentive program funding in the South to date.

To begin, Fulmer and Canepa partnered closely with the SFC team during a two-day policy planning retreat. The teams worked together to set an advocacy strategy, identify long-term funding needs, and chart the organizational structure of a statewide Double Up Texas program. A critical piece of their strategy was the hiring of a lobbyist to advocate for statewide expansion efforts. Canepa continued to support SFC in their successful application for funding to hire Colyandro Public Affairs in fall 2022.

By January 2023, Canepa, SFC, AHA, and Colyandro helped write and refine legislation and an appropriations rider promoting SNAP nutrition incentives that was introduced to the Texas Legislature — signifying Texas’ first-ever advocacy campaign for state appropriations for nutrition incentives. In February 2023, Fulmer and Canepa continued the momentum of the advocacy campaign by joining SFC and AHA for American Heart Association’s Advocacy Day at the Texas capitol. This event provided an opportunity for Double Up partners across the state to educate legislators about Double Up impacts in their respective districts, work to secure funding for Double Up in Texas’ 2024–25 state budget, and discuss the potential for greater impact with additional funding.

The collaborative advocacy efforts were ultimately successful. **The Texas Legislature provided \$6 million for SNAP incentives in its final state budget.**

“Texas legislators from both sides of the aisle came together to invest in nutrition,” Canepa shared. “When the nutrition incentive community works with an ideologically diverse coalition of advocates, anything is possible.”



Double Up America

Double Up Food Bucks was seeded in Detroit in 2009 and has since been adopted by partners around the country, improving healthy food access from coast to coast. Nutrition Incentive programs like Double Up continue to bring affordable fruits and vegetables within reach of individuals and families with low income.

13 Years of Impact Numbers

70,737,423

Pounds of healthy food purchased with SNAP & Double Up

\$134,800,430

Federal USDA funding leveraged

2022 Impact Numbers

1,780

Total Sites

455

New Double Up Sites

776,113

People Impacted

1,264

Farm-Direct Sites

516

Brick & Mortar Sites

438

New Farm-Direct Sites

18

New Brick & Mortar Sites

763,473

Families

12,640

Farmers

\$48M

Total Farm Direct and Brick & Mortar SNAP & Double UP

\$14.7M

Farm-Direct SNAP & Double Up

\$33.3M

Brick & Mortar SNAP & Double Up

\$27M

Total Double Up Earned Through SNAP Purchases

\$20.9M

Total Incentive Dollars Spent

\$8.6M

Earned

\$6.1M

Spent

\$18.5M

Earned

\$14.7M

Spent





“

A lot of customers think there's a catch. We try to explain that there isn't. We're just trying to get fresher food on their tables. Once the store began enlisting customers to shop with Double Up Food Bucks, the program sold itself.

Jonathan Morad

Store Manager, Garden Fresh Supermarket
Detroit, MI

Double Up Michigan

13 Years of Impact Numbers

\$73.1M

Combined SNAP &
Double Up sales

45M+

Pounds of healthy food
purchased with SNAP &
Double Up

240+

Double Up sites
in Michigan

2022 Impact Numbers

\$12.2M

Combined SNAP & Double Up
sales of fruits & vegetables

253

Double Up sites, including
113 grocery stores and
140 farmers markets

113,545

SNAP households reached

98%

Of Michigan's population lives in
a county with a Double Up site

1,100+

Michigan farmers benefited

\$6.39M

Amount of produce purchased
by independent grocers

\$22.71M

USDA awards Fair Food Network
has received to expand Double
Up in Michigan and support its
replication across the country
since 2015





Impact Investing

Fueling the success of local food entrepreneurs.

We believe that food businesses are powerful engines for economic change. Farmers, grocers, and other local food entrepreneurs provide their communities with vital nourishment, economic opportunity, and environmental stewardship. Working at the intersection of food, health, and economic justice, we fuel the success of food entrepreneurs through catalytic capital, wrap-around business services, and a commitment to place-based impact investing collectives. We focus our investments on people who are most often overlooked by traditional investors, particularly people who have been marginalized due to their race, ethnicity, and/or gender. Together, we're building thriving communities and a more inclusive economy.



Championing local farmers

with Argus Farm Stop

Argus Farm Stop is the farmers' farmers market's market—and much more. With an investment from Fair Food Fund, that “more” means expanding to ensure critical sales channels for local farmers.

Argus co-owners and spouses Kathy Sample and Bill Brinkerhoff started Argus with a desire to help small, local farms succeed. In 2014, they launched as a one-stop shop where farms can sell locally grown goods to consumers all year long. In its model, farmers own the produce, set the price, and keep 70 percent of every sale. Since 2014, Argus has already paid out \$10 million to a network of 200 local farmers. Argus also offers our Double Up Food Bucks program, supporting affordability alongside access.

As the pandemic spurred disruptions for local farmers and farmers markets, Argus stepped up to fill the void, launching two new business lines, including a produce box delivery service and online ordering. To sustain this growth, Sample and Brinkerhoff realized they needed to expand. Given our long-standing collaboration, they turned to Fair Food Network and our Fund. With Argus' foundational commitment to local farmers and healthy food access, it was an unquestionable mission match.



The investment allowed Argus to consolidate its retail grocery, produce box, and online ordering operations at a new location. They also reconfigured the other two locations, refocusing one to feature an expanded café with prepared foods and tavern options. Structuring the investment as a convertible note enabled Argus runway to secure the new location and give all sites time to optimize before principal payback begins.

“We’ve worked with Fair Food Network for years with Double Up and other food access initiatives,” says Sample. “Now, we have the opportunity to work with the Fair Food Fund. We have found the process and people to be excellent to collaborate with.”

Re-imagining traditional African favorites

with Global Village Foods

Husband-and-wife team Damaris and Melvin Hall transformed Global Village Foods, once a community African restaurant, into a growing producer of ready-to-eat meals.

Damaris grew up in Kenya, where simple fresh ingredients and rich aromatic spices created vibrant traditional dishes for family gatherings and communal celebrations.

A world away, Mel, from Memphis, cherished Sunday dinners with three generations of family around a table full of bold, soulful Southern fare.

The two met in Kenya and settled in Vermont, a state well known for its slow food movement and strong community. They began a food business, Global Village Foods, based on their favorite recipes. Out of local food festivals, farmers markets, and a restaurant, they built up an enthusiastic following for African-inspired foods.

As parents of a child who had severe food allergies, they realized how challenging it was to find flavorful, nutritious, good food options. They believed everyone deserved to have a great-tasting meal that fit their needs, and so they re-imagined traditional African favorites as allergy-friendly, vegan, and gluten-free meal options.

To share the warmth and comfort of fresh-made dishes with the ease and convenience of ready-to-eat frozen meals, Demaris and Mel created Global Village Cuisine. As demand for their products grew, especially at universities, Demaris and Melvin needed a loan to build inventory and hire additional staff. They turned to Fair Food Fund for assistance.

In 2022, Fair Food Fund provided a participation loan to Global Village Foods in partnership with Vermont-based Flexible Capital Fund. With this collaborative investment, Mel and Demaris were able to grow their business at a key time. We were excited to provide a loan to support a plant-based food business, bringing culturally relevant, locally sourced food options into the marketplace.



Hitting the road with delicious fun food with Jetta's Popcorn & Fun Foods

Magita Barbee has been in the fun food business for 20+ years. As the proprietor of Breezin' Concessions, LLC, a seasonal mobile ice cream truck, Magita observed that customers couldn't get enough of her delicious popcorn in the off-season. To meet this growing demand, Magita founded Jetta's Gourmet Popcorn in 2013.

Magita participated in Fair Food Network's Food Finance Essentials training as part of the Michigan Good Food Fund in 2022. The training is a multi-week intensive course designed to help food entrepreneurs tune up their business model, improve their financial know-how, and prepare for financing. In the months following the training, her business received its first loan from Fair Food Network's Fair Food Fund to upgrade a food truck as well as provide additional technical assistance to boost marketing efforts. The working capital provided to Barbee by Fair Food Fund helped her mobile business take advantage of Michigan's summer months and community events and festivals.

"The biggest ah-ha I have had is realizing that I wanted to be able to go where the people are. I no longer desired to just be in one spot day after day, waiting for people to come to me. So being mobile, along with a central location, is my desire," said Barbee.

In 2023, Barbee received additional working capital from Fair Food Fund to hire additional staff and keep up with demand during peak summer months.

Jetta's Gourmet Popcorn and Fun Foods is now online, in four retail locations, at events held in Detroit's Huntington Place, and across town in a revamped mobile food truck.





“

We've worked with Fair Food Network for years with Double Up and other food access initiatives. Now, we have the opportunity to work with the Fair Food Fund. We have found the process and people to be excellent to collaborate with.

Kathy Sample

Co-owner, Argus Farm Stop

Fair Food Fund Financial Overview

(SINCE FUND'S INCEPTION)

FINANCING COMMITTED

(through December 31, 2022)

\$4,867,523

FINANCING OUTSTANDING

\$3,732,400

INVESTMENT INCOME

\$1,571,832

TOTAL INVESTMENTS

(Since Inception)

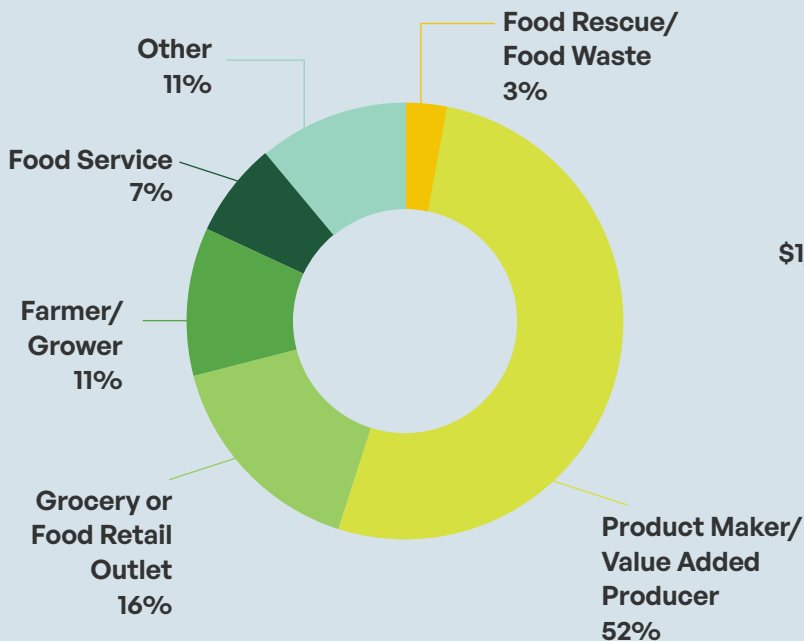
38

DEFAULT RATE

As of Dec. 31, 2022, the annualized default rate since the Fund's inception (2012) is .45% or 4.6% cumulatively.

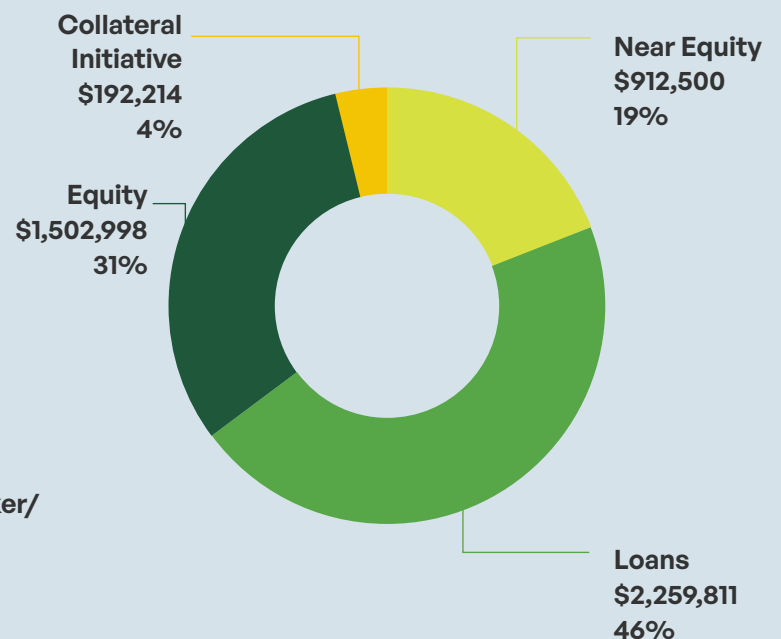
Type of Business

(Since Fund's Inception)



Type of Structure

(Since Fund's Inception)



Financials

Balance Sheet

ASSETS	
Cash	\$5,073,700
Accounts Receivable	\$98,185
PRI Loans Committed	\$0
FFF Investments Outstanding	\$3,326,999
Total Assets	\$8,498,884

LIABILITIES AND NET ASSETS EXPENSES	
Loans Payable	\$4,015,574
Accrued Interest	\$65,542
Unrestricted Net Assets	\$1,057,090
Temporarily Restricted Net Assets	\$3,360,678
Total Liabilities and Net Assets	\$8,498,884

Income Statement

INCOME	
Government Grant Income	\$0
Non-Government Grant Income	\$1,120,000
Investment Income	\$119,639
Other Income	\$676
Total Income	\$1,240,315

EXPENSES	
Program Operating Expenses	\$1,028,921
Technical Assistance Expenses	\$76,240
Investment Expenses	\$86,888
Total Expenses	\$1,192,049

Net Income **\$48,266**

These financial statements show income and expenses generated by the Fair Food Fund in 2022 as well as the Fund's financial position as of December 31, 2022. The Fund's financial statements were internally prepared by Fair Food Network and have not been audited by a third party. The financial statements are inclusive of complimentary business assistance activities related to the Fund and provided by Fair Food Network.



Food is a Pathway to Justice

Today and every day, we are committed to following this path ourselves.

Even as we recognize that food is a unifying element of human life, we can also use it as a lens for seeing injustice and oppression more clearly. Healthy, affordable food isn't a universally accessible choice. Not every food entrepreneur has had access to traditional financing to support them in growing and serving their community. Instead of perpetuating systems of extraction, exploitation, and structural racism, we strive to model economic belonging, justice, and environmental stewardship. We seek to interrupt unjust historical patterns through our work, augmenting the powerful capacity already present in the communities we serve.

Diversity, Justice, and Equity at Fair Food Network

Our Vision

At Fair Food Network, we hold a vision of a food system that nourishes whole communities, leading to improved health, economic well-being, and environmental regeneration.

We believe that intentionally weaving diversity, equity, and justice into every aspect of our organization is critical to making that vision a reality.

Diversity is a fundamental feature of strong systems - from the environment to the economy. More diverse systems are more resilient and sustainable long term. We have recognized from our earliest days that having a diverse staff and board is essential to achieving our mission of growing community health and wealth through food, and cultivating that diversity necessitates intentionality and consistent attention and action. We will continue to work towards a board and staff that reflects the diversity of the communities with whom we engage while also encouraging diversity of thought and experience.

At Fair Food Network, equity refers to the day-to-day actions we take on the path to justice - redistributing power and resources, uplifting diverse perspectives, and recognizing the humanity and value we all share as people. We believe equity is at the core of a successful food system that grows health and wealth in all communities. Through our daily work, we support communities impacted by poverty and institutionalized inequities with an immediate infusion and redistribution of resources. We look for opportunities to meet communities where they are and to follow their lead.



We believe justice builds on these actions to not only level the playing field but also work towards a society that equitably distributes resources and puts decision-making power into the hands of the communities that are directly impacted by and derive direct benefit from our work. On our journey to building a more just food system, we commit to growing our skill at being in relationship with both diverse partners and the communities with whom we engage. We're also committed to our organization-wide work toward anti-racism and addressing implicit biases around issues such as gender, class, and urban/rural divides. Our goal is to advance systemic change that ensures the communities with whom we engage design, control, and benefit from their own local food economies.

As we look toward the future, we recognize that we need to continuously strengthen and invest in our commitment to diversity, equity, and justice even further in all aspects of our organization and our work. We recognize that addressing the impacts of structural racism and social inequities in the food system (and beyond it) calls for constant work, reflection, and readjustment. And most importantly, we recognize that this work is critical to co-create the world we want to live in, with a food system that works for every person and the planet.

Our Journey

Since Fair Food Network was founded in 2009, diversity and equity have been foundational principles of our work challenging inequities in the food system.

As Fair Food Network grew, we knew it was important to formalize our commitment to these principles, expand our work, and foster a deeper and shared understanding among our team. In 2018, we launched a Diversity, Equity, & Inclusion Committee to lead this work internally. In the time since, we have re-evaluated our hiring practice to address biases and supported a staff training on managing with equity and inclusion. We brought in a field leader to discuss the historical roots of racism in our food system and engaged all staff in attending a workshop on understanding and analyzing systemic racism as means to build a common foundation and language across the organization. Finally, we expanded opportunities for staff to engage with this work with one another with regular staff-led justice and equity discussion groups and book clubs.

With the shifting societal awareness of systemic racism and intrinsic racial bias, catalyzed to a large extent by the murder of George Floyd in 2020, Fair Food Network restructured our DEI committee and shifted our focus from Diversity, Equity, and Inclusion to Justice and Equity. In 2021, we officially changed our name to the Justice & Equity Working Group to reflect our evolution, wider societal conversations around these concepts, and the expansion of our organizational commitment outlined below.

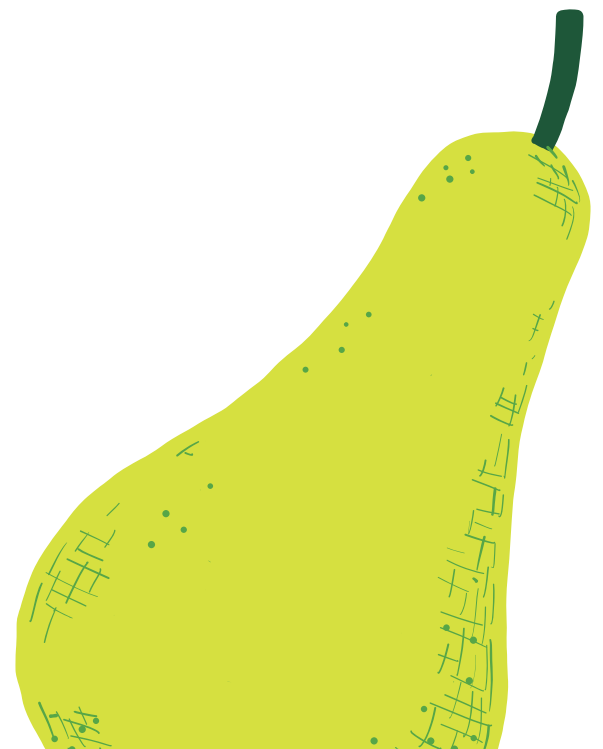
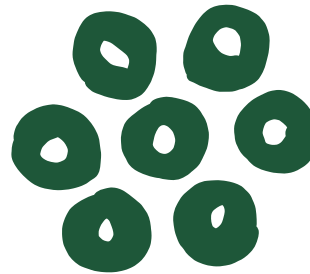
Our Commitment

Today, we recognize our justice and equity work is a journey that requires diligence, care, and intention. We will continue to uphold our founding values of diversity and equity and build on the concerted work we've been doing since 2018.

Building on this external expression and vision, here are our commitments:

- We commit to centering equity and anti-racism into our work, operations, and culture.
- We will continue to grow diversity within our organization across race, class, gender, and other identities to bring greater alignment with the communities with whom we work.
- We will encourage a culture of openness and curiosity as we seek to value and respect the many experiences and perspectives we collectively bring.
- We will develop community engagement practices to ground our work in the experience, needs, and priorities of our community partners and participants.
- We will continue to invest in learning on anti-racism and social justice within the food system and beyond as we support individual, team, and organizational engagement and growth.

We acknowledge that these commitments are starting points and view this work as iterative and continual. We ask our staff, partners, community stakeholders, board, and peers to hold us accountable in acknowledging and learning from both our progress and the mistakes we will make as we continue our individual and collective journey towards equity and justice.



Our Supporters

We are deeply grateful for our supporters who help make this impact possible. With your partnership, we're not just investing in entrepreneurs, we are growing healthier, wealthier, more equitable communities.

THANK YOU.

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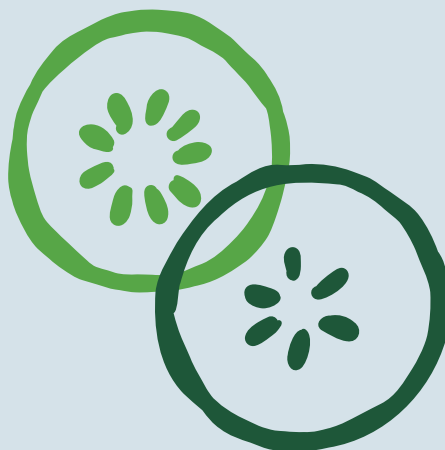
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Up to \$100

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Avery Robinson

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Barbara Stanford

Anim Steel

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When we start with food, so much is possible.

Whether you are a food entrepreneur, donor, funder, investor, policymaker, frontline practitioner, or another interested collaborator, we're here to partner with you in building a fair and resilient future.

Join us in our mission to grow community health and wealth through food.

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Thank you to the report's designers, including Loop and Hien Lam; photography courtesy of Fair Food Network and/or subjects.

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The logo consists of the words "FAIR", "FOOD", and "NETWORK" stacked vertically in a bold, sans-serif font, all contained within a square border.

FAIR FOOD NETWORK

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