



**DOUBLE UP
FOOD BUCKSSM**

2011 Evaluation Report



A project of:





Fair Food Network is a national nonprofit dedicated to building a more just and sustainable food system. FFN works at the intersection of food systems, sustainability, and social equity to guarantee access to healthy, fresh, and sustainably grown food, especially in underserved communities.

FFN implements model programs and brings the right people together to generate ideas, share resources, and promote policy changes to repair our food system.

To learn more, visit www.fairfoodnetwork.org.



Fair Food Network's Double Up Food BucksSM program "matches" Supplemental Nutrition Assistance Program (SNAP) food assistance benefits spent at participating farmers' markets in Michigan and Toledo.

Our goals are to increase access and affordability of healthy foods for low-income families and individuals and to create new sales opportunities for Michigan farmers.

Double Up Food Bucks also provides economic benefits to farmers by increasing demand for Michigan produce: Double Up Food Bucks tokens can ONLY be spent on Michigan-grown fresh fruits and vegetables, enabling the money to go directly in the pockets of Michigan growers and food businesses.

To learn more, visit www.doubleupfoodbucks.org.

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Executive Summary



Access to healthy food is a fundamental building block for a productive life. While federal food assistance benefits are critical to enabling low-income families to buy food, the lack of access to healthy, fresh food results in poor health outcomes and increases the risk of diet-related chronic illness. Nationwide, there are more than 46 million recipients of Supplemental Nutrition Assistance Program (SNAP, formerly known as food stamps) benefits receiving over \$65 billion in federal food assistance. In Michigan, there are 1.9 million SNAP recipients, over 19% of the state's population and considerably higher than the 12.9% national average. In Michigan, SNAP benefits are administered via Electronic Benefits Transfer (EBT) on the Michigan Bridge Card.

Fair Food Network's (FFN) Double Up Food Bucks program (DUFBS) uses existing infrastructure – farmers' markets and the Michigan Bridge card to:

1. improve access to and affordability of fresh fruits and vegetables for low-income families;
2. grow the local economy by supporting purchases from local farmers;
3. shift public policy so that future federal nutrition assistance programs can simultaneously address health, hunger, and nutrition and support a more sustainable food system.

Fair Food Network contracted with JFM Consulting to carefully evaluate this model incentive program. The three-year evaluation is assessing DUFBS's effectiveness in leveraging federal SNAP resources to improve access to fresh fruits and vegetables for shoppers on federal food assistance while strengthening and diversifying farm economies.

The primary objectives of the DUFBS evaluation are to:

1. determine the effectiveness of monetary incentives to promote healthier food choices (as evidenced by food purchasing behavior) for SNAP customers;
2. determine the impact of the DUFBS project on the participating markets, vendors and the local food economy;
3. determine the implications of the evaluation findings in relation to policy change and replication;
4. examine implementation processes, including social marketing strategies, and identify best practices for replicating the model.

FFN is partnering with a number of funders, market managers, public officials, and a range of other organizations to develop and implement this program. FFN contracts with individuals and organizations to lead the communications, policy development, and evaluation aspects of DUFBS. The statewide communications campaign is partially funded by Michigan Nutrition Network, the state SNAP education coordinator.

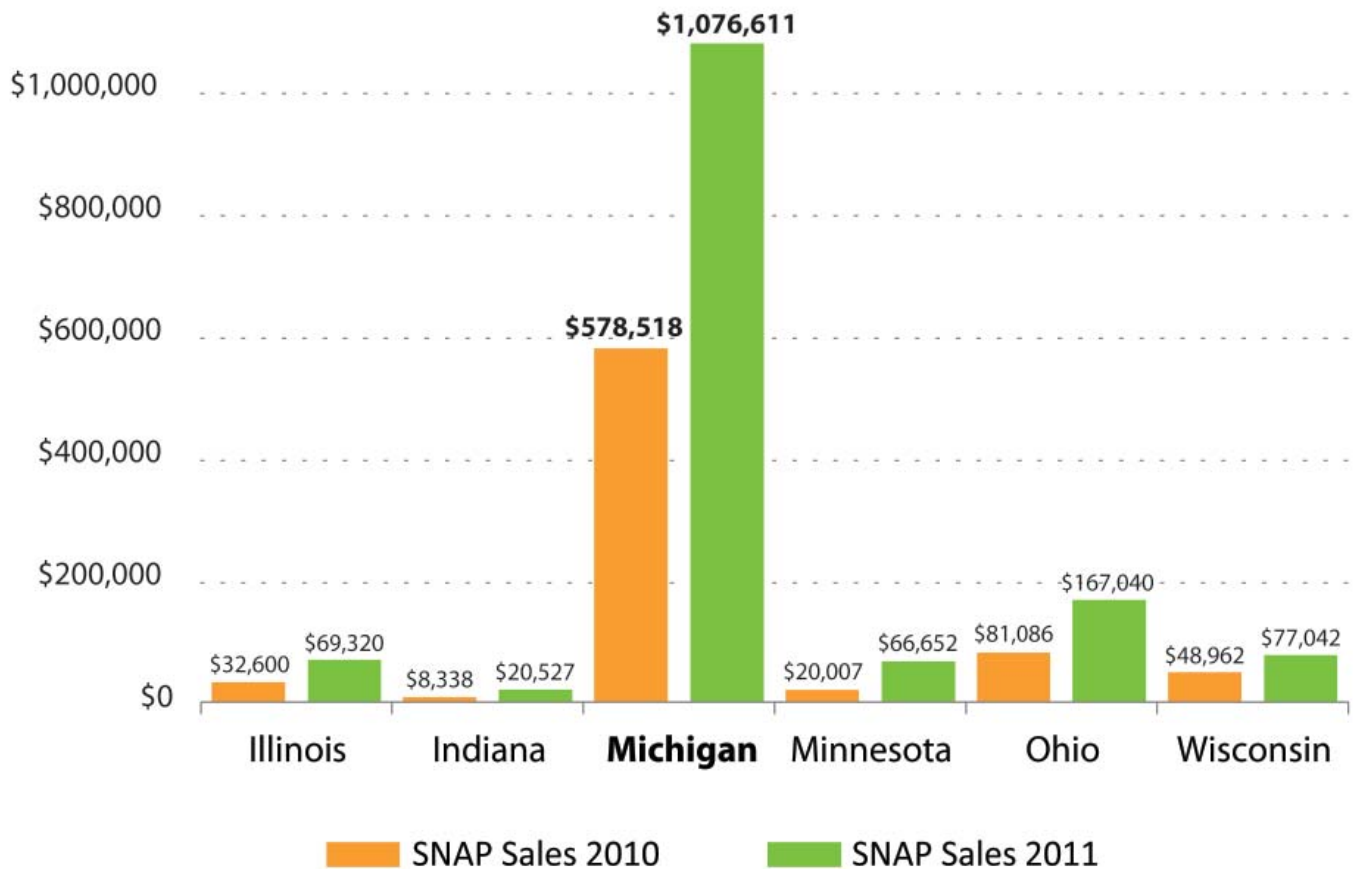
Policy consultants monitor and manage connections and opportunities for policy education in both Lansing, MI, and Washington, DC.

Ultimately, this program, combined with policy advocacy efforts, will support a shift in food assistance policy to provide incentives for consumers to purchase fresh produce with SNAP benefits.

Michigan - the Sales Leader

Michigan continues to lead the Midwest in SNAP sales at farmers' markets

DUFB is undoubtedly one reason why in 2011, SNAP redemptions at farmers' markets in Michigan were greater than in any other Midwestern state by a significant factor.



Source: USDA

Key Impacts

- 190% increase in SNAP purchases at farmers' markets
- 100% of farmers' market managers would participate in DUFB again
- 95% of farmers report a positive experience with the program
- 75% of farmers say they make more money at the farmers' markets with DUFB
- 80% of farmers report selling more fruits and vegetables
- 33% of farmers plan to grow more produce next year because of DUFB and 24% plan to grow a greater variety
- 96% of customers said they would participate in DUFB again and would like it expanded to more places
- 81% of customers reported that because of DUFB they increased the amount of fruits and vegetables they buy
- 58% of customers tried different kinds of fruits and vegetables
- 66% of customers made more trips to the farmers' market

DUFB Overview

FFN developed DUFB as an innovative way to encourage low-income consumers to use their federal food assistance benefits to purchase fresh, locally grown fruits and vegetables at farmers' markets across the state of Michigan. DUFB offers low-income consumers an opportunity to purchase more fresh fruits and vegetables by matching up to \$20 in SNAP funds spent per market visit using tokens that can be redeemed to purchase more Michigan-grown produce. The project was piloted in five Detroit markets in 2009 and in nine additional markets in 2010. The first full implementation took place for the entire market season in 55 locations in 2011.

At the Flint Farmers' Market, vendors use an electronic system for distributing SNAP and DUFB benefits directly to customers using an electronic DUFB market card instead of tokens.

Market Selection and Orientation Process

Fifty-four markets and one food truck were selected to participate in the DUFB program in 2011. Criteria for market selection include:

- geographic fit—whether the market is located in a specific geographic “pocket” or region (in order to provide a concentration of participating markets);
- prior experience distributing SNAP benefits;
- adequate volume of SNAP sales;
- ability to raise matching funds; and
- administrative capacity to implement DUFB

Once markets are selected, market managers are invited to attend an orientation to provide an extensive overview of the program, including the evaluation in which they are asked to participate.

FFN actively assists communities in raising matching funds for DUFB. Community foundations are a primary source for those funds, and numerous grants from several Michigan community foundations have supported the program, providing an important gauge of interest in DUFB around Michigan.

For a description of the participating markets in 2011, see Appendix A.





Evaluation Overview & Methods

FFN contracted with JFM Consulting, a Detroit-based firm with decades of experience evaluating health and food access programs, to fully evaluate DUFB. The three-year evaluation of the DUFB program is primarily designed to measure the impact of DUFB incentives on participating farmers' markets, farm vendors and SNAP customers.

The evaluation ultimately has three applications:

1. It informs FFN of opportunities for strengthening the program and making course corrections along the way.
2. It provides the basis for replicating this type of incentive program in other states.
3. FFN is using the evaluation results to inform the broader policy discussions taking place around the reauthorization of the Farm Bill.

Methods

JFM Consulting assembled an evaluation advisory committee made up of key stakeholder groups to guide the evaluation. It provides input on data collection methods and instruments and insight on findings.

Evaluation data are collected from all participating DUFB markets using multiple sources and methods, including surveys of customers and farm vendors.

The customer and farm vendor surveys were administered in person by trained community resident data collectors identified with the assistance of farmers' market staff. A total of 290 customer surveys and 117 farm vendor surveys were collected. The evaluation also included a web-based, self-administered survey of 36 market managers.

The evaluation further drew from an analysis of DUFB program records provided by FFN from 2009 and 2010 and interviews with FFN staff and other key program stakeholders, as well as structured observations made at the markets participating in the surveys. (A description of the data collection strategy is provided in Appendix B.)

Guiding Evaluation Questions

1. What is the impact of the DUFB incentives on the purchasing habits of SNAP customers?
 - To what extent is the DUFB incentive program increasing the use of farmers' markets by SNAP customers (both new and returning)?
2. What is the impact of the DUFB incentive program on vendors, markets and the local economy?
 - To what extent do DUFB incentives contribute to the stability and sustainability of the markets?
3. What are the strengths and barriers, best practices, and lessons learned around implementing the DUFB incentives in individual markets and across different types of markets?
4. What are the factors, either positive or negative, that influence the use of farmers' markets by SNAP customers?
 - What demographic differences, if any, influence the purchasing habits of SNAP customers?
 - What strategies are used to market the DUFB program to customers and what methods are most effective at attracting SNAP customers to farmers' markets?
 - In what ways are the participating farmers' markets becoming more of social gathering places?



Evaluation Findings

Market Characteristics

The 2011 market season had 55 locations participating in the DUFb program. The markets are spread across Michigan, with the addition of two markets in Toledo, Ohio. The most densely populated areas of Michigan, such as Detroit, Grand Rapids, Lansing, and Ann Arbor, had multiple participating markets. This allowed FFN to focus marketing strategies in these areas and, in some cases, fostered relationships between markets.

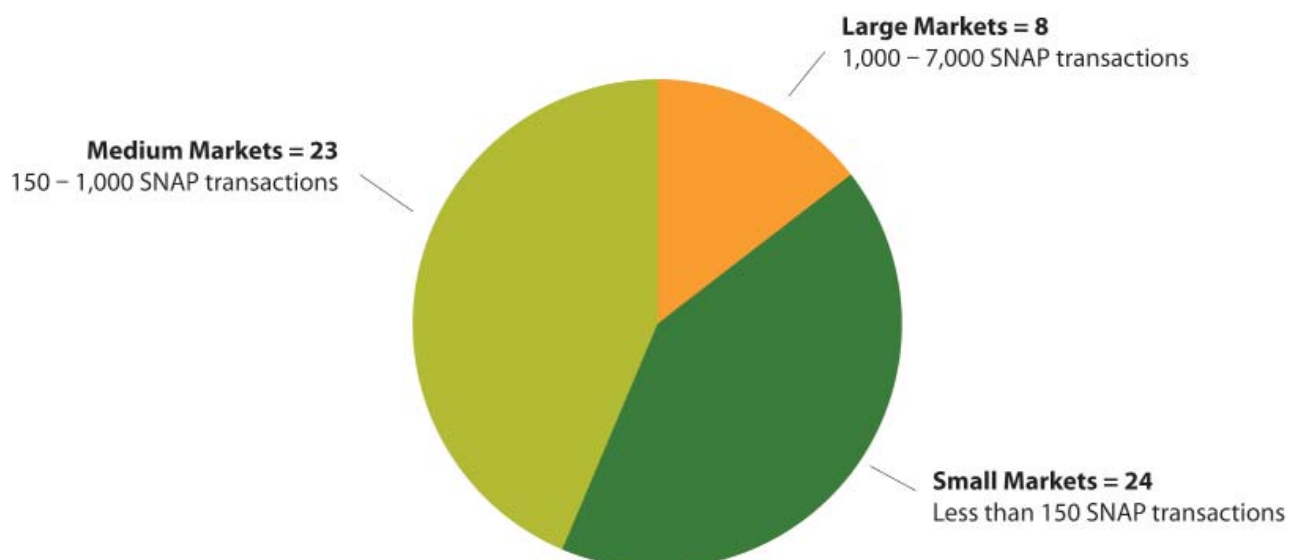
Market size is categorized based on estimated numbers of vendors, projected SNAP/DUFb sales, and projected SNAP/DUFb transactions. Of the 55 participating markets in 2011, 8 were categorized as large, 23 as medium, and 24 as small.



Double Up Food Bucks began at five markets in Detroit in September 2009. Since then it has expanded throughout Michigan to more than 50 markets, reaching thousands of Michigan residents and benefitting hundreds of local farmers with over \$1 million in sales from SNAP benefits and Double Up Food Bucks.

Locations Accepting Double Up Food Bucks

By Size



Changes Observed by Market Managers Since Participating in DUFB

- **A more diverse customer base, including younger families and lower-income individuals**
- **More/new customers**
- **Increased EBT sales reported by vendors**

Additionally, a few market managers offered insights into the effect the program is having on markets:

"One example of change is the overall positive attitude and feeling of vendors. They are so busy and enjoying their interaction with customers."

"We have gotten new vendors, realized a more diversified customer base and had vendors bring more product to market and sell it. It has had the effect that our largest vendor has continued to come to the market even as their produce has fallen off with the season ending."

"Vendor skepticism has been overcome. Expect everyone to be on board in 2012."

DUFB Impact on Markets

In an effort to learn more about the impact of the DUFB program on farmers' markets, a web-based survey emailed to 47 market managers was conducted in late September and October 2011 with a response rate of 77 percent. In addition to questions concerning satisfaction with the DUFB program, marketing, and communications, the survey was designed to capture observed changes in the market as a result of the DUFB program.

Positive Perceptions around DUFB Impact on Markets

Overall, 97 percent of market managers either strongly agree or somewhat agree that as a result of the DUFB program, the market benefited from new customers, with 86 percent agreeing that repeat customers were returning to the market more often. And 75 percent agree that people are not just looking—they are buying.



DUFB Impact on Vendors

Over one hundred farmer vendors completed a survey about their experiences with the DUFB program and its impact on their operations. Across all markets, vendors perceive the impact of the program on their sales as positive. Eighty percent of all vendors, whether at rural, urban, or suburban markets, reported that they sell more fresh fruits and/or vegetables because of the DUFB program, and 75% reported making more money at the market because of the DUFB program.

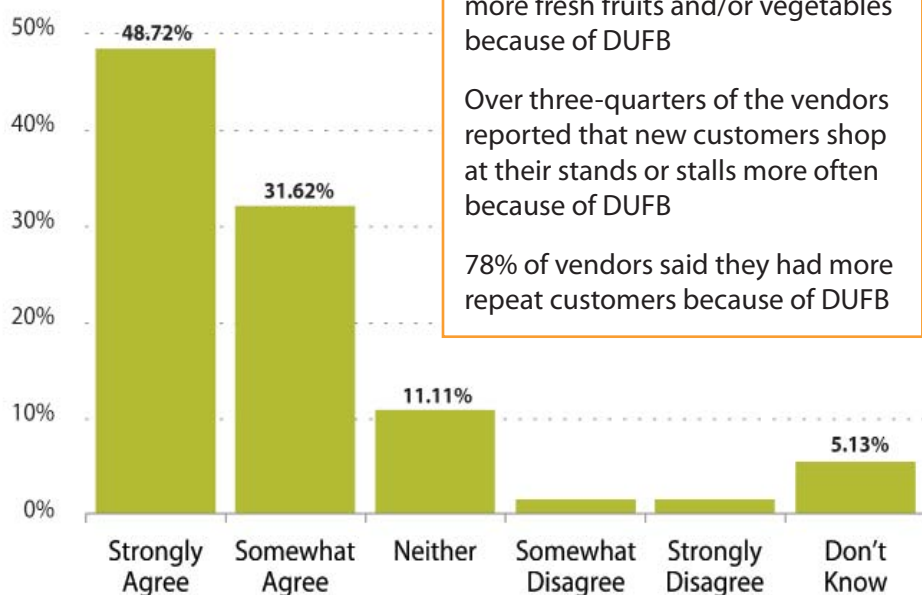
I sell more fresh fruits and/or vegetables because of DUFB

Highlights

80% of vendors reported selling more fresh fruits and/or vegetables because of DUFB

Over three-quarters of the vendors reported that new customers shop at their stands or stalls more often because of DUFB

78% of vendors said they had more repeat customers because of DUFB

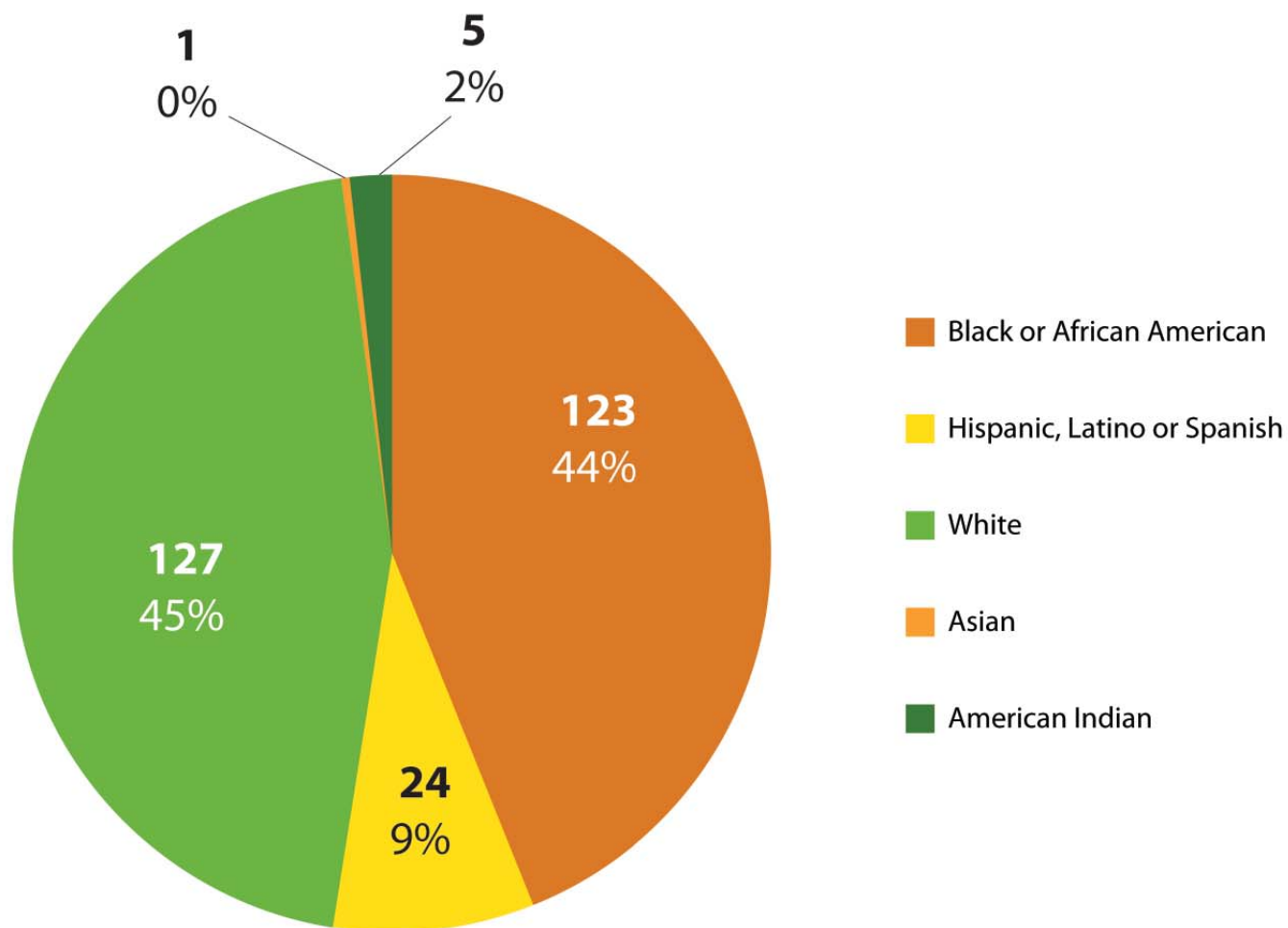


When asked whether the DUFB program had influenced their growing plans for next year, one third (41%) of vendors at markets other than Eastern Market and 19% of vendors at Eastern Market reported that they plan to grow more produce next year because of DUFB. More specifically, when markets were analyzed by size, we discovered that rural market vendors are more likely to grow and sell both more and different items next year. Some vendors report that customers are being more adventurous: over half (56%) of vendors indicate that customers are buying new or unfamiliar foods.



DUFB Customers: By Race and Ethnicity

(n=280)



DUFB Impact on Customers

One of the primary objectives of the DUFB program is to understand the effectiveness of this financial incentive program to promote healthier food choices among SNAP customers. A DUFB Customer Survey was conducted at eleven market locations: seven urban, two suburban, and two rural. The total number of customers surveyed was 288.

The majority of customers surveyed (81%) are female. Customers represent a wide range of age groups. The largest base of customers is in the 45 to 54 age group (24%), followed closely by 25 to 34 year-olds (20%) and 35 to 44 year-olds (19%).

Encouraging SNAP Customers to Purchase Food at the Farmer's Market

DUFB customers were asked whether it was the first time they visited the market, used SNAP at the market, or used DUFB. More than 80% of the customers surveyed across the eleven markets had been to the farmer's market before, but more than 40% were using SNAP and DUFB for the first time.

A total of 11,491 customers used SNAP for the first time at the farmers' market during the 2011 DUFB season. Slightly more than half of the respondents indicated that DUFB was one of the reasons they were going to the farmer's market. And the majority of customers (80%) found it easy to get to their respective markets.

Customers who have used DUFB more than once were asked about whether their purchasing habits have changed. Overall, many customers credit DUFB for changing their purchasing habits. Fifty-eight percent of the respondents indicated that DUFB was one of the reasons they were going to the farmer's market. And 81% of customers indicate that they are purchasing more fruits and vegetables in general because of DUFB. More than 50% of customers indicated that they are buying different kinds of fruits and vegetables because of DUFB.

Market managers from participating DUFB markets were asked about feedback from customers. Some of their comments include:

"Many people had never been to a farmers' market and they love it."

"Customers like this great program that has allowed them to stretch their money to purchase items they could not afford."

"Customers appreciated our educational component of teaching cooking, canning and preserving techniques."

"The program has motivated customers to eat healthier."

"They love this program and it helped feed their children when school lunch programs are not an option for a meal."

"The program has allowed customers to freeze and can produce for the winter, and to buy fresh food at farmer's markets."



Overall Satisfaction with DUFB

Overall satisfaction among customers, vendors and market managers is very high. When surveyed, almost every customer and vendor surveyed (96% for both customers and vendors) would choose to participate in the DUFB program again. These results from customers and vendors were consistent across all markets. All of the market managers surveyed (100%) stated that they would participate in the DUFB program again.

Vendor Satisfaction

When vendors were asked to rate their experience with the DUFB program, more than 95% rated it as positive. Eighty percent of market managers reported getting feedback about the DUFB program from vendors. Comments that market managers have heard include, "This is an outstanding program and on some days vendors will sell more fresh produce through SNAP and DUFB than for cash." And "Fantastic program—it has brought EBT users to the market and has brought a great shot in the arm to their sales."

When vendors voiced concern over the DUFB program it was typically:

- Some customers are not clear how to use the DUFB program.
- Sometimes reimbursement is slow and the lines can get long.
- The program needs even more promotion and advertising.

Customer Satisfaction

Overall, customers are very satisfied with the DUFB program. Almost all (96%) of customers say they would choose to participate in the program again. When customers were asked how easy it was to obtain and/or use DUFB, 93% reported that it was "very easy." This percentage was consistent across all markets.

Market Manager Satisfaction

All of the market managers surveyed said that they would participate in the DUFB program again. When asked about their opinions about the support they have received from FFN for the program, market managers were generally very positive, although almost half of the market managers felt that the time needed to administrate the DUFB program was more than expected.



Communications and Marketing

The DUFB marketing campaign uses many different communications channels to reach key constituencies, primarily potential DUFB customers, farmers, and potential community supporters.

Activities in 2011 included:

- Direct mailings of flyers and brochures to SNAP and WIC participants in the targeted communities
- Radio ads in select geographic pockets
- DUFB billboards in select geographic pockets
- DUFB website, including video stories, news, etc.
- Facebook/Google ad words to reach potential customers and supporters
- DUFB signs and brochures for participating markets and participating farm vendors

FFN focuses on intensive communications coverage (billboards, radio advertisements, and direct mail campaigns) in select geographic pockets (Detroit, Flint, Grand Rapids and Lansing). Markets outside those areas are provided with flyers, signs and banners, website coverage, marketing language for newsletters and public service announcements, and DUFB canvas bags and vegetable peelers to hand out to customers. The Michigan Nutrition Network provides funds for the campaign as a social marketing effort. It links FFN to other nutrition education providers to generate more awareness about the program, helping to spread the word about the availability of DUFB.

The main goal of the DUFB communication and marketing campaign is to bring SNAP customers into the markets to participate in DUFB. More than 50% of customers surveyed indicated that DUFB was one of the reasons they were going to the market. Data show that the effectiveness of the communication strategy was due to a mixture of media rather than any one medium in particular, though direct mailings to SNAP customers were cited as excellent advertisements for the program.

Another key audience that Fair Food Network worked to communicate with were Michigan farmers. FFN placed three articles in a Michigan farm newsletter to build awareness about the program with farmers.



DUFB Policy Work

The policy education aspect of the DUFB program communicates to policy stakeholders the feasibility and effectiveness of using incentives to encourage low-income families to purchase healthier food and support the local food economy and farmers. Until now, DUFB has drawn on a pool of funds raised from foundations to “match” purchases at participating farmers’ markets. As our food and farm policy is created for the future with the reauthorization of the Farm Bill in 2012, we have an opportunity to provide public funding for this practical, scalable, incentive-based approach to improving healthy food access and rural economic development.

To further this policy objective, FFN has partnered with Wholesome Wave, Market Umbrella and Roots of Change to gather data from a number of incentive programs nationwide to better inform policymakers about future food assistance policy.

Another strategy FFN has used to support our policy objective is to build a broader constituency for DUFB-type incentive programs beyond traditional sustainable agriculture organizations. FFN staff and consultants have been connecting with health groups, regional development organizations, economic development organizations, school systems, civil rights organizations, and faith-based organizations to make the connections. On this front, an early success has been that some health organizations are including healthy food incentive pilots in their own lists of policy priorities.



Results & Recommendations



Our evaluation indicates that the first full year of Double Up Food Bucks was highly successful. Market managers and farm vendors are pleased with the impact of the program. Similarly, customers are also pleased with how the program helped them purchase more fresh foods. During the 2011 program season:

- SNAP recipients made 40,147 visits to 54 participating markets to take advantage of the DUFB program.
- Shoppers used \$687,843 of SNAP benefits and received \$620,115 in DUFB matching tokens.
- Almost a third of these customers were using their benefits at a farmers' market for the first time ever, creating an entirely new cadre of shoppers at the markets and supporters of the local food economy.

Evaluation results also illuminate opportunities for the DUFB program to be strengthened:

For Vendors, Customers and Market Managers:

- Provide additional technical support to vendors.
- Ensure that vendors have adequate signage.
- Encourage more market-based consumer education efforts.
- Use market manager feedback to help shape technical support.

In Communications and Marketing

- Increase partnerships with local community agencies as they are critical for spreading the word about the program.
- Increase communications with farmers.

Policy Change

- Broaden the base of support and increased participation in relevant coalitions
- Work with national partners to develop a sophisticated cluster evaluation of similar double value coupons nationwide – this project is currently underway.
- Educate increasing numbers and sectors of policymakers with the data derived from DUFB evaluations to create positive climate for change at the federal level.

Double Up Food Bucks Funders

We are pleased to acknowledge the generosity of private foundations, corporations, and government agencies that play a role in supporting Double Up Food Bucks.

Americana Foundation
Ann Arbor Area Community Foundation
Bank of America
Battle Creek Community Foundation
Bay Area Community Foundation
Capital Region Community Foundation
Community Foundation for Southeast Michigan
C.S. Mott Foundation
Erb Family Foundation
Four County Community Foundation
Grand Rapids Community Foundation
Irving S. Gilmore Foundation
John S. and James L. Knight Foundation
Kresge Foundation
Local Initiatives Support Corporation (LISC)
McGregor Fund
Michigan Dept of Agriculture & Rural Development
Michigan Department of Human Services

Michigan Nutrition Network
New Hampshire Charitable Foundation
Open Society Foundations
Osprey Foundation
Ruth Mott Foundation
Saginaw Community Foundation
Slemons Foundation
The Jewish Fund
Toledo Community Foundation
United Way of Greater Toledo
United Way of Southeast Michigan
University of Toledo
USDA
Utopia Foundation
W.K. Kellogg Foundation
Whole Foods Market
Wholesome Wave
Woodcock Foundation



Appendices

Appendix A

2011 DUF B Markets

Fifty-five farmers' markets participated in DUF B (see list below). Based on the Market Managers Survey and initial DUF B applications from the markets, more than half of the DUF B markets were founded within the last five years. Ten of the markets participating in Double Up Food Bucks have existed for more than 10 years, while another 6 have existed for five to ten years.

Acceptance of SNAP Benefits

Farmers' markets were not required to have previous experience with SNAP to participate in Double Up Food Bucks as long as they were prepared to start accepting SNAP benefits by June 2011. For 16% of the markets, 2011 represented the first year they accepted SNAP; the other markets had at least some experience with the SNAP program. Almost one third of the participating markets have accepted SNAP for at least 3 years.

Numbers of Produce Vendors

One third of the markets had at least 16 produce vendors; one third had between 10 and 15, and another third had fewer than 10 vendors.

2011 Participating Sites

Detroit Area

Detroit Eastern Market
Eastside Farmers Market
Farmers & Artisans Market
Lincoln Park Farmers Market
Northwest Detroit Farmers Market
Peaches & Greens Store and Mobile Food Truck
Sowing Seeds Growing Futures Farmers Market
Wayne State University Farmers Market

Ann Arbor Area

Ann Arbor Farmers Market
Canton Farmers Market
Downtown Ypsilanti Farmers Market
Dundee Farmers Market
Westside Farmers Market
Ypsilanti Depot Town Farmers Market

Southwest Michigan

100-Mile Market
Battle Creek Farmers Market
Bellevue Farmers Market
City of Springfield Farmers Market
Douglass Farmers Market
Kalamazoo Farmers Market
VA Hospital Farmers Market

Grand Rapids Area

Fulton Street Farmers Market
Plainfield Township Farmers Market
South East Area Farmers Market
Sparta Farmers Market
YMCA of Greater Grand Rapids Farmers Market

Lansing Area

Allen Street Farmers Market
Bath Farmers Market
East Lansing Farmers Market
Lansing City Market
South Lansing Community Farmers Market

Flint and East Central Michigan

Flint Farmers Market
City of Grand Blanc Farmers Market
Downtown Bay City Farmers Market
Downtown Saginaw Farmers Market
Imlay City Farmers Market
Lapeer Farmers Market
Vantage Point Farmers Market

Northwest Michigan

Crystal Mountain Farmers Market
Frankfort Farmers Market
Grow Benzie Farmers Market
Lake Leelanau Farmers Market
Manistee Farmers Market
Marvin's Gardens Spot
Sara Hardy Farmers Market
Suttons Bay Farmers Market

Northern Michigan and the Upper Peninsula

Menominee Historic Downtown Farmers Market
Northeast Michigan Regional Farm Markets

Toledo, Ohio

Toledo Downtown Farmers Market
Westgate Market at Elder Beerman's

Appendix B

DUFB Data Collection Strategy

The DUFB evaluation involves the collection of quantitative and qualitative data from a variety of sources over three years, beginning with the 2011 market season. Data come from surveys and interviews of SNAP customers, farmer vendors, market managers, FFN staff and key stakeholders, as well as from FFN program records.

DUFB Customer Survey

A survey of DUFB customers uncovers the strengths, limitations and impact of the DUFB program from the standpoint of the customer, including:

- Changes in purchases of fruits and vegetables
- Ease of use of DUFB and general satisfaction with the program
- Demographic information

The survey was administered at 11 of the 55 participating farmers' markets; sites were selected to reflect the diverse mix of markets participating in the DUFB program. The 11 participating markets included:

- Allen Street Farmers Market (Lansing)
- Eastern Market (Detroit)
- Northwest Detroit Farmers Market
- Canton Farmers Market
- Dundee Farmers Market
- Flint Farmers Market
- Toledo Farmers Market
- Menominee Historic Downtown Farmers Market
- City of Springfield Farmers Market
- YMCA of Greater Grand Rapids Farmers Market
- Downtown Saginaw Farmers Market Incorporated

Developed with input from FFN staff and the Evaluation Advisory Committee, the customer survey instrument was designed to be administered by a trained interviewer at the market. In keeping with the participatory nature of the evaluation, the evaluation team worked with the markets and local community-based organizations to identify two to eight local residents, depending upon the size of the farmers' market, who could be trained as data collectors to administer the survey. Data collectors participated in a two-hour training session conducted by members of the JFMCG evaluation team. The training provided a detailed overview of the data collection process and included role plays using the DUFB customer

survey. Community data collectors conducted customer surveys over three to four hours during the market. Members of the evaluation team were on hand to provide any assistance, if needed, and to ensure adherence to protocols.

Surveys were conducted in September 2011 at the 11 designated markets. 290 customer surveys were completed.

DUFB Vendor Survey

The evaluation of the DUFB program also included surveys of participating farm vendors. The vendor survey was designed to identify the strengths, limitations and impact of DUFB from the standpoint of the market vendor through questions related to:

- overall experience participating in the DUFB program
- impact of the DUFB program on sales and operations
- issues or challenges related to participation
- recommendations for improving the program

Similar to the customer survey, community data collectors were trained to administer the vendor surveys under the supervision of the evaluation team. A total of 117 surveys were collected in September 2011 at the same 11 market sites as above.

DUFB Market Manager Survey

The third survey conducted as part of the DUFB evaluation was a self-administered, web-based survey of farmers' market managers. This survey was designed to capture information around areas such as:

- program support from FFN
- impact on market operations
- advertising and marketing strategies
- suggestions for strengthening or improving the DUFB program

Conducted in late September and October 2011, the market manager survey went out by email to all 47 managers whose markets had been participating in the DUFB program since the beginning of the market season. A total of 36 surveys were completed.

Grow the Good





205 E. Washington St., Suite B
Ann Arbor, MI 48104
(734) 213-3999

www.fairfoodnetwork.org