



DOUBLE UP FOOD BUCKS™

A FAIR FOOD NETWORK PROGRAM

2019 Annual Report

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In 10 years, Fair Food Network’s Double Up Food Bucks has demonstrated the power of nutrition incentives to provide low-income families with affordable access to fresh fruits and vegetables at a national scale. The idea was simple: double the buying power of SNAP participants for healthy food, and expand market opportunities for local farmers.

Double Up, which started in 2009 as a promising idea at five farmers markets in Detroit, is today available at over 900 grocers and farmers markets in 30 programs across 28 states. In pure dollars, \$16,000 of Double Up spent in 2009 on fruits and vegetables by low-income families blossomed into nearly \$6 million spent in 2019, with significant impacts for low-income families and local farmers. These potentially unexpected bedfellows shared their stories and data – of impact on health, hunger, and economic development in communities small and large – and helped Fair Food Network make the case for the first \$100 million and now \$250 million for USDA Gus Schumacher Nutrition Incentive Program grants (GusNIP) with permanent federal funding.

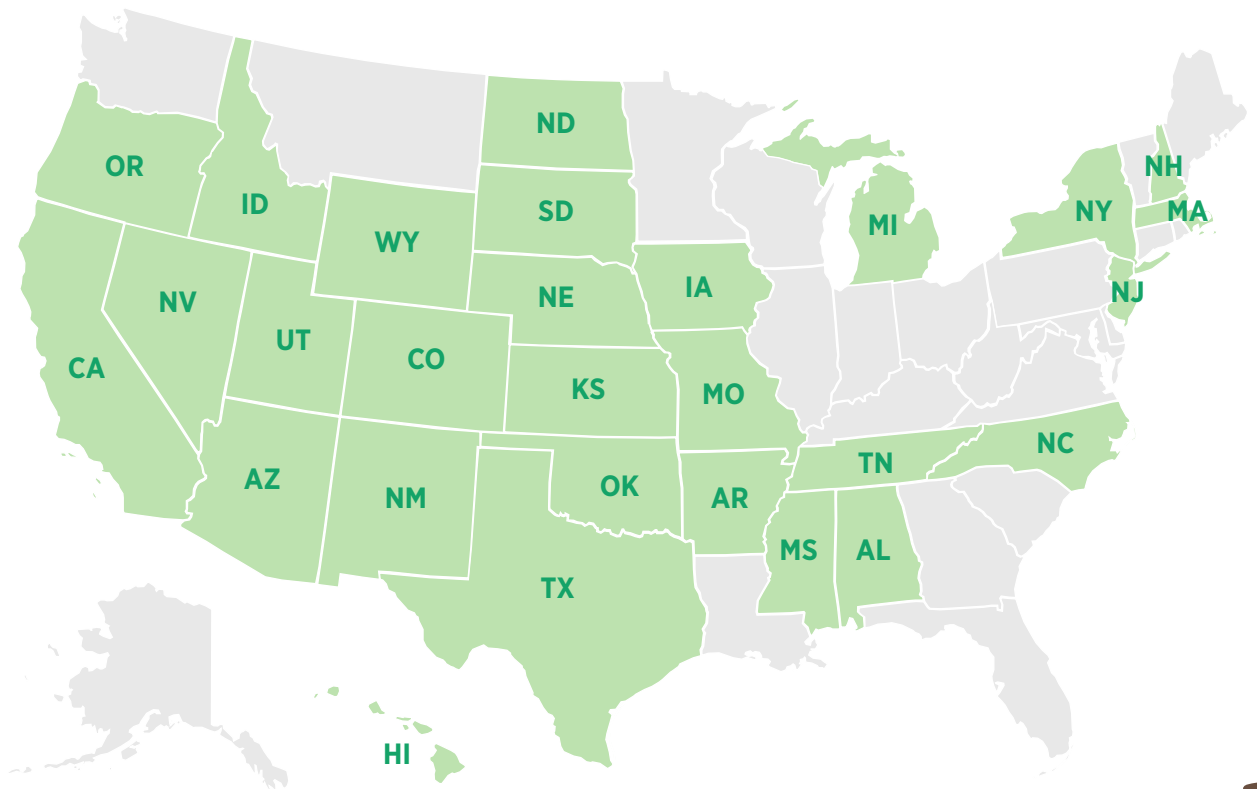
Behind the scenes of this decade-long expansion, Fair Food Network has offered technical assistance based on our own experience as implementers in Michigan. Our toolkit has streamlined the process for partners across the country to establish Double Up programs, and focus on the work of connecting authentically with the diverse needs of the

communities they serve. The first decade of Double Up’s technical assistance laid the groundwork for USDA selecting Fair Food Network as one of two leads in the new national technical assistance and evaluation center (also known as the Nutrition Incentive Hub), further cementing Fair Food Network’s role as a field builder. This designation offers an opportunity not only to further align incentive implementing partners in every state, but also to make game-changing investments in evaluation and technology innovations that can unlock the door to greater funding and administrative efficiencies.

Our success has been built on partnership: families and farmers; markets and grocers; local, state, and federal agencies and legislatures; philanthropy; food banks; public health advocates; industry trade groups; and research universities. Looking ahead to the next 10 years, we are excited to deepen long-standing partnerships and add some we can’t yet imagine. With this incredible coalition of partners working together, we know we are better positioned than ever to spur opportunities for America’s family farmers and community grocers, while simultaneously bringing affordable fruits and vegetables within reach of every low-income American.

This annual report illustrates the impact Double Up programs are having on community health and wealth nationwide.

— **The Fair Food Network Team**



2019 Partner Organizations

- | | |
|---|---|
| Alabama: Community Food Bank of Central Alabama | New Jersey: Fair Food Network |
| Arizona: Pinnacle Prevention | New Mexico: New Mexico Farmers’ Marketing Association |
| Arkansas: Arkansas Coalition for Obesity Prevention | New York: Field & Fork Network |
| California: SPUR | North Carolina: MountainWise |
| Colorado: LiveWell Colorado | North Dakota: North Dakota State University Extension |
| Hawai’i County: The Food Basket | Oklahoma: Hunger Free Oklahoma |
| Hawai’i (Molokai): Sustainable Molokai | Oregon: Farmers Market Fund |
| Idaho: Idaho Farmers Market Association | South Dakota: South Dakota State University Extension |
| Iowa: Iowa Healthiest State Initiative | Tennessee: Nourish Knoxville |
| Kansas/Missouri: Mid-America Regional Council | Texas (Austin): Sustainable Food Center |
| Massachusetts: Boston Mayor’s Office of Food Access | Texas (Houston): Urban Harvest |
| Michigan: Fair Food Network | Texas (Lubbock): Texas Hunger Initiative |
| Mississippi: Jackson Medical Mall Foundation | Utah: Utah Department of Health |
| Nebraska: University of Nebraska | Wyoming: Wyoming Food for Thought Program |
| Nevada: Together We Can | |
| New Hampshire: Fair Food Network | |

By the Numbers

2019 Totals



928 Sites

615 Farm-direct sites (farmers markets, farm stands, mobile markets, and CSAs)

313 Brick-and-mortar sites (grocery and corner stores)

28 States

8 States with farm-direct sites only

4 States with brick-and-mortar sites

16 States with both



SNAP & Double Up Spent

Farmers Markets

\$2.51 M Double Up-qualifying SNAP purchases

\$2.11 M Double Up redeemed

Grocery

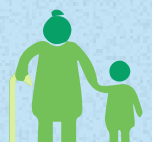
\$6.75 M Double Up-qualifying SNAP purchases

\$3.79 M Double Up redeemed

Total

\$15.16 MM

People Impacted



221,712

Families*

443,424

Individuals*

4,863

Farmers**

Cumulative Program Totals

Since the program began in 2009 through 2019:



32 M

Pounds

Of healthy food purchased

\$50.6 M

SNAP & Double Up Spent

\$29.5 M Double Up-qualifying SNAP sales

\$21.1 M Double Up redeemed



\$79.2 M

In Funding

To Double Up programs from USDA GusNIP and FINI awards and matching funds

Because USDA FINI and GusNIP awards fund a period of up to four years, this number includes funds committed through 2023.

Behind the Numbers

Where Are Double Up Food Bucks Spent?

In 2019, Double Up shoppers redeemed a total of **\$5.90M at 928 participating brick-and-mortar and farm-direct sites**. Across 313 participating brick-and-mortar sites, shoppers redeemed \$3.79M. Across 615 farm-direct sites, shoppers redeemed \$2.11M.

Technology

Partners also expanded their technological capacity by **implementing new earning and redemption mechanisms**. 12 Double Up sites reported upgrading to a new technology. Four of these partners implemented a loyalty solution in grocery stores, six made upgrades to grocery point of sale systems to streamline the customer and cashier experiences at the register, and two used new technology in farm direct settings (e.g., FM Tracks, Mobile Market+).

Shopper Satisfaction

Programs in five states (Hawaii, New York, Kansas, California, Nebraska) surveyed customers on their satisfaction with the program. On average, **93% of customers surveyed expressed satisfaction with the program**. Other programs asked questions covering a variety of topics related to Double Up, such as: impact on shopping and eating habits, benefits, barriers to using the program, ease of use, satisfaction with selection, price, and quality of products.

Federal & State Funding

Of the \$28M awarded to SNAP incentive programs in the 2019 round of USDA GusNIP grants, **\$17.34M were awarded to seven Double Up programs**, including Hawai'i, Michigan, Mississippi, Nevada, North Carolina, Texas, and Utah. With matching funds, \$34.68M in new federal and matching funds were committed in 2019. Of these matching funds, \$5.55M were committed by new state appropriations in Hawai'i, Michigan, and Utah. Oregon also secured, for the first time in their state's budget, \$1.5M for incentives in 2020-2021.

Expansion Efforts

63 percent (19 of 30) Double Up partners expanded their programs to reach customers in new geographies. The addition of new farmers markets, mobile markets, corner stores, grocery stores, and community supported agriculture (CSA) sites brought the program to shoppers in new neighborhoods, cities, and counties. In Arizona, partners expanded the program to serve immigrant and refugee communities as well as members of the Navajo Nation. Other partners report expansion to grocery stores that serve Latinx families and to grocery stores in rural areas. In Alabama, a market stand in a central bus station meets shoppers in a bustling area. In Austin, mobile markets rotate their market locations throughout the year, based on the needs of the community. **Double Up partners project that in 2020, the number of Double Up retail sites will increase by 312, more than 33 percent.**

Double Up Partner Spending

The breakdown of how partners spent their funds significantly varied by state. On average, **Double Up partners spent a majority of their funds on incentives** (45%), personnel/contractors (28%), communications (9%), and technology (8%). Other expenses include evaluation (3%), travel (2%), supplies (1%), and other (4%).

* This is an estimate based on case studies that suggest the average participating family redeems \$26.60 per year.

** This is an estimate based on case studies that suggest the average farmers market includes 10 farmers and that the average mobile market, farm stand, and CSA includes 1. This estimate does not include farmers impacted through the local sourcing component of the grocery program.

Change Makers

Roz Brooks

Executive Director, Together We Can (Vegas Roots) - Nevada

“There are not enough words to express how much I absolutely love this work! What excites me the most is helping our most vulnerable population learn the importance of good nutrition for themselves and their families and see them make the necessary changes to live healthier lives. I love, love, love, teaching about nutrition, wellness, overcoming stress, healing basic lifestyle diseases, and how to live a purpose-driven life. My desire is to be a catalyst of change in the trajectory of health in minority communities.”



Erin Smith

Program Director, Jackson Medical Mall Foundation - Mississippi

Erin Smith manages Double Up in Mississippi. In 2015, Erin began managing a nutrition incentive program through a FINI grant, the first incentive program in her state. In 2019, Erin launched Double Up Mississippi with generous support from the Jackson Medical Mall Foundation. Double Up Mississippi received a 2019 GusNIP large-scale award to bring Double Up to Mississippians in grocery stores and farmers markets. For Erin, this work is really about serving others - “As a Mississippian, I have found so much joy in being able to offer this program to SNAP recipients who need it the most, while also impacting our economy. That isn’t a space of work you get to be in every day. Like Oprah says, if you love what you do you won’t count a day of your life as work.”



Programs

New Mexico Farmers’ Marketing Association

Based in Santa Fe, New Mexico, the New Mexico Farmers’ Marketing Association works with over 75 sites (farmers markets and grocery stores) across New Mexico to implement Double Up.

This program restricts item eligibility to only fresh, unprocessed, New Mexico-grown produce. While this presents a challenge in terms of seasonal availability, it is a boon for New Mexican farmers. Value Chain Coordinator Michael Venticinque visits farmers and connects them to resources including distributors, aggregation services, and other tools and opportunities that the farmers can utilize to grow their business. This work helps to grow the Double Up program at grocery outlets, allowing the program to provide New Mexico-grown food to SNAP participants, who made up 22 percent of the New Mexico population in 2019.



Iowa Healthiest State Initiative

In 2019, the Iowa Healthiest State Initiative (IHSI) rapidly expanded from 14 sites to a state-wide program in 21 grocery stores and 16 farmers markets. In rural Iowa, local economies are shrinking as people move to metro areas. IHSI is proud to put economic development at the forefront of their work, as they believe that supporting thriving local economies is integral to the health of local communities and Iowa at large. To prioritize communities with greatest needs, IHSI plans to expand its grocery reach, guided by a GIS mapping project to identify areas with high rates of food insecurity and SNAP utilization. Relying upon data and collaborative decision making (through the IHSI advisory council) will prioritize communities with greatest need.



Policy

Texas

In June 2020, the governor of Texas signed into law the state's first-ever nutrition incentive legislation. With strong leadership from the American Heart Association (AHA) and Sustainable Food Center (SFC), along with a coordinated effort of over 50 partner organizations through the Partnership for a Healthy Texas, the SNAP Incentives Study and Pilot Bill, SB1834, became law with Governor Abbott's signature. The final bill language requires HHSC to study SNAP incentive programs around the state and to offer recommendations on future integration of incentives throughout Texas.

In February 2019, Fair Food Network co-hosted a SNAP Incentives Convening in

Austin, Texas with AHA, Texas Hunger Initiative, and SFC, which operates Double Up in Austin. This was the first step towards building collective political power. AHA was able to successfully get the bill filed by a senator from Houston, which would not have been possible without the strong network of statewide partners like Urban Harvest, which just launched Double Up in Houston. Also in 2019, SFC received a large-scale GusNIP award that will support statewide coordination of Double Up programs across Texas, furthering momentum for state-level policy wins.

Hawai'i

In July 2019, the Governor of Hawai'i signed Act 153 into law, which directs \$100,000 of state funds towards Double Up programs. This relatively small legislative win served to garner momentum for a much successful 2019 large scale GusNIP award. The Hawai'i Public Health Institute, Hawai'i Appleseed, the Hawai'i Good Food Alliance, and Double Up partner, The Food Basket, coordinated a strong network of partners and led on-the-ground advocacy work. This work

was supported through funding from the American Heart Association's Voices for Healthy Kids initiative. Teams engaged with SNAP shoppers at markets for a story gathering campaign. Shoppers shared testimonials in response to action alerts, which were posted online and sent to legislators. Press coverage of the bill was also abundant, with op-eds, spotlights of grocers, and radio interviews.

Tech Innovation

Double Up Loyalty Solution

Fair Food Network has advanced two exciting Double Up loyalty solutions in 2019. The first builds upon previous work on incentive interoperability which enables shoppers to earn incentives in one participating location and spend them in another. This solution is live at 71 retail locations across Michigan, New York, and Colorado, including 36 farm-direct sites and 35 brick-and-mortar sites. In 2019, we developed a ground-breaking integration with the LOC Store Management Suite (SMS), allowing the loyalty solution to run directly through the grocery point-of-sale system rather than a separate tablet. This new integration piloted successfully in three Michigan grocery stores, and many more await integration in 2020.

The second advancement is a new phone-number-based loyalty solution designed to integrate with NCR point-of-sale systems. The solution is piloting in partnership with the South Dakota State University Double Up program and has implications for the thousands of retailers nationwide who use NCR point-of-sale systems.

These new solutions create exciting value for shoppers, cashiers, and program managers. Shoppers can securely store their benefits without the risk of misplacing a paper coupon or voucher. Cashiers avoid manual entry and redundant processes as the solution automates earning and redemption according to the rules established by the incentive program. Program managers gain valuable insights into the use and impact of their programs through web portals that track incentive transactions and summarize key metrics such as the number of unique shoppers, incentives earned and redeemed, and types of produce purchased.

By streamlining transactions, reducing equipment costs, and creating a better user experience for shoppers, cashiers, and program managers, these solutions represent leaps forward in incentive technology and demonstrate exciting potential for the future.



Shoppers

New York

"I've completely changed my diet. I used to eat Cheetos and chips but now that I can afford fruit and vegetables that's all I want to buy."

Texas

"When I make my caldo de res, I can smell the scent of fresh cilantro all around my house. I notice it much more than when I buy cilantro from the store. It's much better flavor!"

Oregon

"Double Up Food Bucks has made a significant difference in my life by allowing me to obtain fresh produce I could not otherwise afford. It has a profound secondary benefit in that I suffer from depression and post-traumatic stress disorder, and it forces me to get out and interact with others in a warm and positive environment. Seriously big difference in my health and outlook. Thanks so much!"



Farmers Market Managers

New Mexico

"Double Up Food Buck is a vital program for our Farmers' Market. It increases customer attendance, brings more money to the local economy, and supports healthy eating!"

Manager, Downtown Growers' Market

Farmers

Arizona

"We are thankful that Double Up Food Bucks AZ is so accessible to the market shoppers. We want our produce in the hands of as many people that want to eat it, and this program is doing just that! It's easy to use on the farmer's side of the transaction and a program we hope continues for quite some time."

Sara Dolan, Blue Sky Organic Farms, Litchfield Park

2020 Outlook

28

States

- 4 States with farm-direct sites only
- 4 States with brick-and-mortar sites
- 20 States with both

1,240

Sites

- 902 Farm-direct sites (farmers markets, farm stands, mobile markets, and CSAs)
- 338 Brick-and-mortar sites (grocery and corner stores)

6,320

Farmers

Who will participate nationally at farm-direct sites





Fair Food Network is a national nonprofit whose mission is to grow community health and wealth through food. A decade in, our work is connecting people to the power of food to improve health, ignite local economies, and open opportunities for all — especially in our most underserved communities.

FairFoodNetwork.org

