

**City of Madison, Wisconsin,
MadMarket Double Dollars Program Report**

Double
Your



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Abstract:

In 2013, the City of Madison, Wisconsin partnered with the non-profit organization Community Action Coalition for South Central Wisconsin, Inc. (CAC) to pilot the MadMarket Double Dollars Program. Double Dollars is a farmers' market Electronic Benefits Transfer (EBT) incentive program, providing a dollar-for-dollar match to customers spending Supplemental Nutrition Assistance Program benefits (SNAP, formerly food stamps) at participating farmers' markets. Building on the success of the 2013 pilot, the City of Madison and CAC leveraged additional funding in 2014. Comparing sales and other data from the 2013 and 2014 program seasons demonstrate that while internal administrative functioning greatly increased for the 2014 program, overall there was far less program participation than expected. Challenges regarding program timeline and outreach to SNAP recipients may have contributed to the limited growth. Recommendations for improving program functioning and outreach are outlined to build stronger a Double Dollars program in the coming years.

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Introduction: EBT Incentives at Farmers' Markets

A nationwide trend has emerged to provide incentives to Supplemental Nutrition Assistance Program (SNAP, formerly food stamps) recipients at farmers' markets. This serves to both stimulate local economies by drawing SNAP recipients to spend their benefits at farmers' markets and to increase access to healthy, local foods for people with limited incomes (Zandi 2008; Bartlett et al 2013). In many communities where a high density of SNAP recipients reside, few healthy food retail options exist that are accessible in terms of cost and physical proximity (White House Task Force on Childhood Obesity 2010). According to one study, SNAP recipients report that they find more variety and better-quality fruits and vegetables at the farmers' markets than in other stores (Karakus et al 2014).. In terms of prices, most shoppers believed that the prices of fresh fruits and vegetables at farmers' markets were lower or at least the same as in other stores. This study also found that financial incentives were very important for drawing SNAP recipients to farmers' markets, and that they shopped more often at farmers' markets because of these incentives. Furthermore, SNAP recipients reported that their household members ate more fresh fruits and vegetables as a benefit of the incentives.

SNAP benefits are primarily utilized by program participants at farmers' markets through Electronic Benefits Transfer (EBT), wherein dollars are deducted from the customers' EBT cards using a United States Department of Agriculture (USDA)-authorized point of sale machine. The dollars are then issued in the form of a market SNAP currency, namely tokens or paper scrip. However, some farmers' markets lack the necessary equipment for electronic processing and instead collect SNAP transaction information on paper receipts and process these manually over the phone. In order to offer market incentive programs, the administering organization raises a reserve of supporting funds to provide a 'match' to withdrawn SNAP benefits up to a certain dollar amount, typically between \$5 and \$30 dollars. Consumers spend their SNAP benefits and these bonus funds on eligible foods and plants, with some programs restricting the use of bonuses to only fresh fruits and vegetables. To offer SNAP-based incentives, a market must request a waiver from the USDA given that the program provides different treatment to SNAP recipients than other customers. The primary hurdle in implementing bonus incentives is securing sustaining funds for both the matching dollars and the staff hours required to administer these programs.

Incentive programs have a positive economic impact on farmers' market sales. A study lead by Lydia Oberholtzer evaluating just over 100 farmers' market incentive programs in their second year of implementation found an average increase of 134% in SNAP sales between years one and two. The usage of incentives also increased by 61% between years one and two (Oberholtzer 2012). Additional studies that look at the difference in SNAP spending before and after the introduction of incentive programs show impressive increases, ranging between 117%, 179%, and 328% at different markets (Bodonyi and Gilroy 2011; New York City Department of Health and Hygiene

2010). Regionally, several Midwestern states are on the forefront of incentive program implementation, with both Minnesota and Michigan working with partners to implement initiatives at farmers' markets statewide (Blue Cross Blue Shield 2014; Fair Food Network 2014).

2013 MadMarket Double Dollars Pilot Program

In 2013, the City of Madison and other community partners mobilized to initiate a pilot farmers' market incentive program. At the time, eight farmers' markets in Dane County, some of them with several locations, were authorized to accept SNAP benefits. For the incentive pilot program, the City of Madison and Community Action Coalition for South Central Wisconsin, Inc. (CAC) worked with three of these farmers markets in four locations: the Northside Farmers' Market on N. Sherman, the Eastside Farmers' Market on Jenifer St., and the South Madison Farmers' Markets located at Villager Mall and the Labor Temple, each on S. Park St.. The City raised \$8,000 in contributions to provide the matching dollars at these participating farmers' markets through support from four healthcare organizations: Group Health Cooperative of South Central Wisconsin, Meriter Hospital, UW Health Insurance, and St. Mary's Hospital. The program began at the beginning of August and ran through the last day of each market's season in October.

The Double Dollars program provided a dollar-for-dollar match to benefits withdrawn by SNAP recipients, using a special Double Dollars voucher currency, with a match limit of \$30. For example, customers who withdrew \$10 in SNAP received an extra \$10 to spend through the vouchers, whereas a customer who withdrew \$50 in SNAP would only receive the maximum match of \$30.

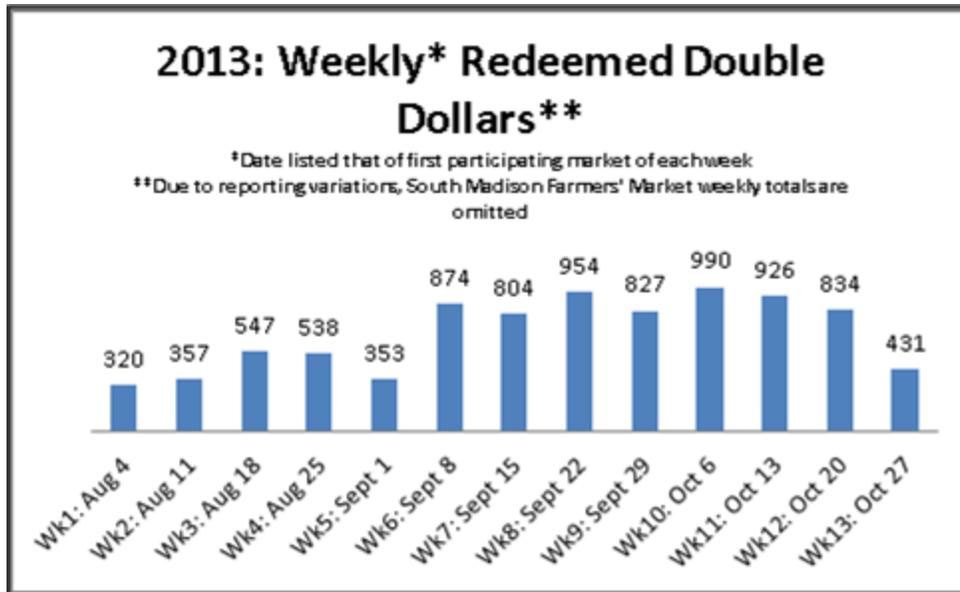


Figure 1

Information about how many incentive vouchers were distributed and redeemed by vendors were tracked, and markets submitted weekly reports to CAC for monitoring and monthly reimbursement of the redeemed incentive vouchers.

The 2013 Double Dollars program resulted in \$9,381 incentive dollars redeemed at the four participating farmers' market locations. Over the course of these thirteen weeks, 517 EBT withdrawals received matching dollars up to the \$30 match limit. Figure 1 illustrates the weekly Double Dollar redemption totals over the course of the program. The average incentive match was \$18.15. Of Double Dollar participants who participated in a customer survey, almost all reported that this was their first experience with using SNAP benefits at a farmers' market, and half reported that they were able to purchase more fruits and vegetables because of the incentive program.

2014 MadMarket Double Dollars Program

The 2014 Madison Double Dollars program built on lessons learned during the pilot and increased financial support from donors. In addition to the healthcare partners from the previous year, sponsors of the 2014 program included Cuna Mutual Foundation, Heartland Credit Union, and L'Etoile & Graze Restaurants. In total, these funders provided \$15,000 for incentives. Additionally, the City of Madison was able to provide funding of approximately \$20,000 to CAC for staffing and administration of the Double Dollars program.

The Northside and Eastside farmers' markets participated again in the 2014 program, and also grew to include the new Brittingham Park Farmers' Market at the intersection of W. Washington Ave. and Park St., and later the Westside Community Market on Sheboygan Ave. The Southside Madison Farmers' Markets did not participate in the 2014 program. The City and CAC decided to reduce the match to \$25 in hopes that this would enable more people to participate in the program and still provide a meaningful bonus to customers' purchasing capacity at farmers' markets.

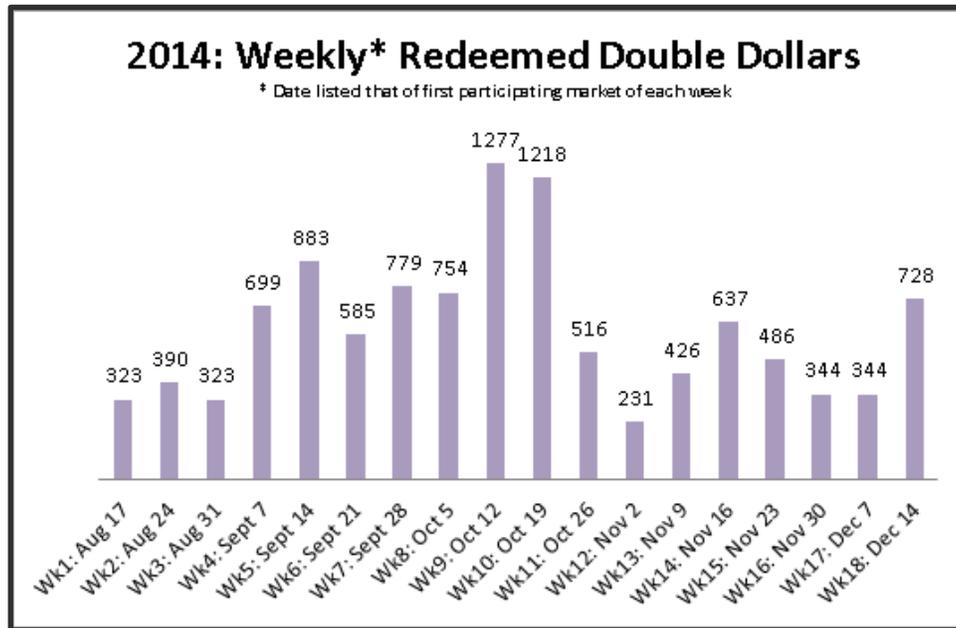


Figure 2

The 2014 program began on August 17, 2014 and ended on December 16, 2014. This extended the program for the first time beyond the outdoor seasons of participating markets, with both the Northside and Eastside markets continuing indoors. A total of \$10,943 Double Dollars were redeemed throughout the eighteen weeks of the program. There were 605 EBT transactions that received matching dollars up to the \$25 limit, including 129 customers who reported their first-time participation in the Double Dollars program. The average incentive match was \$18.09. Surveys were collected from 24 customers who participated in the Double Dollars program, with 96% of respondents indicating that they purchased produce at the farmers' market with their SNAP benefits or incentive dollars. Additionally, nearly 46% of respondents indicated that they shopped at farmers' markets more often in 2014 than they did in previous years.

2013 and 2014 in Comparison

Redemption Patterns

Figures 1 and 2 show that Double Dollar vouchers are redeemed most frequently from mid-September through mid-October. Several possibilities exist for why this might be. During the September and October harvest seasons there is an abundance of familiar produce. After this point, availability of familiar produce decreases and may transition to sometimes less familiar and more preparation-intensive winter storage crops. Another cause may be that some schools are emphasizing farm-to-school curricula in the fall, with National Farm to School month occurring in October. Another factor may be the Women, Infants, and Children (WIC) program's Farmers'

Market Nutrition Program (FMNP), which also seeks to supplement nutritional options for low-income clients through farmers' markets. FMNP vouchers must be spent by the end of October, so perhaps these voucher recipients were drawn to farmers' markets to use their vouchers at eligible stands and as they did so discovered that their SNAP benefits could be matched. We may also be merely seeing a reflection of the outreach strategies: it takes time for sufficient advertising or word-of-mouth to draw people to the market, so September and October bring peak sales until markets close their outdoor seasons (bearing in mind that the 2014 Double Dollars program was only advertised to continue through October). Still, further investigation is warranted to learn about the factors behind these redemption trends.

A difference to note regarding Double Dollars redemption patterns between the 2013 and 2014 seasons is in the variability and number of weeks in which more than \$800 in vouchers were redeemed. The 2013 program season saw consistent redemption of relatively a high volume of Double Dollars by the sixth week of the program, with markets collecting more than \$800 in spent Double Dollars every week from September 8 through October 20 and reaching peak sales the week of October 6. In 2014, Double Dollars redemption patterns were much more variable. Only three weeks of the program drew more than \$800 in redemptions at participating markets, though in the weeks of October 12 and 19 markets redeemed more than \$1200. There is more to learn about the factors that could have contributed to these differences between redemption patterns in the 2013 and 2014 seasons.

Programmatic Improvements

Many of the improvements seen in the 2014 program involved strengthening organizational relationships and reporting. Though these details may be invisible from a consumer standpoint, they were incredibly important in facilitating market participation and effective program administration. The Northside Farmers' Market was able to receive additional staffing support from CAC for the on-the-ground administration of their EBT and Double Dollars programs. This was a major benefit to this market as they have some of the highest participant traffic seen among Double Dollars markets and face technological barriers that can slow down EBT transaction processing. Additionally, weekly reporting on Double Dollar participation and accounting was made more uniform and consistent in reporting schedules. CAC was able to provide weekly updates on Double Dollar usage at each participating market and the program as a whole. Improvements to tracking documents used by the markets were made to incorporate feedback from market managers from the 2013 pilot. It will be an important programmatic strength as the Double Dollars program grows in coming years to continue to be responsive to practical feedback and provide staffing support based on the needs unique to each participating farmers' market.

The City of Madison was very successful in strengthening the funding base that supported the Double Dollars program in 2014. The City was able to provide financial support to CAC for administration and marketing of the Double Dollars program. This additional financial support for the program expanded administrative capacities of CAC to provide more on-the-ground and remote support. Additionally, the City leveraged sponsorship commitments from all four 2013 funding partners as well as three new partners. This resulted in up to \$15,000 to provide in matching benefits for 2014 as opposed to \$8,000 in 2013, and the ability to extend the program into indoor market seasons. A committed base of funding support for both administration and incentives is critical to support the Double Dollars program as it grows and hopes to include additional participating farmers' markets in the future.

Limited Expansion

Though the 2014 Double Dollars program grew in many organizational ways, that growth was not reflected in customer participation. The 2014 program saw a 16.7% increase in redeemed Double Dollars than in 2013, \$1,562 more. The Oberholtzer study previously mentioned examining over 100 farmers' market incentive programs showed an average increase in incentive redemptions of 61% in the second year. In Madison, the Northside Farmers' Market actually decreased their incentive redemptions by 7.6% in 2014 compared to 2013. The Eastside Farmers' Market did see an increase of 33.8%, but this is about half of what Oberholtzer's study found. In fact, fewer Double Dollars would have been redeemed overall in 2014 if the program had not been extended beyond its intended close at the end of October: only 82.6% of 2013 redemptions. The extension from November through mid-December accounted for 29.2% of total Double Dollars redeemed in 2014. While staying within the budget is certainly preferable from an administrative standpoint, at least two factors likely contributed to this slow expansion: a lack of outreach to SNAP recipients and ineffective program timeline. Both could have been avoided with more thoughtful program planning, as discussed in further detail below.

Barriers for Participants

No formal outreach or advertising was conducted prior to the start of the 2014 Double Dollars program. A press conference was held at the Northside Farmers' Market on the August 17 launch-date, but no media release or targeted outreach occurred before that date. Two advertising efforts were initiated after the start of the program: flyers were distributed to various community spaces and social service agencies in late-August and mid-September, and a bus advertising campaign ran



Photo: Nahrissa Rush

for four weeks on ten City buses beginning on September 20. While Double Dollars redemptions did grow by mid-September and peaked in mid-October, it is unclear how effective those efforts were in drawing new SNAP customers to the participating farmers' markets. Of the customers who responded to surveys in 2014, nearly 42% reported learning about the Double Dollars program upon arriving at a farmers' market. This indicates that there is still considerable work to be done to reach SNAP recipients who would not typically shop at a farmers' markets. Perhaps partnerships with the Wisconsin Department of Health Services, who administers the state SNAP program, or Second Harvest Food Bank, who operate a FoodShare Hotline and FoodShare Outreach Program, could help ensure that information about this program reaches all SNAP recipients in Dane County prior to the start and throughout the duration of the program.

Coupled with this lack of outreach, the timeline for the program did not reflect the scheduling needs of those receiving monthly SNAP benefits. The 2014 Double Dollars program began on August 17 at the Northside Market. This mid-month program launch date was likely too late for many SNAP recipients, who receive their benefits on an assigned day during the first two weeks of the month (USDA Food and Nutrition Service 2014). SNAP recipients in Wisconsin also received an average monthly benefit of \$110.21 per person in 2014, the fifth lowest average benefit in the country (USDA Food and Nutrition Service 2014). With no advance notice of the program and little early advertising, Madison's SNAP recipients did not have the opportunity to save portions of their already meager benefit allowance to spend at farmers' markets where their dollars would have stretched further later in the month, giving few the opportunity to participate until September. The data highlight this point: the program's first partial month of August, at the height of the harvest season and with three participating markets, saw only \$1036 in Double Dollar redemptions. By way of comparison, \$1072 were redeemed in the final and partial month of December despite the limited vendor participation and reduced product availability at the two indoor markets.

To support continued growth and improvement of management for the Double Dollars program, a Technical Memo has been developed and attached as *Appendix A*, outlining specific suggestions for programmatic enhancement.

Conclusion: Next Steps

It is fully intended and hoped by Double Dollars program partners to continue and expand the program into 2015 and beyond. Considerable strides in effective program administration have already been made by applying lessons learned, and there is still plenty of room to grow and learn in future project years. The program coordinators intend to initiate the 2015 Double Dollars season in June rather than October to take greater advantage of market seasons. The City and other partners have also applied for additional funding through the new USDA Food Insecurity Nutrition Incentive grants program, which would allow them to expand the Double Dollars program to

include up to six additional farmers' markets and offer educational programming on cooking healthy food from the farmers' market on a budget. Contract management has also been reassigned to Dane County Human Services, which will allow for greater contractual oversight capacity than has previously been available.

Areas of Further Inquiry

There is more to learn about the "substitution" effect of the Double Dollars program. By this, we mean to ask "Does the program attract new SNAP shoppers to farmers markets, or are these sales simply a diversion of SNAP purchases consumers would typically make at other farmers' markets that are not participating in the Double Dollars program?" For example, in 2014 the total amount of EBT redeemed at the downtown Dane County Farmers' Market was \$33,532. This represents a decrease of \$9,575 SNAP dollars redeemed and 223 fewer transactions than in 2013. Furthermore, this is a considerable decrease from 2011 when DCFM redeemed its peak EBT redemptions of \$48,688.

Reasons for this decline are important to identify. A decline in farmers' market SNAP sales may be reflective of a more general "plateau" of demand for local food at the consumer level or through farmers' market sales (Low et al 2015). This could also be indicative of the across-the-board cuts of SNAP benefits to recipients that occurred in November of 2013 (Dean and Rosenbaum 2013; Wisconsin Department of Health Services 2013), and there may be other factors in play. Impending and proposed regulatory changes regarding SNAP in Wisconsin will make a reversal in this trend of decline unlikely. Further reductions in SNAP benefits will begin statewide on April 1, 2015 through enforcement of work requirements in Wisconsin that will decrease the length of time for which unemployed people are eligible to receive SNAP benefits to three months (Wisconsin Department of Health Services 2014). Additional obstacles may also be on the horizon if mandatory drug testing becomes an added barrier to individuals and families accessing SNAP and other public assistance (Stein 2015). Reviewing longitudinal SNAP redemption rates at area farmers' markets is outside the scope of this report, but additional evaluation and data collection efforts could be designed to examine these longitudinal and regional trends in future years.

Further investigation could also be done on the impact that the MadMarket Double Dollars Program has on fresh fruit and vegetable consumption among its participants. Other evaluations of farmers' market incentive programs have indicated increases in consumption (Young et al 2013; Wholesome Wave 2012), though there is also more to learn about sustained changes to diet. Initial surveying of Double Dollars participants indicated that 96% of respondents in 2014 purchased produce at the farmers' market with their SNAP benefits or incentive dollars, but whether or not this indicates behavior change, temporary or sustained, has yet to be established.

Participating Market Considerations

While the intention of the City of Madison and CAC is that the Double Dollars program will continue to grow, certain participating markets do face challenges in meeting the demands of this program if participation rises to expected levels. These challenges are financial and technical. Presently, there is uncertainty of funding for management and administration of the Brittingham Park Farmers' Market. The lack of sustaining funds may inhibit this market from re-opening, resulting in the loss of Double Dollars access for the low-income residents of the surrounding neighborhoods.

Additionally, the Northside Farmers' Market faces challenges in gaining access to the technology necessary for processing increased SNAP sales. Though USDA funding and support from the new MarketLink Program assist farmers' markets new to accepting SNAP benefits in obtaining free EBT processing equipment, the Northside Farmers' Market is ineligible for these funding opportunities because they already accept SNAP and have been authorized to do so for years. The market must instead manually process paper voucher receipts by calling in transactions after the close of the market, which is a time-intensive process that increases staffing costs and creates space for accidental issuance of benefits in excess of those available to a customer. Fortunately, a new funding source administered by the Farmers' Market Coalition could provide assistance in purchasing equipment if the Northside Market were to apply and receive a funding award (Farmers Market Coalition 2015). Internal dialogues at both the Brittingham and Northside markets to address these challenges are well underway, but until resolved these factors pose serious barriers to their continued successful participation in the Double Dollars program. Hope does exist for the renewed participation of the South Madison Farmers' Markets in future Double Dollars programming. The two market locations that participated in the 2013 pilot faced staffing and reporting challenges that made it difficult to satisfy accounting needs. If supported by CAC (itself investing more funds in technical assistance to markets), and if lessons have been learned about the benefits and responsibilities of program participation on behalf of the market, then the South Madison Farmers' Markets will be a good candidate for helping to expand the benefits of farmers' market SNAP incentives on Madison's south side. Inclusion of the South Madison Farmers' Markets, and specifically their new location at Meriter Hospital, may be especially important for providing access to the Double Dollars program in the upper Park St. area if the Brittingham Park Farmers' Market does indeed close.

Our hope is that the MadMarket Double Dollars program will continue to increase in consumer and market participation and be successful in the years to come. The earlier cited evidence shows that farmers' market SNAP incentives can greatly increase purchasing capacity for local, fresh foods in customers with restricted budgets. This report highlights the MadMarket Double Dollars program's achievements and emphasizes the importance continued monitoring, evaluation, and review so that the program can continue to adapt and meet its greatest potential.

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Appendix A: Technical Memo



URPL Technical Memo 001 in Support of the MadMarket Double Dollars Program

To: Community Action Coalition for South Central Wisconsin, Inc.
Dane County Department of Human Services
Madison Food Policy Council
Dane County Food Council

From: Department of Urban and Regional Planning, University of Wisconsin-Madison,
Dane County UW-Extension,
City of Madison Mayor's Office: Mark Woulf, Food and Alcohol Policy Director

March 26, 2015

RE: Enhancing Program Activities

The MadMarket Double Dollars program addresses an important demand for increasing food security in Madison, WI. It also serves to build linkages and relationships between urban low-income people and local farmers or food producers through direct producer-to-consumer sales at farmers' markets. This City initiative brought into fruition the pilot Double Dollars program in 2013 and continuation into 2014, which incorporated important partnerships with the Community Action Coalition for South Central Wisconsin, Inc. (CAC), funders in support of improving healthy and local food access for Supplemental Nutrition Assistance Program (SNAP) recipients, and participating farmers' markets throughout Madison. In the course of this two-year program, partners have noted organizational activities that would benefit from formal review and reconstruction.

Review of other programs throughout the country offering similar nutrition incentives at farmers' markets demonstrates that there are many ways to organize and implement effective incentive programs-- there is no 'one-size-fits-all' model. From observing the practical execution of the

MadMarket Double Dollars Program, our review identifies strategies to consider in light of local changes in administration. With the movement of contract maintenance from the City of Madison Mayor's Office to the Dane County Department of Human Services, and very real community need for continued growth and success of this program, it is pertinent to formalize these goals and expectations.

Our intent in this memo is to make programmatic expectations transparent to all interested parties and enhance third year implementation of the Double Dollars program.

To address specific points and challenges, we have developed this list of practices and brief explanations for review and hopeful incorporation into program management. It should be noted that efforts are already underway to accomplish some of the listed activities or changes, but are still listed here to emphasize their importance in what has been learned thus far.

Strategies for Improved MadMarket Double Dollars Program Implementation

- Reconsideration of program start dates:
Ensure that program start dates align with SNAP benefit release schedules (<http://www.fns.usda.gov/sites/default/files/snap/wisconsin-issuance.pdf>). Initiation of programming within the first week of a month will ensure that SNAP recipients can participate in the first month of the program as soon as their benefits become available.
- Transition from fall to summer programming:
Past Double Dollars programs have run from August through October, and in 2014 through December. A June through August or September timeframe could increase the impact of the Double Dollars benefits. Several factors support a summer program, including A) inviting new customers to incorporate farmers' markets into grocery shopping routines early in the market season may result in more sustained use through the fall after the program ends, and B) many families face increased food insecurity challenges during the summer when children have less access to free or reduced-price school meals. Concrete start and end dates for programming also facilitate most effective communication and advertising of the program, and should be maintained even if funds remain at the end of the scheduled program term. Excess funding can be reserved for future years of the program.
- Advertising needs and timing:
Communicating with SNAP recipients about the Double Dollars program is essential for program success. Bus advertising; posters, flyers or brochures at community centers/libraries/social service centers/food pantries; partnership with Second Harvest FoodShare Hotline and Outreach staff and Wisconsin Department of Health Services

FoodShare Program staff—all of these outreach strategies and relationships are important for increasing awareness. A particularly helpful partnership could be developed with DHS to send information about the Double Dollars program to every SNAP recipient in Dane County shortly before the program start-date. Timing is important: advertising should begin well before the start of the program, as much as one or two months in advance, to allow for adequate spread of the information and build-up of program anticipation. Advertising should continue throughout the duration of the program : repetitive exposure is important for reaching those who already receive SNAP benefits at the start of the program, as well as reaching those who become newly enrolled to receive benefits in subsequent months.

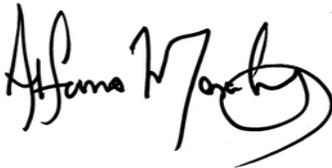
- Expansion of formal outreach partners:
Passive activities such as flyers and ads are important, but potentially even more so are direct recommendations and referrals from professionals with whom SNAP recipients engage. Word of mouth remains a primary mechanism for learning about the Double Dollars program according to survey efforts. Social Service caseworkers within a variety of organizations and agencies, as well as educators such as Dane County UW Extension Nutrition Educators, have regular face-to-face contacts with SNAP recipients and eligible community members with low incomes. It is crucial that these professionals understand and share information about the value of the MadMarket Double Dollars program, and have information available to distribute.
- Expanded formal training for participating markets:
It is of great importance to get managers and others involved in program implementation together for training to foster greatest shared understanding, advance uniform answers to questions, and provide opportunity for communication across market participants. Face-to-face, joint training with as many managers, EBT staff, and volunteers of all participating markets as possible should be a standard training obligation. Additionally, clear written instructions should be given to refer to once at market and reviewed with all staff and volunteers during training.
- Require best practices of participating markets:
To be eligible to participate, farmers' markets must have adequate EBT staff or volunteers (either through existing market channels or provided by CAC), clear signage and directions for how to obtain and use EBT/MMDD vouchers, adequate staff and vendor training on SNAP program rules and requirements, and agree to submit timely and complete reporting documents to CAC. Contracts with participating markets have included some of these requirements, but these must be regularly reviewed, updated, and enforced.

- Direct communication with and feedback from SNAP recipients and Double Dollar program participants:
Consider hosting focus groups of SNAP recipients to glean feedback regarding best program implementation from those who will themselves be utilizing SNAP/Double Dollar benefits at the markets. Additionally, consistent and reliable evaluation plans and sufficient collection of surveys to provide program user data, perhaps by providing cash incentives for participation, would greatly enhance program success.
- Diligence in evaluation is important.
Collecting survey and other data from customers, vendors, and market managers will help communicate program benefits and address program deficiencies. In 2013, 8 surveys were collected from customers, and while tripled in 2014 to 24 surveys, such low response rates provide limited feedback and data about the program.

This memo should be read the context of this report, previous reports, and the contractual and informal agreements established by the partners. The strategies and stipulations outlined here are based on experience and intended to improve the implementation of the MadMarket Double Dollars program in the coming years. We anticipate the considerable expansion of this program through incorporation of additional partner markets and potential influx of federal funding. We find it pertinent to do foundational work now to prepare for the most seamless transition into this expansion.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Alfonso Morales". The signature is stylized and cursive, with a large loop at the end.

Alfonso Morales, PhD
Associate Professor
Founding Director of the Kaufman Lab for the Study and Design of Community Food Systems and Marketplaces

Appendix B: MadMarket Double Dollar Program Outreach

Leaflet or Poster Distribution Sites:

Distributed August 29th, 2014:

The River Food Pantry – 2201 Darwin Road
Northport Community Center – 1740 Northport Drive
Lakeview Lutheran Church – 4001 Mandrake Road
Kennedy Heights Community Center – 199 Kennedy Road
Vera Court Neighborhood Center – 614 Vera Court
Warner Park Community Center – 1625 Northport Drive
Lakeview Library – 2845 North Sherman Avenue
Dane County Job Center – 1819 Aberg Avenue
Aging and Disability Resource Center – 2865 North Sherman Avenue
Bayview Foundation – 601 Bay View

Distributed September 11th, 2014:

Access Community Health – 3434 East Washington Avenue
Centro Hispano – 810 West Badger Road
Public Health Office – 2234 South Park Street
Urban League – 2222 South Park Street
Quaker Housing – 2110 Fisher Street
Boys and Girls Club – 2001 Taft Street
Catholic Multicultural Center – 1862 Beld Street
Wil-Mar Neighborhood Center – 953 Jenifer Street
Willy St. Co-op – 1221 Williamson Street
Goodman Community Center – 149 Waubesa Street
Salvation Army Community Center – 3030 Darbo Drive

Bus Advertisements:

Exterior bus ads installed 09/19/14, ran for 4 weeks on 10 buses throughout Madison.