Food Security & Strong Communities

Grant Program Evaluation, Oct 2015-Oct 2017*

In partnership with
Farm Hands—Nourish the Flathead & North Missoula Community Development Corporation

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Introduction and Study Methods

From October 2015 to October 2017, the Community Food and Agriculture Coalition (CFAC) partnered with organizations and communities in western Montana to carry out a USDA Community Food Project (CFP) entitled Food Security and Strong Communities (herein referred to as “the project”). CFAC’s overarching purpose was to bring together regional businesses, nonprofits, and community members in a coordinated effort to reduce food insecurity by building self-reliance of low-income people in western Montana, while also increasing market opportunities for local farmers and ranchers. The “Double SNAP Dollars” (DSD) program, which provides a dollar-for-dollar match (up to $10 or $20) for community members when they use SNAP to buy local produce, was central to the project’s success. Through the DSD program and other activities, the project greatly benefited western Montana’s people and communities.

The primary goals of the project\(^1\) were to:

- Increase self-reliance among low-income community members by developing leaders and engaging grassroots action to increase community food security throughout western Montana;
- Build capacity among low-income people through a targeted marketing campaign aimed at increasing the purchase and preparation of locally produced foods;
- Develop and support innovative strategies that connect local producers to a wider market of low-income people to increase farm profit and viability;
- Develop incentive mechanisms at established retail locations to increase access and affordability of local foods by low-income people, and increase profitability for farms;
- Expand the program regionally and provide best practices to other communities.

To assess the impact of project activities implemented to meet the goals above, CFAC contracted with a third-party evaluator to conduct a collaborative evaluation. A team of regional community members, selected for their diversity of interests and positions in western Montana’s local food system, guided and participated in the evaluation process. Based on the project’s primary goals, the team created a set of questions to be evaluated:

- **Guiding question:** To what extent did the project increase community food security and self-reliance throughout western Montana?

\(^1\) For a complete list of goals and activities outlined in CFAC’s original project proposal, please see Appendix B.
• **Economic incentives:** How successful were incentive mechanisms, such as DSD, as innovative market activities to increase local food access and affordability? What helped the development and success of the DSD program for partners? What obstructed it? In what ways did the DSD program contribute to the vibrancy of local farms?

• **Connecting DSD customers and farmers:** In what ways did this program connect low-income people with their local food system and farmers? How did this program support innovative strategies to connect local producers to a wider market of low-income people to increase farm profit and viability?

• **Self-reliance for DSD customers:** In what ways did the project contribute to self-reliance and capacity-building for low-income people in purchasing and preparing locally produced foods?

• **Regional collaboration:** What lessons were learned about growing multi-sector, collaborative partnerships in western Montana as a means for increasing regional food security, self-reliance, and knowledge-sharing?

To answer these questions, the evaluation team developed and carried out these methods:

- Paper-and-pencil surveys of:
  - Regional DSD customers (n=96)
  - Regional DSD vendors (n=61)
- In-depth interviews with six DSD customers, including three “Street Team” members, three cooking class participants, and one CSA participant (Note: Some interviewees fit more than one category.)
- Facilitated roundtable meetings with:
  - Regional project partners and cooking class organizers
  - Missoula project partners and sponsors
  - Street Team

The evaluator systematically analyzed results using qualitative and quantitative methods. The most significant results are synthesized in this report, and will be shared with project partners and the evaluation team with the aim of future program improvement. Please see Appendix A for a discussion of study limitations, and Appendix C for the evaluation’s instruments.

Additionally, this evaluation report focuses primarily on qualitative indicators, and complements CFAC’s final technical report for USDA’s National Institute of Food and Agriculture (NIFA). Direct accomplishments for individual project goals and activities are highlighted in CFAC’s technical report. Please contact Kim Gilchrist at kim@missoulacfac.org for more information on this technical report.

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2 The Street Team is a group of four SNAP and DSD users, paid hourly to conduct grassroots outreach to low-income consumers about SNAP and DSD usage at farmers markets, grocery stores, and CSAs while building personal leadership skills and connections to community members who are active in the local food system.
Whole Measures

Evaluation questions and methods draw from the “Whole Measures for Community Food Systems” evaluation tool, which was initially developed as a values-based planning and evaluation tool for community food security projects. The tool delineates six main categories for assessment:

- Healthy People
- Strong Communities
- Thriving Local Economies
- Vibrant Farms and Gardens
- Sustainable Ecosystems
- Justice and Fairness

The evaluation was developed around these categories to holistically assess the project’s impact. Our goal was not to quantify the discrete impact of each category individually, but rather to use the categories as guidelines to ensure a balanced and fair set of evaluation questions.

Overview on project region

Between October 2015 and October 2017, three organizations in six counties around western Montana collaborated on the project. Altogether, they introduced the DSD program to 11 food retailers, including seven farmers markets, three community supported agriculture (CSA) programs, and one food co-op. In total, over 2,450 customers spent $210,000 of SNAP and DSD incentives on local, fresh produce, supporting regional farms and food businesses.

Figure 1. Map of project retailers.

3 Community Food and Agriculture Coalition, Farm Hands—Nourish the Flathead, and North Missoula Community Development Corporation.

4 While totals include additional funding sources, the CFP grant was the catalyst for success by funding partners’ time to organize regional implementation of the DSD program.
**Economic incentives**

The DSD program and other incentive programs such as cooking class vouchers directly increased access and affordability of local foods for low-income people, and in turn increased profitability for farms, one of the project’s stated goals. The evaluation examined the impact of the project on vendors and the factors that contributed to and impeded the DSD program’s regional success through vendor surveys and roundtables with program partners. Please see CFAC’s final technical report for information on the specific activities and accomplishments of this portion of the evaluation.

A 44% cumulative increase in SNAP sales means that over 2,450 SNAP customers or families were able to more fully participate in their communities, increasing the social and economic inclusivity of regional farmers markets, CSAs, and the Missoula Food Co-op. Out of 61 vendors surveyed at farmers markets, 88% felt that the DSD program was important to the farmers market as a whole, particularly in terms of “drawing new people to the farmers market.”

While 47% (n=61) felt that the DSD program was important to their individual enterprise’s sales, vendors talked more about creating an equitable local food system: 80% (n=61) pointed to the larger importance of DSD incentives for customers. One vendor explained that the DSD program was “not so much [about the] money, but more about trying to increase access to good food.” Most stressed that it was essential to “help those in need,” and highlighted that access to local produce should be “easy and dignified for all.” Most vendors considered the DSD program as an opportunity to increase their engagement in food access and social justice.

When asked about the effect of the DSD program on sales at farmers markets, two-thirds of respondents (n=58) felt that the DSD program increased sales, while the rest felt sales had remained steady. Vendors frequently mentioned the “side effect” that DSD incentives enabled SNAP customers to spend their regular SNAP money on previously unaffordable items such as meat and cheese—creating more economic opportunity for local food vendors.

Project participants attributed successes and challenges of the DSD program to many factors, as represented below. Subjects discussed frequently and in depth are at the top of each table, while items mentioned casually or infrequently are near the bottom. This does not necessarily indicate the level of importance of the topic; it simply reflects the evaluation’s results.
Table 1. Factors contributing to the Double SNAP Dollars program’s success

<table>
<thead>
<tr>
<th>Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralized, careful program management at CFAC</td>
</tr>
<tr>
<td>Paid staff members at partner organizations to run program</td>
</tr>
<tr>
<td>Ease of getting SNAP &amp; DSD tokens at farmers markets</td>
</tr>
<tr>
<td>Regional collaboration on DSD program: sharing of information &amp; marketing materials</td>
</tr>
<tr>
<td>Effective outreach efforts (e.g., posters &amp; flyers in community; food bank; Street Team)</td>
</tr>
<tr>
<td>Incentive programs to spread awareness (e.g., Senior coupons, school coins, class vouchers)</td>
</tr>
<tr>
<td>Regular vendor education on various incentives</td>
</tr>
<tr>
<td>Good DSD incentives data &amp; tracking capacity</td>
</tr>
<tr>
<td>Supportive farmers markets: board, vendors</td>
</tr>
<tr>
<td>Regional cross-promotion of DSD program: spread brand awareness, loyalty</td>
</tr>
<tr>
<td>Training for DSD volunteers at markets: how to discuss DSD incentives, set up table; procedures list</td>
</tr>
</tbody>
</table>

Table 1. Factors contributing to the DSD program’s success. Factors are ranked top to bottom by frequency and weight of discussion. Table represents an aggregation of factors between all surveyed markets participating in the DSD program, and not all markets experienced all factors.

Table 2. Factors limiting the Double SNAP Dollars program’s success

<table>
<thead>
<tr>
<th>Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Takes a long time to get SNAP &amp; DSD incentives awareness &amp; advertising to “stick”</td>
</tr>
<tr>
<td>Uncertainty about which venues are most effective for outreach</td>
</tr>
<tr>
<td>Vendor &amp; customer confusion over what can be purchased with DSD incentives</td>
</tr>
<tr>
<td>Vendor &amp; customer confusion over SNAP vs. DSD token distinction</td>
</tr>
<tr>
<td>Identifying best format &amp; information to include on marketing materials</td>
</tr>
<tr>
<td>Lack of uniform and efficient data tracking on cooking classes and DSD incentives</td>
</tr>
<tr>
<td>More (paid) staff resources needed for effective implementation of DSD program</td>
</tr>
<tr>
<td>Limited retailer or vendor involvement or interest</td>
</tr>
<tr>
<td>Stigma about SNAP/government assistance</td>
</tr>
<tr>
<td>Paying with tokens separates DSD customers from other customers</td>
</tr>
<tr>
<td>Inconsistency of information about DSD program</td>
</tr>
</tbody>
</table>

Table 2. Factors limiting the DSD program’s success. As in Table 1, factors are ranked top to bottom by frequency and weight of discussion. Table represents an aggregation of factors between all surveyed markets participating in the DSD program, and not all markets experienced all factors.

Recommendations

A few key areas for development arose from the evaluation. Increasing people’s awareness of the DSD program is critical. This requires targeted marketing efforts to more people and for a wider audience. Evaluation participants stressed that doing outreach to senior citizens, veterans, and Native Americans and expanding the DSD program to other retail venues like more grocery stores may increase the viability and inclusivity of the program. Continuing to leverage other incentives such as senior coupons and cooking class vouchers will grow awareness and program loyalty. By increasing access to DSD incentives, profitability for farmers and local food vendors will rise. This may engender greater retailer loyalty and commitment to supporting the implementation of the program. Finally, uniformly and consistently tracking vendors’ SNAP and DSD sales might demonstrate the importance of the program to vendors’ businesses. It would also give vendors the opportunity to use tracked information to better serve and attract new SNAP and DSD customers.
Connecting Double SNAP Dollars customers and farmers

Another project goal was to develop and support innovative strategies that connect local producers to a wider market of low-income people to increase farm profit and viability. The evaluation assessed this through in-depth interviews with six DSD customers, including members of the Street Team, and a survey of DSD customers. The evaluation found that connections between local producers and customers frequently arose from spontaneous interactions. Customers indicated that, through interacting with and economically supporting farmers—while also feeling welcomed in their communities—the DSD program connected them to their farmers and food system on personal, economic, and political levels.

Responses to two particular questions from a survey of DSD customers around western MT tell a compelling story about the depth with which the DSD program helped connect low-income people with their local food system and farmers. When asked about their comfort level shopping at farmers market before versus after using the program, respondents (n=85) indicated that their comfort level increased considerably:

![Figure 2. Comparison of surveyed DSD customers’ (n=85) comfort level at the farmers market before and after the DSD program.](image)

As customers indicated in the same survey, the experience of farmers market was often about much more than just a grocery shopping trip: for instance, 68% (n=90) felt they learned more about local food and farmers. As one respondent explained, “I learned about co-ops, farmers' market vendors and their varying products as well as CSAs, which I didn't know existed before.” Another expressed that, “I am delighted by the variety of food and the friendliness of farmers here [at the farmers market].”

Six interviewees, all DSD customers, expressed that the DSD program connected them with their local food system and farmers in many ways, three of which are highlighted here. Interviewees are labeled by letters A through F.

Community building
All interviewees felt that the DSD program helped them feel not only welcomed into their communities, but also more engaged and invested in contributing to them. They expressed
that the outcome of this community connection was a more inclusive farmers market atmosphere, which, as many expressed, led to a stronger community as a whole. One interviewee detailed her own experience of this:

“When I first went to farmers market, I felt very on the outside of it. I just wanted to zip in and zip out, and I felt embarrassed that I didn’t have much to spend. But with Double SNAP Dollars, I gradually felt much more part of the community, because I was accepted without being questioned, I was welcomed in every way, and I was greeted with cheer and kindness every week by the market managers and the vendors. They appreciated me as a customer. The farmers appreciated the business and the Double SNAP Dollars program appreciated that I wanted to take their help. Now, if there are opportunities to help people, I will extend them to those in need in my community... Double SNAP Dollars contributes to a higher feeling of wellbeing and energy in the community.”

– Interviewee E

Gratitude for farmers
Four interviewees discussed their experience of learning how hard farmers work to produce good food for their communities. For them, it was not only important to support farmers economically, but to have gratitude to farmers for their efforts. In different ways, all expressed that knowledge of the farmers’ struggle made them more loyal to farmers and helped them feel that, as one interviewee said, “we’re all in this struggle together.” One interviewee, on the Street Team, described this feeling:

“I was blown away to learn how much food we have and how hard farmers are working. Farmers are working really hard, and we have to support them in whatever way we can, because we don’t see what it’s like for them. We see their products, but we don’t see their long, hard hours. Seeing myself in it, as a part of it—I don’t grow the food, but I sure work hard to help other people spend their money on it. I tell farmers how appreciative I am that they’re working hard to feed us so well. Without them, we are in big trouble.”

– Interviewee A

Ability to enact values
All interviewees articulated a strong sense of empowerment in describing the economic “buying power” they gained through the DSD program. Far beyond stating that they simply had more money for buying produce, in all cases interviewees felt that the program gave them the capacity to fulfill values such as contributing to the local economy, choosing local farmers, and supporting farmers who practiced sustainable agriculture. In having the chance to participate in farmers markets, interviewees felt more empowered to make informed, good food choices, in turn making them more loyal to farmers and farmers markets. One interviewee, a Street Team member, explained this:

“I’m interested in growing our local economy. Ideally, everyone we buy from will be in our community, so buying locally for me is like voting for the community I want to live in. Double SNAP Dollars enables me to make that vote.”

– Interviewee C
“Double SNAP Dollars gives me the chance to use my EBT card in a better way than grocery stores that are full of packaged food. I need, and want, to be eating fresh food. When I have the chance to make choices with what I’m going to eat at a farmers market, it gives me more of an opportunity to discover new foods. Double SNAP Dollars makes it fun to go to the farmers market. When something’s fun, I do it more. So I go [to the farmers market] more, and I think more about food.”

–Interviewee B

In reflecting on their larger role in the food system, two interviewees discussed their ability to enact political values, especially related to local versus “big” agriculture, with DSD incentives:

“I like not supporting agribusiness but rather supporting real people who are doing something from their heart that is good for the community. It’s the better way to be a consumer. Double SNAP Dollars helps me sustain life better than supporting agribusiness by buying blind from the grocery store. It feels simpler, it removes some of the artificiality in our food system, and I feel good supporting people who are restoring the earth with sustainable farming.”

–Interviewee A

Recommendations

Project partners could focus on key areas to ensure that empowerment and self-reliance remain priorities. Many SNAP customers only attend the farmers market and use DSD incentives once, which does not necessarily result in a sustained sense of community or farmer connection and has little long-term impact on farmers’ profits. Focusing on DSD customer retention may increase benefit for both farmers and customers. Furthermore, most DSD customers indicated their preference to be treated as “regular” customers, and to form connections with farmers by buying from them (as opposed to meeting them in structured environments such as “farmer meet and greets”).

Program partners might focus on supporting spontaneous connections and other organic ways of connecting farmers and DSD customers, such as the Street Team. Continuing to prioritize and apply feedback and preferences of customers may help determine marketing and customer retention strategies. Simultaneously, customers stressed the importance of feeling welcomed at the farmers market throughout their experience, from the EBT information table to vendors’ stands. Ongoing support for this is key for building a repeat-customer base and investment in community.

“With Double SNAP Dollars, I can get a CSA. Something that would have felt out of reach, irresponsible to sign up for, was suddenly within my reach. I can have the best [produce] that’s out there. Another aspect of a CSA that’s wonderful is feeling part of a community. It makes me feel connected and cared about. I care about you, you care about me.”

–Interviewee D

5 While some structured activities were initially outlined in the project proposal, many were changed or replaced based on feedback and prior experience, indicating outcomes-based responsiveness and flexibility.
Self-reliance for Double SNAP Dollars customers

The project worked towards a goal of building capacity among low-income customers through a targeted marketing campaign aimed at increasing the purchase and preparation of locally produced foods. Another was to increase self-reliance among low-income community members by developing leaders and engaging grassroots action to increase community food security throughout western Montana. Efforts focused on three main areas: the DSD program, cooking classes and workshops, and the Street Team. The latter two areas especially supported meaningful, sustainable engagement with the local food system beyond economic contribution.

Nutritional goals

One of the most significant indicators of self-reliance is the ability for people to achieve personal nutritional goals. Of 96 surveyed customers, 79% of respondents expressed that the DSD program significantly helped them reach their nutritional goals, while the remaining 21% felt that the program somewhat helped them meet their goals. Furthermore, 98% felt that the program alleviated their concerns about their ability to afford healthy meals:

“Double SNAP Dollars makes farmers markets a possibility for low-income families who might not otherwise be able to afford them.”
–Interviewee F

Survey Participant Stats (n=85)
- 77% female, 23% male
- Over 50% support at least one child under 18 years
- 64% have a college degree or higher
- 41% are aged 25 to 34 years

Figure 3. Comparison of surveyed DSD customers’ fruit and vegetable consumption before vs. after using DSD incentives (n=90). Note the 25% increase in daily produce consumption.

Figure 4. Age of survey participants (n=80).
When asked to write down their nutritional goals as part of the DSD customer survey, respondents shared a variety of goals, which fell into ten categories:

<table>
<thead>
<tr>
<th>Nutritional Goals</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise healthy family who knows about nutrition</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Learn new healthy, easy recipes/try new foods</td>
<td>5</td>
<td>4%</td>
</tr>
<tr>
<td>Preserve food for winter</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>Eat organic food</td>
<td>12</td>
<td>10%</td>
</tr>
<tr>
<td>Eat affordable food</td>
<td>7</td>
<td>6%</td>
</tr>
<tr>
<td>Eat local food</td>
<td>11</td>
<td>9%</td>
</tr>
<tr>
<td>Maintain/gain health</td>
<td>32</td>
<td>26%</td>
</tr>
<tr>
<td>Be happy</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Eat lots of produce/balanced diet</td>
<td>42</td>
<td>34%</td>
</tr>
<tr>
<td>Cook fresh/from scratch</td>
<td>9</td>
<td>7%</td>
</tr>
</tbody>
</table>

*Figure 5. Nutritional goals of surveyed DSD customers (n=88). Many respondents shared more than one goal, as reflected in the individual n-values of each category.*

Many of the above stated goals suggest that DSD customers thought about nutrition not simply as healthy eating, but as a path to personal self-reliance. While this could reveal a self-selecting bias in surveyed customers, it could also indicate that having more financial resources through the program empowers people to aspire to meaningful, substantial goals for themselves and their community. In other words, people may be more likely to create substantive nutritional goals when there is a clear path to achieving them.

In interviews, the customer survey, and the regional partner roundtable, participants shed light on extensive ways in which DSD contributed to self-reliance. Three of the most significant themes are highlighted here, but this does not represent an exhaustive list.

**Education for children and family**

In the customer survey, 85% of respondents (n=54) had at least one child under 18 years of age in their household. Though the survey did not specifically ask about the impact of the DSD program on children, respondents offered comments about the importance of the program in building their family’s self-reliance:

> “DSD ensures that we get local, organic food. We are teaching our children to be environmental and health-conscious and we get to support local farmers. It’s a win-win situation.” —Interviewee B

100% of surveyed customers felt that the DSD program helped them achieve their nutritional goals.
“Double SNAP Dollars really helps me stretch money and feed my family. Plus, I’ve been able to make preserves like jams and tomato sauce for winter use. It has inspired my kids to try new things and experiment with their taste buds. I feel that our health has improved and the kids get sick less.”

–DSD Customer Survey Respondent

Interviewees with families to support (three of six) similarly discussed the importance of the DSD program in enabling them to educate family members about an array of topics related to building self-reliance, from budgeting and making food choices to learning about new vegetables and who grew them to simply the idea of healthy food being fun. One interviewee described that:

“I really like being able to make farmers market a family activity. I let the kids pick what they want to buy. They get to hang out with Mom and do a little bit of making choices with tokens. They get to know who their food came from and where it came from. It’s not just a mystery product from the grocery store. And being at the farmers market is positive reinforcement for my kids—they see that other people eat this food, too.”

–Interviewee F

Self-confidence and dignity

Five of six interviewees discussed how their greater buying power through the DSD program dignified the experience of food shopping. The program enabled them not only to participate more fully in farmers markets, but also to feel they were welcome, worthy customers. Many stressed the importance of this treatment in building self-confidence:

“Double SNAP Dollars makes it so that I can shop at the farmers market without being judged for buying responsible food with government assistance... So many things with public assistance feel shameful, but at the farmers market, there is no feeling like that at all. Double SNAP Dollars has given me financial confidence, and the confidence that I can give the best possible food to my kids and myself.”

–Interviewee D

“At the farmers market, people couldn’t have been nicer, more welcoming, more accommodating, more personable... and I couldn’t believe the array of food that was available to me, as someone who had no money in their pockets. The Double SNAP Dollars Program has helped me to feel I can have a complete food life, I can cook the things I really need, and I can take care of myself without feeling I’m being financially irresponsible in my life.”

–Interviewee E
Physical and emotional health

All interviewees discussed how the DSD program increased their wellbeing, either emotionally or physically. In turn, this allowed them to feel more self-reliant in other areas of their lives. In fact, four of six shared the ways in which the program helped them rebound from major, unexpected life events including cancer, career changes, and a house fire. Interviewees also talked about self-reliance in terms of preventative care, healing, their sense of fulfillment, and a variety of other ways. One interviewee, a member of the Street Team and activist in the local food community, described the importance of the program in her healing process:

“I am a breast cancer survivor. In the first year of recovery, my eating was horrible. It was challenging to find fresh food, and I had very little money to buy it. When I got Double SNAP Dollars, it changed everything. My healing path opened up hugely. I would contribute my health—and I’ve reached my five year mark for being a survivor—to the fact that Double SNAP Dollars allowed me to get better quality food.”

–Interviewee A

One interviewee shared the emotional fulfillment that the DSD program has given her, which helps her be more active:

“I had a house fire last year and lost everything. It broke my heart. Double SNAP Dollars has restored some hope and excitement for me. It has allowed me to eat fresh veggies and fruits. I get to go every Friday to the farmers market. I really look forward to it every week. It gets me out of the house and into the community, and it’s good for my soul to see the fresh fruits and veggies—and be able to buy some of them. Double SNAP Dollars has given me stability and access to fresh food.”

–Interviewee C

“I am overwhelmed with joy that I am able to participate in the farmers market now. Double SNAP Dollars made last summer so much better. I looked forward to farmers market all week, every week. It was so pleasant, so wonderful, so life-enhancing. Double SNAP Dollars made life brighter.”

–Interviewee B

Another interviewee talked about the many ways in which the DSD program has restored her physical and emotional health by broadening her diet with fresh food:

“I have celiac disease and a lot of food allergies, so what I can eat is very limited. With Double SNAP Dollars, I finally get everything I need... Between feeling unwell often and having cancer six years ago, my goal has been to improve my health and physical wellbeing on a daily basis, because I very much don’t want to get cancer again. Double SNAP Dollars has extended the range of my diet, which has made me healthier.”

–Interviewee E
Cooking classes
Though not uniformly tracked throughout the project, cooking class participants experienced key benefits that contributed to self-reliance, as discussed in interviews and the regional partner roundtable.

The tables below highlight key benefits for cooking class participants and challenges in organizing cooking classes arising from discussions with participants and partners.

As in previous tables, subjects discussed frequently and in depth are at the top of each table, while items mentioned casually or infrequently are near the bottom. This does not necessarily indicate the level of importance of the topic; it simply reflects the evaluation’s results.

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**Table 3. Benefits for cooking classes participants**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial incentives gave SNAP participants more DSD incentives</td>
<td>High</td>
</tr>
<tr>
<td>Learned skills for food preservation: canning, dehydrating</td>
<td>High</td>
</tr>
<tr>
<td>Learned new recipes, techniques, how to use unfamiliar foods</td>
<td>High</td>
</tr>
<tr>
<td>Learned best practices for winter produce storage</td>
<td>High</td>
</tr>
<tr>
<td>Classes were fun</td>
<td>High</td>
</tr>
<tr>
<td>Safe, structured learning environment</td>
<td>High</td>
</tr>
<tr>
<td>Offered at a variety of times and venues to increase access</td>
<td>High</td>
</tr>
<tr>
<td>Learned how to buy effectively via bulk purchasing and preserving</td>
<td>High</td>
</tr>
<tr>
<td>Learned basic gardening skills</td>
<td>High</td>
</tr>
<tr>
<td>Learned food safety</td>
<td>High</td>
</tr>
<tr>
<td>Learned how to manage chronic diseases through cooking</td>
<td>High</td>
</tr>
<tr>
<td>Created a product to take home (in some classes)</td>
<td>High</td>
</tr>
<tr>
<td>Classes at schools got kids excited, engaged</td>
<td>High</td>
</tr>
</tbody>
</table>

**Table 4. Challenges in organizing cooking classes**

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large but unconnected network of people working on food access</td>
<td>Medium</td>
</tr>
<tr>
<td>Difficult to get participants to RSVP and follow-through on RSVPs</td>
<td>High</td>
</tr>
<tr>
<td>Outreach and marketing to appropriate audiences</td>
<td>Medium</td>
</tr>
<tr>
<td>Some skills from classes, e.g., canning, can be cost-prohibitive at home</td>
<td>Medium</td>
</tr>
<tr>
<td>Significant time required to create effective product</td>
<td>Low</td>
</tr>
<tr>
<td>Inconsistent tracking and pre-/post-surveying of participants</td>
<td>Low</td>
</tr>
<tr>
<td>Difficult to get SNAP recipients specifically to attend</td>
<td>High</td>
</tr>
<tr>
<td>Lack of appropriate venue</td>
<td>Medium</td>
</tr>
</tbody>
</table>

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“Our cooking classes are popular, comfortable, casual, and educational. At one class, we had 29 participants including children. People are always excited to learn new cooking tricks, and learning to cook from bulk and fresh produce seems to really excite people.”

–Project Partner
Members of the Street Team benefited profoundly from the project, in terms of personal and professional growth. Despite some challenges, all four Street Team members emphasized that they felt a strong sense of fulfillment and an enhanced feeling of self-reliance. One member in particular spoke powerfully about her experience:

“I joined the Street Team as a challenge for myself. It was my first job ever, in my entire life. I consider myself to be not a people person, and am socially awkward and suffer from significant social anxiety…Now, I have the first elevator speech of my life. The Street Team has benefited me socially because I’ve gotten less anxious about talking to people… I feel like I have credentials to network with people, determine my own future, and make my own job in local food.”

In interviews and at a roundtable with the Street Team, members enumerated benefits and areas of personal growth, as well as challenges in implementing their Street Team work. Key themes from these conversations are listed in the tables below:

<table>
<thead>
<tr>
<th>Table 5. Benefits for Street Team members</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Gave me something organized and positive to do”</td>
</tr>
<tr>
<td>Feeling of fulfillment for doing good work</td>
</tr>
<tr>
<td>Social aspects were fun/made new friends</td>
</tr>
<tr>
<td>Giving back to community by helping others get DSD incentives</td>
</tr>
<tr>
<td>Paid, professional opportunity</td>
</tr>
<tr>
<td>Opportunity to attend lobbying event at state capitol</td>
</tr>
<tr>
<td>“Got me out of a rut in my life at that time”</td>
</tr>
<tr>
<td>Shared knowledge, feedback with DSD customers, vendors, and project partners</td>
</tr>
<tr>
<td>Provided an easy way into conversations/connections with farmers</td>
</tr>
<tr>
<td>Addressed social anxiety</td>
</tr>
<tr>
<td>First employment opportunity</td>
</tr>
</tbody>
</table>

Table 5. Benefits for Street Team members. Themes are ranked top to bottom by frequency and weight of discussion.

<table>
<thead>
<tr>
<th>Table 6. Challenges for Street Team members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Often felt unclear about focus/what activities to do</td>
</tr>
<tr>
<td>Feeling of isolation from Team due to limited group meetings/activities</td>
</tr>
<tr>
<td>Limited outreach potential due to lack of coordinated effort</td>
</tr>
<tr>
<td>Difficult to recruit additional Street Team members</td>
</tr>
<tr>
<td>Difficult to quantify success</td>
</tr>
<tr>
<td>Feeling of being ineffective</td>
</tr>
<tr>
<td>Needed more preparation for consistent information/messaging</td>
</tr>
<tr>
<td>Language barriers with some vendors</td>
</tr>
<tr>
<td>Difficult to get to promotion sites without car</td>
</tr>
</tbody>
</table>

Table 6. Challenges for Street Team members. Themes are ranked top to bottom by frequency and weight of discussion.
Recommendations

Some primary areas for future improvement emerged from conversations with evaluation participants. Offering year-round access to DSD incentives is essential for SNAP recipients to continue building self-reliance. This might involve partnering with grocery stores to offer DSD incentives outside of farmers market season. Many participants mentioned that they would appreciate recipes and recipe cards at the farmers market to accompany unfamiliar produce items, which would encourage them to try new foods and increase their food preparation capacity. Continuing to track and survey SNAP recipients to identify how to best serve them and encourage repeat DSD customers, as well as how to effectively widen the reach of DSD program marketing efforts, is essential for the growth and sustenance of the program. Finally, the project should maintain the $20 DSD incentive match, as customers described this as a minimum for achieving their nutritional goals.

For cooking classes, regional partners should emphasize collaboration and sharing information and resources to cut down on their planning time for cooking classes and increase the effectiveness of cooking class marketing and implementation. DSD incentives for SNAP customers were widely cited as a motivation for attending classes and were effective in drawing SNAP customers. Continuing to offer incentives, and perhaps offering a referral “bonus” for class attendees who refer another SNAP customer, may increase cooking class attendance. Setting dates and programming in farther advance for classes (e.g., at the beginning of the summer), and reminding those who signed up via email or phone calls of upcoming classes, may also streamline class preparation and increase attendance. Finally, continuing to do pre- and post-class surveys and tracking attendance may help identify what SNAP customers would like and need from classes or other workshops.

For the Street Team (which may be discontinued in the future due to lack of staff resources to organize its implementation), more oversight for Street Team members would help them perform outreach more effectively. This might include more regular meetings to check in and share successes and challenges, coordinate team efforts, do trainings on topics such as leadership, and collaborate on best approaches. Through this, a stronger strategic plan may emerge, increasing members’ sense of efficacy and team coherence in their work, and their insights may help guide DSD program marketing efforts for project partners.

Regional collaboration

One project goal focused on expanding the project regionally and providing best practices to other communities. Eight key themes and ideas about building regional, collaborative partnerships crystallized during roundtables with regional and Missoula partners. They are organized below by factors that were particularly successful in contributing to building regional partnerships and areas that would benefit from further development.
Contributing factors
The project experienced significant regional growth due in large part to partners’ collaboration. Because the project paid partners’ staff to organize and coordinate project activities, partners had much more capacity to focus on collaboration. Partners’ cross-pollination of marketing materials, resources, and ideas greatly benefited the project by spreading regional DSD program brand awareness and strengthening individual communities’ program-related work. These themes are developed below:

1. **Dedicate paid staff regionally** to the project. Without this, partners explained, collaboration easily falls by the wayside and is not prioritized. Volunteers’ time is consumed by implementation activities, but when partners can spend part of their paid worktime collaborating regionally and building relationships, they are much more likely to experience successful, effective implementation.

2. **Find and align with supportive community allies.** One partner explained that one of her most critical successes in implementing the project in her community was that she “worked with people who were supportive in the community. They were great about connecting me with the right resources and people. So it’s important to ask: Who’s already doing projects related to this, and how can we work together?” Many project partners discussed the importance of taking advantage of existing resources and community connections, especially farmers market boards.

3. **Plan early** for the farmers market season. Designate time to collaboratively create a concise marketing package and effective regional DSD program implementation plans. Advance planning also ensures that data collection and tracking systems will be in place at the start of the season. Finally, it gives partners time to share information and collaborate to guarantee best practices and consistency in tracking methods.

4. **Take the time necessary to create effective regional collaboration.** It has taken the project some time to build brand recognition and awareness around the DSD program, and is a continuing endeavor. Regional cross-collaboration and promotion have been key in building this awareness and loyalty.

Areas for improvement
While partners worked to address the challenges below, they explained that implementing project activities in the future will be more successful with greater emphasis on extensive information-sharing and strategic planning among various program partners and others in support roles. They also described the importance of dispelling stigma around SNAP in order to expand the program to more communities and people in need. Educational efforts about SNAP will benefit by continuing to include SNAP recipients in planning, marketing, and implementation of the DSD program. These lessons are further explained below:
1. **Share information** frequently with project partners regarding successes and struggles. Different partners and organizations have different strengths, so sharing best practices from experience, and asking others how they addressed challenges, can be invaluable—and time-saving—for partners. As one partner put it, “I could have learned lots of things from talking with other project partners sooner.” Some potential ideas for achieving successful and frequent information-sharing this could be:

   - Set required and optional meetings with predetermined discussion topics
   - Plan a combination of in-person meetings, phone calls, webinars, and other appropriate formats.
   - Hold both structured and unstructured meetings: some designed for knowledge-sharing or collaboration and discussion, others as workshops or educational opportunities.
   - Determine pre-set intervals or dates for meetings, potentially during a grant kickoff meeting with all partners.

2. **Find the best structure for disseminating key project information.** Is it enough for major grant partners to disseminate information to less central partners? Or is it important that all people overseeing the DSD program be included in some portion of project meetings? In either case, project partners found it was crucial to determine how information would be communicated to various stakeholders for to the project, and to make sure that this was communicated clearly, consistently, and efficiently.

3. **Address community stigma around SNAP.** This continues to challenge project partners. They have observed that in some communities, regardless of need, farmers market authorities (boards, market masters) altogether decline to participate in SNAP. Even at some participating farmers markets, some vendors or, in a few cases, the markets themselves, will not advertise that they accept SNAP. SNAP and DSD customers are often embarrassed to use coins, which they perceive as separating them from the rest of the shoppers. As one customer described the tokens, “they seem like funny money.” Overcoming this stigma is key to both sustaining the participation of current customers as well as penetrating new markets.

4. **Incorporate SNAP recipients** in regional project planning and implementation strategy, in both leadership positions and through feedback. As direct stakeholders, they have the most to gain from the program and could offer useful guidance, as well as building their own skills. SNAP customers might, for example, be well suited to guide or advise the focus of cooking classes and workshops through firsthand knowledge of what could be useful. SNAP customers may also have good ideas for marketing and outreach strategies that may not occur to others in the project. The Street Team was this project’s primary avenue for including SNAP recipients in planning and implementation. Expanding this program would greatly support the fulfillment of the project’s goals, though this expansion requires currently unavailable staff resources.
Conclusion

This project enabled organizations around western Montana to impact over 2,450 people and families through greater access to fresh, local food, educational workshops on topics from gardening to food preservation, opportunity through employment on the Street Team, and increased food security. The project catalyzed comprehensive collaboration towards regional self-reliance, which laid the groundwork for a resilient local food system that will continue to support both low-income customers and farmers who benefit economically from SNAP. In so doing, the project has contributed to a future where western Montana’s communities are more connected to, and supportive of, their local food sources, where people feel dignity and rootedness in their communities by being able to participate more fully in community events such as farmers markets and CSAs, and where people are more confident in their ability to choose and provide healthy, plentiful food for themselves and their families.

You can learn more about the Double SNAP Dollars Program in Western Montana at http://www.doubledollarsmt.com/. Also, you can find more information about Community Food and Agriculture Coalition at http://www.missoulacfac.org/.

This evaluation report was conducted and written by Catie DeMets, Masters student in Environmental Studies at the University of Montana, Missoula, MT, in collaboration with Community Food and Agriculture Coalition’s Food Access Program.
Appendix A: Limitations to evaluation methods

This evaluation aimed for a robust and varied set of data to explore the many dimensions of the project. As with all methods, however, improvements could be made to create an even more robust data set. To shed light on the evaluation’s process, we find it appropriate to detail some of the primary methodological limitations encountered in this evaluation.

Customer surveys
DSD customer surveys at farmers markets were conducted between early September and late October, near the end of the grant period. As such, it is possible that our survey results reflect a selection bias towards DSD customers who: 1) were dedicated enough to continue coming to farmers markets in cold or inclement weather, 2) were most loyal to the DSD program, 3) did their grocery shopping in earnest at the farmers market as much as possible, and 4) whose values included supporting and eating local food. DSD customers who came only once to the farmers market or whose attendance was influenced by weather or other factors that tend to drive high summer attendance at farmers markets were less likely to have completed a survey. Therefore, it is possible that the positive impacts of the program were magnified compared to the entire population of DSD customers over the course of a farmers market season. It is also possible that more surveys would have been completed in an earlier part of the season, yielding different results.

Vendor surveys
DSD vendor surveys were conducted between mid-September and late October, near the end of the grant period. Because some vendors’ presence at the farmers market is dictated by the seasonality of their products, not all vendors were present during the time of surveying. Therefore, we did not capture as many vendor perspectives as would have been reflective of the entire year. Furthermore, surveyed vendors may have been influenced in their perspective on the success of the DSD program by the late-season decline in DSD customer attendance at farmers markets.

Interviews
DSD customer interviewees were selected based on a variety of factors, including participation in a CSA, the Street Team, or cooking classes, as well as use of the DSD program and willingness to participate in an interview. Therefore, interviewees do not necessarily represent a general sample of the population of DSD customers in our project. Our goal in selecting these interviewees was not to provide a reflection of the experience of all DSD customers, which would be nearly impossible given the high use of the program, but rather, to highlight and delve into some of the more profound impacts and benefits of the program in people’s lives.

The evaluation lacked resources to do in-depth interviews with vendors. These would have provided more depth to our understanding of vendor perspectives on the DSD program, as well as enabled true assessment of the Whole Measure “Farm Vibrancy.”
Appendix B: Project proposal goals and activities

The following is copied from the original project grant proposal for Food Security and Strong Communities:

**Project Goals and Intended Outcomes**

The overall purpose of this project is to bring together regional businesses, non-profits, and community members in a coordinated effort to reduce food insecurity in Western Montana while increasing market opportunities for local farmers and ranchers.

**Key goals and outcomes of the project include:**

**Goal 1** Increase self-reliance among low-income community members by developing leaders and engaging grassroots action to increase community food security throughout Western Montana.
- **Outcome 1:** At least ten low-income consumers will become SNAP ambassadors, building leadership skills and conducting outreach to up to 1,000 low-income consumers about SNAP usage at farmers markets, grocery stores, and CSAs.
- **Outcome 2:** At least 15 community leaders will participate in multi-sector community dialogue and development of grassroots solutions to build community food security through the CFAC food access committee.
- **Outcome 3:** At least 20 low-income consumers will be actively engaged in a planning process to develop marketing and education campaigns to educate their peers about local food and healthy eating (see goal 2).

**Goal 2** Build capacity among low-income consumers through a targeted marketing campaign aimed at increasing the purchase and preparation of locally produced foods.
- **Outcome 1:** Through a multi-faceted marketing campaign, 2,000 low-income consumers in the project area will become more knowledgeable about where to purchase locally grown food and the benefits of doing so.
- **Outcome 2:** At least 48 Real Meals workshops will be delivered in communities throughout the region, providing at least 600 educational encounters around purchasing, preserving, and preparing local food for low-income participants.

**Goal 3** Develop and support innovative strategies that connect local producers to a wider market of low-income consumers to increase farm profit and viability.
- **Outcome 1:** 100 local farmers will better understand how to market to low-income consumers through 3 workshops with SNAP ambassadors.
- **Outcome 2:** Innovative solutions to catalyze more connections between low-income persons and local CSAs will be identified through at least two workshops with farmers and SNAP ambassadors.
- **Outcome 3:** Based on input from these workshops, at least 3 new resources and appropriate technical assistance as needed, will be developed by CFAC to connect
farmers and low-income consumers for increased purchase and consumption of local products. (See also goal 4).

**Goal 4)** *Develop incentive mechanisms at established retail locations to increase access and affordability of local foods by low-income people, and increase profitability for farms.*

- **Outcome 1:** At least 1000 SNAP recipients will benefit from these incentive programs in these outlets: In year 1, at least 3 farmers markets, 1 CSA(s), and 3 local grocery stores will operate a Double SNAP Dollars incentive program, offering a 1:1 match up to $20 on local products purchased with SNAP dollars. In year 2, the program will operate in at least 5 farmers markets, 2 CSAs, and 5 local grocery stores.
- **Outcome 2:** At least 40 families will access healthy local produce through an affordable “basics box” CSA, featuring nutritious but more affordable and familiar produce items geared toward low-income consumers.
- **Outcome 3:** Farmers participating in the Double SNAP Dollar project will see at least 15% increase in their market each year.

**Goal 5)** *Expand the program regionally and provide best practices to other communities.*

- **Outcome 1:** Using evaluations and other feedback and experience, a toolkit will be developed for other communities across the country, with information on how to use a similar marketing and outreach campaign linking low-income consumers and producers (see goal 2). The toolkit will focus on the role and development of a grassroots marketing campaign, but include other findings and recommendations, as relevant and necessary.
- **Outcome 2:** Statewide distribution of the toolkit to at least 2000 individuals through websites, conferences, and other appropriate venues.

**Activities to Achieve the Goals**

**Goal 1:** CFAC and our collaborative partners will bring together a corps of SNAP Ambassadors – low income consumers who are given training and support to conduct peer-to-peer outreach and promotion of the Double SNAP Dollars program, and to speak up to give input to farmers and others about ways to reach their demographic. CFAC will recruit, train, and engage a team of at least 4 SNAP ambassadors in year 1 and 8 additional ambassadors in year 2. These ambassadors will provide real world evaluation and feedback, as well as set specific guidelines and activities best suited to reaching out to fellow SNAP recipients. They will be the leaders of this project, and serve on CFAC’s Local Food System Committee to ensure that the mission of CFAC is realized through this project. Members will be empowered to guide the project and its outcomes, leading to a sustainable long-term outcome of community food security and increased access.

**Goal 2:** Project Partners will contract with a marketing firm to develop grassroots, effective, efficient marketing to encourage SNAP use for local fruits and vegetables. SNAP recipients, businesses, and community partners will be recruited to provide input on marketing needs and best ways to reach SNAP customers through focus groups, interviews, and surveys (see
also Goal 1 Outcome 3). NMCDC will evaluate their participant-feedback driven Real Meals program, being piloted in 2015, focusing on ways to make it relevant to SNAP consumers purchasing fruits and vegetables. They will coordinate the adaptation of the Real Meals curriculum into a resource that can be used at a diversity of rural and urban points of purchase. In both years of the project, CFAC will deliver 4 workshops at Whitefish, Hamilton and Polson, and 6 each year in Missoula. Following each workshop, we will evaluate and refine efforts to ensure program is effective and relevant to participant desires.

**Goal 3:** SNAP ambassadors and farmers will engage with regional business and nonprofit partners to produce guidelines and marketing plans to be used throughout the region to increase knowledge of the SNAP recipients’ needs regarding food boxes that are available through the Double SNAP Dollar program.

**Goal 4:** Develop streamlined regional SNAP incentive mechanism for grocery stores, CSAs, and farmers markets, informed by research into current best practices and the experiences of previous regional pilots and business partners. The SNAP Ambassadors will facilitate regular meetings and communication with regional network of local partners to ensure streamlined program development, efficient resource management, and knowledge sharing. Partners will coordinate with retail location managers (farmers markets, CSAs, and grocery stores) to ensure program is implemented effectively, and to support them in their ongoing efforts. Throughout the project there will be consistent outreach to increase the number of locations participating in the Double SNAP Dollar incentive program. Additionally, we will develop support and marketing materials for retailers to identify and promote foods eligible for incentives. CFAC will conduct market research and make recommendations for WMGC and other partners to develop basics box affordable CSA option, including findings from local farmer/SNAP ambassador meetings.

**Goal 5:** Following the development of grassroots marketing campaign (see Goal 2) the collaborative partners will implement evaluation at end of year 1 and 2 to form recommendations for future improvements and similar programs outside our region. The SNAP Ambassador steering committee, marketing consultant, and other stakeholders will develop a toolkit to share marketing materials help others develop similar campaigns. Once complete the toolkit will be distributed through appropriate venues (conferences, partners, etc.).
Appendix C: Evaluation instruments

For readers’ reference, this section includes various evaluation components, including:

1. DSD customer interview guide.................................................................24
2. DSD customer survey.................................................................27
3. Revised DSD customer survey based on results and feedback from evaluation.................................31
4. DSD farmers market vendor survey..............................................35
5. Revised DSD farmers market vendor survey based on results and feedback from evaluation.........................38
INTERVIEW GUIDE:

Double SNAP Street Team & Double SNAP Customers & Cooking Class Participants

Before interview: Make sure to check recorder, and to have extra batteries.

Introduction: Thanks so much for agreeing to participate in this interview. These interviews are central to an evaluation of the Double SNAP Dollars program that a group of organizations around town are helping with, with the goal of applying for future funding for the Double SNAP program to continue in western Montana. We’re looking for honest feedback, both positive and critical, so we can create a strong program that meets its intended purpose, so feel free to share any thoughts you have, even if they seem negative.

A big part of this evaluation is talking with customers like you, who have used Double SNAP Dollars, to learn about their perspectives and experiences with the Double SNAP program.

Before we get started, I want to let you know that your identity as a participant in this study will remain confidential. Your name won’t be used in any presentations or written reports. And, if at any time you decide you don’t want to be included in the study or would prefer for me to omit any information you share, feel free to get in touch with me.

Do you have any questions before we get started?

If it’s okay with you, I’m hoping to record our interview to ensure that your views are accurately recorded, and it lets me to focus on our conversation. Is that okay with you?

IF YES, TURN ON RECORDER AND PRESS RECORD. If no, prep to take notes.

Background: I’m hoping to start with a little background about you and your involvement with Double SNAP Dollars.

1. Think back to when Double SNAP first started, or when you first heard of it. How did you first hear about Double SNAP Dollars?
2. Where have you used DSD?
   
   Probe: Why do you shop there, as opposed to other DSD retailer locations?
3. How often do you use DSD?

For cooking class participants:

4. How did you first hear about the cooking classes?
5. How often did you attend cooking classes? How many times did you go?
**Benefits:** I’d love to hear your perspective on the benefits you see in the Double SNAP Dollars program.

6. What kinds of benefits do you get out of participating in Double SNAP Dollars?
   *Probe:* Anything else?

7. What do you think your community gets out of having a program like Double SNAP Dollars?

For cooking class participants:

8. What kinds of benefits did you get out of participating in the cooking classes?
   *Probe:* Anything else?

For Street Team:

9. What kinds of benefits do you get out of being part of the Street Team?
   *Probe:* Anything else?

-------------------------------------------------------------------------------------

**Self-efficacy:** I’m also hoping to hear your ideas about the impacts of the Double SNAP program in your life.

10. How has the Double SNAP program impacted your life?

11. Did you learn anything new from participating in Double SNAP Dollars?
   *Probe:* Can you give an example?

12. What sorts of nutritional or health goals do you have for yourself or your family?

13. What would help you meet those goals?

14. Do you think participating in Double SNAP Dollars helped you work towards any of those goals? In what ways?
   *Probe:* Anything else?

For Street Team:

15. How has your participation in the Street Team impacted your life?

16. Did you learn anything new from participating in the Street Team?
   *Probe:* Can you give an example?

For cooking class participants:

17. Did you learn anything new from participating in the cooking classes?
   *Probe:* Can you give an example?

18. Do you think participating in cooking classes helped you work towards any of your nutritional or health goals? In what ways?
Connection to local food: I’d love to spend a few moments talking about what local food means to you.

19. How did you first get interested in local foods?
20. Why are you interested in local foods?
21. Has your interest level in local food changed (increase/decrease) as you’ve participated in Double SNAP Dollars? In what ways?
22. Did you learn anything new about our local food and farmers since you’ve participated in Double SNAP? Like what?

Concerns/suggestions:

23. Do you have any concerns or suggestions for improving the Double SNAP Dollars program?
   For cooking class participants:
   24. Based on your experience, do you have any concerns or suggestions for improving the cooking classes?
   For Street Team:
   25. Based on your experience, do you have any concerns or suggestions for improving the Street Team?

Wrap up: Before we finish, I wanted to ask if you have any questions for me related to our conversation or this project. I also want to ask if you have anything else to add to our conversation today.

Thanks so much for your time!

After the interview: STOP RECORDING.
2. DSD Customer Survey

## Double SNAP Dollars Shoppers Survey

Thank you for taking a few minutes to tell us about your experience with Double SNAP Dollars.

All responses will be kept strictly confidential and will not be used in any way to identify you. Your answers will not affect your benefits from the program in any way.

Please mark the answer that best fits your experience and please let us know if you have any questions as you fill out this survey.

1. **Where have you used Double SNAP Dollars? (check all that apply)**
   - Missoula Farmers’ Market
   - Clark Fork Farmers’ Market
   - Polson Farmers’ Market
   - Whitefish Farmers’ Market
   - Flathead Valley CSA Share
   - Columbia Falls Community Market
   - Missoula Community Food Co-op
   - Western Montana Growers’ Co-op
   - CSA program
   - Missoula Grain and Vegetable CSA

2. **How often did you typically use Double SNAP Dollars in 2017?**
   - A few times a week
   - Once a week
   - A few times a month
   - Once a month
   - A few times over the year
   - This is my first time

3. **What, if anything, holds you back from eating as many fresh fruits and vegetables as you would like to? Check all that apply.**
   - I do not really like fruits and vegetables
   - I do not know enough about cooking fresh food
   - Fruits and vegetables cost too much
   - I don’t have any space to cook or store fresh food
   - Fresh food goes bad too fast
   - There is not a good selection of fruits and vegetables in my neighborhood
   - Nothing, I eat as many fruits and vegetables as I like
   - Other (please specify): __________

4. **In the last 12 months, how often were you concerned about having enough money to eat healthy meals?**
   - Never
   - A few times
   - Frequently
   - All the time

5. **Did the ability to use Double SNAP Dollars lessen these concerns?**
   - Yes
   - No

Next page ➔
6. How often did you eat fruits and vegetables before this program (or, if this is your first time here, skip this question)?
   Never or rarely 1-2 times / day
   1-3 times / week 3 or more times / day
   4-6 times / week

7. How often do you eat fruits and vegetables now?
   Never or rarely 1-2 times / day
   1-3 times / week 3 or more times / day
   4-6 times / week

8. In a few words, please describe your family’s nutritional goals:
   Explain: ____________________________________________________________

9. How much did Double SNAP help you meet your family’s nutritional goals?
   Significantly
   Somewhat
   Not at all

10. How comfortable did you feel buying food at the farmers market before and after Double SNAP?
    ...before Double SNAP? ...after Double SNAP?
    Not at all comfortable Not at all comfortable
    Somewhat comfortable Somewhat comfortable
    Very comfortable Very comfortable
    N/A

11. When you interact with farmers, how would you describe your interactions?
    Uncomfortable. I do not feel I am a welcome customer.
    Strictly transactional. I give them money, they give me food.
    Enjoyable. We might exchange pleasantries.
    Very comfortable. They recognize me. We talk about recipes, veggies, food, etc.
    Other (please explain): _____________________________________________

12. Are you satisfied with this level of interaction?
    Yes
    No
13. How confident do you feel in your ability to cook healthy meals?
   - Not at all confident
   - Somewhat confident
   - Very confident

14. How often does someone in your home cook with fruits or vegetables?
   - 5 or more times per week
   - 1 or 2 times per week
   - 3 or 4 times per week
   - Less than once per week

15. Has your level of confidence in cooking healthy meals increased since using Double SNAP?
   - Yes, my level of confidence has increased
   - No, my level of confidence has not changed

16. Have you participated in any free cooking classes?
   - Yes
   - No (skip to question 18)

17. Did your participation in these classes help you use Double SNAP Dollars more?
   - Yes
   - No
   - Please explain: ________________________________________________________

18. Did using Double SNAP Dollars help you learn more about local food and farmers?
   - Yes
   - No
   - Please explain: ________________________________________________________

OPTIONAL:

1. Gender _______   Age _______

2. How many people are in your household?
   - Children (under 18 years old) _______   Adults (18+ years old) _______

3. What is your race? (check all that apply.)
   - Black/African or Caribbean
   - American
   - Hispanic or Latino
   - White/Caucasian
   - Asian or Pacific Islander
   - Other: ______________________
   - American Indian

Next page ➔
4. How would you describe your current employment status?
   - Full-time employment (35+ hours a week, year-round)
   - Part-time employment
   - Unemployed, actively seeking employment
   - Not employed, not seeking employment
      (student, retired, home-maker, disabled, etc.)

5. What is your highest level of education?
   - 8th grade or less
   - Some high school
   - High school graduate or
   - GED certificate
   - Some college or technical school
   - College graduate or more, such as
      graduate or professional degree

6. Anything else you’d like to add about your experience with Double SNAP Dollars?
   For example, what do you like about the program and/or what could make the
   program work better for you?

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
3. Revised DSD Customer Survey

Double SNAP Dollars Shoppers Survey

Thank you for taking a few minutes to tell us about your experience with Double SNAP Dollars.
All responses will be kept strictly confidential and will not be used in any way to identify you. Your answers will not affect your benefits from the program in any way.
Please mark the answer that best fits your experience and please let us know if you have any questions as you fill out this survey.

1. Where have you used Double SNAP Dollars?

2. How did you hear about Double SNAP Dollars?
   - From a friend/family
   - Social services
   - Online
   - At the farmers market
   - Other (please specify):

3. How often did you typically use Double SNAP Dollars in summer of 2017?
   - A few times a week
   - Once a week
   - A few times a month
   - Once a month
   - A few times over the year
   - This is my first time

4. Is it difficult for you to get fresh fruits and vegetables? If so, why?

5. In the last 12 months, how often were you concerned about having enough money to eat healthy meals?
   - Never
   - A few times
   - Frequently
   - All the time

6. Did the ability to use Double SNAP Dollars lessen these concerns?
   - Yes
   - No

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7. How often did you eat fruits and vegetables before this program (or, if this is your first time here, skip this question)?
   Never or rarely 1-2 times / day
   1-3 times / week 3 or more times / day
   4-6 times / week

8. How often do you eat fruits and vegetables now?
   Never or rarely 1-2 times / day
   1-3 times / week 3 or more times / day
   4-6 times / week

9. In a few words, please describe your/your family’s nutritional goals:

   __________________________________________
   __________________________________________

10. How much did Double SNAP help you meet your/your family’s nutritional goals?
    Significantly
    Somewhat
    Not at all

11. How comfortable did you feel buying food at the farmers market before and after Double SNAP?
    ...before Double SNAP? ...after Double SNAP?
    Not at all comfortable Not at all comfortable
    Somewhat comfortable Somewhat comfortable
    Very comfortable Very comfortable
    N/A

12. How confident do you feel in your ability to cook healthy meals?
    Not at all confident
    Somewhat confident
    Very confident

13. How often does someone in your home cook with fruits or vegetables?
    5 or more times per week 1 or 2 times per week
    3 or 4 times per week Less than once per week
14. Has your level of confidence in cooking healthy meals increased since using Double SNAP? Please explain.
   Yes, my level of confidence has increased
   No, my level of confidence has not changed or has decreased.

15. If yes, why or in what ways has it increased? If no, what would help increase your confidence?

16. In what ways, if any, did using Double SNAP Dollars help you learn more about local food and farmers?

OPTIONAL:

1. Gender _______

2. Age

   18-24  55-64
   25-34  65-74
   35-44  75-84
   45-54  85-94+

3. How many people are in your household?
   Children (under 18 years old) _______  Adults (18+ years old) _______

4. What is your race? (check all that apply.)
   Black/African or Caribbean-American  White/Caucasian
   American  Asian or Pacific Islander
   Hispanic or Latino  Other: ________________
   American Indian
5. **How would you describe your current employment status?**
   - Full-time employment
     - (35+ hours a week, year-round)
   - Part-time employment
   - Unemployed, actively seeking employment
   - Not employed, not seeking employment
   - Other (please describe):

6. **What is your highest level of education?**
   - 8th grade or less
   - Some high school
   - High school graduate or GED certificate
   - Some college or technical school
   - College graduate or more, such as graduate or professional degree

7. **Anything else you’d like to add about your experience with Double SNAP Dollars?**
   For example, what do you like about the program and/or what could make the program work better for you?
Double SNAPS Dollars Market Vendor’s Survey

Farmers Market: ___________________________ Date: ___________________

Farm Name: ______________________ (This can be left blank if vendor prefers to remain anonymous.)

1. This season, which farmers’ markets do you sell at? ____________________________

2. How many of those markets accept SNAP benefits? ________

3. How many of those markets offer Double SNAP benefits? ________

4. What types of products do you sell at this market?
   - Fresh fruits
   - Fresh veggies
   - Herbs
   - Honey, nuts and preserves
   - Baked goods
   - Meat and poultry
   - Milk and dairy
   - Other (please specify): __________________________

5. What county do you farm in (if applicable)? ____________________

6. How many acres do you farm (if applicable)? ____________________

7. Are you aware that this market offers Double SNAP Dollars?
   - Yes
   - No

8. Would you say the Double SNAP Dollars program has increased or decreased the number of SNAP customers shopping at your stand?
   - Increased greatly
   - Increased
   - Stayed about the same
   - Decreased
   - Decreased greatly

9. Would you say the Double SNAP Dollars program has increased or decreased your sales at this market?
   - Increased greatly
   - Increased
   - Stayed about the same
   - Decreased
   - Decreased greatly

10. Roughly what percent of your sales at the farmers’ market are SNAP sales?
    - 0-25%
    - 25-50%
    - 50-75%
    - 75-100%
11. How much did Double SNAP sales help you meet your business’s goals?
   Significantly
   Somewhat
   Not at all

   Please explain:
   _____________________________________________________________
   _____________________________________________________________

12. Generally, how important do you feel the Double SNAP Dollars program is for the market?
   Very important
   Important
   Moderately important

   Please explain:
   _____________________________________________________________

13. What are the top three products your SNAP customers buy (or, if you are not sure exactly what products, list type of product, e.g., vegetables)?
   _____________________________________________________________
   _____________________________________________________________

14. Since the implementation of Double SNAP Dollars at this market, in what ways has your capacity to serve SNAP customers changed, if any?
   Better understand SNAP tokens
   Increased quantities of certain products
   Better understand Double SNAP tokens
   Changed pricing or bunch sizes
   Stayed about the same
   Other: ________________________

15. When you interact with SNAP shoppers, how would you describe your interactions?
   Uncomfortable.
   Strictly transactional. I give them food, they give me money.
   Enjoyable. We might exchange pleasantries.
   Very comfortable. They recognize me. We talk about recipes, veggies, food, etc.
   Other (please explain): ________________________

16. Are you satisfied with this level of interaction?
   Yes
   No
17. Do you understand the difference between SNAP tokens and Double SNAP tokens?
   Yes
   No

18. Do you have any questions regarding either of these forms of tokens?
   ____________________________________________________________
   ____________________________________________________________

19. What could make the program work better for you?
   ____________________________________________________________
   ____________________________________________________________

20. Anything else you’d like to add about your experience with Double SNAP Dollars?
    For example, what do you like and/or dislike about the program?
    ____________________________________________________________
    ____________________________________________________________

OPTIONAL:

1. Age: __________
2. Gender: __________
3. Ethnicity/race: ________________________________

OTHER CFAC SERVICES:

4. Are you aware that CFAC offers workshops for farmers on business and production
   topics, financing assistance, and business technical assistance?

5. Have you ever utilized these services or attended one of our events?

6. If not, what has stopped you in the past?

7. If you would like to be added to our monthly e-newsletter sharing news of these
   events and services, enter your email (give the Pitchfest sheet to vendor).
Double SNAP Dollars Market Vendor’s Survey

Farmers Market: ____________________________ Date: ____________________

Farm Name: ____________________________ (This can be left blank if vendor prefers to remain anonymous.)

1. This season, which farmers’ markets do you sell at? ____________________________

__________________________

2. What types of products do you sell at this market?
   Fresh fruits                  Baked goods
   Fresh veggies                Meat and poultry
   Herbs                        Milk and dairy
   Honey, nuts and preserves    Other (please specify): ____________________________

3. What county do you farm in (if applicable)? ____________________________

4. How many acres do you farm (if applicable)? ____________________________

5. Are you aware that this market offers Double SNAP Dollars?
   Yes
   No

6. How has the Double SNAP Dollars program affected your sales at this market?
   Increased
   Stayed about the same
   Decreased

7. Roughly what percent of your sales at the farmers’ market are SNAP sales?
   0-25%                  50-75%
   25-50%                 75-100%

8. Briefly describe your mission and business goals for your farm.

9. Did Double SNAP Dollars program help you meet these goals?
   Yes, Significantly
   Yes, Somewhat
   Not really

   Please explain:
   ____________________________________________
   ____________________________________________
   ____________________________________________
10. Do you think the Double SNAP Dollars program is a worthwhile endeavor for this market?
   Yes, it’s very important
   Sure
   Not really

   Please explain:
   __________________________________________________________________________
   __________________________________________________________________________

11. Do you understand the difference between SNAP tokens and Double SNAP tokens?
   Yes
   No

12. Do you have any questions regarding either of these forms of tokens?
   __________________________________________________________________________
   __________________________________________________________________________

13. Do you have difficulties conducting SNAP transactions? If so, what would help improve them?
   a. Yes
   b. No

   __________________________________________________________________________
   __________________________________________________________________________

14. Do you have difficulties conducting Double SNAP transactions? If so, what would help improve them?
   a. Yes
   b. No

   __________________________________________________________________________
   __________________________________________________________________________

15. Is there anything else you’d like to add about your experience with Double SNAP Dollars? For example, what do you like and/or dislike about the program? What could make the program work better for you?
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
OPTIONAL:

1. Age: __________
2. Gender: __________
3. Ethnicity/race: _________________________________ __

OTHER CFAC SERVICES:

4. Are you aware that CFAC offers workshops for farmers on business and production topics, financing assistance, and business technical assistance?

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7. If you would like to be added to our monthly e-newsletter sharing news of these events and services, enter your email