

# CONCRETE JUNGLE



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COMMUNITY ASSESSMENT  
2020



# COMMUNITY ASSESSMENT TEAM

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## Nina Nandi

MPH Candidate

Behavioral, Social, & Health Education Sciences  
Rollins School of Public Health  
Emory University



## Nnedi Onyejiuwa

MPH Candidate

Behavioral, Social, & Health Education Sciences  
Rollins School of Public Health  
Emory University



## Nyalok Nhial

MPH Candidate

Behavioral, Social, & Health Education Sciences  
Rollins School of Public Health  
Emory University



## Marilyn Werner

MPH Candidate

Behavioral, Social, & Health Education Sciences  
Rollins School of Public Health  
Emory University



## Kelly Quinn

MPH Candidate

Behavioral, Social, & Health Education Sciences  
Rollins School of Public Health  
Emory University

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Lastly, we would like to acknowledge our professor, Dr. Dawn Comeau, and teaching assistant, Bridgette Schram, for all of their feedback and support throughout this process.

**Sincerely,**

Nina Nandi

Nyalok Nhial

Nnedi Onyejiuwa

Kelly Quinn

Marilyn Werner

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# EXECUTIVE SUMMARY

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Concrete Jungle is an Atlanta-based non-profit dedicated to reducing food insecurity in the metro Atlanta area. Prior to the start of the COVID-19 pandemic, the aims of their organization were focused on growing produce at their local farm as well as rescuing produce from fruit trees throughout the metro region to distribute to food banks. Due to the urgency of food insecurity needs caused by the COVID-19 pandemic, the organization quickly developed a grocery delivery program to provide contactless delivery of food to individuals experiencing difficulty with food access and at high risk for contracting COVID-19. However, because of the rapid deployment of the program, Concrete Jungle has not been able to assess if and how the program is beneficial for their clients.

The purpose of this community assessment was to understand the success of the grocery delivery program, challenges with its implementation, whether the needs of Concrete Jungle's clients have been met through this program, and what types of programs clients would be interested in continuing after the COVID-19 pandemic passes. Interviews were conducted with key stakeholders and anonymous online surveys were completed by clients to inform these efforts. Due to the nature of the COVID-19 pandemic, all data collection efforts were conducted virtually without in-person interaction with Concrete Jungle clients.

Data from interviews and surveys show that clients are satisfied with the program and the assistance it has provided during these challenging times. The program provided necessary healthy food for clients and had positive impacts on clients' dietary behaviors. The prominent challenges of this program for clients were the need for personalization of deliveries to accommodate diet restrictions, as well as the types, quality, and quantity of food delivered. Operational challenges currently exist for Concrete Jungle in meeting some of these needs, mostly due to space, money, and personnel constraints.

Based on the results of the assessment, we proposed that Concrete Jungle focus on recommendations in four areas: improving communication, addressing food supply & storage space, efficiency of operations, and refining their programs to align with the mission of the organization. Each area of improvement has aspects that could be addressed within the short-term as well as the long-term. The highest priority recommendations focused on addressing the mission focus as well as program operations. This involved narrowing down the types of food included in grocery deliveries to align with the organization's values, developing partnerships with programs that can provide other forms of assistance to their clients, communicating educational information about the food delivered, and updating the website to reflect their current program priorities and ways to become a client. Other recommendations focused on improving storage space, developing online content for future educational programming, reassessing the utilization of volunteers, developing a dedicated staff role for managing client feedback, and becoming a food bank partner organization. As these changes are implemented and the COVID-19 pandemic shifts, further evaluations and community assessments will need to be conducted to understand the needs of clients and the effectiveness of services Concrete Jungle is providing.

# INTRODUCTION & PURPOSE

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Concrete Jungle was founded in 2009 to help distribute fresh produce from trees around Atlanta and throughout Georgia to food pantries, shelters, and Atlantans who are facing food insecurity. Volunteers harvest and package produce from trees around the city and from Concrete Jungle's Doghead Farm in southwest Atlanta. The produce collected through these programs helps to provide a sustainable source of nutrition for residents of Atlanta.

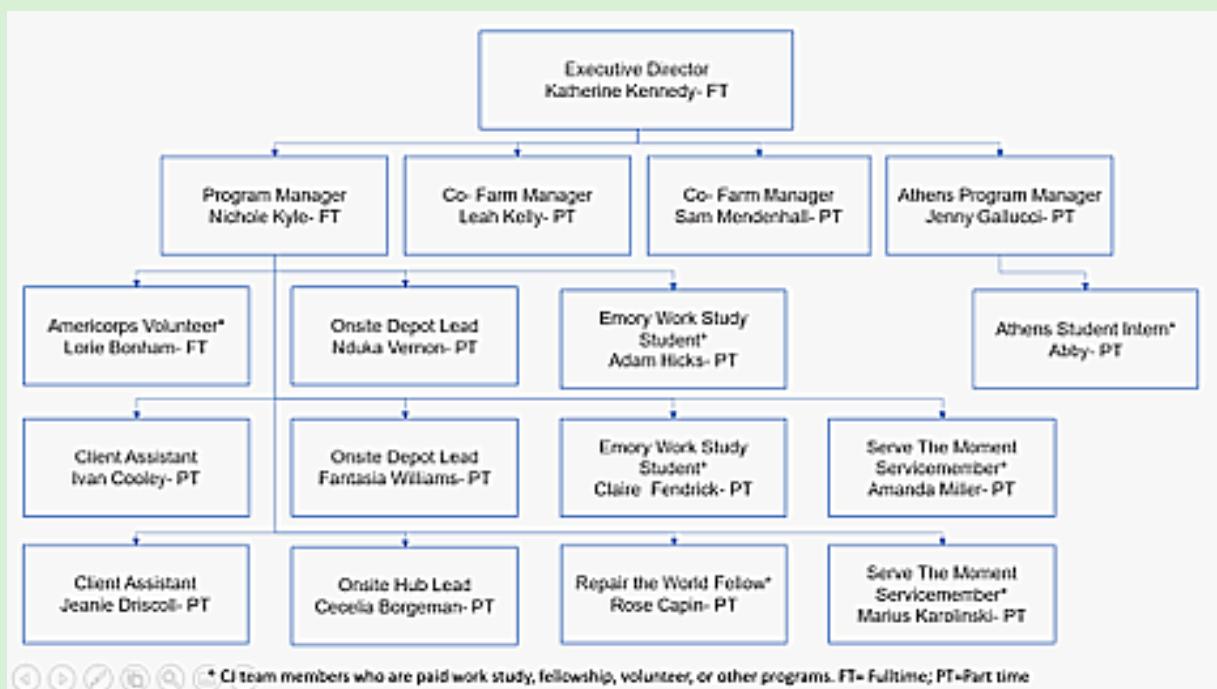
Concrete Jungle established a new grocery delivery program in March 2020 to provide fresh produce to people experiencing food insecurity, especially those who are at increased risk of contracting COVID-19. With the help of volunteers, food is packaged and delivered to clients across the city of Atlanta. The purpose of this community assessment is to determine how Concrete Jungle's grocery delivery program is currently meeting the needs of its clients and how it can best continue to meet needs after the COVID-19 pandemic passes. The main research questions guiding this community assessment are:

- How do clients currently perceive the grocery delivery program, especially with regard to the amount and types of foods provided?
  - How has the grocery delivery program impacted cooking habits and nutrition-related health outcomes for clients?
- What could be a second iteration of the program that is less focused on hunger relief and more focused on providing fresh produce and nutrition education?
  - What interest do current program clients have in continuing to receive fresh produce from Concrete Jungle when the pandemic passes?
  - What should the program include in order to meet the needs of clients after the pandemic?

# BACKGROUND & HISTORY OF CONCRETE JUNGLE

Concrete Jungle is an Atlanta-based non-profit organization that helps distribute fresh produce to individuals and families facing food insecurity. Throughout the metro Atlanta area and the state of Georgia, fruits, nuts, and vegetables are harvested and picked from trees and donated to local organizations serving Atlanta residents. Concrete Jungle began in 2009 as a volunteer-run organization founded by Craig Durkin and Aubrey Daniels and became a 501(c)(3) in 2016. Since its foundation, Concrete Jungle has collected more than 161,000 pounds of fresh fruits and vegetables to distribute to local food pantries and soup kitchens. Current programs include nutrition education programming, an urban farm, fruit and vegetable picking, and a Covid-19 grocery delivery program.

This year, especially in light of COVID-19, food insecurity rates have risen. To provide hunger relief, Concrete Jungle established a grocery delivery program in March 2020 with the help of community partners such as Repair the World and Intown Collaborative Ministries. The volunteer-driven grocery delivery service distributes weekly groceries to approximately 300 households, or 800 individuals in metro Atlanta. Concrete Jungle distributes groceries in three different ways; food pantry supplies, family sponsorships, and grocery depots. Concrete Jungle strives to continue to “provide the most healthy and fresh food for their neighbors in need” and expand their services as funding and volunteer support permits.



**FIGURE 1:** ORG CHART OF CONCRETE JUNGLE. NOTE: DOES NOT INCLUDE THE 5-10 UNPAID VOLUNTEERS WHO MAKE UP THE GROCERY DELIVERY PROGRAM KEY TEAM AND BOARD MEMBERS.

# CURRENT PROGRAMS

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Program	Description
<b>City Fruit Picks and Adventure Picks</b>	Concrete Jungle coordinates approximately 70 volunteer events per year, engaging more than 1,000 volunteers from the Atlanta metropolitan community. Through this work, Concrete Jungle educates participants on Atlanta and Georgia's horticultural diversity and the hunger and health issues of our homeless and food insecure population. Volunteer events encourage participants to explore their surroundings and engage with the natural environment around them. These events include fruit picks in and around the metro Atlanta area (and Athens) and adventure picks to reclaim and donate unwanted or excess produce from farms and orchards around Georgia.
<b>Produce Education and Enjoyment Loop (PEEL) program</b>	Concrete Jungle's nutrition education program, PEEL (Produce Education and Enjoyment Loop), lowers the barrier of distributing produce by providing direct education at food pantries about local produce and food preparation assistance with Concrete Jungle's soup kitchen partners. The program was launched in 2018, but in the wake of the COVID-19 pandemic, it has focused primarily on grocery delivery clients by providing recipes and nutrition information with the food boxes delivered to clients. Concrete Jungle is looking forward to relaunching this program in full when safely able to do so.
<b>Doghead Farm</b>	Doghead Farm is Concrete Jungle's half acre urban farm in the Sylvan Hills neighborhood of Southwest Atlanta. Since starting the farm in 2012, Concrete Jungle has grown more than 5,400 pounds of beets, carrots, collards, cucumbers, eggplant, peppers, potatoes, radishes, summer squash, sweet potatoes, tomatoes, turnips, and winter squash. Volunteers help grow and harvest produce on the farm year round.
<b>COVID-19 Grocery Delivery Program</b>	During the COVID-19 pandemic, the rise in food-insecurity rates is well documented. Many of the clients served by Concrete Jungle's partners are seniors, chronically ill or immunocompromised, putting them at higher risk of contracting COVID. Concrete Jungle started a grocery delivery service for food pantry clients who are quarantined or have higher health risks. Since the launch, the program has made over 4,500 deliveries and is currently serving about 300 families (approximately 800 individuals) per week.

FIGURE 2: OVERVIEW OF CURRENT PROGRAMS PROVIDED BY CONCRETE JUNGLE

# CURRENT PROGRAMS



**FIGURE 3:** IMAGE OF CONCRETE JUNGLE VOLUNTEERS ORGANIZING GDP BOXES. SOURCE: CONCRETE JUNGLE

HUB: ICM Tuesday	HUB: SWEEAC	Depot: Ariel Bowen	Depot: SoulShine	Hub: ICM Saturday	Sponsored Clients
		New and Existing Client Mapping Lorie Bonham			New and Existing Client Matching Nina Duran
		Caller Logistics + Communications Lorie Bonham			Sponsor Communications Cecilia Bergman, Carrie Keogh, Amanda Pack, Fantasia Williams
		Caller Note Follow up Amanda Clemm		Caller Note Follow up Lorie Bonham	
		Packer Logistics Sara Dowdell	Packer Logistics Fantasia Williams		
	Driver Logistics Sara Dowdell		Driver Logistics Fantasia Williams	Driver Logistics Lorie Bonham	Food Logistics
			Packer Comm. Lorie Bonham		Adam Hicks, Claire Fendrick, Katherine Kennedy, Nichole Fields, Rose Caplin
		Driver Comm. Lorie Bonham			
On Site Lead Cecilia Bergman	On Site Lead Rose Caplin OR Nichole Fields	On Site Leads Adam Hicks OR Claire Fendrick	On Site Leads Fantasia Williams AND Nichole Kennedy	On Site Lead Laura DeGroot (non-CI)	Data Team

**FIGURE 4:** OVERVIEW OF GROCERY DELIVERY PROGRAM KEY TEAM ORGANIZED BY ROLE AND HOW FOOD IS DISTRIBUTED

# LITERATURE REVIEW

## Overview of Food Insecurity

Food insecurity is defined within a range, where low food security refers to reduced variety, quality, or desirability of diet, with minimal to no indications of a reduction in food intake. Very low food security refers to multiple indicators of reduced and disrupted eating patterns and food intake. Food insecurity tends to be higher for Black and Hispanic/Latino populations, households with children, and households with incomes below 185% of poverty thresholds (USDA, 2020). The magnitude of the COVID-19 pandemic has taken a significant toll on the daily lives of Americans, with some of the largest and most direct effects targeting housing, employment/income and food insecurity. With regard to the effects of COVID-19 and food security of United States families, it is projected that more than 54 million people may struggle with food security as a result of the pandemic. Locally, COVID-19 projections for food insecurity in DeKalb County are 17.9% (12.9% in 2018) and in Fulton County, projected rates are at 17.9% (12.5% in 2018) (Feeding America, 2020).

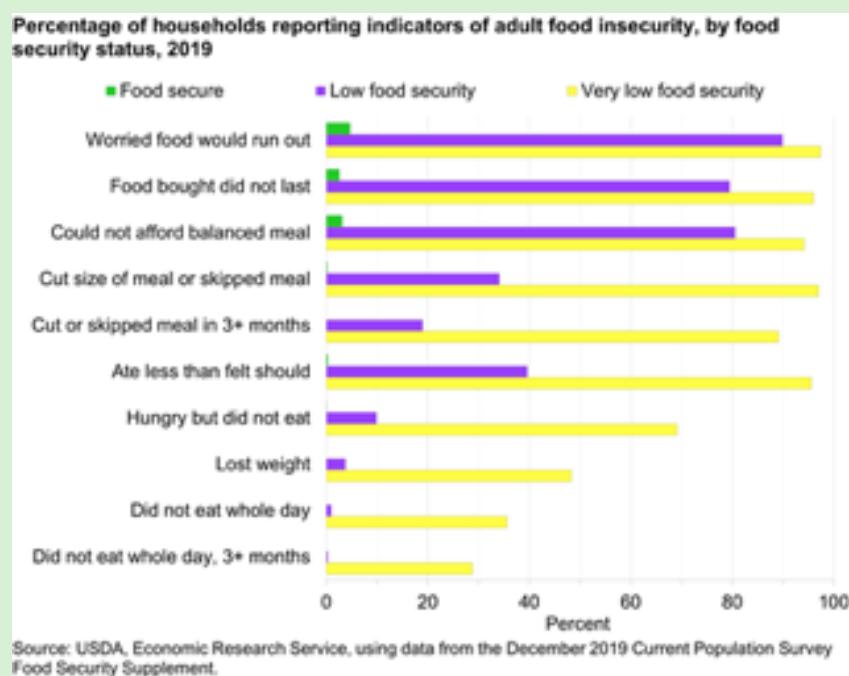
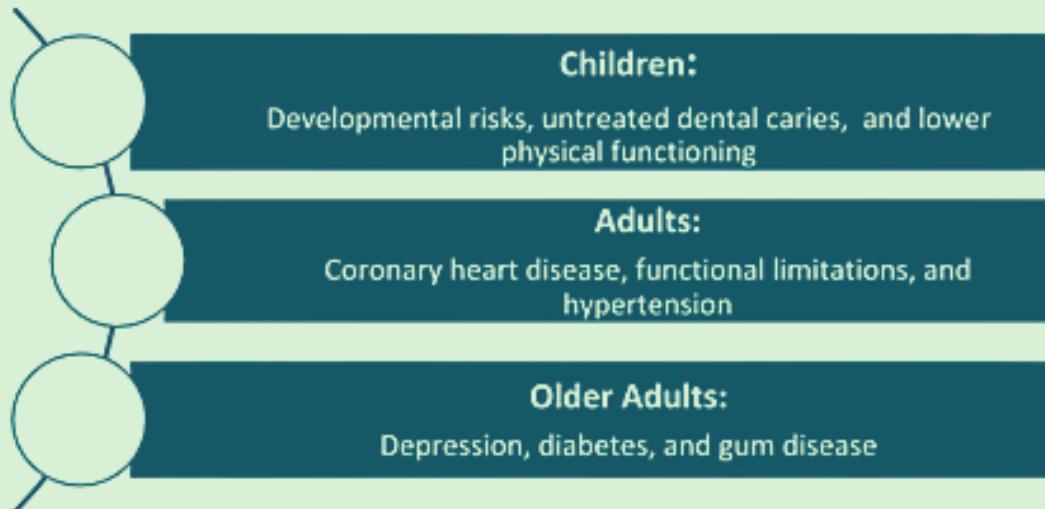


FIGURE 5: USDA INDICATORS OF ADULT FOOD INSECURITY. SOURCE: USDA (2019)

## Consequences of Food Insecurity

According to data from the Food Research & Action Center (2017), some of the health conditions associated with food insecurity include:



Additionally, Food America (2018) depicted the intersections of hunger and health as a cycle, which is centered around stress and begins with food insecurity:



**FIGURE 6: THE CYCLE OF FOOD AND HUNGER. SOURCE: FEEDING AMERICA (2018)**

Considering some of the consequences of food insecurity, the USDA has proposed general strategies to address food security, which include some of the following measures (USDA, n.d.):

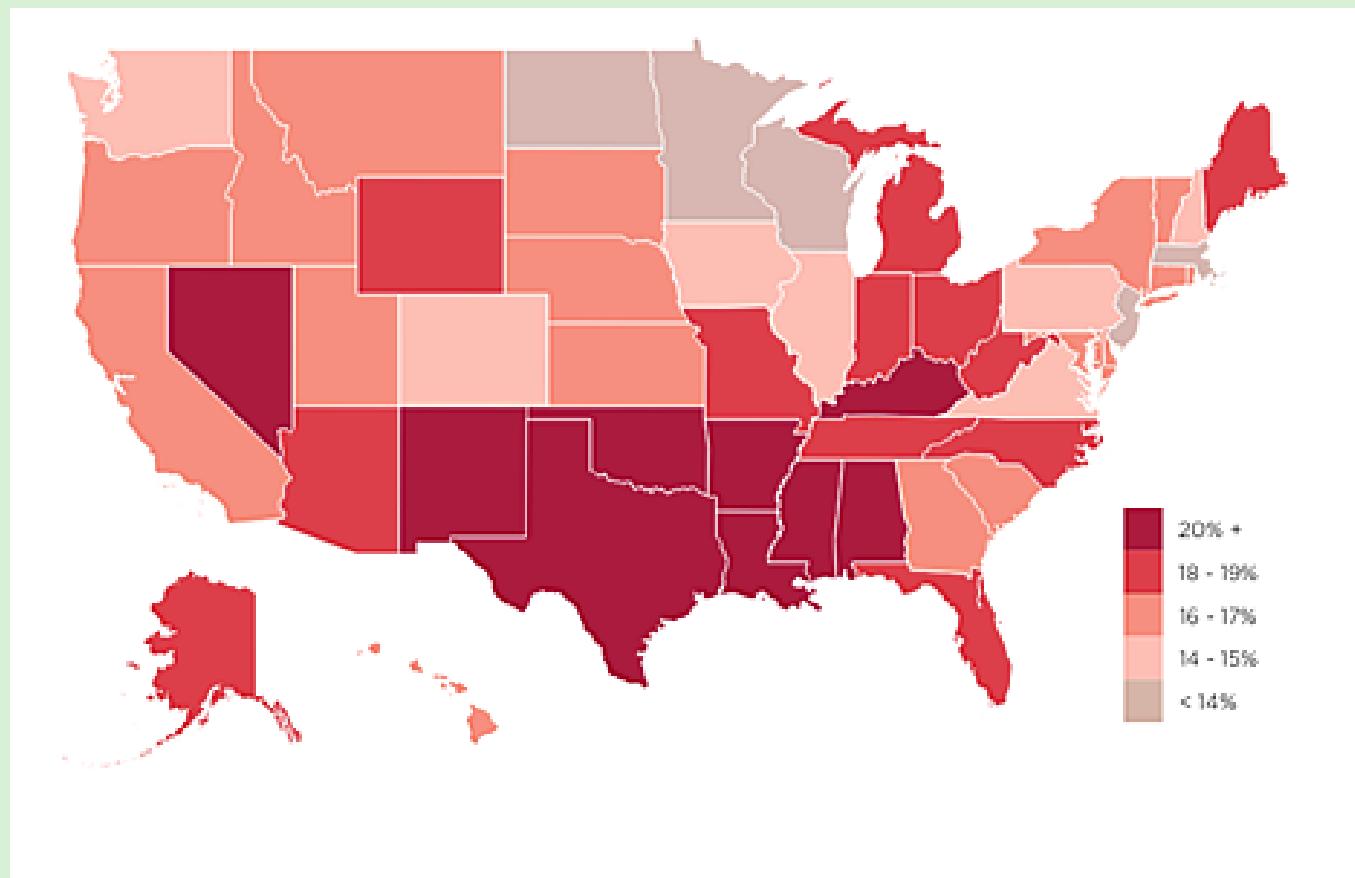
- Increase agricultural productivity
- Complete climate change assessments
- Train foreign officials and small farmers on risk analysis, plant and animal health systems, and avoidance of post-harvest loss

## **Effects of COVID-19 on Food Insecurity**

The unprecedented nature of the pandemic led to global lockdowns and halted food production and supply chains, which signaled food insecurity alerts. In March 2020, in a study measuring the effects of COVID-19 on low-income adults, Wolfson & Leung administered a survey to detail food security based on USDA guidelines, which were categorized as high or marginal (food security) or low and very low (food insecurity). In a sample of 1,478 participants, 36% were food secure, 20% were marginally food secure, 17% were low food insecure, and 27% were very low food insecure. Adults who struggled with very low food security were more likely to experience sold out products at their local stores and being unable to afford up to two-weeks of groceries within a single shopping trip. Furthermore, results indicated 41.3% of adults with very low food security and 10.7% of adults with low food security did not have enough to feed themselves or their family. For adults who had marginal food security, 3.1% did not have enough to feed themselves or their family, and for adults who had high food security, 1.6% did not have enough to feed themselves or their family.

In another study that implemented the USDA's Adult Food Security Survey Module, follow up questions were asked about food-related experiences across the last three months to further assess the impact of the pandemic on food security (Fitzpatrick et al., 2020). Results indicated food insecurity averages were highest in southern and mid-southern regions of the United States. For the state of Georgia, 43.6% of respondents were food insecure, which constituted 3.2% of the total sample. The highest rates of food insecurity were found in Alabama and Arkansas, at 47.7% and

47.5%, respectively. As nation-wide orders have issued stay-at-home mandates and called for the temporary closure of certain businesses, low-income individuals in hospitality or service industries (16-17%) are at increased risk of food insecurity as they are unable to work from home. As unemployment rates continue to increase, it is expected that a similar pattern will form for food insecurity rates. For low-income families who have children, there is an additional burden of accounting for meals that would usually be provided to children while they are at school. Should unemployment rates mirror those of the Great Depression, it is expected an additional 9.9 million Americans may struggle with food insecurity (Feeding America, 2020).



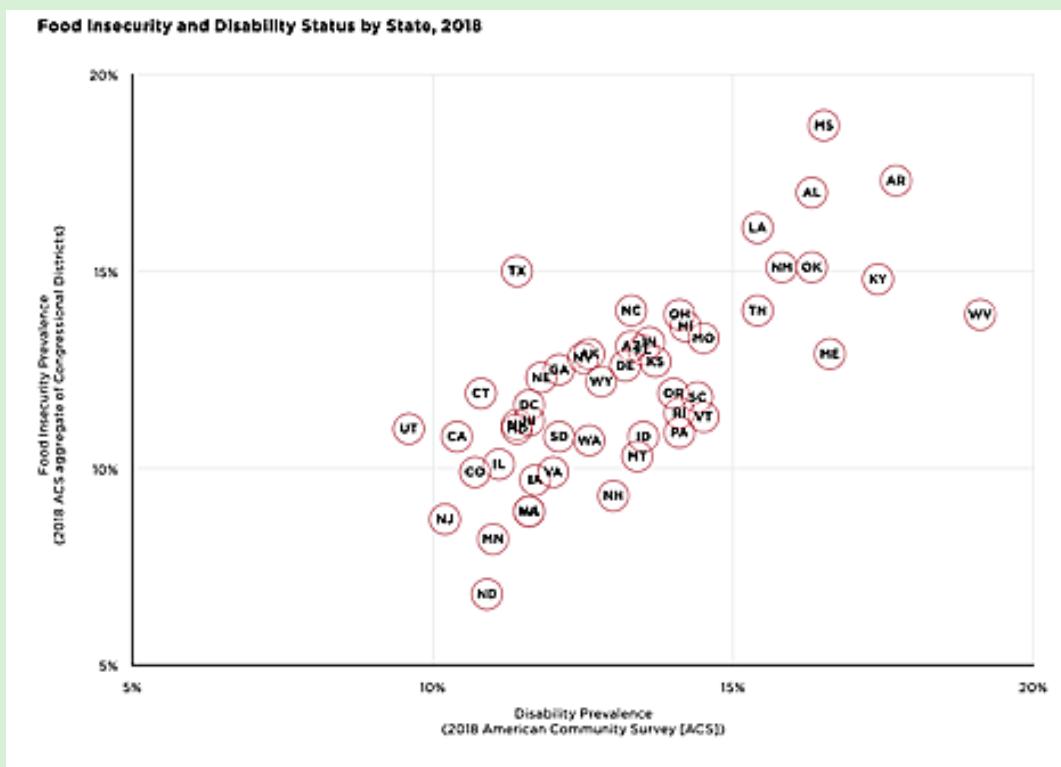
**FIGURE 7:** PROJECTED RATES OF FOOD INSECURITY AMONG OVERALL POPULATION IN 2020 BY STATE. SOURCE: FEEDING AMERICA (2020)

## **Food Insecurity and Americans 65 and Older**

Older populations have been shown to be at increased risk for contracting COVID-19 and are estimated to comprise 80% of all related deaths. Research also shows that older adults aged 60 and older struggle with food security. Recent data revealed that as of 2018, 5.3 million seniors (7.3%) of the senior population were food insecure (Feeding America, 2020). Additional research findings indicate one in five food insecure households include older adults aged 65 years old and above. One in five older adults also experience at least one event ranging from skipped meals, difficulty paying bills, medication cutbacks, and dissatisfaction with personal finances. Older adults who are low-income and have pre-existing chronic diseases are at increased risk for food insecurity and have 69% higher odds of food insecurity and 65% higher odds of poor dietary quality (Food Research & Action Center, 2019).

## **Food Insecurity and Americans with Disabilities**

The impacts of food insecurity are also largely present across Americans with disabilities, a demographic more likely to live in households that are food insecure (OR: 2.58, p< .001) (Brucker et al., 2017). To assess the relationship between disabilities and food insecurity throughout the adult lifespan, disability was defined as the presence of functional disability (ambulatory, cognitive) and sensory disability (hearing, vision) (Brucker et al., 2017). Research findings indicated young adults with cognitive (OR: 2.430, p<.001), mental health (OR: 3.074, p<.001), or more than one disability type (OR: 3.339, p<.001) were at significantly higher odds of experiencing food insecurity. Similar findings were met for working-aged adults across all disability types. For older adults, the presence of ambulatory (OR: 1.439, p<.001), mental health (OR: 5.214, p<.001), and more than one disability type (OR: 2.065, p<.001) (Brucker et al., 2017). Additional data from Feeding America found that across counties with the highest prevalence of disability, one in six individuals were food insecure, which were also found to have higher prevalence of poverty and unemployment when compared to national averages (Feeding America, 2018).



**FIGURE 8: FOOD INSECURITY AND DISABILITY. SOURCE: FEEDING AMERICA (2020)**

## Racial Disparities and COVID-19 Related Food Insecurity

COVID-19 cases and reported deaths have demonstrated significant disparities across racial/ethnic minority groups, namely African American/Black and Hispanic/Latino populations. Nationally, such disparities have emerged due to underlying causes of health disparities, such as racism and discrimination, social determinants of health, health care access, and economic/educational disadvantages (Hooper et al., 2020). Similar trends have emerged with regard to disparities of COVID-19 related food insecurity across racial/ethnic minority groups. Using data from the US Census Household Pulse Survey, key findings from Northwestern's Institute for Policy Research Rapid (IPR) Research Report (Schanzenbach & Pitts, 2020) found food insecurity estimates for Black households increased by 60% and doubled for white and Hispanic households. Additionally, rates of food insecurity in Black households with children were twice as high than they were for white households with children, and Hispanic groups had 60% higher rates for food insecurity than white households (Schanzenbach & Pitts, 2020). Additional data from the US Census Household Pulse Survey (specified as experimental data) found that in the 13th week of the survey (August 19th- August 31st), 9,979 Hispanic/Latinos in Georgia and 36,040 Black Georgians often did not have enough to eat in the last seven days (US Census Household Pulse Survey, 2020).

## **Government and Organizational Responses to COVID-19 Related Food Insecurity**

In response to the shortages of food and general food accessibility, governments and local organizations have implemented new efforts to meet increased demands. Supplemental Nutrition Assistance Program (SNAP) has been one of the primary sources of addressing food insecurity, with certain states allowing individuals to purchase groceries online using their SNAP cards. To address widespread pandemic-related school closures and the decreased access to food for many school-aged children, the Pandemic-EBT (P-EBT) provides money to families dealing with school closures (Feeding America, 2020). The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) also operates similarly to SNAP under local levels of WIC state agencies and is intended to buffer the effects of food access and nutritional risk. Through the WIC program, beneficiaries gain access to nutrition education and counseling, supplemental nutritious foods, and screening and referrals to external welfare and social services.

Nonprofit organizations, such as Feeding America and other local food pantries, have also contributed tremendously to food assistance needs. Some of these needs have been met by increased availability of food distribution centers, drive-thru pantries, and donations from local food vendors. The Atlanta Community Foodbank distributes an estimated 57,162,756 meals to people struggling with hunger every year. To keep up with the increased demands for food assistance due to the pandemic, the foodbank has purchased additional food to support other emergency food distributions. Additionally, the Atlanta food bank has provided weekly food distributions across 20 sites and five local school districts, with each distribution providing approximately 10,000 pounds of food to local communities and school cafeterias (Atlanta Community Foodbank, 2020). Recently, the Atlanta Community Foodbank was awarded a \$250,000 grant from United Healthcare to open its first Atlanta Community Food Center (CFC) in Gwinnett County and purchase emergency food due to the pandemic. The CFC provides dairy, meat, vegetables, and shelf-stable food to local families in need (United Healthcare, 2020).

Locally, Second Helpings Atlanta (SHA), a nonprofit food rescue organization has recruited up to 450 volunteers to assist with their programs such as food deliveries and educational presentations about food waste. The organization collects and distributes an average of 122,00 pounds of food every three weeks, and despite the increased demand from food banks and food pantries, Second Helpings has retained more than 90% of their food stock pre-pandemic due to engagement with new partners. Alongside new distribution partners and a 125% increase in food assistance requests, an average of 15,000 meals per week have been provided to families in need (Coxe Curry and Associates, 2020). SHA has also teamed up with the Atlanta Community Food Bank to create the "Atlanta Community Kitchen Project" to take advantage of underutilized ovens to prepare and donate meals to those in need of food assistance. The project was made possible through SHA's partnerships with restaurants, grocery stores, corporate kitchens, and standard food rescue operations. In an effort to tackle both food insecurity and COVID-19 related unemployment, SHA's kitchen partners cook the meals and kitchen partner employees get paid to prepare meals (Brock & Prescott, 2020).

# COMMUNITY

## Definition of Community

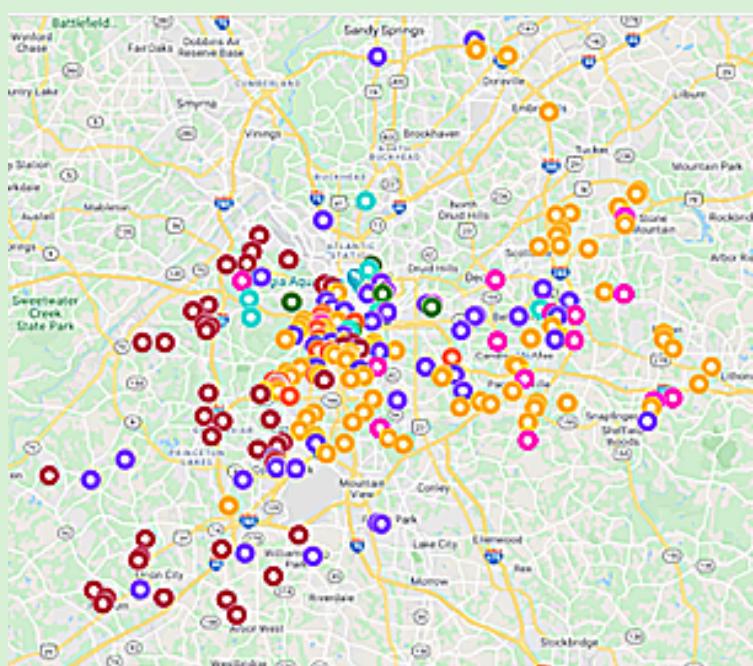
The population of focus for this assessment was the clients served by the grocery delivery program. Currently, this program serves approximately 300 households, or 800 individuals, in the Atlanta area, across both Fulton and DeKalb counties. The clients of the grocery delivery program are individuals at higher risk of contracting COVID-19, which include individuals who are 65 or older, immunocompromised, or have pre-existing conditions. The assessment included staff members at Concrete Jungle, volunteers working with the grocery delivery program, and clients served by the program.

## Community Profile

The following section highlights the characteristics of the community: the population of Fulton and DeKalb counties, which is the Concrete Jungle grocery delivery service area.

## Geography

The community served by the grocery delivery program is two counties in the metro Atlanta area: Fulton and DeKalb. The map in *Figure 9* below depicts the households served by the program, dispersed throughout both counties.



### FIGURE KEY:

MAROON: DEPOT AT ARIEL BOWEN MEMORIAL METHODIST CHURCH

YELLOW: DEPOT AT SOULSHINE DECATUR

DARK GREEN: TUESDAY HUB AT INTOWN COLLABORATIVE MINISTRIES (ICM)

ORANGE: HUB AT SWEAAC

PINK: JEWISH FAMILY & CAREER SERVICES AND CONGREGATION BET HAVERIM

PURPLE AND GREY: SPONSORED CLIENTS

LIGHT GREEN: SATURDAY HUB AT ICM

TEAL: ONE STOP SHOPPER CLIENTS

**FIGURE 9:** MAP BY DELIVERY METHOD OF GROCERY DELIVERY PROGRAM CLIENTS EACH COLORED DOT REPRESENTS A HOUSEHOLD RECEIVING GROCERIES THROUGH THE CONCRETE JUNGLE DELIVERY PROGRAM. DIFFERENT COLORS REPRESENT THE DIFFERENT DISTRIBUTION METHODS THROUGH WHICH CLIENTS RECEIVE GROCERIES, SUCH AS DEPOTS OR HUB SITES, AS LABELED BY THE KEY BENEATH THE MAP.

MAP SOURCE: CONCRETE JUNGLE

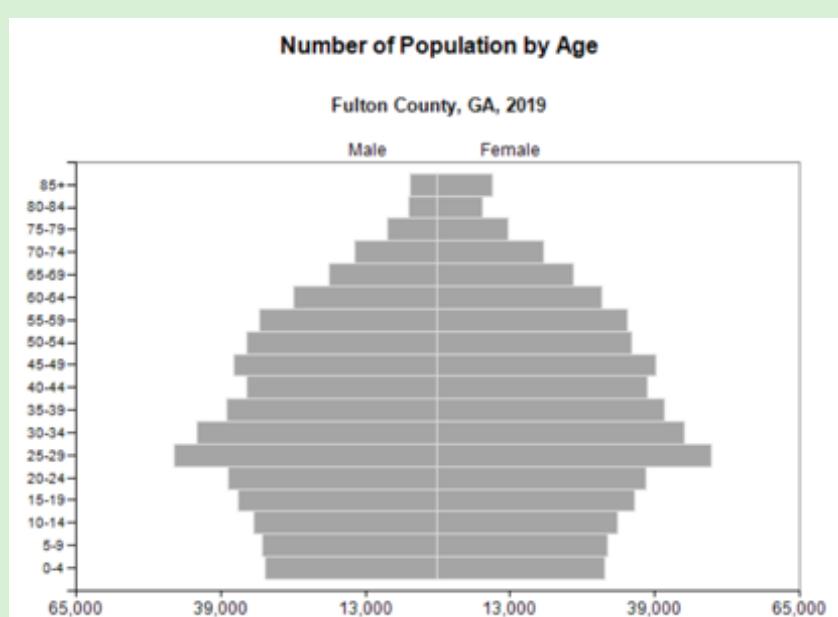
## Demographics

Fulton and DeKalb are diverse urban counties. Fulton County is the most populous county in Georgia, and DeKalb is ranked fourth in population size (US Census Bureau, 2020b). **Table 1** illustrates the demographic information for each county, including population size, racial and ethnic distribution, and income. The age distribution for each county is located in *Figure 10*. Both counties have similar distributions in age, and about 12% of residents in both Fulton and DeKalb are aged 65 or older, placing them in the higher risk group during the pandemic as defined by Concrete Jungle. Over 80% of residents in both counties have internet access, which contributes to how residents of the community are able to communicate and locate services during this COVID-19 pandemic.

**Table 1: US Census Data for Fulton and DeKalb counties**

Source: US Census Bureau, 2020b

	<b>Fulton County</b>	<b>DeKalb County</b>
<b>Population Estimates (2019)</b>	1,063,973	759,297
<b>Age 65+</b>	12.0%	12.9%
<b>White (alone)</b>	45.5%	35.9%
<b>Black/AA (alone)</b>	44.5%	54.8%
<b>Asian (alone)</b>	7.6%	6.5%
<b>Hispanic/Latino (alone)</b>	7.2%	8.5%
<b>Computer/Internet Use (Internet Subscription)</b>	83.1%	82.9%
<b>Median Income</b>	\$64,787	\$59,280



**FIGURE 10: NUMBER OF POPULATION BY AGE FOR DEKALB AND FULTON COUNTIES, 2019** THE AGE DISTRIBUTION IN BOTH COUNTIES IS DISPLAYED ABOVE (GEORGIA DEPARTMENT OF PUBLIC HEALTH, 2020). IN BOTH FULTON AND DEKALB, ABOUT 12% OF THE POPULATION IS AGED 65 OR OLDER. THOSE OVER 65 MAKE UP ONE OF THE PRIORITY POPULATIONS SERVED BY THE GROCERY DELIVERY PROGRAM, AS THEY ARE AT HIGHER RISK FOR COVID-19.

## Community Health Status

The community served by Concrete Jungle's grocery delivery program is a population facing food insecurity. A primary health concern is nutrition and the health outcomes related to food insecurity. **Table 2** illustrates the food environment in DeKalb and Fulton counties, via measures of food insecurity and access to healthy food. Concrete Jungle's grocery delivery program serves clients facing food insecurity, who make up 17–18% of the population of these counties.

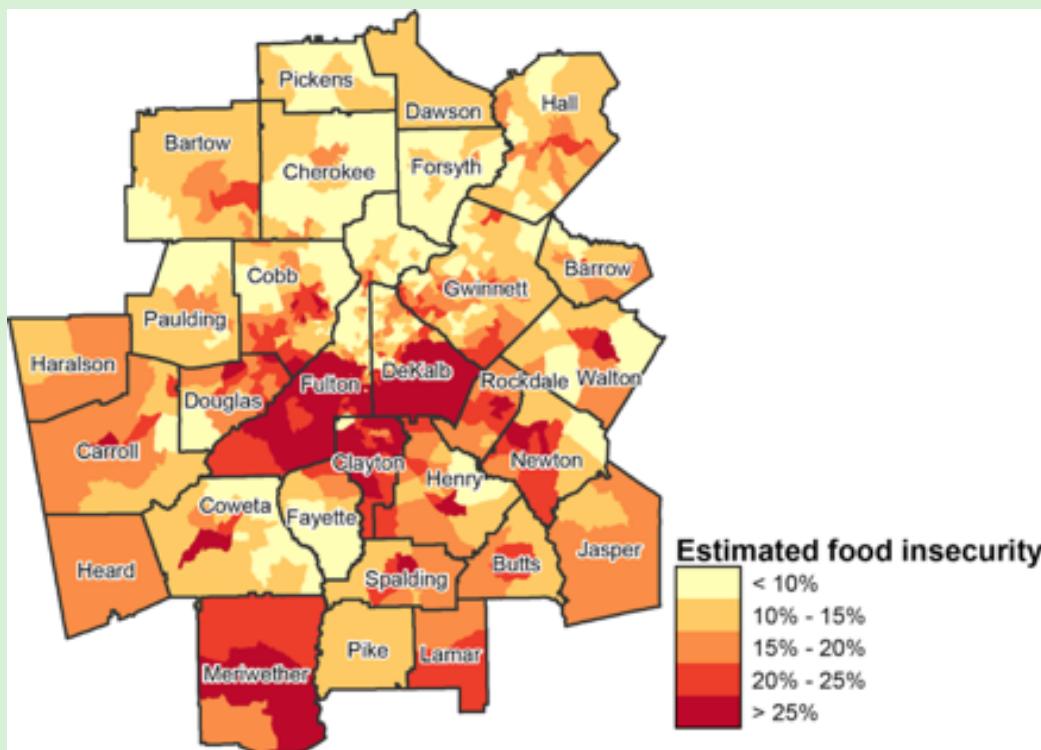
**Table 2: Food Environment in DeKalb and Fulton Counties**

Source: County Health Rankings (University of Wisconsin Population Health Institute, 2020b)

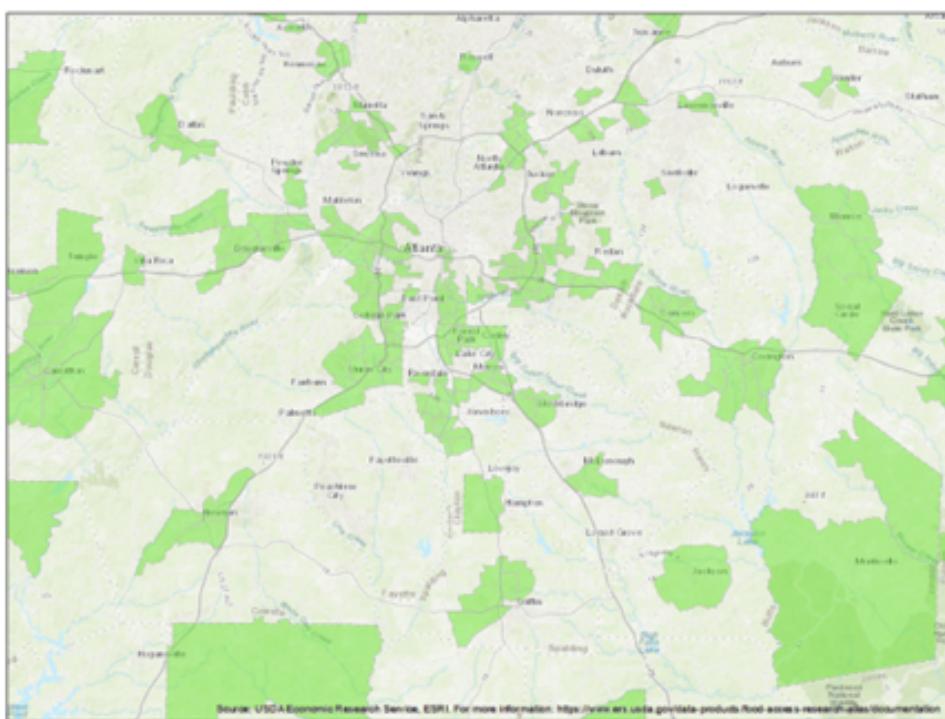
	<b>DeKalb County</b>	<b>Fulton County</b>
<b>Food Environment Index*</b>	6.5	6.9
<b>Limited Access to Healthy Food**</b>	9%	8%
<b>Food Insecurity***</b>	18%	17%

\*Food environment index is a combined score based on both access to healthy foods and food insecurity. Score ranges from 0-10, with 10 being the best food environment.  
\*\*Limited access to healthy food is defined as the percentage of the population that is low income (200% of the Federal Poverty Threshold) and does not live close to a grocery store (in nonrural areas, less than 1 mile from a grocery store)  
\*\*\*Food insecurity is defined as the percentage of the population that did not have access to a reliable source of food during the past year

However, metropolitan counties include a range of socioeconomic statuses, and a county-wide measure of food insecurity may be too general to fully describe the experiences of the community (Shannon, 2017). Within Fulton and DeKalb, the southern and western neighborhoods have higher rates of food insecurity, exceeding 25% of the population in some areas (*Figure 11*). This is also true of access to healthy foods, as shown in *Figure 12*. As these figures demonstrate, food insecurity and food access vary throughout the counties served by Concrete Jungle, so the community they serve may experience more or less difficulties accessing healthy food than the overall county averages show. In some low income, low access areas detailed in *Figure 12*, food insecurity also exceeds 25% of the population (*Figure 11*), compounding residents' ability to secure healthy foods. Concrete Jungle's grocery delivery aims to address these communities in particular, and they are spread throughout Fulton and DeKalb.



**FIGURE 11: FOOD INSECURITY IN METRO ATLANTA**  
THIS MAP DEPICTS ESTIMATED FOOD INSECURITY BY CENSUS TRACT, AND SHOWS THE VARIANCE IN FOOD INSECURITY WITHIN EACH COUNTY IN THE ATLANTA AREA. FULTON AND DEKALB EACH CONTAIN AREAS WITH FOOD INSECURITY OF LESS THAN 10% AND OVER 25%.  
MAP SOURCE: SHANNON (2017)



**FIGURE 12: FOOD ACCESS IN ATLANTA** THE AREAS SHADED IN GREEN ARE “LOW INCOME, LOW ACCESS”, MEANING THE AREA IS PREDOMINANTLY LOW-INCOME AND A SIGNIFICANT PORTION OF THE POPULATION IS MORE THAN 1 MILE FROM A SUPERMARKET.  
BOTH FULTON AND DEKALB COUNTIES HAVE AREAS WITH LOW INCOME AND LOW ACCESS TO SUPERMARKETS, PARTICULARLY IN THE SOUTHERN PARTS OF THE COUNTIES.  
MAP SOURCE: USDA, 2020

Food insecurity and lack of healthy food access can contribute to health outcomes such as obesity. 25% of Fulton County adults and 26% of DeKalb County adults are classified as obese, based on a BMI of 30kg/m<sup>2</sup> or higher (University of Wisconsin Population Health Institute, 2020a).

In addition to the health concerns related to food insecurity, this community consists of individuals at higher risk of complications from contracting COVID-19, including those over the age of 65, those who are immunocompromised, and those with pre-existing health conditions. The US Census' American Community Survey found that 10% of Fulton county and 10.6% of DeKalb county residents identify as having a disability (US Census Bureau, 2018). Thus, the health status of this community during this pandemic includes the additional health risks from exposure to COVID-19 for those who are older or have other health conditions such as immunocompromising illness or disability. Since the start of the COVID-19 pandemic in the United States in early March 2020, the state of Georgia has had over 300,000 cases. As of September 2020, there have been 18,700 cases in DeKalb county and 27,600 cases in Fulton county (New York Times, 2020). The coronavirus pandemic further restricts access to food, since the community is at a higher risk of more severe outcomes from exposure to COVID-19.

## **Social Services**

Both Fulton and DeKalb counties are served by numerous food assistance agencies. The Atlanta Community Food Bank, which collects groceries and distributes them to organizations around the metro area, supplies food to food pantries, community kitchens, and senior centers around the counties (Atlanta Community Food Bank, n.d.). Additionally, the Southwest Ecumenical Emergency Assistance Center, Intown Collaborative Ministries, and Mercy Community Church are some of the many sites where food pantries and meals are offered throughout the community. Concrete Jungle has partnered with these organizations and others to help supply fresh produce to those receiving food assistance (Concrete Jungle, n.d.).

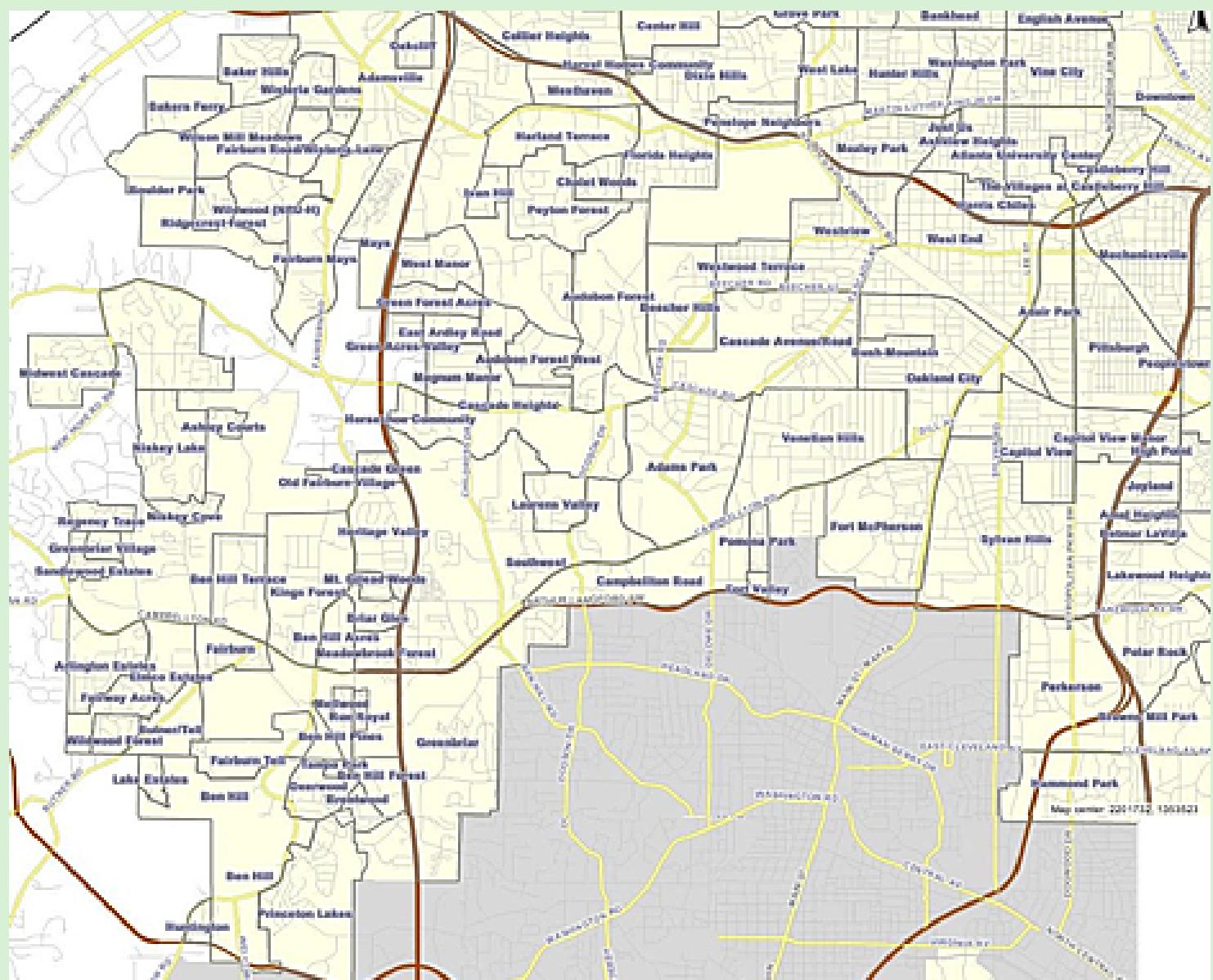
With the COVID-19 pandemic, availability of in-person food services such as food pantries and kitchens has declined. Therefore, Concrete Jungle's new delivery program , along with

other social services, have been created or expanded to meet the needs of the community. Statewide, the maximum benefits available to those receiving SNAP was increased, and the eligibility was extended for those who would have needed to renew their benefits during the pandemic (State of Georgia, 2020). United Way of Greater Atlanta's 211 helpline also connects community members with food services based on their zip code, including grocery delivery. Programs like Full Cart offer a single box of groceries to anyone affected by COVID-19, while other programs are specifically catered to seniors. One such program is the City of Atlanta Senior Food Assistance Program, started by the mayor to help provide consistent food for those over age 60, low-income, and either unable to leave their homes, unable to prepare their own meals, or unable to use commercial grocery delivery services. The Atlanta Survival Program's Food4Life similarly delivers groceries to at-risk older residents of the metro area, focusing on those who are self-isolating because of medical conditions or age, those who cannot afford groceries or other grocery delivery programs, those who are sick, and those living in food deserts, thereby having less access to healthy foods (United Way of Greater Atlanta, 2020). Chris180 is another social service agency that offers food delivery and pickup in the Southside and Eastside areas of Atlanta during COVID-19 (Chris180, 2020).

## **Community Assets**

Community resources and assets are important parts of a community. For the purpose of this community assessment, resources and assets relevant to Concrete Jungle's mission were identified within the Southwest Atlanta area. We focused on the assets located in Southwest Atlanta as one example of an area served by the Grocery Delivery Program that has resources that might be leveraged by Concrete Jungle. The Southwest area was chosen to represent a subset of the overall community of Fulton and DeKalb counties that the grocery delivery program serves. We chose to examine assets in this area because it was identified by Concrete Jungle as an area of particular interest. The Southwest Atlanta area is considered a home for Concrete Jungle, as the farm is located there. It also contains one of the Depot sites for the grocery delivery program as well as a large portion of clients served by the deliveries, with 40-50% of grocery delivery clients located in the area.

The map in *Figure 13* shows the neighborhoods that make up Southwest Atlanta. A Google Maps search was conducted to determine what assets related to food, social services, and other community resources are located in this area. These results are displayed in **Table 3**. The food banks and pantries in the area can be potential partners for Concrete Jungle, and along with grocery stores serve as another resource for members of the neighborhood to access food. Other community sites where social services and food distribution or communications around food assistance could occur, such as religious institutions, senior and community centers, and neighborhood associations, are also included in this list of assets.



**FIGURE 13:** MAP OF SOUTHWEST ATLANTA THE NEIGHBORHOODS WITHIN SOUTHWEST ATLANTA ARE SHOWN HERE. THE YELLOW-SHADED AREAS ARE ALL CONSIDERED PART OF THE SOUTHWEST AREA OF THE CITY.  
SOURCE: (ATLANTA DEPARTMENT OF CITY PLANNING GIS, N.D.).

**TABLE 3.** SOUTHWEST ATLANTA COMMUNITY RESOURCES AND ASSETS RESOURCES ARE GROUPED INTO MAJOR CATEGORIES, SUCH AS RELIGIOUS INSTITUTIONS, COMMUNITY CENTERS, GROCERY STORES, AND FOOD PANTRIES.

Resources/assets	SW Atlanta
Religious institutions	<p><b>Churches:</b></p> <ul style="list-style-type: none"> <li>• Mt Olive Baptist Church</li> <li>• Welcome All Baptist Church</li> <li>• Greater New Life Baptist Church</li> <li>• Changing A Generation Full Gospel Baptist Church</li> <li>• St. Mark AME Church</li> <li>• MCBCATL</li> <li>• Abundant Life Outreach Church of God in Christ</li> <li>• All Nation United Gospel Church</li> <li>• Central Christian Church</li> <li>• Believers Bible Christian Church</li> <li>• Ben Hill United Methodist Church</li> <li>• Atlanta International Christian Praise</li> <li>• JABEZ</li> <li>• Word of Life Christian Family Church</li> <li>• Ariel Bowen UMC</li> </ul> <p><b>Mosques:</b></p> <ul style="list-style-type: none"> <li>• Muhammad Mosque</li> <li>• Masjid Salaam</li> <li>• Community Masjid of Atlanta</li> <li>• Muhammad's Temple</li> <li>• Islamic Institute of Atlanta   Darul Uloom Georgia</li> <li>• Dawah Center of America</li> <li>• Masjid Al-Mu'minun</li> <li>• Masjid Al-Etihad</li> <li>• Five Points Islamic Center</li> </ul>
Neighborhood associations	<ul style="list-style-type: none"> <li>• Huntington Community Association</li> <li>• Regency Oak Neighborhood Association</li> <li>• Regency Hills Community Association</li> <li>• Regency Park Community Association</li> <li>• Neighborhood Management Association</li> <li>• Barrington Terrace Homeowners Association</li> </ul>
Senior/community/recreation centers	<p><b>Senior:</b></p> <ul style="list-style-type: none"> <li>• Camp Truitt Senior Center</li> <li>• Qls Acres Inc</li> <li>• Fellowship Senior Center</li> <li>• South Fulton Senior Services</li> <li>• H.J.C Bowden Senior Multipurpose Facility</li> </ul> <p><b>Community:</b></p> <ul style="list-style-type: none"> <li>• Campbellton Community Center</li> <li>• Ivy Community Center</li> <li>• African Community Center</li> <li>• Aviation Cultural Community Center</li> <li>• The Community Resource Center</li> </ul> <p><b>Recreation:</b></p> <ul style="list-style-type: none"> <li>• Ben Hill Recreation Center</li> <li>• Adams Recreation Center</li> <li>• C.T. Martin Natatorium and Recreation Center</li> <li>• Andrew &amp; Walter Young Family YMCA</li> </ul>

**TABLE 3.** SOUTHWEST ATLANTA COMMUNITY RESOURCES AND ASSETS RESOURCES ARE GROUPED INTO MAJOR CATEGORIES, SUCH AS RELIGIOUS INSTITUTIONS, COMMUNITY CENTERS, GROCERY STORES, AND FOOD PANTRIES.

Grocery locations	<ul style="list-style-type: none"> <li>• Kroger</li> <li>• Walmart Supercenter</li> <li>• Publix</li> <li>• Tropical Supermarket</li> <li>• Best For Less Food Market</li> <li>• Super Giant</li> <li>• Fruit Veggies &amp; Herb</li> <li>• Health Food Store</li> <li>• City Food Market</li> <li>• Star Groceries</li> <li>• African Food Market</li> <li>• Al-Houda Market International Food</li> <li>• White's Super Saver Inc</li> <li>• Majik Market</li> <li>• T &amp; Q Grocery</li> <li>• Q Food Market</li> <li>• Foodmart</li> </ul>
Food banks/pantries	<ul style="list-style-type: none"> <li>• Atlanta Community Food Bank</li> <li>• YES U CAN Eat</li> <li>• Trinity Wellness</li> <li>• Hosea Feed The Hungry And Homeless</li> <li>• A Better Way At Last Inc.</li> <li>• Georgia Citizens Coalition On Hunger</li> <li>• R.e.d.e.e.m. Community Outreach</li> <li>• Achor Center, Inc.</li> </ul>

# WINDSHIELD SURVEY

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The novel landscape of COVID-19 has entirely changed the way that Concrete Jungle is running their operations. It has also significantly impacted the way that communities in need seek out Concrete Jungle's services. The nature of the grocery delivery program rendered a traditional windshield survey difficult. In consensus with Concrete Jungle, we opted to conduct a virtual windshield survey of the digital environment and other similar food assistance programs. This is beneficial as the target population Concrete Jungle is serving with the grocery delivery program are people that have been identified as high risk for contracting COVID-19 and therefore are most likely searching for assistance via 311, referrals, or a web search. The purpose of this digital survey is to get a feel for what a web search experience would be for a person in need of services by an organization like Concrete Jungle. Special attention was put on the fact that the priority population are elder people and may face greater challenges navigating a saturated web landscape.

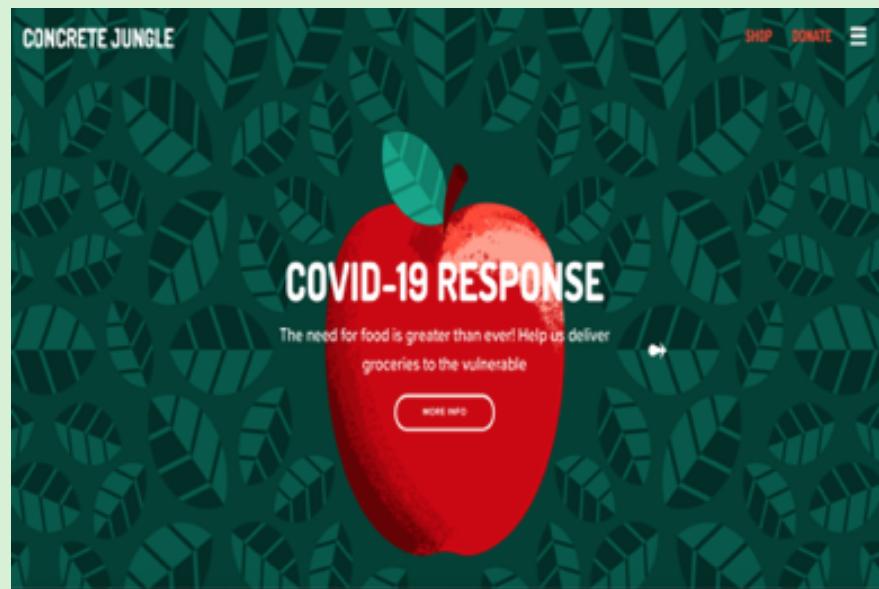
There are four elements that will be included in this report: Concrete Jungle's organization website, a 'blind search,' or an internet search with no prior knowledge or context for guidance, for food assistance delivery programs, an evaluation of Chris 180 and Food4Life, both of which are alternatives in which Concrete Jungle has referred clients to contend with the surplus of people in need during this challenging time.

## **Concrete Jungle**

Concrete Jungle's website is visually appealing. There are a lot of bright, saturated colors that invite the user to stay engaged. The site itself is easy to read and follow the information. We noticed that Concrete Jungle has included a significant amount of information about the background and history of the organization, which gives the site a personal touch and may promote a feeling of connection or affinity. Their mission comes through clearly in its blurbs about how much food is procured and donated. However, we noted that the site might be aimed toward potential grant funders or donors due to the numerous pages explaining how one may get involved with Concrete Jungle by providing financial support. The website provides thorough information on how to donate, and volunteer with the organization.

On the website, it is unclear how to apply for assistance and receive services from the organization. There is an initial, large banner on the landing page signaling Concrete Jungle's response to the COVID-19 crisis and describes the grocery delivery program, but it is difficult to find where to apply to the program on their site. If a person is on the site looking to apply for assistance, they

would probably end up clicking on a link bringing them to a volunteer sign-up form or on a pantry partner site. There are links to their social media pages, notably Instagram and Twitter which make mention of the grocery delivery program. We were unable to find a sign-up form for community members in need of food assistance services, only a contact form for interested volunteers.



## CONTACT US

Interested in picking fruit with us? Helping out at the farm?

Want to ask a question?



Name \*

First Last

Email \*

Neighborhood \*

Phone

ZIP / Postal Code 

## Blind Search

This method was used as a benchmark to see how community members requiring assistance and seeking a grocery delivery program using a website search might locate services. The intention with this blind search was to do a search as a typical consumer with little-to-no knowledge of Concrete Jungle or alternative programs. Often users do

not have a good understanding of search engine optimization, Boolean search, or using key words which often produces a search result turnout that is either non-applicable or broad and scattered in scope. This is often even more true for older adults.

The first search was "Food delivery service atlanta georgia." The results were pay for delivery services such as UberEATS and GrubHub. The search was amended to include the word 'free' but likewise produces meal delivery for regular restaurants in Atlanta. The search was further amended to "food assistance delivery atlanta georgia." This proved to be a significantly better search result, but the issue of saturation remains.

Search Terms	Top 5 websites pulled up
food assistance delivery atlanta	Food Bank/Home Delivered Meals – Ryan White
food assistance delivery atlanta	COVID-19: Food Assistance - Georgia Restaurant Association
food assistance delivery atlanta	Georgia upgrades program to allow grocery delivery   Division of Family and Children Services
food assistance delivery atlanta	Food   Georgia Department of Community Affairs
food assistance delivery atlanta	Senior Nutrition Programs & Meal Delivery   Atlanta-Region

A few of the notable sites, for example, the Georgia Restaurant Association, has a page that provides numerous links to food banks and pantries. This, however, does not address the issue of necessary delivery to avoid or minimize risk of COVID-19 exposure. The site for the Atlanta Community Food Bank provides easy to find contact information should the

**COVID-19: Food Assistance**

**ATLFAMILYMEAL**  
ATLFAMILYMEAL is a community of Atlanta-area chefs, restaurant owners, hospitality workers and business/non-profit leaders rallying together to help the Atlanta hospitality community and its people survive and thrive. Join the coalition on Facebook (@ATLFamilyMeal), Instagram (@atl\_familymeal) and use the #ATLFAMILYMEAL hashtag to share ideas or resources to support the movement.

**SNAP**  
SNAP (Supplemental Nutrition Assistance Program) provides any eligible citizen monthly funds to buy groceries.  

- [Apply for SNAP](#)
- Wholesome Wave Georgia is a statewide organization that can screen, enroll, and renew individuals in SNAP benefits.

community member decide to abandon the web search and simply contact for assistance. The site for the Georgia Department for Community affairs also provides substantial links for finding food assistance, primarily for pick up or at food banks.

The Georgia Department of Human services announced on its site that Georgia was one of 36 states that allows food retailers such as Amazon and Walmart to accept SNAP benefits as a form of payment for delivered groceries. This is the closest result we have found to a solution for a community member in need doing a blind search to find grocery delivery food assistance program. However, this is limited to SNAP benefits and is therefore, limited in nature and not donated.

## Chris 180

Chris 180 is an organization that is mission driven to help children, families, and work for community building. The first impression is that the site is bright and appealing, but does not appear to be a food driven organization. It appears to be a

mission driven organization focusing on family life. There are various tabs on their main navigation bar that describe who they are and what they do on a range of topics, none of which mention food assistance. After a few minutes on the site, we found a search bar on the bottom right side of the screen and we typed the word 'food' for site results. We were navigated to a news article about Chris 180's grocery delivery emergency response. An amended search "Chris 180 food delivery" similarly only results in links to news articles.



The consensus on Chris 180 is that we would probably just call the contact number provided on the organization's site and request assistance and aid on signing up for the program. There is no information on their site to even inform what would make a community member eligible for their program.



## Food4Life

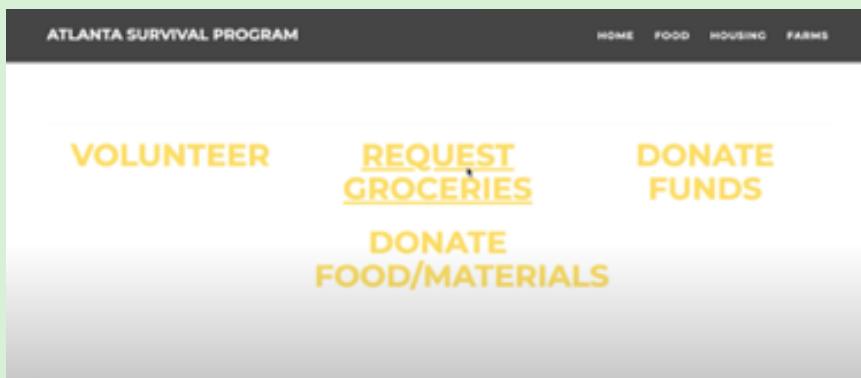
This was the second organization recommended we look into by our primary contact at Concrete Jungle. We entered "Food4Life" in the web search bar. The initial results give three competing site titles: Food4Life - Taher, Atlanta Survival Program, and Food4Lives. The Taher program

is a private chef site. Food4Lives does appear to be a food insecurity driven site, but there is no clear way to sign up or glean information for food assistance. There is significant information on how to sign-up as a volunteer or to donate to the organization. Yet again, the solution would simply be to call for information.

Atlanta Survival Program is the correct Food4Life initiative. First impression is that their site is beautiful, bright and appealing. On the landing page there is a link right away saying "Free grocery delivery for those impacted by COVID-19."



The page you are directed to is where you are first introduced to the 'Food4Life' program. The navigation through this site is easy and clear to follow. Their sign-up form is easy to find and fill out, asks if there are specific foods that would need to be excluded due to allergies, asks how many people are in the home, how many children, how many children, and a place to write additional notes. Their site does mention that due to demand, there may be a waiting period of numerous weeks before the Atlanta Survival Program would be able to provide for them.



The result of this digital windshield survey is a consensus that it would be exceptionally difficult for a community member to find accurate information on food assistance delivery programs. There is no ease,

with the exception of the Atlanta Survival Program, on sign-ups that do not require either prior knowledge or existing programs, referrals, or contacting the organizations via email or phone. This issue is compounded by the challenges seniors face in navigating technology and digital environments. We feel that using this technology effectively would be a nearly impossible task for a senior to find the information they need to secure a free, safe, reliable grocery delivery service like Concrete Jungle.

# KEY INFORMANT INTERVIEWS

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This section will discuss the purpose of key informant interviews, sampling, recruitment methods, data collection, and data analysis methods.

## Purpose

The purpose of the interviews is to gain a better understanding of the grocery delivery program. The information will be used to inform the primary data collection survey that will be administered among program clients. The key informants helped inform suggested topic areas to explore and the types of questions to ask on the survey.

## Sample

Key informants will be selected using purposive sampling. With the help of the Concrete Jungle team, several people will be contacted to serve as our key informants. A few clients who are heavily involved, two client staff members, and 15 volunteers could be among our key informants. Our goal was to interview at least three key informants; one volunteer, one staff member, and one client.

## Recruitment Methods

Nichole Fields, Program Manager, our primary contact, will assist the team in selecting key informants who will likely engage in an interview. Concrete Jungle will also provide effective language to use when reaching out and assist in facilitating the interactions with key informants. Participants will either be contacted via email or phone depending on their preference. Once participants express interest, the team will schedule interviews at a date and time that is convenient for participants. Each participant will be assigned an identification number and be asked to complete the informed consent process.

## Data Collection Methods

In-depth interviews with key informants were conducted to gain a better understanding of participants' experiences and perceptions of the grocery delivery program. In-depth interviews were chosen in order to obtain rich data and gain an emic perspective. In addition, learning new information that cannot be directly observed can be helpful in understanding participant's experiences and perceptions.

A semi-structured interview guide was used to facilitate interviews. The interview guide consisted of 12-17 open-ended questions that focus on participants' experiences and perceptions of the grocery delivery program. Depending on the participant, the guide was altered to reflect the experiences of the participant. For staff members and volunteers, questions focused on their experience working with Concrete Jungle and insight on program implementation. For clients, questions focused on their own experiences with the grocery delivery program and what has been helpful for them and possible areas for improvement. Follow up questions and probes were used based on the participant's response in order to better understand their thoughts or ask for further clarification on emerging topics. The guide was reviewed by a professor, teaching assistant, and our community partner and revised based on feedback.

Interviews were conducted between September 18th- October 2nd via Zoom and lasted between 30-45 minutes. One person served as the primary interviewer while the second person took notes. If preferred, participants used a pseudonym and were asked if they consent to the interview being recorded. If consent is given, the audio recording was saved and stored in a secured location. The audio recordings were only used for transcription and analysis purposes and deleted upon project completion. After the interviews, the team debriefed and added additional thoughts to the interview notes. None of the interviews were transcribed verbatim, however, extensive detailed notes were used to facilitate data analysis.

## **Data Analysis**

Thematic analysis was conducted to analyze all interviews in order to gain a better understanding of participants' experiences and perceptions of the grocery delivery program. Three team members began data analysis by independently reviewing interview notes and identifying codes that capture segments of meaningful text. Once codes were developed and defined, team members compared codes and how they were applied to the detailed notes to ensure inter-coder reliability. Several themes were identified and compared across interviews to ensure themes are representative of participant's interviews.

## Findings

A total of three key informant interviews were conducted via Zoom to help us assess Concrete Jungle's grocery delivery program. There were significant takeaways from each interview offering insight from three substantially different perspectives. All interviewees insight and knowledge about the program helped inform the development of the survey instrument and inform needs and recommendations.

**Table 4.** Name and role of key informants interviewed

Key informant name	Role at Concrete Jungle
Katherine Kennedy	Executive Director
Fantasia Williams	Volunteer Lead, Saturday Grocery Depots
John Doe	Current client

After conducting thematic analysis, the following themes emerged from data collection:

- 1) The importance of Concrete Jungle's mission/organization
- 2) The progression of Grocery Delivery Program
- 3) Addressing client needs and feedback
- 4) The impact of COVID-19 on programming

### **Theme 1: Concrete Jungle Mission/Organization**

The key informant interviews provided us with insight toward the mission and overarching goals of the Concrete Jungle (CJ) Grocery Delivery Program (GDP), which are centered in nutrition education and fresh produce. One of the main worries expressed about the GDP was whether the quantity of food was enough for clients.

*Katherine: "I question if we're providing actually enough calories for everyone in a family to have 2,000 calories a day, every day... it's hard to provide for a family of six or more, it's hard to provide, you know, 2000 calories a day, for six people times, seven days, you know."*

Despite this worry, it was still relatively clear what a successful GDP would look like, which centered around access to fresh produce for food insecure populations, and keeping COVID-19 rates down amongst clients. Post-pandemic, CJ has plans to expand their food inventory, train local partners, and expand their bandwidth. Ultimately, there is a goal for the implementation of community supported agriculture (CSA) while still maintaining the original scope of CJ as demonstrated,

*Katherine: "Our main focus has always been more fresh fruits and vegetables. And that's kind of what we're hoping this program will pivot into is more of like a CSA style delivery."*

Due to CJ's volunteers, who serve as an asset to the organization, they have been able to maintain their operations and mission. It was expressed,

*Katherine: "I think this year, probably it's gonna be like, over 2,000 volunteers that we've worked with. And so that's really kind of our strongest asset. And so we just knew that we can mobilize a bunch of people to help get the groceries out. So we figured we have these resources, and there's a very real need ...And, you know, I think it's, um, I think the community that's been built is why this thing has been successful and why people keep coming back."*

Through the strong sense of community that has been established across CJ volunteers, staff, and clients, the program has continued to make a positive impact on communities struggling with food security.

## **Theme 2: Progression of GDP**

Two key informants discussed the growth of the program since its creation in March 2020. Since the start of the pandemic, Concrete Jungle saw a need in providing hunger relief to individuals and families facing food insecurity. Katherine Kennedy mentioned the impact the program has had on logistics in addition to changes in program demand and food supply. Fantasia Williams mentioned that although program demand has remained consistent, volunteer recruitment and logistics has become more difficult. In addition, several strengths and challenges were discussed among Katherine and Fantasia. While the program delivers high quality food, provides community referrals, and advocates on behalf of client needs, Katherine and Fantasia expressed challenges with program sustainability and limited capacity and space. As the program continues to grow, these challenges need to be considered.

*Katherine: "We have a limited storage space, and we have limited cold storage space. And until yesterday, we had very limited transportation, we just bought a van. And so you know, we're having at the time things, so like, so right, in order to make sure that, you know, fresh produce, or, you know, perishable things come in, they can get in the cooler, or they can get out immediately. Because we really, like, it's very important to us to make sure that we're giving people food as it's intended and not, you know, not sacrificing on food safety. So I think that that is like kind of an ongoing headache, just making sure making do with a little bit of storage and cold storage that we have."*

*Fantasia: "So, you know, if this program were to end tomorrow, you know, are these clients thinking about different ways that they can eat or different foods available to them? It's something that I think about a little bit, and the same thing goes from a volunteer perspective, is this program were to close tomorrow, would these people be likely to tune in to the communities and see how they could serve outside of the realm of what concrete jungle is able to offer?"*

### **Theme 3: Client needs and feedback**

A third theme that arose as the community assessment team formalized the codebook was the needs of the clients and their feedback. The target population for the grocery delivery program include those over the age of 65, those who are immunocompromised, or those with a pre-existing condition, and thus at high risk for COVID-19. Furthermore, among these inclusion requirements they have been identified as food insecure, primarily due to poverty and low-socioeconomic status. Client needs have been identified that are beyond the scope of Concrete Jungle's mission, including but not limited to, the treatment or management of pre-existing conditions, challenges client's face regarding secure living arrangements, power, heat and water, or access to transportation.

*Katherine: "Through these connections that clients are making with volunteers. And this is not food related, but they have an advocate for their needs that may be beyond food. We have a lot of volunteers who were like so and so's lights are about to be turned off, or like they're facing eviction."*

An identified code within this theme is how the clients have expressed these needs and how Concrete Jungle has responded. A common thread through the key informant interviews was a request from clients to receive more meat and meat-specific proteins in their weekly delivery boxes. This has been identified by the Executive Director as a limitation as procurement and safe storage of meat has been an expensive, on-going challenge for Concrete Jungle. To handle the myriad requests, Concrete Jungle leverages their volunteers to make weekly calls to the clients to update them about their upcoming deliveries. During this call window, volunteers record requests and feedback in a database for future reference and tracking. The overwhelming theme among client feedback for the grocery delivery program has been one of gratitude.

*John Doe: "I have pre-existing conditions. I've been afraid to leave. The fact that they do deliver, you know fresh foods...has been something that I probably I'm not sure how I would have adjusted otherwise."*

The codebook identified some areas of improvement based on client feedback, particularly around providing further direction on the delivery box contents. The provision of fresh fruits and vegetables has in many cases exposed clients to produce that they have not consumed prior to the grocery delivery program. Unmarked or unlabeled containers or alternative colored produce have in some cases left clients with confusion on what they have received or how to prepare it for consumption.

*John Doe: "The only concern I have is that sometimes they I guess package new food stuffs in plastic containers. There have been cases because again I've not had a lot of varieties in my previous shopping meal planning... there's been times in which I've literally not know what this is. That's sometimes a problem."*

Furthermore, in addressing feedback or needs there are occasions when the client is receiving too much of a single product (cereal, peanut butter, and beans were the most commonly identified) or receiving a product to which they are allergic.

*John Doe: "In the case of the peanut butter, I've got a box of about 20 jars sitting here. Of cereal for instance, I get a family sized box of cotton candy captain crunch... I literally had 20, I want to say 20 boxes, close to, of cotton candy captain crunch which I never eat, but again it went to people."*

As mentioned above, the common sentiment from the interviews was that clients, despite some unmet or out of scope needs, was one of gratitude. The majority of those the community assessment team spoke with affirmed that the grocery delivery program is a primary reason they have remained safe in this unprecedented time.

*John Doe: "The fact that it [CJ GDP] exists... I literally don't leave home unless I have a doctor's appointment, and which I have several because I am disabled. The food is beneficial.. .there really isn't much negatives to the program."*

*The sentiment is shared from the program as well. In both the interview with Katherine and Fantasia, there was discussion about receiving feedback from the clients about their*

gratitude, the real time impacts on their lives, and how Concrete Jungle and the grocery delivery program are keeping them safe and healthy. It is a symbiotic relationship, where both parties benefit as the other thrives.

*Katherine: "I mean, I think, for us, whenever we get feedback from clients, that they really like what's happening, or that they, you know, they feel safe, they're able to, like, stay inside and like, not worry about their exposures. Or they feel healthier because of the way they're eating, which we, you know, we do get that feedback, that's really a big highlight. We get feedback from volunteers about like, this, you know, this family I've been sponsoring, like, they're, they gave me a birthday gift, or they wrote me this really nice note, or, you know, we, I've helped them start a garden, you know, things where you just see that this is, it's going beyond food, and it's, you know, it's benefiting clients and volunteers are real highlights."*

#### **Theme 4: Impact of COVID-19**

COVID-19 has greatly impacted Concrete Jungle priorities and/or scope of work. In March 2020, Concrete Jungle implemented the program to provide hunger relief for individuals and families in need. The pandemic caused Concrete Jungle to pivot fast and respond to Katherine Kennedy mentioned the cost of the grocery delivery program being the biggest expense out of Concrete Jungle's budget. The change in expenses has led to an organizational change. Additionally, Concrete Jungle has limited their programming to protect the safety and health of staff, volunteers, and clients. To ensure safety and handle risk of COVID-19 exposure, Concrete Jungle has been able to implement and adhere to CDC protocols.

*Katherine: "We've been able to implement protocols and really stick to them. And we haven't had a lot of pushback, which has been amazing, you know, like, people always wear masks, people always sanitize, people are really good at keeping social distance when which, when we volunteered with other organizations team, that's not really the case with a lot of folks. And I think, you know, I think it's maybe our demographic, or maybe the age of the people that we're serving, or we're working with, they just are a little bit more down to make the changes. So I think that like COVID, protocol has worked, like being extra careful has worked, and it's been fine."*

# PRIMARY DATA COLLECTION

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The key informant interviews provided insight and suggestions for how to approach the primary data collection. Based on feedback from the key informant interviews, we approached the clients with clear messaging that we wanted their input on the current program and ways for it to improve and that their feedback in the survey would not negatively affect their participation in the program.

## Purpose

The purpose of this survey was to better understand clients' views on the current grocery delivery program and to obtain interest and suggestions on the implementation of a new produce delivery and nutrition education program after the pandemic. The data collected from this survey will be used to improve the current grocery delivery program and inform the design of Concrete Jungle's future program(s). This client perspective will inform recommendations to Concrete Jungle on how to continue to meet clients' needs both now and after the pandemic passes.

The cross-sectional survey design allowed us to reach a larger number of clients served by the grocery delivery program. Conducting the survey via an online platform also prioritizes client safety during this pandemic, since clients will be able to complete the survey without in-person interaction with any member of the CA team or Concrete Jungle staff. Additional surveys that are unable to be completed by the client through the online platform were conducted through a phone survey conducted by a CA team member or CJ volunteer, which allowed for survey completion without in-person interactions.

Research questions we aimed to answer through this survey include:

- Has Concrete Jungle's grocery delivery program met the needs of its clients?
- What are clients' views on the current grocery delivery program?
- Are current clients interested in a future produce program?

## **Sample**

A convenience sampling approach was utilized, targeting current clients of Concrete Jungle. Clients were selected through convenience sampling based on contact information provided by the community partner. Out of 135 clients who receive groceries through the Depot, 86 of those clients have email addresses on file with Concrete Jungle, so this was the base for our sampling.

## **Recruitment**

Participants were recruited from a list of contact information for current clients receiving groceries through their Depot distribution center. Inclusion criteria for participants included: 1) being a current client of Concrete Jungle's grocery delivery program and 2) receiving the groceries from the Depot distribution center. Participants were excluded if: 1) they are under 18 years of age, 2) if they receive groceries from a site other than the Depot, such as the Hubs, 3) they are not able to complete the survey in English 4)and/or if they do not have an email address on file with Concrete Jungle. All participants were contacted via email with a description of the purpose of the survey and a link to the online survey form. In our discussion with the community partner, it was determined the survey would be better received if it came from a Concrete Jungle-affiliated email address. Thus, emails were sent from a Concrete Jungle affiliated email address to increase the relevancy in client's inboxes. The survey was available for clients to respond for three weeks. One week after the survey was emailed out, Concrete Jungle volunteers reminded clients to fill out the survey during a regularly scheduled phone call. Email follow-up reminders were also sent out one week and two weeks after the survey was initially emailed. Volunteers identified clients who were willing to complete the survey over the phone and calls were made to these clients by the community assessment team members and Concrete Jungle staff to complete the Qualtrics survey with them over the phone.

Concrete Jungle volunteers make weekly phone calls to each client, reminding them about their upcoming grocery delivery. Therefore, in addition to the email survey link, participants were also informed and reminded of the survey during these weekly phone calls conducted by grocery delivery program volunteers. These weekly phone calls involved Concrete Jungle

volunteers explaining a brief purpose of the survey and telling clients to expect an email with the survey.

At the start of data collection, an email was sent to grocery delivery program participants who receive groceries from the Depot site. The email contained the link to the Qualtrics survey.

After the email survey has been sent out, volunteers included a reminder to clients during those weekly grocery delivery reminder calls. Two weeks after the survey was sent out, volunteers also asked clients if they were willing to complete the survey over the phone at a later time with a CJ representative.

## **Data Collection**

A 34-item survey administered via Qualtrics was developed based on the purpose of the community assessment. Demographic items were also included to better characterize the sample of respondents. The question inquiring about race was taken from the US Census (US Census Bureau, 2020a). We also wanted to capture the participants' experiences with food insecurity during the past year. Therefore, a validated 2-item food insecurity index adapted from the US Department of Agriculture's 18-item food security measure was also included (Radandt et. al, 2018).

There are three main parts of this survey: use of resources for accessing food before COVID-19, current client experience with the delivery program, and interest in program activities to shape development of future nutrition programs. The prior use of resources was developed based on food security measures as well as research into local food assistance programs, and aims to understand participants' experiences with accessing food both before COVID-19 and now. The current client experience questions were developed in coordination with the community partner's interests in mind, focusing on client opinions of the quantity and quality of the groceries and helpfulness of the volunteers, as well as client perspectives on how the delivery program has affected their nutrition. The questions about future nutrition program interest were developed based on conversations with the community partner in which they discussed their ideas for future programming.

## **Data Management & Analysis**

Upon completion of the survey period, the survey was closed and responses were exported into Excel, where data was primarily analyzed and visualized. Two CA team members cleaned the data. Using Qualtrics, CA team members coded the values of "1", "2", "3", "4", "5" for Likert scale response options. Data for respondents who completed less than 50% of the survey were removed. For any remaining questions that contain incomplete or missing data, the calculations were altered to take into account the reduced denominator of responses. Open-ended responses in the survey were coded by two CA team members.

The majority of questions are closed ended so respondents' burden of taking the survey is lower and analysis is more streamlined. Closed-ended questions lead to less interpretation of responses on the part of the analysis team. By limiting write-in response options to questions that require more robust opinions and feedback, we allowed respondents to share more accurate feedback with us. Using both open- and closed-ended response strategies was intended to increase quality of responses from the survey while being consistent with our intended questions. The analysis and data cleaning for both closed- and open-ended items was performed by two team members, which reduces the potential for error in data management or analysis.

Statistical analyses included the frequencies of responses to questions about current and prior experience. Responses about demographics, eating behaviors, and future program interest were analyzed using frequencies and descriptive statistics. We used simple frequency analysis to understand the percentage of clients that are satisfied with other aspects of the program. We also used simple frequencies to analyze interest in and need for future programming. These descriptive statistics answered each of our research questions.

Responses were kept anonymous, ensuring confidentiality for the clients. The clients were made aware that the survey was anonymous when they were recruited and again when they began the survey. Data was stored in a shared Google Drive folder that was only accessible to the members of the Community Assessment team. Per Concrete Jungle's preference, the team has shared the final Excel file of responses with the organization after the project's completion.

# Analysis

## Demographics

The survey sample consisted of 62 respondents after data was cleaned. Demographic information for the sample is detailed in **Table 5**.

**Table 5.** Sample Characteristics Relevant demographic data for the survey sample

Characteristic	N (%)*	
Age	18-39	9 (16)
	40-64	35 (61)
	65+	13 (23)
Race	Black or African American	48 (83)
	White	2 (4)
	Prefer Not to Answer	9 (14)
Ethnicity	Hispanic or Latino	1 (1)
	Not Hispanic or Latino	50 (88)
	Prefer Not to Answer	6 (11)
Household Size	1	6 (11)
	2	17 (30)
	3	15 (26)
	4	11 (19)
	5+	8 (14)
Zip Code	DeKalb County	18 (31)
	Fulton County	40 (69)

\*Percentages are rounded to the nearest whole number

The majority of participants in the sample were non-Hispanic Black or African American. While there was representation from all age categories, including those over 65, most participants were between 40–64 years old. Additionally, the majority of the participants had multiple people living in their household, all of whom would be receiving the grocery delivery.

Although over half of the sample resided in Fulton County, the respondents were located in 26 unique zip codes, reflecting a wide range of locations around both Fulton and DeKalb counties. The two most common zip codes were 30310 and 30315, together making up 22% of the overall responses. Both of these zip codes cover the southern part of Atlanta, and 30310 overlaps with the Southwest Atlanta area, where many of Concrete Jungle's clients reside. Thus the sample was representative of the wide geographic reach of Concrete Jungle's grocery delivery program while also reflecting the higher density of clients in certain parts of the counties served.

## **Current Program**

### *Meeting Client Needs*

The grocery delivery program began in response to a perceived need for food delivery in the pandemic. Of the survey respondents, 38% had been receiving groceries through the Concrete Jungle program for 1–3 months, while 42% had been with the program for 4–6 months.

About half of respondents, 47%, stated that this grocery delivery program is their first experience receiving food assistance, while 47% said they had received food assistance in the past. Thirty-seven percent of respondents receive SNAP benefits, and an additional 10% are in the process of applying for SNAP.

*"My family really appreciates [Concrete Jungle] for helping us out when our stamps run low. These days the price of food is through the roof, so every little bit helps."*

- Survey Participant



**FIGURE 14:** FOOD INSECURITY INDEX PARTICIPANT RESPONSES TO TWO ITEMS REGARDING EXPERIENCES WITH FOOD SECURITY IN THE PAST SIX MONTHS.

**FIGURE 14** SHOWS RESPONSES TO THE TWO-ITEM FOOD INSECURITY INDEX. SEVENTY-ONE PERCENT OF RESPONDENTS MARKED SOMETIMES OR OFTEN TRUE FOR BOTH QUESTIONS. OVER 80% MARKED SOMETIMES OR OFTEN TRUE FOR AT LEAST ONE RESPONSE, SUGGESTING THAT EXPERIENCE OF FOOD INSECURITY IS COMMON AMONG PARTICIPANTS. AS ONE RESPONDENT SAID IN AN OPEN-ENDED RESPONSE, “OUR FAMILY WOULD LIKELY BE IN A FOOD CRISIS WITHOUT THE SUPPLEMENTATION FROM [CONCRETE] JUNGLE.”

The community served by the grocery delivery is also at higher risk for complications from COVID-19. Out of those surveyed, 23% were 65 or older, and some other respondents in younger age groups may have older household members as well (**Table 5**). In the open-ended responses, participants with preexisting health conditions mentioned gratitude to Concrete Jungle for the delivery, “*As a recovering stroke patient, this has been such a blessing to me during this pandemic crisis. I am forever grateful to CJ GDP.*”

**Table 6** lists the main sources of food and groceries for participants before they began receiving the grocery delivery boxes and now. Prior to their use of Concrete Jungle’s grocery delivery program, 74% of participants got most of their food from grocery stores. 16% relied primarily on food banks and pantries, including Intown Collaborative Ministries, Mercy Community Church, Big Miller Baptist Church, Lakewood Arts Environmental Foundation, and SWEEAC.

Concrete Jungle’s program is now the main source of food for 56% of the sample. Thirty-eight percent of clients who used a grocery store for most of their groceries before beginning the delivery program now use the grocery delivery as their primary food source. Of those using Concrete Jungle for their main grocery source, 31% use it alone and 43% use it along with a grocery store. Others supplement the grocery delivery boxes with food banks or pantries (14%), convenience stores (6%), or other food sources (6%).

**TABLE 6.** SOURCES OF GROCERIES BEFORE AND AFTER JOINING THE CONCRETE JUNGLE GROCERY DELIVERY PROGRAM

Where do you get most of your food or groceries?			
Before Concrete Jungle Grocery Delivery		After beginning Concrete Jungle Grocery Delivery	
	N (%)*		N (%)*
-		Concrete Jungle	35 (56)
Grocery Store	45 (74)	Grocery Store	19 (31)
Food bank/pantry	10 (16)	Food bank/pantry	3 (5)
Farmer's Market	2 (3)	Farmer's Market	1 (2)
Convenience Store	1 (2)	Convenience Store	0 (0)
Other	3 (5)	Other	4 (6)

\*Percentages are rounded to the nearest whole number

## Client Perspectives

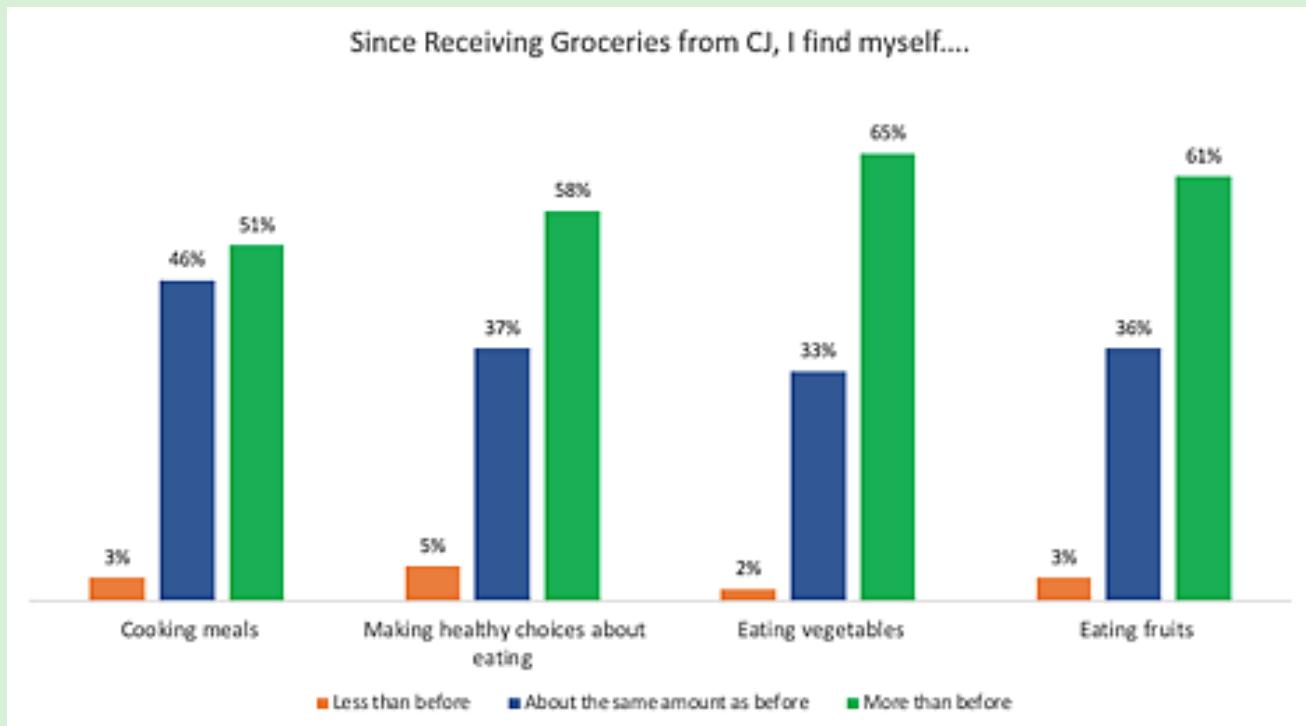
Clients are very grateful for the assistance that Concrete Jungle provides in this challenging time of the COVID-19 pandemic. The volunteers that conduct reminder calls and deliver groceries are well-received by and helpful to the clients. Overall, the program has had positive impacts on the health behaviors of clients, with over 50% of clients indicating they partake in healthy behaviors more frequently since beginning the grocery delivery program (*Figure 15*). In the open-ended responses, clients mentioned that,

*"I get to eat my healthiest thanks to [you] guys. The products [you] guys send weekly are too expensive these days and wouldn't survive without [Concrete Jungle]. Thank you."*

Clients appreciate the fresh, local fruits and vegetables and the ways the Concrete Jungle delivery has helped their family stay healthy during the pandemic. Although nearly 80% of clients are satisfied with the types and quantity of food delivered in the weekly grocery delivery boxes, there were some recurring concerns in regard to the quality, quantity, and

types of food included in the weekly deliveries, as noted in this client quote:

*"It's the same items every week. It's no need to deliver peanut butter every week. The average household doesn't go through a jar a week. [There's] no meat to cook. And [there's] too many black beans. These things are [too] excessive in delivery. Some new things would be nice."*



**FIGURE 15:** PARTICIPANT RESPONSES TO FREQUENCY OF ENGAGING IN SELECTED DIETARY BEHAVIORS SINCE BEGINNING THE GROCERY DELIVERY PROGRAM

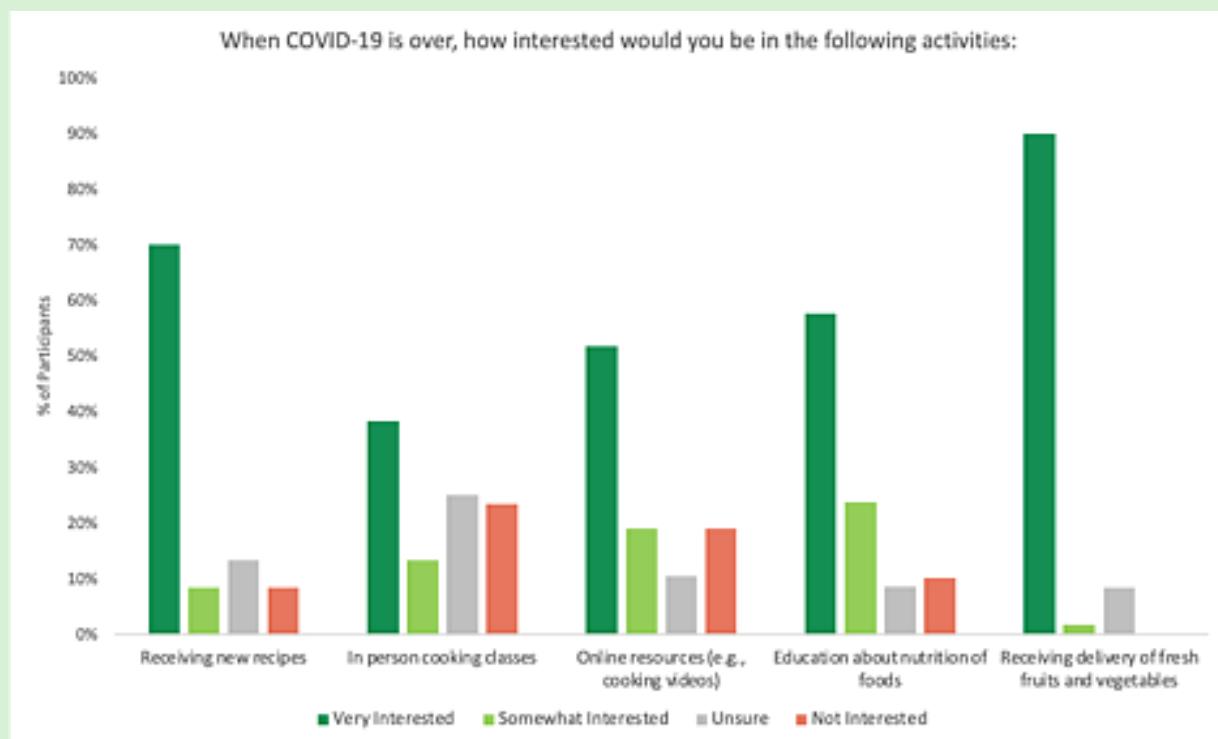
## Future Program Directions

Over half of clients are interested or very interested in all proposed aspects of a future program offered by Concrete Jungle (Figure 16). The most popular aspect of future programming is continuation of delivery of fruits and vegetables, with 90% of clients stating that they are very interested in this idea. Clients are also interested in nutrition and cooking education, with 70% of clients very interested in receiving recipes and 58% very interested in receiving education about the nutrition of various foods.

*"I think me and [my family], would eat more of the veggies, if we knew how to prepare them, I welcome any new recipes, I'm just so [tired] of the same, and really I'm open to different and new, so yes I love a lot of recipes but I want to make sure I'm preparing correctly."*

- Survey Participant

In regards to improving the health of clients, delivery of produce and nutritional education could have large impacts. Ninety-five percent of clients reported they were more likely to eat more fruits and vegetables if they received deliveries of them, 71% of clients were more likely to eat more fruits and vegetables if they received tips on preparation. (**Table 7**). Delivery of groceries could address the barriers to fruit and vegetable consumption among clients, as cost and transportation are currently the largest barriers to eating enough fruits and vegetables (*Figure 17*).



**FIGURE 16:** CLIENT INTEREST IN POTENTIAL FUTURE PROGRAMMING ACTIVITIES FROM CONCRETE JUNGLE

**TABLE 7.** CLIENT RESPONSES ABOUT CONSUMING MORE PRODUCE BASED ON SUGGESTED PROGRAMS

	I would be more likely to eat fresh fruits and vegetables if I received delivery of them.		I would be more likely to eat fresh fruits and vegetables if I received tips on how to prepare them.	
	N	%	N	%
Strongly agree	27	46%	18	31%
Agree	29	49%	24	41%
Neither agree nor disagree	0	0%	8	14%
Disagree	2	3%	5	8%
Strongly disagree	1	2%	4	7%
<b>Total</b>	<b>59</b>	<b>100%</b>	<b>59</b>	<b>100%</b>

\*Percentages rounded to the nearest whole number

**FIGURE 17:** TYPES OF BARRIERS TO INCREASED FRUIT AND VEGETABLE CONSUMPTION AMONG CLIENTS

# DATA TRIANGULATION

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## Purpose

The purpose of conducting data triangulation was to synthesize our findings across data sources to develop clear organizational needs and actionable steps for recommendations for Concrete Jungle. The key informant interviews and survey data both provided useful information regarding the challenges and successes of the grocery delivery program (GDP). However, in order to develop a more robust understanding of client needs and perspectives on the GDP, as well as determine priority recommendations, our team conducted a systematic analysis of the data from the key informant interviews, windshield survey, and client survey.

## Methods

To accurately compare findings across data sources, our team used a triangulation process table (see Appendix E). The table included columns representing themes discovered, supporting evidence from the key informant interviews and primary data collection, the resulting need that could be addressed, and space for scoring the priority of the need in regard to importance and feasibility. Each row of the table contained a major theme determined by the CA team. These theme topics included: types of food included, delivery of groceries, program sustainability, cooking nutrition and education, addressing client needs and feedback, use of volunteers, limited space/capacity, adjustments to COVID-19, mission focus, quality of food delivered, and quantity of food delivered. The team reviewed data from each data collection method respective to each topic to complete the table. The team reviewed each theme across the combined data sources to assess agreement in thematic findings between sources.

Each member of the team as well as a stakeholder at Concrete Jungle scored each need for importance and feasibility on a scale of 1 = least important/feasible to 5 = most important/feasible. Importance was defined as the level of immediacy to address the need and feasibility was defined as the amount of resources necessary to address the need.

Scores for importance and feasibility were summed and needs were ranked in descending score order. Needs were then further prioritized based on a modified version of the Sork's priority setting method based on feasibility and categorization of the need as either short-term or long-term/ongoing (see Appendix F). Domains of needs were identified to create groupings of similar needs. This grouping, in combination with the modified Sork's prioritization and evidential support from data collection, was used to develop recommendations for Concrete Jungle.

# NEEDS & RECOMMENDATIONS

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## Procedure

In order to devise a list of needs and recommendations for Concrete Jungle's Grocery Delivery Program, the CA team organized needs by domain areas. These were inclusive of mission focus, communications, food supply and storage, and operations. The proposed needs and recommendations were informed by the previously mentioned data triangulation process (Appendix E). Recommendations were proposed and organized through a short-term and long-term/ongoing time frame, while taking into account importance and feasibility.

**TABLE 8.** IDENTIFIED NEEDS FOR CONCRETE JUNGLE'S GDP. NEEDS ARE GROUPED BY DOMAIN AREAS INCLUDING MISSION FOCUS, COMMUNICATIONS, FOOD SUPPLY AND STORAGE, AND OPERATIONS

Domain*	Needs Identified
<b>Communications</b>	<ul style="list-style-type: none"><li>• Improve the efficiency of handling client requests and feedback</li></ul>
<b>Food Supply &amp; Storage</b>	<ul style="list-style-type: none"><li>• Variety in non-perishables</li><li>• Address the meat concern</li><li>• Accommodate dietary restrictions/preferences</li><li>• Address food quality with regard to perishable goods and the sugar/salt content of items</li><li>• Address food quantity in grocery delivery, especially related to non-perishable items</li></ul>
<b>Operations</b>	<ul style="list-style-type: none"><li>• Use volunteer hours more efficiently</li><li>• Increase space and resources or downsize scope of production</li><li>• Continuation of delivery in future programming</li><li>• Continuation of recipes and nutritional info</li><li>• Include descriptions of what's provided</li><li>• Offer online cooking classes</li><li>• Recruit volunteers</li><li>• Foster new partnerships</li><li>• Develop alternative plans for when COVID-19 exposure happens and as the colder months/flu season begins</li></ul>
<b>Mission Focus</b>	<ul style="list-style-type: none"><li>• Identify target population for GDP</li><li>• Address needs beyond food insecurity</li></ul>

# PRIORITIZATION OF RECOMMENDATIONS

**TABLE 9.** PRIORITIZATION OF RECOMMENDATIONS FOR CONCRETE JUNGLE'S GDP  
RECOMMENDATIONS ARE CATEGORIZED BY FEASIBILITY AND TIME FRAME.

	Short-Term	Long-Term/Ongoing
More Feasible	<ul style="list-style-type: none"><li>• Update website</li><li>• Refine mission focus</li><li>• Create centralized list of partners for referrals</li><li>• Provide clearer food labels and information</li><li>• Recruit additional volunteers</li></ul>	<ul style="list-style-type: none"><li>• Increase storage space</li><li>• Continue delivery of groceries with more narrow focus</li><li>• Develop online curriculum for nutrition education and cooking demonstrations</li><li>• Reassess efficiency of current caller volunteers</li></ul>
Less Feasible	<ul style="list-style-type: none"><li>• Establish dedicated Client Feedback Role</li></ul>	<ul style="list-style-type: none"><li>• Become a food bank partner</li></ul>

After the CA team created a list of needs and domain areas, a list of recommendations were proposed in alignment with GDP needs. Below is a detailed explanation of the recommendations.

## SHORT-TERM & MORE FEASIBLE RECOMMENDATIONS

**Need:** Improve efficiency of handling requests and feedback

**Recommendations:** Update Concrete Jungle Website

**Domains:** Communications & Operations

*The CJ website is difficult to navigate and is more donor- and volunteer-focused than client-focused. It would be helpful to create a way to make it easier for prospective clients to find information about the GDP. It is difficult to find information about signing up to be a client when navigating the website, and as a web search may be the first step in seeking assistance for potential clients, it is important to have clear information presented on the website about what the GDP is and how to become a client. Including information on volunteering with the GDP is important to keep, however, the site currently states volunteers purchase food for the COVID response, and there are other ways to volunteer with the GDP that do not involve purchasing groceries for clients.*

### **Recommended Action Steps:**

- Include an informational page for clients about GDP requirements and how to sign up for the GDP
  - Create a page on the CJ website where prospective clients can fill out information and add their names to the GDP waitlist
  - Create a separate informational page about ways to volunteer with the GDP
- 

**Need:** Identify target population for GDP to Address meat concern

**Recommendations:** Refine Concrete Jungle's Mission Focus

**Domains:** Operations & Mission Focus

*CJ's core mission is focused on fresh produce and nutrition education. As Katherine mentioned in her interview, "produce is where CJ's experience and expertise lie." It would be helpful to prioritize operations that are core to CJ, rather than try to fulfill every food concern. Currently, clients are confused about how often they receive meat in delivery boxes. Being consistent with what is included in the deliveries, i.e types of food, can help eliminate confusion on whether meat is to be expected. If CJ ultimately decides to stop including meat, it would be helpful to clarify to clients that as part of their mission, CJ primarily focuses on fruit and vegetables and no longer will include meat in GDP boxes.*

### **Recommended Action Steps:**

- Facilitate discussion to address and refine the core mission and focus of CJ
  - Discuss handling of meat/dairy distribution
  - Decide on modification of programs to align with mission
- 

**Need:** Identify target population for GDP to Address CJ client needs beyond food insecurity

**Recommendation:** Create a Centralized List of Partners for Referrals

**Domains:** Operations & Mission Focus

*CJ is doing their best to connect clients to the appropriate resources and services.*

*Katherine expressed in her interview that CJ recognizes they are not social workers or case managers and are thus limited in the type of services provided. While they wish they are*

*able to support clients, it is not realistic. As clients discuss a need for assistance outside of CJ's scope, it would be helpful to have a centralized list of partners for referrals. This may minimize the need for issues to be escalated within CJ and lead to more efficient client assistance.*

**Recommended Action Steps:**

- Create list of current partners and post on website
  - Train volunteers on how to properly refer clients to the appropriate partner
  - Have board members reach out to their network to expand partnerships
- 

**Need:** Description of what is provided in GDP boxes (Cooking & Nutrition Education), Address quantity of food delivered

**Recommendation:** Clearer Food Labels & Information

**Domains:** Communications & Operations

*Clients provided feedback that they are not always familiar with all the items included in the delivery boxes, so some items are not used or cooked properly. Due to low familiarity with items, clients have also provided feedback that they are not sure if the produce is still fresh or that they found it dirty. Providing information and education on these ingredients, especially information on the ideal characteristics of the produce included and ways to clean them, will be helpful to reduce waste by encouraging clients to consume all of the items included in the boxes. Furthermore, since Concrete Jungle includes recipe cards, clearly labeling what ingredients for the recipe are included in the box can help facilitate clients' use of the recipe cards to prepare meals.*

**Recommended Action Steps:**

- Label food so clients are clear on whether they received all the ingredients to complete recipes. Additionally, some clients do not recognize items, so it would be helpful to clearly label items in GDP boxes
- Communicate with clients so they have the resources to determine whether produce is still 'good' to eat by the time they have received their GDP box
- Provide clients with information and ideas on what to do with excess or unwanted food, such as how to store certain items from specific food groups

**Need:** Increase space and resources or downsize scope of production

**Recommendation:** Recruit additional volunteers

**Domain:** Operations

*The GDP heavily relies on volunteers to help with packaging, reminder calls, and deliveries. At the start of the program, volunteer recruitment was high and volunteers were gaining momentum. Several months later, momentum slowed down as people started to get used to living in a pandemic. Since volunteer support has not been consistent, there is a need for more volunteers as the program continues to expand. It is important that CJ fulfills the need to recruit additional volunteers, especially during COVID-19 to ensure there are enough volunteers if someone gets sick. Having additional volunteers would be useful when they are last minute drop outs and no backups volunteers to fill the role.*

**Recommended Action Steps:**

- Create and post volunteer flyer on CJ website
  - Distribute flyers to neighboring schools and institutions such as Emory University Rollins School of Public Health and Urban Health Initiative
  - Share flyers on online listservs and bulletins
- 

## SHORT-TERM & LESS FEASIBLE RECOMMENDATIONS

**Need:** Improve the efficiency of handling client requests and feedback

**Recommendation:** Dedicated Client Feedback Role

**Domains:** Communications & Operations

*As CJ strives to meet the nutritional/dietary needs of clients, it is important to continue seeking client feedback. Several clients expressed having an allergy, receiving excess amounts of unwanted items, or requesting alternative options. Several requests were noted but not communicated to the proper channels. To help streamline the client feedback/request process, it would be helpful to establish a dedicated client feedback role. This role can respond to all client requests and concerns such as client requests for dietary restrictions and feedback on foods clients do/do not want or need. This role will help decrease likelihood of clients not hearing back from CJ after voicing requests or concerns, as it is important to close the loop on what is being voiced to ensure clients feel supported and communications are maintained.*

## **Recommended Action Steps:**

- Hire a REAL student or delegate a CJ volunteer or staff member to dedicate to this task
  - Have this staff member review all volunteer call logs and follow up on any client concerns
- 

## LONG-TERM/ONGOING & MORE FEASIBLE

**Need:** Increase space and resources or downsize scope of production

**Recommendation:** Increase storage space

**Domain:** Food Supply & Storage

*As the GDP continues to grow, the need for more storage space is essential. The ability to store non-perishables can help reduce food waste and/or unwanted food from going to clients weekly. Refrigerator space can prevent produce from spoiling before getting to clients.*

## **Recommended Action Step:**

- Allocate space for walk-in coolers and non-perishable storage to reduce food waste in boxes each week. For example, this can be done by pulling out items clients have reported they've received in excess.
- 

**Need:** Continuation of delivery in future programming, identify target population for GDP

**Recommendation:** Continuation of grocery delivery with narrowed focus

**Domains:** Operations & Mission Focus

*The majority of clients expressed interest in continuation of grocery deliveries going forward, and many who are unable to consume enough produce cite cost and transportation as their biggest barriers – something that grocery delivery could alleviate. Since the delivery program is beneficial to clients financially and nutritionally, it is important to continue offering. However, due to the operational and financial constraints of Concrete Jungle, a clear target population for grocery deliveries needs to be identified that is aligned with Concrete Jungle's mission. This way, costs of the program can be anticipated and the criteria for becoming a client is clear, even after the COVID-19 pandemic ends.*

## **Recommended Action Steps:**

- Facilitate discussions to decide operational scope of delivery and which clients will stay in the GDP should it continue long-term
  - Discuss strict inclusion criteria for new & existing clients (e.g. health risks, age, food insecurity experiences, geographic locations)
- 

**Need:** Offer cooking classes (online) or details on food preparation

**Recommendation:** Develop online curriculum for nutrition education and cooking demonstrations

**Domains:** Operations & Mission Focus

*Concrete Jungle has a history of providing nutrition education programs and has even included recipe cards in the grocery delivery boxes. However, clients are not always informed on how to use the ingredients in the recipes or how to best use the produce provided in the boxes. Clients mentioned that they would eat more fruits and vegetables if they knew how to properly prepare them, and over 80% of clients surveyed were interested in participating in nutrition education classes. Due to Concrete Jungle's expertise in this area and the client interest in educational programming, an online curriculum for nutrition and cooking education should be developed for the grocery delivery program clients.*

## **Recommended Action Steps:**

- Development of online program materials, as over 70% of clients are interested in accessing online resources related to cooking and nutrition
  - Include nutrition education tips in grocery delivery boxes that also contains information on participating in the online curriculum
- 

**Need:** Make efficient use of volunteer hours

**Recommendation:** Reassess volunteer efficiency

**Domain:** Operations

*During our client interview, it was mentioned that midweek reminder calls are unnecessary considering people would ideally be sheltering in place. It was suggested that the manpower could be used elsewhere. CJ should consider reassessing the efficiency of current caller volunteers.*

## **Recommended Action Steps:**

- Review current caller volunteer list to determine availability
  - Decide whether their time could be optimized by sending email reminders for delivery or developing email request forms, rather than strictly making calls to clients
- 

## LONG-TERM/ONGOING & LESS FEASIBLE

**Need:** Increase space and resources or downsize scope of production

**Recommendation:** Become a food bank partner

**Domain:** Food Supply & Storage

*CJ is working on becoming a food bank partner but recognizes that this may take time. Food banks are currently overwhelmed and there is no estimated time as to when applications get reviewed and approved. Becoming a food bank partner will allow CJ to select foods they want which leads to variety in non-perishables and choice in healthier foods.*

## **Recommended Action Steps:**

- Continue working on logistics to become a food bank partner

# LIMITATIONS

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There were several limitations associated with implementing the community assessment. Overall, the main limitations of the assessment were related to time constraints and working virtually during a pandemic. Completing a community assessment in less than four months made it difficult to conduct more data collection or evaluate other aspects of the program. Due to the pandemic, the entire project was done virtually. Thus, in-person data collection and windshield surveys were not conducted.

Due to time constraints, we conducted three key informant interviews and did not identify other stakeholders who may have provided more information. It is also possible that topics could have been left out of the survey due to our efforts to implement a shorter questionnaire to minimize survey fatigue.

The primary data collection survey did not ask for ages of all household members, therefore data might not accurately capture the ages of those participating in the program. In addition, the survey did not ask clients to identify if they were in higher risk categories for contracting COVID-19. Without the breakdown of clients in each high-risk category, it was difficult to assess whether those receiving groceries had a disability or were immunocompromised. Due to the nature of email surveys, individuals who do not use email or feel comfortable using a computer may have been left out of the sample. To address this concern, follow up calls were conducted for those who preferred conducting the survey over the phone. However, follow up calls further excluded those who were not able to answer the phone during the day. Lastly, this survey was self-report. Therefore, clients may have provided invalid answers due to the sensitive nature of questions. These limitations hindered the team's ability to gather diverse perspectives and insights about the grocery delivery program.

# LESSONS LEARNED

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Throughout this project, the CA team learned valuable lessons while partnering and collaborating with Concrete Jungle. The importance of collaboration, task delegation, communication, and cultural humility while applying coursework knowledge in a public health setting contributed to the success of this project.

Communication was a crucial aspect of this project. Having open and constant communication allowed the team to update one another on pending, completed, and upcoming tasks. Team members were comfortable communicating if and when additional support was needed. Additionally, maintaining regular communication with our partner at Concrete Jungle through weekly meetings and check-in emails was crucial in ensuring all members were on the same page.

Task delegation was vital to the success of our project. Our team's project management system made it easier for us to manage deadlines and work on tasks in advance, while keeping track of our progress. Having designated leads and co-leads on assignments helped us complete tasks effectively. While tasks were delegated at the start of the project, our team constantly checked in with one another to address any concerns and make any adjustments as needed.

Practicing cultural humility was imperative to our team as we sought to better understand our community partner and their clients. It was important for the team to foster open communication where our partner can contribute their thoughts and opinions throughout the process. Our team recognized our own individual experiences while checking in with ourselves and Concrete Jungle. We continued to seek feedback and expertise from our partner and incorporate their input in all aspects of the community assessment.

Lastly, collaboration contributed to the success of the project. Team members actively engaged, supported one another and shared thoughts and ideas. This included seeking advice, asking questions, and offering suggestions and words of encouragement. Additionally, being flexible and adaptable to change were vital to the success of the project. Several adjustments were made regarding our survey modality to reach more clients as well as including volunteers in the data collection process.

# CONCLUSION

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Concrete Jungle is a non-profit organization based in Atlanta, GA that helps distribute fresh produce to individuals and families coping with food insecurity. Beginning as a volunteer-operation, Concrete Jungle was founded in 2009 by Craig Durkin and Aubrey Daniels and achieved 501(c)(3) status in 2016. In the nearly 12 years since its establishment, Concrete Jungle has collected more than 161,000 pounds of fresh fruits and vegetables to distribute to local food pantries and soup kitchens.

The novel COVID-19 pandemic not only changed the way that average people live and interact with others, but created unprecedented challenges for food-oriented non-profits and their operations. COVID-19 disproportionately impacts older adults, those suffering from pre-existing conditions, and immunocompromised persons.

Recognizing this need, Concrete Jungle launched their grocery delivery program in March of 2020 to deliver groceries to their identified target population who are at high risk for COVID-19.

The Rollins Community Assessment (CA) team worked closely with Concrete Jungle's core staff, particularly Program Manager, Nichole Fields-Kyle and Executive Director, Katherine Kennedy, to launch a comprehensive assessment of Concrete Jungle's current operations regarding the grocery delivery program, the extent to which client needs are being met, and what improvements may be made to the program in future iterations.

The team began by collecting background research and information on the organization and built out a community profile. A series of key informant interviews with Concrete Jungle's executive director, a part-time volunteer worker, and a

client provided three unique perspectives on the current function of the grocery delivery program. This information informed the development of a primary data collection that was administered in a first wave to Concrete Jungle's clients via an email survey and a second wave was administered via telephone. A sufficient sample size allowed our CA team to assess a representative perspective from the grocery delivery program enrollees. Nearly half of those sampled use Concrete Jungle's service as their primary source of food and approximately 31% rely solely on Concrete Jungle for their food needs.

Results from the primary data collection and key informant interviews and subsequent triangulation data analysis provided promising initial responses. There was an overwhelming sense of gratitude on behalf of the recipients for Concrete Jungle's mission and services in this challenging time. Consistently, over half of survey respondents selected that they were making healthier food choices, cooking, and eating fruits and vegetables more than they were before enrolling in the grocery delivery program. Likewise, more than half of recipients expressed interest in recipes, cooking classes, nutritional information and education, and the continued provision of fresh produce. There were however, some discrepancies in perspectives of how certain aspects of the program were running, in particular the handling of client requests.

Based on the triangulation and data analysis, the CA team created a codebook and needs and recommendations spreadsheet to develop a ranking system for consistent themes. Using Sork's Method for priority setting and ranking, the CA team and key stakeholders calculated a composite score for each theme on both importance and feasibility. Based on these values, the CA team compiled a list of actionable recommendations to meet the needs as expressed by the clients and identified areas

where Concrete Jungle could target to improve their services and operations. The recommendations were divided into four domains: Communication, Food Supply and Storage, Operations, and Mission Focus. Many of the recommendations cross load on at least two domains, but as Concrete Jungle is such a tightly knit community, a change in one domain will impact changes in others. The spirit of our recommendations was to aid Concrete Jungle in their mission, to help them continue to do what they do well and minimize efforts that may perhaps be either out of scope of their organizational mission or feasibility.

By incorporating these recommendations, Concrete Jungle is poised to better meet the needs of their client base and build a sustainable program structure to ensure that the grocery delivery program and future programs will not only survive, but continue to operate at a high level. Furthermore, the CA team hopes that these findings will provide valuable information for the organization and its board to secure any additional funding via grants or potential donors, or assist in direction setting for future visions. Perhaps, to bring to fruition Executive Director Katherine's dream that Concrete Jungle may one day be in cities all over the country.

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# APPENDICES

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## APPENDIX A: KEY INFORMANT INTERVIEW GUIDES

**Date:**

**Interviewer:**

**Note taker:**

**Start time:**

**Finish time:**

**Platform (zoom, phone, etc):**

### Client Key Informant Interview Guide

#### Introduction

Hello! My name is \_\_\_\_\_ and I am joined by my colleague(s)\_\_\_\_\_. We are graduate students who are volunteering with Concrete Jungle to help them evaluate the grocery delivery program. We are interested in identifying some of the strengths, needs, assets, and challenges of the program in order to understand how Concrete Jungle can better meet the needs of its clients during this unprecedented time.

You were selected as someone who may be able to provide insight and knowledge about the grocery delivery program. Today we will be interviewing you to hear more about your experience and perceptions of the program. Your participation in the program will not at all be affected by your answers in this interview. The interview should last between 30-45 minutes. Your insight and perspectives will help us in making recommendations for Concrete Jungle as they continue to serve clients in need.

Your participation is completely voluntary, which means you do not have to participate unless you want to. You may choose not to answer any or all of the questions and can request to stop at any time. There are no right or wrong answers. You are the expert of your own experiences. We plan on taking notes during the interview. If you agree to be audio recorded, the recording will be stored in a secured location and deleted once the evaluation is complete. We plan to use some of the information you shared in a final report to help shape the grocery delivery program. This report will be given to Concrete Jungle and also shared with our peers and professor at Emory. If you would prefer, we can use a fake name for you in our notes and delete any identifying information in our report.

Do you have any questions for us?

YES or  NO

Do you consent to participate in this interview?

YES or  NO

Can we use your name in our report?

YES or  NO

If not, please provide us with a fake name:

---

Do you consent to be audio recorded?

YES or  NO

**Great! Now let's get started.**

### **Interview Questions**

**Our first couple questions are just to help us get to know you a bit.**

#### **Opening**

1. What is your name?
2. How long have you lived in Atlanta?
3. How did you become involved with Concrete Jungle?

**Great, thank you! Now we are going to ask you questions about your experience with the grocery delivery program.**

4. Tell me about your experience with the program
  - i. How long have you been receiving groceries from Concrete Jungle?
  - ii. How has your experience been so far using the grocery delivery program?
    1. What factors influence your experience with the program?
      - a. Convenience
      - b. Cost
      - c. Food options

- iii. How has Concrete Jungle impacted your life?
- 5. What are your greatest dietary/nutrition needs that you rely on the program for?
- 6. How, if at all, is the program meeting those needs for you?
- 7. What do you really like about the program?
- 8. What do you really dislike about the program?
- 9. How do you think the program could be improved?
  - i. Additional services?

**Thank you for sharing! We just have a couple more questions before we end.**

**Closing Questions**

- 10. We plan to use the information discussed here to guide the types of questions we will include in our client survey.
  - a. Are there any topics you recommend us including in the survey?
- 11. How do you think we should recruit/approach clients?
  - a. Would clients prefer to be contacted via phone, email, etc?
  - b. What are some things we could consider when creating the survey?
- 12. What else would you like to share with us today?

Thank you for participating in this interview. Your insight, perspectives, and expertise will help us create helpful recommendations for Concrete Jungle. Do you have any final questions for us? If you think of any questions after today, please feel free to email us at [rollinsca2020@gmail.com](mailto:rollinsca2020@gmail.com). Thanks again and have a great day!

**Date:**

**Interviewer:**

**Note taker:**

**Start time:**

**Finish time:**

**Platform (zoom, phone, etc):**

## **Staff Key Informant Interview Guide**

### **Introduction**

Hello! My name is \_\_\_\_\_ and I am joined by my colleague(s)\_\_\_\_\_. We are graduate students at Emory University Rollins School of Public Health. We are partnering with Concrete Jungle to complete a community assessment, which is a process of identifying some of the strengths, needs, assets, and challenges of a community. With this assessment, we plan to understand how Concrete Jungle can better meet the needs of its clients during this unprecedented time.

You were selected as someone who may be able to provide insight and knowledge about the grocery delivery program. Today we will be interviewing you to hear more about your experience and perceptions of the program. The interview should last between 30-45 minutes. Your insight and perspectives will help us in making recommendations for Concrete Jungle as they continue to serve clients in need.

Your participation is completely voluntary, which means you do not have to participate unless you want to. You may choose not to answer any or all of the questions and can request to stop at any time. There are no right or wrong answers. You are the expert of your own experiences. We plan on taking notes during the interview. If you agree to be audio recorded, the recording will be stored in a secured location and deleted once the assessment is complete. We plan to use some of the information you shared in a final report to help shape the grocery delivery program. This report will be given to Concrete Jungle and also shared with our peers and professor at Emory. If you would prefer, we can use a pseudonym and omit any identifying information in our report.

Do you have any questions for us?

\_\_\_\_ YES    or    \_\_\_\_ NO

Do you consent to participate in this interview?

\_\_\_\_ YES    or    \_\_\_\_ NO

Can we use your name in our report?

YES or  NO

If not, please provide us with a pseudonym:

---

Do you consent to be audio recorded?

YES or  NO

**Great! Now let's get started.**

### **Interview Questions**

**Our first couple questions are just to help us get to know you a bit.**

#### **Opening**

1. What is your name?
2. How long have you lived in Atlanta?
3. How did you become involved with Concrete Jungle?

**Great, thank you! Now we are going to ask you questions about your experience with the grocery delivery program.**

4. Tell me about your experience with Concrete Jungle
  - i. How long have you worked at Concrete Jungle?
  - ii. What is your current role?
  - iii. Where did the original idea for the program come from?
  - iv. How has your experience been so far working with the grocery delivery program?
    1. What trends (if any) have you noticed through working the GDP?
      - a. Trends with clients?
      - b. Trends with the food?
      - c. Trends with demand?
    2. How has the GDP changed from when it was first created to where it is at now?
  5. What do you think are the most common dietary/nutrition needs of clients?
    - a. What have you seen?

- b. What have you heard?
  - c. What have you observed?
- 6. How are client needs being addressed through the grocery delivery program?
- 7. What do you think are the greatest benefits of the grocery delivery program?
  - d. What are some highlights or successes of the program?
  - e. Could you provide us with an example?
- 8. What do you think are the greatest challenges of the grocery delivery program?
  - a. Can you think of any specific examples?
    - i. Public awareness
    - ii. New clients
    - iii. Existing clients
- 9. In your opinion, how can Concrete Jungle better meet the needs of its clients?
  - a. Immediate needs?
  - b. Long-term needs?

**Great, thank you. Now we want to ask some questions regarding the impact of COVID on CJ, and future trajectories for the organization.**

- 10. How has CJ adjusted w COVID?
- 11. What has worked?
- 12. What has been a challenge?
- 13. What does success look like for the grocery delivery program?
- 14. Where would you like to see Concrete Jungle in 5 years?

**Thank you for sharing! We just have a couple more questions before we end.**

### **Closing Questions**

- 15. We plan to use the information discussed here to guide the types of questions we will include in our client survey.
  - a. Are there any topics you recommend us including in the survey?

- b. Are there any concerns you've received from clients that you can recall and could provide us with?
  - c. What do you want to know from clients that would help improve Concrete Jungle?
16. How do you think we should recruit/approach clients?
- a. Would clients prefer to be contacted via phone, email, etc?
  - b. What are some things we could consider when creating the survey?
17. What else would you like to share with us today?

Thank you for participating in this interview. Your insight, perspectives, and expertise will help inform our community assessment and potential recommendations for Concrete Jungle. Do you have any final questions for us? If you think of any questions after today, please feel free to email us at [rollinsca2020@gmail.com](mailto:rollinsca2020@gmail.com). Thanks again and have a great day!

**Date:**

**Interviewer:**

**Note taker:**

**Start time:**

**Finish time:**

**Platform (zoom, phone, etc):**

## **Volunteer Key Informant Interview Guide**

### **Introduction**

Hello! My name is \_\_\_\_\_ and I am joined by my colleague(s)\_\_\_\_\_. We are graduate students at Emory University Rollins School of Public Health. We are partnering with Concrete Jungle to complete a community assessment, which is a process of identifying some of the strengths, needs, assets, and challenges of a community. With this assessment, we plan to understand how Concrete Jungle can better meet the needs of its clients during this unprecedented time.

You were selected as someone who may be able to provide insight and knowledge about the grocery delivery program. Today we will be interviewing you to hear more about your experience and perceptions of the program. The interview should last between 30-45 minutes. Your insight and perspectives will help us in making recommendations for Concrete Jungle as they continue to serve clients in need.

Your participation is completely voluntary, which means you do not have to participate unless you want to. You may choose not to answer any or all of the questions and can request to stop at any time. There are no right or wrong answers. You are the expert of your own experiences. We plan on taking notes during the interview. If you agree to be audio recorded, the recording will be stored in a secured location and deleted once the assessment is complete. We plan to use some of the information you shared in a final report to help shape the grocery delivery program. This report will be given to Concrete Jungle and also shared with our peers and professor at Emory. If you would prefer, we can use a pseudonym and omit any identifying information in our report.

Do you have any questions for us?

\_\_\_\_ YES    or    \_\_\_\_ NO

Do you consent to participate in this interview?

\_\_\_\_ YES    or    \_\_\_\_ NO

Can we use your name in our report?

YES or  NO

If not, please provide us with a pseudonym:

---

Do you consent to be audio recorded?

YES or  NO

**Great! Now let's get started.**

### **Interview Questions**

**Our first couple questions are just to help us get to know you a bit.**

#### **Opening**

1. What is your name?
2. How long have you lived in Atlanta?
3. How did you become involved with Concrete Jungle?

**Great, thank you! Now we are going to ask you questions about your experience with the grocery delivery program.**

4. Tell me about your experience with Concrete Jungle
  - i. How long have you volunteered with Concrete Jungle?
  - ii. What is your current role?
  - iii. How has your experience been so far working with the grocery delivery program?
    1. What trends (if any) have you noticed through working the GDP?
      - a. Trends with clients?
      - b. Trends with the food?
      - c. Trends with demand?
    2. How has the GDP changed from when it was first created to where it is at now?
  5. What do you think are the most common dietary/nutrition needs of clients?
    - a. What have you seen?
    - b. What have you heard?

- c. What have you observed?
- 6. How are client needs being addressed through the grocery delivery program?
- 7. What do you think are the greatest benefits of the grocery delivery program?
  - d. What are some highlights or successes of the program?
  - e. Could you provide us with an example?
- 8. What do you think are the greatest challenges of the grocery delivery program?
  - a. Can you think of any specific examples?
    - i. Public awareness
    - ii. New clients
    - iii. Existing clients
- 9. In your opinion, how can Concrete Jungle better meet the needs of its clients?
  - a. Immediate needs?
  - b. Long-term needs?

**Thank you for sharing! We just have a couple more questions before we end.**

### **Closing Questions**

- 10. We plan to use the information discussed here to guide the types of questions we will include in our client survey.
  - a. Are there any topics you recommend us including in the survey?
  - b. Are there any concerns you've received from clients that you can recall and could provide us with?
  - c. What do you want to know from clients that would help improve Concrete Jungle?
- 11. How do you think we should recruit/approach clients?
  - a. Would clients prefer to be contacted via phone, email, etc?
  - b. What are some things we could consider when creating the survey?
- 12. What else would you like to share with us today?

Thank you for participating in this interview. Your insight, perspectives, and expertise will help inform our community assessment and potential recommendations for

Concrete Jungle. Do you have any final questions for us? If you think of any questions after today, please feel free to email us at [rollinsca2020@gmail.com](mailto:rollinsca2020@gmail.com). Thanks again and have a great day!

## **APPENDIX B: KEY INFORMANT CODEBOOK & TREE**

### **1. CJ Mission**

- 1.1 Fresh produce
- 1.2 Nutrition education
- 1.3 Meeting Goals
  - 1.3.1 Providing Enough
  - 1.3.2 Success of GDP
- 1.4 Visions for the future
  - 1.4.1 Future program considerations
    - 1.4.1.a More food
    - 1.4.1.b Training partners
    - 1.4.1.c Increase accessibility
    - 1.4.1.d CSA-Style Delivery

### **2. Growth of the Grocery Delivery Program**

- 2.1 Creation
- 2.2 Expansion
- 2.3 Bi-weekly vegan
- 2.4 Unique to CJ
- 2.5 Demand changes
- 2.6 Food supply changes
- 2.7 Partnerships

### **3. Client Needs**

- 3.1 Target population
  - 3.1.1. High Risk for COVID-19
  - 3.1.2. Over 65
  - 3.1.3. Pre-existing Conditions
- 3.2 Food Insecurity
- 3.3 Out of Scope
- 3.4 Organization's perceptions

### **4. Client Feedback**

- 4.1 Request for meat
- 4.2 Expressing needs
  - 4.2.1. CJ management of requests
  - 4.2.2. Client limitations
- 4.3 Anecdotes of GDP's impact
- 4.4 Areas for improvement
  - 4.4.1 Unfamiliarity
  - 4.4.2 Lack of diversity & excess

- 4.4.3. Unmet needs
- 4.4.4. Intentionality/Allergies

## 5. Dimensions of GDP

### 5.1 Strengths

- 5.1.1 Quality of food delivered
- 5.1.2. Advocacy
- 5.1.3. Referrals to community resources

### 5.2 Challenges

- 5.2.1. Program sustainability
- 5.2.2. Limited scope of work
- 5.2.3. Limited space and capacity
- 5.2.4. Public awareness
- 5.2.5 New clients

## 6. GDP Services

- 6.1 Path
- 6.2 Duration
- 6.3 Fulfillment
- 6.4 Food diversity

## 7. Assets

- 7.1 Volunteers
  - 7.1.1. Motivation
  - 7.1.2. Scope of duties

### 7.2 Sense of community

## 8. COVID impact

- 8.1 GDP expenses
- 8.2 Limited programming
- 8.3 Safety/Exposure

Code Number	Code	Definition	Sub-Code	Definition	Example Quotes
1	CJ Mission	Core mission of Concrete Jungle	<b>1.1 Fresh produce</b> <b>1.2 Nutrition education</b> <b>1.3 Meeting Goals</b> <ul style="list-style-type: none"> <li><i>1.3.1 Providing Enough</i></li> <li><i>1.3.2 Success of GDP</i></li> </ul>	Original mission of CJ Education to help clientele learn alternative diets available Setting benchmarks for expectations and successfully hitting targets Questioning if clients are consuming enough calories What success looks like for GDP	"Produce is really where our experience and expertise lies" <p>That's something that I don't question if we're providing actually enough calories for everyone in a family to have 2000 calories a day, every day? And I'm, and I would imagine that any hunger relief agency, you know, is falling short on that. But, you know, if we're really trying to promote health I do. That's something that I, I'm concerned with, we don't like get feedback about, it's not enough food, but or I haven't seen any feedback that it's not enough food, but it's something that I it's on my mind. But when, you know, yeah, it's hard to provide for a family of six or more, it's hard to provide, you know, 2000 calories a day, for six people times, seven days, you know.</p> <p>"It looks like lowering the contraction rate, I don't know what you call it, the rate of people, food insecure families getting COVID. It looks like lowering the like the severity decreasing the severity of some of our clients. health issues, you know, like seeing people's blood pressure go down or like the number of like, times they have like impacts related to diabetes go down. Yeah, big picture. It looks like food insecure, have access to fresh food in a way they haven't before. They're healthier than they were before and that they're contracting COVID lesser rates."</p>

Growth of the Grocery Delivery Program

How the GDP has changed since March 2020

## 2.1 Creation

How the program came about

"I would love to see Concrete Jungle in cities across the east, I would love to see this kind of intentional partnership between volunteers and clients through to continue on as a CSA that has, you know, that has like real, like, we're really measuring health outcomes. And we're really, like plugged into the community and able to continue to advocate for our client's needs beyond just food. I would like to see no fruit tree be unpicked in Atlanta, or in any city that we're in."

## 1.4 Visions for the future

Aspirations for CJ's future

### 1.4.1 Future program considerations

#### 1.4.1.a More food

In regards to the GDP and CSA-style delivery

"I would like to see us be able to provide more food. Um, and, yeah, I mean, that brings it just that brings a lot of challenges." "That may look like training our partner agencies on like, the Concrete Jungle method, and like being intentional about the food that's going in these boxes, and providing the, the recipes and the nutrition education that we are providing in the boxes. Um, it's very hard to talk about this program, because when I talk about, I just started thinking about my, like, running to do list of things that I actually like, mean to do."

#### 1.4.1.b Training partners

"I want to make this, I would love to make this accessible to as many folks as possible." "Yeah, if we were to, like, go more based on the calories metric that I think we would have to start coming up with more calorie dense food. But you know, our, our main focus has always been more fresh fruits and vegetables. And that's kind of what we're hoping this program will pivot into is more of like a CSA style delivery."

#### 1.4.1.c Increase accessibility

"The idea came about, because a lot of you know, we were originally just distributing to food pantries, and soup kitchens. And the main way that those agencies distribute food is through large gatherings and, you know, food pantries, there's always a line to get food. And we just decided that wasn't ethical, given everything that was going on with COVID."

#### 1.4.1.d CSA-Style Delivery

**2.2 Expansion**

The impacts that the GDP has had on CJ logistics

**2.3 Bi-weekly vegan**

Every other week, CJ runs a Vegan box

**2.4 Unique to CJ**

High-quality, fresh produce, & free delivery to populations in need

**2.5 Demand changes**

The change in demand GDP since creation

"Um, I mean, it's grown a lot. I think, you know, the first mover doing like 60 folks, and now we're doing over 350 families and any other changes I mean, I think we're seeing there was like a real spike in demand in the beginning, because I think we were one of the folks who kind of just like, got in quick and started really mobilizing quickly. There's not quite as much of a demand right now, which is great."

**2.6 Food supply changes**

The change in availability of food for purchase

"And there's a ton of shortages at the beginning. So like, getting food was really hard. Getting food is less hard now. But they're still, you know, like, meat prices are so kind of artificially inflated. Um, other things that have changed. Ah, I think that's it for now but I'll let you know if there's anything else."

3

## Client Needs

What are the unique needs of CJ's target population?

### 3.1 Target population

*3.1.1. High Risk for COVID-19*

*3.1.2. Over 65*

*3.1.3. Pre-existing Conditions*

### 2.7 Partnerships

Local organizations that help support GDP

"Through this program, and a partnership that we've had with Chris 180, and Care and the YMCA, we were bringing up fresh produce that has been culled from farms in South Georgia. So like a cull is basically food that's not fit for traditional retail markets. So either bigger or smaller, crooked, or just doesn't fit what's expected retail markets. And so we were purchasing this produce for like 10 cents a pound and bringing up truckloads of produce at the beginning of this. And it was a really nice partnership, we were able to really like infuse, we were concrete jungles, they will see that we were infusing fresh produce into the larger, like low income, food insecure community. And, um, so that was kind of like a side project. But it all came out of the grocery delivery program in the partnerships that we formed. And it was really exciting. I think that was pretty inspiring for us just to realize how much produce there is to be acquired that could be used, beyond even the community we're serving to make sure that all Atlanta has access."

"Everyone has identified as high risk so like, they're just concerned for their own safety just going outside. They are there, you know, their financial struggles don't stop with food. There's, you know, much much deeper struggles that folks are dealing with I think, you know, that also relates to their health challenges. And they're, you know, we're doing what we can to bring health to them. But you know, there's also lots of challenges related to seeing doctors and getting appropriate care."

"We have really honed in on making sure that folks are high risk, you know, and we don't like make them prove it, but we, everybody has to self-verify as high risk."

"So, you know, we've really tried to, like narrow in on the community that we're serving to be seniors"

4

## Client Feedback

Common threads of client feedback and how CJ has handled requests

- 3.2 Food Insecurity**
- 3.3 Out of Scope**
- 3.4 Organization's perceptions**
- 4.1 Request for meat**
- 4.2 Expressing needs**
  - 4.2.1. CJ management of requests*
  - 4.2.2. Client limitations*

Poverty & Low-income people without secure means to acquire adequate food  
Beyond food needs

Perceptions of clients common needs

Meat only included every other week

What are client's bringing to volunteer's attention?

How is CJ managing the information? In their opinion/actuality/client perceptions?

What are barriers to client success?

"Um, we get a saying that they have diabetes, or that they have high blood pressure. So I think a lot of you know, a lot of folks are, will say, like, no sugar, no carbs. Those are the most common like, kind of, because people do kind of self-report if they have dietary restrictions, and those are the most common ones that we hear. And then, you know, this, and, you know, endless zeal for meat."

"So the clients are called a couple of days before they were they received their grocery delivery. And so there's an opportunity for them to give feedback then and we have a, or the collars take notes, they're logged in our database, and then the whoever's kind of organizing the distribution point that they're those clients are getting from can go and make, make, you know, take, take note of the notes, can read the notes, and then make adjustments for folks"

**4.3 Anecdotes of GDP's impact**

Client stories of how GDP has impacted their life

"I mean, I think, for us, whenever we get feedback from clients, that they really like what's happening, or that they, you know, they feel safe, they're able to, like, stay inside and like, not worry about their exposures. Or they feel healthier because of the way they're eating, which we, you know, we do get that feedback, that's really a big highlight. We get feedback from volunteers about like, this, you know, this family I've been sponsoring, like, they're, they gave me a birthday gift, or they wrote me this really nice note, or, you know, we, I've helped them start a garden, you know, things where you just see that this is, it's going beyond food, and it's, you know, it's benefiting clients and volunteers are real highlights."

**4.4 Areas for improvement***4.4.1 Unfamiliarity*

Clients unaware of food products in GDP box

"The only concern I have is that sometimes they I guess package new food stuffs in plastic containers. There have been cases because again I've not had a lot of varieties in my previous shopping meal planning... there's been times in which I've literally not know what this is. That's sometimes a problem."

*4.4.2 Lack of diversity & excess*

Clients feel they are getting too much of one product type

"In the case of the peanut butter, I've got a box of about 20 jars sitting here. Of cereal for instance, I get a family sized box of cotton candy captain crunch... I literally had 20, I want to say 20 boxes, close to of cotton candy captain crunch which I never eat, but again it went to people."

*4.4.3. Unmet needs*

Meat/protein

"I've been able to find someone to help supplement the things that Concrete Jungle, you know, doesn't predominantly provide, you know more proteins. And, you know, between the two I've been, you know pretty stable."

*4.4.4. Intentionality/Allergies*

Client receives items they are allergic to despite notifying CJ

"Well what I get is peanut butter. I get two jars of peanut butter every week, and everyone hear is allergic to peanut butter. And I think I've called someone and I mentioned that."

<i>5.1.1 Quality of food delivered</i>	Fresh food and produce	"I think that we're providing fresh produce and fresh food that was picked or procured for the community and not somebody left over is not expired food, not food that's getting close to expiring. I think that we're, the goal is that we're giving folks the best possible opportunity for health by eating our food."
<i>5.1.2 Advocacy</i>	Communicating needs beyond food and connecting clients to community resources	"Through these connections that clients are making with volunteers. And this is not food related, but they have an advocate for their needs that may be beyond food. We have a lot of volunteers who were like so and so's lights are about to be turned off, or like they're facing eviction."
<i>5.1.3 Referrals to community resources</i>	Providing information about resources outside of CJ	"And because of Concrete Jungle's place in the community, we can, you know, we can connect them with other partners that we have who can help them avoid eviction or get their lights turned backdrop back on."
<b>5.2 Challenges</b>	Identified challenges to GDP, CJ mission realization, and future developments	"But probably, if we were to be able, if we were putting more effort into public awareness, we could continue to drum up more volunteers. It's just, we're all stretched, so thin, something we haven't really invested time in. And the same goes for fundraising, you know, we'd like, this is an expensive program, because we're trying to do it, right. We're trying to provide like healthy options. And so, um, we were fortunate to get raised a bunch of money at the beginning. And now, you know, to sustain the program, I think we're trying to figure out how to, how to continue to raise money and yet build awareness, just for volunteers for funding, you know, for people to understand more about the actual need community. "
<i>5.2.1 Program sustainability</i>	If 'xyz' ended tomorrow, how would CJ manage to sustain the GDP? 'xyz' to include: funds, volunteer support, space	

"And we're doing our very best to connect people to the right folks, but we're not social workers. We're not case managers. You know, like, I would say a large majority of the people we're serving have needs beyond food and we can only do our best to connect the dots but we can't really support them in that way. And I think that's really, it takes up our time to try and have to connect these dots, which is like, obviously, it's just kind of like logically, that's hard for us. But it's it, we just feel so limited in that, like, I mean, I wish we could be, you know, a social work organization and actually take on some of these needs, but that's just not realistic."

"We have a limited storage space, and we have limited cold storage space. And until yesterday, we had very limited transportation, we just bought a van. And so you know, we're having at the time things, so like, so right, in order to make sure that, you know, fresh produce, or, you know, perishable things come in, they can get in the cooler, or they can get out immediately. Because we really, like, it's very important to us to make sure that we're giving people food as it's intended and not, you know, not sacrificing on food safety. So I think that that is like kind of an ongoing headache, just making sure making do with a little bit of storage and cold storage that we have."

"I think, at the beginning of the pandemic, there was a lot of momentum, and people were writing a lot about it. And because we've kind of gotten in early, we got a decent amount of press. Um, you know, we had, like, 500 volunteers sign up to be involved within the first few weeks of the program. Um, so I think that we, you know, we were able to kind of ride that momentum. And also, there's a lot of funding that came with that. But I think now, the momentum has slowed down, because people are tired of this."

#### *5.2.2. Limited scope of work*

Limitations in the type of resources offered

#### *5.2.3. Limited space and capacity*

Storage space, transportation, etc

#### *5.2.4. Public awareness*

Making the public aware of GDP

6	GDP Services	<p>Refers to client experience with GDP services and lifestyle changes</p> <p><b>6.1 Path</b></p> <p><b>6.2 Duration</b></p> <p><b>6.3 Fulfillment</b></p> <p><b>6.4 Food diversity</b></p>	<p>"We're not really trying to attract new clients. I mean, we're, I think we've like just got off of the waiting list, there's always there, I mean, we're really like at a, with this storage challenge, we're really kind of like, at bursting at the seams until we until we sort of find some different solutions for storage. It, it will be hard for us to add on more people."</p> <p>Attracting new clients to GDP</p> <p>Describes specific rationale for why and how client came to be involved with CJ</p> <p>Clients length of time with CJ</p> <p>Extent to which needs are met</p> <p>Access to diverse food groups (as result of GDP)</p>
7	Assets	<p>Unique aspects of Concrete Jungle as an organization</p> <p><b>7.1 Volunteers</b></p> <p><i>7.1.1. Motivation</i></p> <p><i>7.1.2. Scope of duties</i></p> <p><b>7.2 Sense of community</b></p>	<p>"I was looking for food assistance... and did some interneent searching...concrete jungle was listed as a potential provider."</p> <p>"...I would say since last May."</p> <p>"The fact that it [CJ GDP] exists... I literally don't leave home unless I have a doctor's appointment, and which I have several because I am disabled. The food is beneficial.. .there really isn't much negatives to the program."</p> <p>"They do a consistent job and every delivery contains those items [more healthy foods] which I would perhaps not ordinarily get."</p> <p>"And you know, we work with a ton of volunteers. I mean, I think this year, probably it's gonna be like, over 2000 volunteers that we've worked with. And so that's really kind of our strongest asset. And so we just knew that we can mobilize a bunch of people to help get the groceries out. So we figured we have these resources, and there's a very real need. And so we kind of just jumped into action"</p> <p>Supports CJ</p> <p>What keeps the volunteers motivated to donate their time to CJ?</p> <p>What are the roles and duties of volunteers working with CJ?</p> <p>Commitment to support communities in need</p>

COVID impact

Change in priorities and/or scope of work

### **8.1 GDP expenses**

Cost of running the GDP

"I mean, this program is the biggest is the biggest adjustment of this program is it's the biggest line item in our budget, you know, this, the cost of this program cost more than it's ever cost around concrete in a year. So it's been just an incredibly big organizational change. And it's been I mean, it's been wonderful and these costs have been worth it. And we've been able to raise some money to keep it going. But it's been a very, very big change."

"And then obviously like our day to day, like picking fruit and running the farm has been different, you know, we've been limiting the numbers of folks that can come on events, which means we have to do more events. Which means we have to, you know, like have more volunteer leaders or staff be involved."

"We've been able to implement protocols and really stick to them. And we haven't had a lot of pushback, which has been amazing, you know, like, people always wear masks, people always sanitize, people are really good at keeping social distance when which, when we volunteered with other organizations team, that's not really the case with a lot of folks. And I think, you know, I think it's maybe our demographic, or maybe the age of the people that we're serving, or we're working with, they just are a little bit more down to make the changes. So I think that like COVID, protocol has worked, like being extra careful has worked, and it's been fine."

### **8.2 Limited programming**

### **8.3 Safety/Exposure**

What CJ is doing to ensure safety & handle risk of exposure

## **Appendix C: Volunteer Phone Call Scripts**

CJ Volunteer phone script *prior* to email survey being sent:

“Concrete Jungle is looking to better understand how our grocery delivery program is working for you and if it is meeting your needs. Please be on the lookout for an email from the team we are working with to conduct the survey. It should be sent out on Friday, October 2, to your email address we have on file. Your responses to the survey won’t impact the groceries you receive from us, and we would really appreciate your feedback.”

At the start of data collection, an email was sent to grocery delivery program participants who receive groceries from the Depot site. The email contained the link to the Qualtrics survey.

“You are getting this email because you get food from Concrete Jungle’s food delivery program. We are looking to understand how Concrete Jungle (CJ) can better meet the needs of our clients during this challenging time and are interested in getting your feedback.

Your feedback will help make improvements to the program. It will also help Concrete Jungle design new programs. The survey should take about 15 minutes to complete and it is completely anonymous, so we will not know who the answers came from. Your responses to this survey will not impact your participation in the program. Your feedback is greatly appreciated.

If you have any questions about this survey, please email Nina or Marilyn at [feedback@concrete-jungle.org](mailto:feedback@concrete-jungle.org).”

After the email survey has been sent out, volunteers included a reminder to clients during those weekly grocery delivery reminder calls. Two weeks after the survey was sent out, volunteers also asked clients if they were willing to complete the survey over the phone at a later time with a CJ representative.

CJ Volunteer phone script *after* email survey sent:

“You should have gotten an email with a link to a survey, did you receive it? If you haven’t already, could you take a few minutes to complete the survey? We would really appreciate it. Would you be willing to complete the survey over the phone if someone calls you back later?”

## **Appendix D: Primary Data Collection Instrument**

### **Concrete Jungle Grocery Delivery Assessment**

Link to Online Qualtrics Survey:

[https://rph.co1.qualtrics.com/jfe/form/SV\\_5Bf91gRiSnBvaMR](https://rph.co1.qualtrics.com/jfe/form/SV_5Bf91gRiSnBvaMR)

Start of Block: Welcome

Q21 Thanks for taking the time to take this survey! This survey will be used to help improve the services Concrete Jungle provides. Your responses are completely anonymous, so we will not know who the answers came from. Your responses to this survey will not impact your participation in the grocery delivery program. This survey should take about 15 minutes to complete, and it is best if it is completed in one sitting. You are not required to answer any question you are not comfortable with.

End of Block: Welcome

Start of Block: Inclusion Questions

Q43 Do you currently receive grocery delivery from Concrete Jungle?

Yes (1)

No (2)

RATIONALE: *An inclusion criterion for the survey is being a current recipient of groceries through the Concrete Jungle delivery program, so respondents who do not currently receive groceries will not be able to take the survey. This is a required question.*

*Skip To: End of Survey If Do you currently receive grocery delivery from Concrete Jungle? = No*

Q42 Do you feel comfortable completing this survey in English?

Yes (1)

No (2)

RATIONALE: *The ability to complete the survey in English is an inclusion criterion, so respondents who are unable to respond in English will not be able to take the survey. This is a required question.*

*Skip To: End of Survey If Do you feel comfortable completing this survey in English? = No*

End of Block: Inclusion Questions

**Start of Block: prior experience intro**

Q22 In this section, we will ask you to answer questions about your typical food and grocery habits both prior to using Concrete Jungle's grocery delivery program and now that you have started receiving groceries from Concrete Jungle.

**End of Block: prior experience intro**

**Start of Block: Prior Experience**

Q35 Is the Concrete Jungle grocery delivery program your first experience receiving assistance with getting groceries? (Assistance can include food pantries, SNAP or food stamp benefits, etc.)

Yes (1)

No (2)

Prefer not to say (3)

**RATIONALE:** *This was included to assess clients' food prior history and familiarity with receiving services like the one Concrete Jungle is providing. This question helps assess how Concrete Jungle's grocery delivery program is affecting the community's access to nutritious food during the pandemic, especially for clients who are new to requiring food assistance programs.*

Q16 Before receiving groceries from Concrete Jungle, where did you usually get most of your food or groceries?

Food bank/food pantry (1)

Grocery store (ex: Publix, Kroger, Wayfield's, etc.) (2)

Convenience store (ex: Dollar General, CircleK, QuikTrip, etc.) (3)

Other grocery delivery service (ex: Blue Apron, Hello Fresh, etc.) (5)

Farmer's Market (6)

Other (4) \_\_\_\_\_

**RATIONALE:** *This was included to assess clients' typical food purchasing and procurement practices before the pandemic began. This question helps assess how Concrete Jungle's*

*grocery delivery program is affecting the community's access to nutritious food during, and as a result of, the pandemic.*

*Display This Question:*

*If Before receiving groceries from Concrete Jungle, where did you usually get most of your food or g... = Food bank/food pantry*

Q17 Before receiving groceries from Concrete Jungle, what food bank or food pantry did you primarily use?

- Southwest Ecumenical Emergency Assistance Center (SWEEAC) (1)
- Intown Collaborative Ministries (ICM) (2)
- Mercy Community Church (3)
- Other (4) \_\_\_\_\_

RATIONALE: *This was included to assess clients' typical food purchasing and procurement practices before the pandemic began, specifically those clients who used food banks or pantries. This question helps assess how Concrete Jungle's grocery delivery program is affecting the community's access to nutritious food during, and as a result of, the pandemic.*

Q18 Where do you usually get most of your food or groceries NOW?

- Concrete Jungle (1)
- Food bank/food pantry (2)
- Grocery store (ex: Publix, Kroger, Wayfield's, etc.) (3)
- Convenience store (ex: Dollar General, CircleK, QuikTrip, etc.) (4)
- Other grocery delivery program (ex: Blue Apron, Hello Fresh, etc.) (6)
- Farmer's Market (7)
- Other (5) \_\_\_\_\_

**RATIONALE:** *This was included to assess clients' food purchasing and procurement practices during the pandemic. This question helps assess how Concrete Jungle's grocery delivery program is affecting the community's access to nutritious food during the pandemic.*

*Display This Question:*

*If Where do you usually get most of your food or groceries NOW? = Food bank/food pantry*

Q19 What food bank or food pantry do you primarily use NOW?

- Southwest Ecumenical Emergency Assistance Center (SWEAAC) (1)
- Intown Collaborative Ministries (ICM) (2)
- Mercy Community Church (3)
- Other (4) \_\_\_\_\_

**RATIONALE:** *This was included to assess clients' food purchasing and procurement practices during the pandemic, specifically those clients who use food banks or pantries. This question helps assess how Concrete Jungle's grocery delivery program is affecting the community's access to nutritious food during the pandemic.*

*Display This Question:*

*If Where do you usually get most of your food or groceries NOW? = Concrete Jungle*

Q20 Where else do you get food and groceries now?

- Food bank/food pantry (1)
- Grocery store (ex: Publix, Kroger, Wayfield's, etc.) (2)
- Convenience store (ex: Dollar General, CircleK, QuikTrip, etc.) (3)
- Other grocery delivery program (ex: Blue Apron, Hello Fresh, etc.) (6)
- Farmer's Market (7)
- Concrete Jungle is my only source of groceries right now (4)
- Other (5) \_\_\_\_\_

**RATIONALE:** *This was included to assess clients' food purchasing and procurement practices during the pandemic. This question helps assess how Concrete Jungle's grocery delivery program is affecting the community's access to nutritious food during the pandemic, especially for clients who now primarily rely on Concrete Jungle's deliveries.*

**End of Block: Prior Experience**

**Start of Block: Client experience intro**

Q23 The following questions will ask about your experience with the grocery delivery service with Concrete Jungle. Please choose the best answer for you.

**End of Block: Client experience intro**

**Start of Block: Client Experience**

Q12 How satisfied are you with the TYPES of food you receive in your weekly grocery delivery from Concrete Jungle?

Very dissatisfied (1)

Dissatisfied (2)

Unsure (3)

Satisfied (4)

Very satisfied (5)

**RATIONALE:** *This was included to assess the clients' satisfaction with Concrete Jungle's selection of food that is added into delivery boxes, in order to understand the success of this aspect of the grocery delivery program.*

Q13 How satisfied are you with the QUANTITY of food you receive in your weekly grocery delivery from Concrete Jungle?

Not enough food (1)

Right amount of food (2)

Too much food (3)

**RATIONALE:** *This was included to assess the clients' satisfaction with Concrete Jungle's amount of food that is provided into delivery boxes, in order to understand the success of this aspect of the grocery delivery program.*

Q36 How often do you use the recipes provided with the groceries?

- None of the time (1)
- Less than half the time (2)
- More than half the time (3)
- All the time (4)

**RATIONALE:** *This was included to assess the clients' usage of Concrete Jungle's inclusion of recipes that are added into delivery boxes, in order to understand the success of this aspect of the grocery delivery program and if it has impacted client cooking practices.*

Q13 How would you rate the helpfulness of volunteers who call you to remind you of your upcoming delivery?

- Poor (1)
- Fair (2)
- Good (3)
- Very Good (4)
- Excellent (5)

**RATIONALE:** *This was included to assess the clients' satisfaction with Concrete Jungle's volunteer staff, in order to understand the relationship cultivated with the community through the grocery delivery program.*

Q14 How would you rate the helpfulness of the volunteers who deliver the groceries to you?

- Poor (1)

Fair (2)

Good (3)

Very Good (4)

Excellent (5)

RATIONALE: *This was included to assess the clients' satisfaction with Concrete Jungle's volunteer staff, in order to understand the relationship cultivated with the community through the grocery delivery program.*

Q34 What other comments about the Concrete Jungle Grocery Delivery Program would you like to share today?

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RATIONALE *This was included to allow clients' to share any other feedback they have surrounding the grocery delivery program, in order to provide insight to Concrete Jungle as to how it is working, and what success and challenges exist. The open ended response allows for capturing sentiment that was not assessed with the prior questions.*

End of Block: Client Experience

Start of Block: Behavior changes since beginning CJ delivery service

Q15 Since receiving groceries from Concrete Jungle, I find myself...

	Less than before (1)	About the same as before (2)	More than before (3)
Cooking meals (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making healthy choices about eating (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Eating vegetables (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eating fruits (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**RATIONALE:** *This was included to assess any changes in the clients' cooking practices, eating practices, and perceived health as a result of Concrete Jungle's grocery delivery program.*

**End of Block: Behavior changes since beginning CJ delivery service**

**Start of Block: Future Program**

Q26 Concrete Jungle is thinking about adding new programs after the COVID-19 pandemic is over and would like your input on how these programs look. Please answer the following questions thinking about these potential new programs.

Q37 When COVID-19 is over, how interested would you be in the following activities:

	Not Interested (1)	Somewhat Interested (2)	Very Interested (3)	Unsure (4)
Receiving new recipes (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In person cooking classes (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online resources (e.g., cooking videos) (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education about nutrition of foods (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Receiving delivery of fresh fruits and vegetables (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**RATIONALE:** This was included to assess clients' interest in a potential future Concrete Jungle nutrition education program. This question helps assess the number of Concrete Jungle clients that have preliminary interest in different potential aspects of the program, to provide insight to Concrete Jungle as to what priority areas should be focused on in their new program development.

Q38 How satisfied are you with the amount of fruits and vegetables in your diet?

- I feel like I don't eat enough fruits and vegetables (1)
- I feel like I eat the right amount of fruits and vegetables (2)
- I feel like I eat too much fruits and vegetables (3)

**RATIONALE:** This was included to assess clients' perceived need for additional fruits and vegetables in their diet, in order to provide insight to Concrete Jungle as to what the need for delivery of fresh fruits and vegetables is among their clients.

*Display This Question:*

If How satisfied are you with the amount of fruits and vegetables in your diet? = I feel like I don't eat enough fruits and vegetables

Q39 What keeps you from getting more fresh fruits and vegetables in your diet? (Select all that apply)

- Transportation to purchase fruits and vegetables
- Availability of fruits and vegetables at the grocery stores near me
- Cost of fruits and vegetables
- Not knowing how to prepare fruits and vegetables
- Not having the tools to prepare fruits and vegetables

Other \_\_\_\_\_

RATIONALE: *This was included to assess what clients see as barriers to consumption of fruits and vegetables. Knowledge of these barriers can provide insight to Concrete Jungle as to what a potential future program would need to address in order to increase intake of fresh fruits and vegetables among their clients.*

Q40 I would be more likely to eat fresh fruits and vegetables if I received delivery of them.

- Strongly disagree (8)
- Disagree (9)
- Neither agree nor disagree (10)
- Agree (11)
- Strongly agree (12)

RATIONALE: *This was included to assess clients' interest in a future produce delivery program to incorporate additional fruits and vegetables in their diet. This item provides insight to Concrete Jungle as to the potential impact delivery of fresh fruits and vegetables would have on consumption.*

Q41 I would be more likely to eat fresh fruits and vegetables if I received tips on how to prepare them.

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

**RATIONALE:** *This was included to assess clients' interest in a future produce delivery program to incorporate additional fruits and vegetables in their diet. This item provides insight to Concrete Jungle as to the potential impact recipes and preparation tips for fresh fruits and vegetables would have on cooking and consumption.*

Q31 What other comments about future programs would you like to share today?

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**RATIONALE:** *This was included to allow clients' to share any other feedback or suggestions they have surrounding future programs, in order to provide insight to Concrete Jungle as to what priority areas should be focused on in their program development and capture sentiment that was not assessed with the prior questions.*

End of Block: Future Program

Start of Block: Demographics

Q28 The following section will ask about some demographic information. Please answer the best choices for you.

Q6 How long have you been receiving groceries from Concrete Jungle?

Less than 1 month (1)

1-3 months (2)

4-6 months (3)

More than 6 months (4)

**RATIONALE:** *This was included as a general demographic question to assess the clients' history with Concrete Jungle.*

Q7 Are you currently receiving SNAP benefits (food stamps)?

Yes (1)

- No (2)
- Recently applied for benefits but have not been enrolled yet (3)
- Prefer not to say (4)

**RATIONALE:** *This was included to assess the financial needs of clients as it relates to nutritional health. This can give us insight into the clients' ability to participate in other local food assistance programs.*

Q9 Please answer whether the following statements were often true, sometimes true, or never true for your household in the last 6 months.

	Never True (1)	Sometimes True (2)	Often True (3)
In the last 6 months, we worried whether our food would run out before we got money to buy more. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the last 6 months, the food that we bought just didn't last, and we didn't have money to get more. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**RATIONALE:** *This was included to assess the food security needs of clients. This validated index assesses food insecurity levels, which can give us insight into the depth of the clients' nutritional needs. By asking about the past 6 months, this index also focuses on food security within the COVID-19 pandemic specifically.*

Q1 What is your age?

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**RATIONALE:** *This was included as a general demographic question to assess the ages and potential related health needs of clients.*

Q2 What is your zip code?

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**RATIONALE:** *This was included as a general demographic question to assess the geographic distribution of clients.*

Q4 What race do you identify as? (select all that apply)

- White (1)
- Black or African American (2)
- American Indian or Alaska Native (3)
- Asian (4)
- Native Hawaiian or Pacific Islander (5)
- Other (6)
- Prefer not to answer (7)

**RATIONALE:** *This was included as a general demographic question to assess the racial and ethnic diversity of clients.*

Q21 Do you identify as Hispanic or Latino/Latina/Latinx?

- Yes (1)
- No (2)

Prefer not to answer (3)

RATIONALE: *This was included as a general demographic question to assess the racial and ethnic diversity of clients.*

Q5 How many people live in your home, including yourself?

---

RATIONALE: *This was included as a general demographic question to assess the number of people being fed through the groceries delivered to clients.*

End of Block: Demographics

End of Survey:

Thank you for taking this survey! As a reminder, your responses will be kept confidential and will be used to improve the services Concrete Jungle provides. If you have any questions about this survey, please reach out to [feedback@concrete-jungle.org](mailto:feedback@concrete-jungle.org)

## **Appendix E: Data Triangulation Matrix**

Theme	Evidence/Data Source (KII)	Evidence/Data Source (PDC)	Needs
A. Types of food included in the deliveries	<p>Well, the program is very or well the deliveries, a very health conscious there's a lot of things a lot of fruits and vegetables not as much protein as as perhaps I would prefer but there's a good variety of foodstuffs again it's mostly I think they're probably more vegan oriented because it's again it's a lot of, of fruits and vegetables which I expect and I mean, which you know, that's what their focus has always been and a lot of shelf stable starches and things of that sort.</p>	<p>82% satisfied or very satisfied with types of food Mentions of repetition of food weekly, inclusion of large quantities of non-perishable food weekly, types of food that do not match dietary restrictions, inclusion of sugary cereals or unhealthy items in qualitative responses "It's the same items every week. It's no need to deliver peanut butter every week. The average household doesn't go through a jar a week. Theirs no meat to cook. And theirs too many black beans. These things are to excessive in delivery. Some new things would be nice. More of things to drink</p>	<p>Variety in non-perishables, address the meat concern, accommodate dietary restrictions/preferences</p>

		<p>would be nice as well."</p> <p>"Some items I cannot use but I would like to have more meat."</p> <p>"I have received pork products just a couple of times. We do not eat pork and would love to make sure those items go to people who can use them. There are some items, like sugary children's cereals, that we don't use"</p>	
B. Delivery of groceries	"I have pre-existing conditions. I've been afraid to leave. The fact that they do deliver, you know fresh foods...has been something that I probably I'm not sure how I would have adjusted otherwise."	<p>Current: Majority used grocery store pre-GDP, now majority use CJ. Of those using CJ, 31% use it only and 43% use it along with grocery store</p> <p>57% of clients now depend on CJ as primary food source</p> <p>38% of clients who used to primarily use a grocery store now use CJ as primary food source</p> <p>Future program: 92% interested in delivery, NO ONE responded "not interested"</p> <p>Cost and transportation were the largest barriers to consuming more fruits and vegetables, indicating that continuing delivery would be very</p>	Continuation of delivery in future programming

		<p>beneficial for these clients 95% more likely to eat fruits and vegetables if receive delivery of them "Struggle with transportation so programs would need to be nearby or delivered."</p>	
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<p>C. Program sustainability</p>	<p>"But probably, if we were to be able, if we were putting more effort into public awareness, we could continue to drum up more volunteers. It's just, we're all stretched, so thin, something we haven't really invested time in. And the same goes for fundraising, you know, we'd like, this is an expensive program, because we're trying to do it, right. We're trying to provide like healthy options. And so, um, we were fortunate to get raised a bunch of money at the beginning. And now, you know, to sustain the program, I think we're trying to figure out how to, how to continue to raise money and yet build awareness, just for volunteers for funding, you know, for people to understand more about the actual need community."</p> <p>"I mean, this program is the biggest is the biggest adjustment of this program is it's the biggest line item in our budget, you know, this, the cost</p>		<p>Actively recruit volunteers, Foster new partnerships, Fundraise</p>
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of this program cost more than it's ever cost around concrete in a year. So it's been just an incredibly big organizational change. And it's been I mean, it's been wonderful and these costs have been worth it. And we've been able to raise some money to keep it going. But it's been a very, very big change."

"Through this program, and a partnership that we've had with Chris 180, and Care and the YMCA, we were bringing up fresh produce that has was culled from farms in South Georgia. So like a cull is basically food that's did not fit for traditional retail markets. So either bigger or smaller, crooked, or just doesn't fit what's expected retail markets. And so we were purchasing this produce for like 10 cents a pound and bringing up truckloads of produce at the beginning of this. And it was a really nice partnership, we were able to really like

infuse, we were concrete jungles, they will see that we were infusing fresh produce into the larger, like low income, food insecure community. And, um, so that was kind of like a side project. But it all came out of the grocery delivery program in the partnerships that we formed. And it was really exciting. I think that was pretty inspiring for us just to realize how much produce there is to be acquired that could be used, beyond even the community we're serving to make sure that all Atlanta has access."

D. Cooking and Nutrition education	<p>"The only concern I have is that sometimes they I guess package new food stuffs in plastic containers. There have been cases because again I've not had a lot of varieties in my previous shopping meal planning... there's been times in which I've literally not know what this is. That's sometimes a problem."</p>	<p>Not knowing how to prepare fruit/vegetable was 3rd most common reason not to get enough in diet, after cost &amp; transportation</p> <p>78% interested in new recipes (interested = somewhat or very interested)</p> <p>81% interested in nutrition education</p> <p>70% interested in online</p> <p>52% interested in in - person</p> <p>"Sometimes I will get a food item and have no idea what it is. Perhaps if some of the more "unusual" items were more clearly identified I would be more likely to benefit from them to the intended extent."</p> <p>"It would be nice if new and different fruits were available, possibly ones people may not have ever seen or tasted before."</p> <p>"I think me and family, would eat more of the veggies, if we knew how to prepare them, I welcome any new recipes, I'm just so tried of the same, and really I'm open to different and new, so</p>	<p>Continuation of recipes and nutritional info</p> <p>Descriptions of what's provided</p> <p>Offer cooking classes (online) or details on preparation and ingredients in deliveries</p>
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		yes I love a lot of recipes but I want to make sure I'm preparing correctly"	
E. Addressing Client Needs & Feedback	"So the clients are called a couple of days before they were they received their grocery delivery. And so there's an opportunity for them to give feedback then and we have a, or the callers take notes, they're logged in our database, and then the whoever's kind of organizing the distribution point that they're those clients are getting from can go and make, make, you know, take, take note of the notes, can read the notes, and then make adjustments for folks"	<p>Qual comments include specific food requests</p> <p>"I have received pork products just a couple of times. We do not eat pork and would love to make sure those items go to people who can use them. There are some items, like sugary children's cereals, that we don't use"</p> <p>"sometimes someone calls about delivery and preferences sometimes zero contact"</p> <p>For future suggestions, comments on allowing for requests to be heard: "Maybe have a questionnaire of our likes and or preferences to save on sending</p>	Improve the efficiency of handling client requests and feedback

		something they may not want. "	
F. Use of volunteers	I mean, perhaps that with these Wednesday calls, you know, be better utilized for that, as opposed to just saying somebody is coming Saturday. And again, it's not a that's not a complaint, it's just saying that that's something that person could be the one who's, you know, trying to identify people to interview, or, you know, to help with.	<p>98% rated volunteers who do reminder calls and deliveries as good, very good, or excellent</p> <p>"It is very organized and the volunteers are very polite. There is always positive energy from every person. They are very positive people."</p> <p>"Very nice people and they call when bringing food... I really appreciate it."</p> <p>Some asked for volunteers to alert clients when food is arriving:</p> <p>"The volunteers don't call when they are on their way. They need to start bringing the groceries to the front door and call and let me know when they are their way"</p> <p>"I would like to know the time of delivery or if they could deliver in the mornings"</p> <p>"sometimes someone calls about delivery"</p>	Use volunteer hours more efficiently

		and preferences, sometimes zero contact"	
G. Limited Space/Capacity	"We have a limited storage space, and we have limited cold storage space. And until yesterday, we had very limited transportation, we just bought a van. And so you know, we're having at the time things, so like, so right, in order to make sure that, you know, fresh produce, or, you know, perishable things come in, they can get in the cooler, or they can get out immediately. Because we really, like, it's very important to us to make sure that we're giving people food as it's intended and not, you know, not sacrificing on food safety. So I think that that is like kind of an		Either increase space and resources or downsize scope of production

	ongoing headache, just making sure making do with a little bit of storage and cold storage that we have."		
H. Adjustments to COVID	"I think there's always the challenge of people get exposed to COVID. So just for like, logistics and staffing and volunteers, you can plan for we need 10 packers and 20 drivers at this place. And you know, people will drop out the morning of because they were exposed to COVID. And that's it. I mean, that's just the nature of the pandemic. But I think that has been kind of like a it's just been an ongoing challenge."	"Thank you for meeting my family needs but I'm going to need for you to be safe too in the process!!!! Be safe and Wear your masks"  "i just want to say how grateful i am! my daughter had covid at one time and we couldn't go out and its been so helpful!"	Alternative/Fall back plans when COVID-19 exposure happens  Handling into the colder months/FLU season
I. Mission Focus	"Through these connections that clients are making with volunteers. And this is not food related, but they have an advocate for their needs that may be beyond food. We have a lot of volunteers who were like so and so's lights are about to be turned off, or like	Qual comments suggesting needs beyond food: "Exercise Classes, and Inexpensive Personal Training Classes"  "It would be nice if they would partner with funded programs to help pay rent and utilities in addition to food. It would be helpful if	Identify target population for GDP  Addressing needs beyond food insecurity

	<p>they're facing eviction." "And because of Concrete Jungle's place in the community, we can, you know, we can connect them with other partners that we have who can help them avoid eviction or get their lights turned backdrop back on."</p>	<p>concrete jungle can support people who do not have an income."</p> <p>"I hope whenever any dog food comes in, please help us with that as well"</p>	
J. Quality of Food Delivered	<p>Well, the program is very or well the deliveries, a very health conscious there's a lot of things a lot of fruits and vegetables not as much protein as as perhaps I would prefer but there's a good variety of foodstuffs again it's mostly I think they're probably more vegan oriented because it's, again it's a lot of, of fruits and vegetables which I expect and I mean, which you know, that's what their their focus has always been and a lot of shelf stable starches and things of that sort.</p>	<p>Qual comments reflect both positive and negative experiences with food quality:</p> <p>"I appreciate the food sent, but some of the items in non perishables are expired. I have had to throw away some products after receiving. I have also had molded vegetables and fruit delivered as well. I appreciate anything sent to me, but I wish some items were checked before they were delivered."</p> <p>"I also love that the fruit and vegetables are always fresh and good and grown by our local farmers."</p> <p>"Wish they had a cereal with no sugar, and boxed food with less salt."</p> <p>"I prefer products with less salt and sugar"</p>	<p>Address food quality with regard to perishable goods and the sugar/salt content of items</p>

K. Quantity of Food Delivered	<p>"In the case of the peanut butter, I've got a box of about 20 jars sitting here. Of cereal for instance, I get a family sized box of cotton candy captain crunch... I literally had 20, I want to say 20 boxes, close to of cotton candy captain crunch which I never eat, but again it went to people."</p> <p>"Well what I get is peanut butter. I get two jars of peanut butter every week, and everyone here is allergic to peanut butter. And I think I've called someone and I mentioned that."</p>	<p>77% satisfied with quantity of food</p> <p>"It's no need to deliver peanut butter every week. The average household doesn't go through a jar a week."</p> <p>"While I appreciate the blessing, I still receive some items I asked to put a hold on since I'm in abundance of since I receive every time, I'm still receiving."</p> <p>"The big quantity cans are good, but sometimes I don't get the quantity that I need"</p>	<p>Address food quantity in grocery delivery, especially related to non-perishable items</p>
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## **Appendix F: List of Needs and Recommendations**

<b>Domain*</b>	<b>Needs Identified</b>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Improve the efficiency of handling client requests and feedback</li> </ul>
<b>Food Supply &amp; Storage</b>	<ul style="list-style-type: none"> <li>• Variety in non-perishables</li> <li>• Address the meat concern</li> <li>• Accommodate dietary restrictions/preferences</li> <li>• Address food quality with regard to perishable goods and the sugar/salt content of items</li> <li>• Address food quantity in grocery delivery, especially related to non-perishable items</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Use volunteer hours more efficiently</li> <li>• Increase space and resources or downsize scope of production</li> <li>• Continuation of delivery in future programming</li> <li>• Continuation of recipes and nutritional info</li> <li>• Include descriptions of what's provided</li> <li>• Offer online cooking classes</li> <li>• Recruit volunteers</li> <li>• Foster new partnerships</li> <li>• Develop alternative plans for when COVID-19 exposure happens and as the colder months/flu season begins</li> </ul>
<b>Mission Focus</b>	<ul style="list-style-type: none"> <li>• Identify target population for GDP</li> <li>• Address needs beyond food insecurity</li> </ul>
<p><b>*Some needs overlap multiple domains, but here are listed under their primary area of focus</b></p>	

	<b>Short-Term</b>	<b>Long-Term/Ongoing</b>
<b>More Feasible</b>	<ul style="list-style-type: none"> <li>• Update website</li> <li>• Refine mission focus</li> <li>• Create centralized list of partners for referrals</li> <li>• Provide clearer food labels and information</li> <li>• Recruit additional volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Increase storage space</li> <li>• Continue delivery of groceries with more narrow focus</li> <li>• Develop online curriculum for nutrition education and cooking demonstrations</li> <li>• Reassess efficiency of current caller volunteers</li> </ul>
<b>Less Feasible</b>	<ul style="list-style-type: none"> <li>• Establish dedicated Client Feedback Role</li> </ul>	<ul style="list-style-type: none"> <li>• Become a food bank partner</li> </ul>



A COMMUNITY ASSESSMENT OF

# Concrete Jungle's Grocery Delivery Program

Nina Nandi, Nyalok Nhial, Nnedi Onyejiuwa,  
Kelly Quinn, Marilyn Werner

Rollins School of Public Health, Emory University

# Agenda



Introductions



Purpose



Background



Methods



Data/Findings



Needs and Recommendations



Limitations/Lessons Learned



Q&A



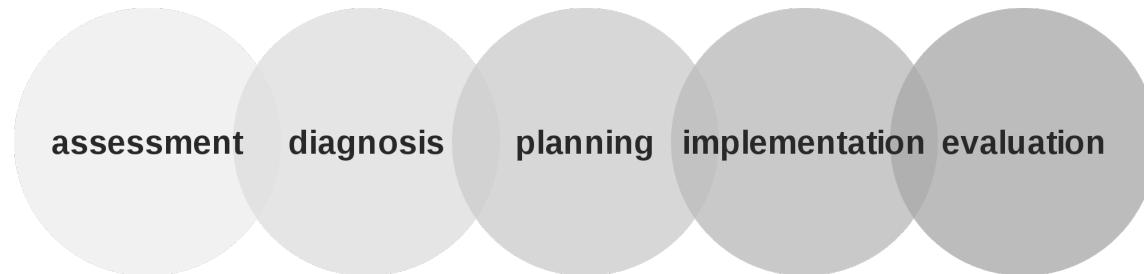
# Introductions



ROLLINS  
SCHOOL OF  
PUBLIC  
HEALTH

# What is a community assessment?

- A process of identifying some of the strengths, needs, assets, and challenges of a community
- It can help:
  - Establish or improve organizational priorities, goals, and objectives
  - Prioritize and inform future programming
  - Leverage partnerships and secure additional program funding



# Purpose of our CA

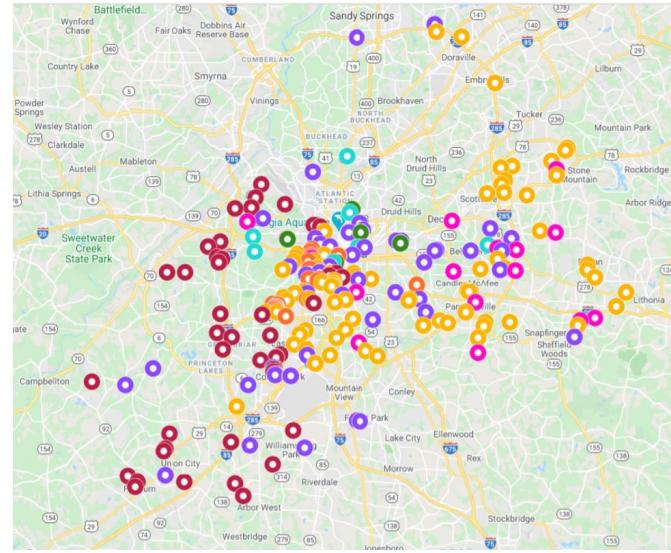
The purpose of the community assessment was to determine how Concrete Jungle's grocery delivery program is currently meeting the needs of its clients and how it can best continue to meet needs after the COVID-19 pandemic passes.

## Guiding Questions

1. How do clients currently perceive the grocery delivery program, especially with regard to the amount and types of foods provided?
2. What could be a second iteration of the program that is less focused on hunger relief and more focused on providing fresh produce and nutrition education?



# COVID-19 Grocery Delivery Program



300 households in Atlanta area

Population at higher risk of complications from COVID-19:

- 65 or older
- Immunocompromised
- Pre-existing conditions

# Literature Review

- **COVID-19 Food Insecurity Projections:**
  - ~54 million Americans
  - Fulton County & DeKalb Counties: 17.9% (Feeding America, 2020).

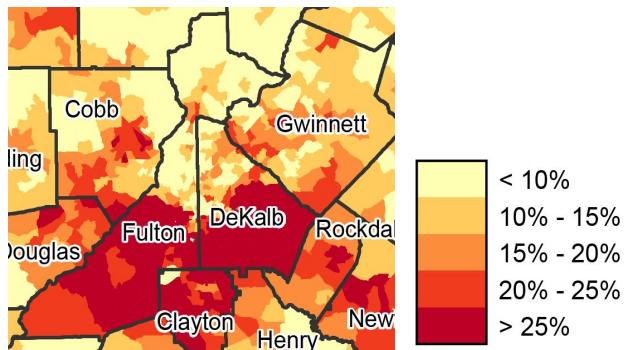


- **US Census Household Pulse Survey [Experimental Data]**
  - In the 13th week of the survey:
    - 9,979 Hispanic/Latinos in Georgia and 36,040 Black Georgians often did not have enough to eat in the last seven days (US Census Household Pulse Survey, 2020).
- **Local Responses to Food Insecurity:**
  - Second Helpings Atlanta
  - Atlanta Community Kitchen Project

# Community Analysis

## Food Insecurity & Access

### Food Environment Index:



Food Insecurity in Metro Atlanta - by Census Tract

## Impact of COVID-19

### Cases

GA: 447,000+  
DeKalb: 27,400+  
Fulton: 40,200+

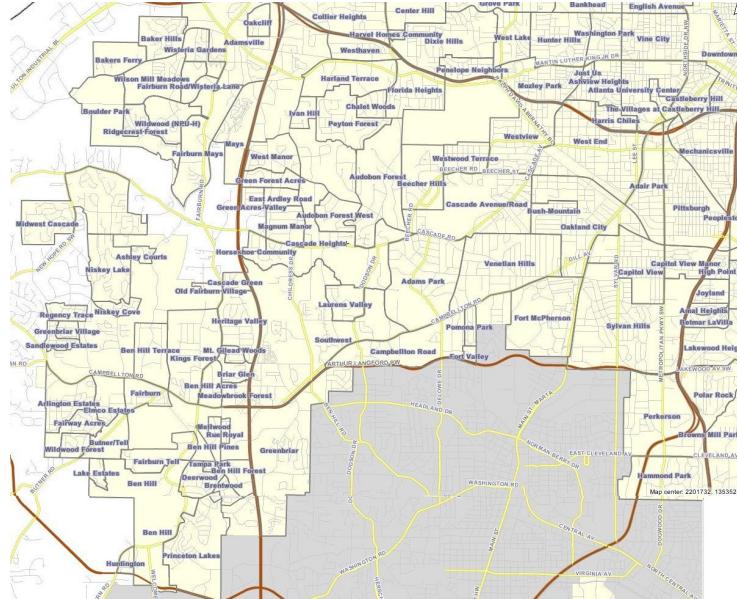
### Age 65+

Fulton: 12.0%  
DeKalb: 12.9%

### Disability

Fulton: 10%  
DeKalb: 10.6%

# Community Resources and Assets



## Southwest Atlanta area

Sources of food: grocery stores and food banks/pantries

Potential partnerships: food banks/pantries

Channels of communication about programs: Religious institutions, neighborhood associations, and senior, community, & recreation centers

Spaces to package or distribute food, host programs: Religious institutions and senior, community, & recreation centers

# Digital Windshield Survey



**CONTACT US**

Interested in picking fruit with us? Helping out at the farm?  
Want to ask a question?

Name:

First:  Last:

Email:

Neighborhood:  Phone:

SIGN / POSTER CODE:



ATLANTA SURVIVAL PROGRAM

**FOOD 4 LIFE**  
ATLANTA SURVIVAL PROGRAM

Free grocery delivery for those impacted by COVID-19

ATLANTA SURVIVAL PROGRAM

HOME FOOD HOUSING FARMS

VOLUNTEER REQUEST GROCERIES DONATE FUNDS  
DONATE FOOD/MATERIALS

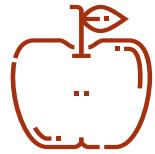


## Purpose

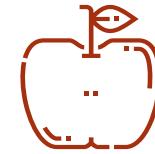
- Get a feel for what a web search experience would be for a person in need

## Key results

- It would be exceptionally difficult for a community member to find accurate information
- Only the Atlanta Survival Program demonstrated ease on sign-ups that do not require either prior knowledge or existing programs, referrals, or contacting the organizations via email or phone
- Challenges seniors face in navigating technology and digital environments



# Key Informant Interviews



# Key informant interview protocol

## Purpose

- Gain a better understanding of the grocery delivery program in order to help inform the primary data collection survey that will be administered among program clients

## Sampling/Recruitment Method

- Purposive sampling
- Recruited 3 key informants (staff, volunteer, client)

## Data Collection

- In-depth interviews with tailored semi-structured interview guides
- Lasted 30-45 minutes via Zoom

## Analysis

- Thematic analysis using inductive and deductive codes

# Key informant interview protocol (cont'd)

List of key informants interviewed

Name	Role at Concrete Jungle
Katherine Kennedy	Executive Director
Fantasia Williams	Volunteer Lead, Saturday Grocery Depots
John Doe	Current GDP client

# Key Informant Findings: Themes

Importance of CJ's mission/organization

Progression of GDP

Addressing client needs and feedback

Impact of COVID-19 on programming

# Theme 1: Importance of CJ mission/organization

- Core mission of CJ - fresh produce and nutrition education
- Definition of success for GDP
- Future program considerations
- Long term aspirations/visions

*"Produce is really where our experience and expertise lie (Katherine)."*

*"Success looks like food insecure having access to fresh food in a way they haven't before. They're healthier than they were before and that they're contracting COVID lesser rates (Katherine)."*

# Theme 2: Progression of GDP

- Creation
- Expansion/growth
- Changes in program demand and food supply
- Partnerships
- Program sustainability

*"I think that we're providing fresh produce and fresh food that was picked or procured for the community and not somebody left over is not expired food, not food that's getting close to expiring. I think that we're, the goal is that we're giving folks the best possible opportunity for health by eating our food (Katherine)."*

*"And now, you know, to sustain the program, I think we're trying to figure out how to, how to continue to raise money and yet build awareness, just for volunteers for funding, you know, for people to understand more about the actual need community (Katherine). "*

# Theme 3: Addressing client needs and feedback

- Dietary/nutritional needs
- Quality and quantity of groceries
- Food requests
- Unfamiliarity of items

*"I have pre-existing conditions. I've been afraid to leave. The fact that they do deliver, you know fresh foods...has been something that I probably I'm not sure how I would have adjusted otherwise (Client)."*

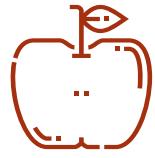
*"For us, whenever we get feedback from clients, that they really like what's happening, or that they, you know, they feel safe, they're able to, like, stay inside and like, not worry about their exposures. Or they feel healthier because of the way they're eating, which we, you know, we do get that feedback, that's really a big highlight (Katherine)."*

# Theme 4: Impact of COVID-19 on programming

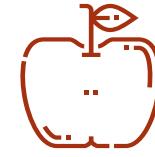
- GDP expenses
- Limited programming
- Safety and exposure

*"The cost of this program cost more than it's ever cost around Concrete in a year. So it's been just an incredibly big organizational change. And it's been I mean, it's been wonderful and these costs have been worth it. And we've been able to raise some money to keep it going. But it's been a very, very big change (Katherine)."*

*"We've been able to implement protocols and really stick to them. And we haven't had a lot of pushback, which has been amazing, you know, like, people always wear masks, people always sanitize, people are really good at keeping social distance (Katherine)."*



# Survey



# Survey Aims

**01**

## Current Need

Has Concrete Jungle's grocery delivery program met the needs of its clients?

**02**

## Client Views

What are clients' views on the current grocery delivery program?

**03**

## Future Programs

Are current clients interested in a future produce program?

# Survey Protocol

## Design

- Qualtrics online survey
- 34 questions
- Mobile friendly

## Recruitment

- Emailed Depot clients with addresses on file
- Follow up emails and phone call reminders by volunteers
- Completed survey over phone upon request

## Analysis

- Cleaned data and did analysis in Excel
- Final sample: 62
  - **Nearly 50% of Depot clients**

# Survey Key Findings - Current Need



**80%**

Experience some level of food insecurity



**37%**

Receive SNAP benefits



**47%**

GDP is first experience with food assistance



**56%**

Use GDP as main food source

*"Our family would likely be in a food crisis without the supplementation from [Concrete] Jungle."*

*"As a recovering stroke patient, this has been such a blessing to me during this pandemic crisis. I am forever grateful to CJ GDP."*

# Survey Key Findings - Client Views



Over 50% of CJ clients have been able to eat healthier and make healthier choices about food



80% of CJ clients are satisfied with quantity and types of food delivered

*"I am very grateful for the courtesy extended from Concrete Jungle. I also love that the fruit and [vegetables] are always fresh and good and grown by our local farmers."*

*"I get to eat my healthiest thanks to [you] guys. The products [you] guys send weekly are too expensive these days and wouldn't survive without [Concrete Jungle]. Thank you."*

# Survey Key Findings - Future Programs



**39%**

Feel they don't eat enough fruits and vegetables



**90%**

Interested in continuing to receive produce delivery



**81%**

Interested in nutrition education



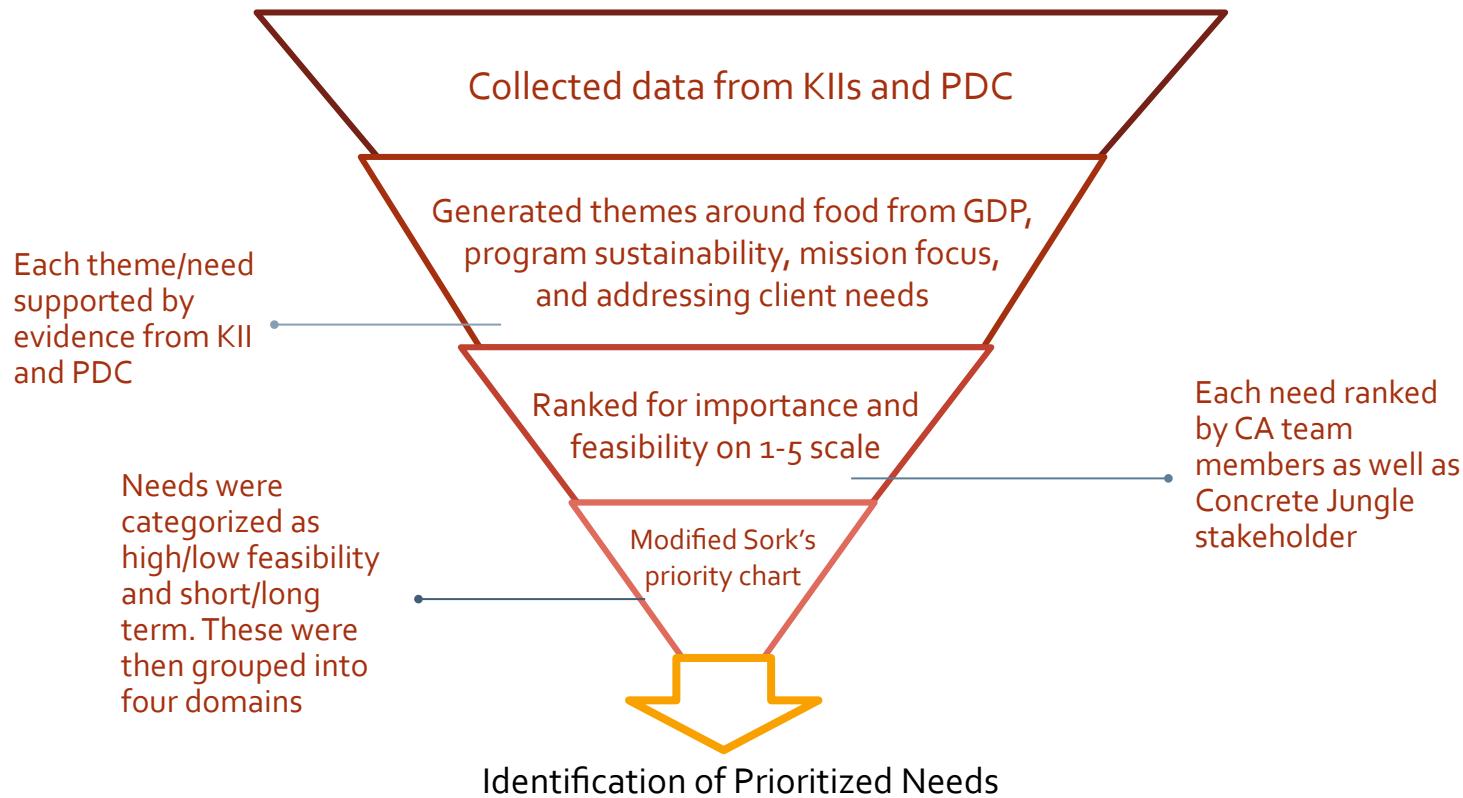
**71%**

Interested in online resources

*"I think me and [my] family, would eat more of the veggies, if we knew how to prepare them, I welcome any new recipes [...] really I'm open to different and new, so yes I love a lot of recipes but I want to make sure I'm preparing correctly"*

*"Struggle with transportation so programs would need to be nearby or delivered. "*

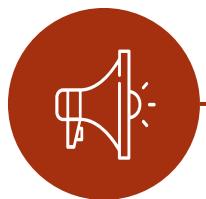
# Data Triangulation Process



# Future Directions

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# Needs Identified



**Communications**



**Operations**



**Food supply**



**Mission focus**

# Needs Identified



## Communications

Improve efficiency of handling client feedback



## Operations

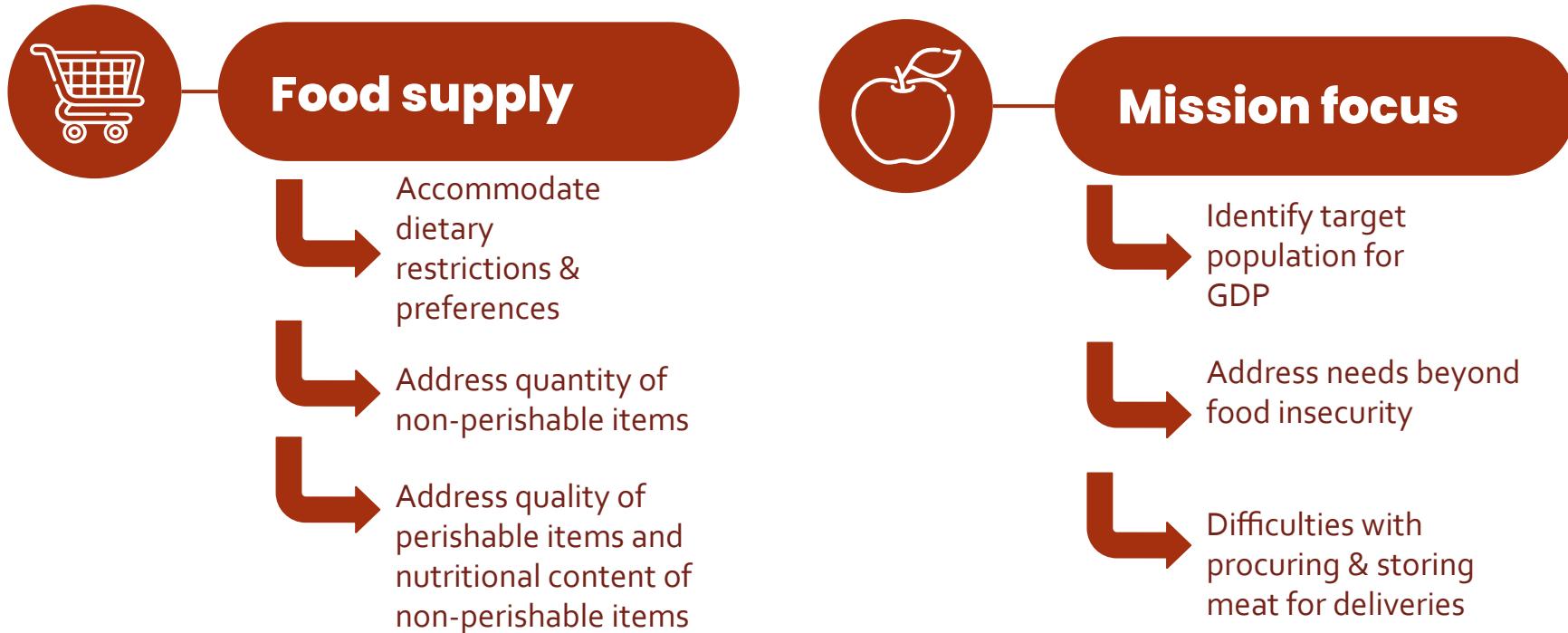
Make efficient use of volunteer hours

Increase space/resources or downsize production

Foster partnerships

Continuation of delivery in future programming

# Needs Identified



# Priority Recommendations

**01**

**Refine Mission Focus**

**02**

**Website updates**

**03**

**Partnerships**

**04**

**Client Feedback Role**

**05**

**Continuation of delivery**

**06**

**Develop online curriculum**

# Priority Recommendations

01

## Refine Mission Focus

Short term, higher feasibility

### Why?

- Clients are confused about what kinds of food they will be receiving and assume CJ is vegan
- Financial cost of meat storage and procurement is large expense
- Clarifying the mission focus can impact scope of other recommendations implemented

### How?

- Facilitate discussion to address and refine the core mission and focus of CJ
- Discuss handling of meat/dairy distribution
- Decide on modification of programs to align with mission

# Priority Recommendations

02

## Website updates

Short term, higher feasibility

### Why?

- The CJ website is difficult to navigate and is more donor and volunteer focused
- The site currently states volunteers purchase food for the COVID response. However, there are other ways to volunteer with the GDP that do not involve purchasing groceries for clients.

### How?

- Include an informational page for clients about GDP requirements and how to sign up for the GDP
- Create a page where prospective clients can fill out information and add their names to the GDP waitlist
- Include a separate informational page about ways to volunteer with the GDP

# Priority Recommendations

03

## Partnerships

Short term, higher feasibility

- Leveraging community partnerships that address clients needs outside the scope of CJ may help minimize the need for issues to be escalated within CJ and lead to more efficient client assistance
- Partnerships with local colleges and volunteer groups can help recruit additional volunteer base

### Why?

### How?

- Create list of current partners and post on website
- Train volunteers on how to properly refer clients to appropriate services
- Have board members reach out to their network to expand partnerships

# Priority Recommendations

04

## Client Feedback Role

Short term, lower feasibility

- Creating a dedicated role could decrease likelihood of clients not hearing back from CJ after voicing requests or concerns, as it is important to close the loop on what is being voiced to ensure clients feel supported and communications are maintained.
- The client feedback role would ideally streamline the client feedback/request process.
- This role can handle client requests for dietary restrictions in addition to client feedback on foods they do/do not want or need.

### Why?

### How?

- Hire a REAL student or other staff member to dedicate to this task
- Have this staff member review all volunteer call logs and follow up on any client concerns

# Priority Recommendations

## 05

### Continuation of delivery

Long term, higher feasibility

#### Why?

- 90% of clients surveyed expressed in the continuation of grocery deliveries in future programming
- Having a narrow target population focus can help alleviate some operational and financial constraints

#### How?

- Facilitate discussions to decide operational scope of delivery and which clients will stay in the GDP should it continue long-term
- Discuss strict inclusion criteria for new & existing clients (e.g. health risks, age, food insecurity experiences, geographic locations)

# Priority Recommendations

06

**Development of  
online curriculum**

Long term, higher feasibility

## Why?

- Several clients mentioned that they would eat more fruits and vegetables if they knew how to properly prepare them
- Over 80% of clients were interested in virtual nutrition education classes
- Over 70% of clients were interested in online resources and educational materials

## How?

- Develop online program materials
- Include nutrition education tips in grocery delivery boxes that also contains information on participating in the online curriculum

# Limitations



## Time constraints

Unable to conduct more data collection and/or explore other aspects of program



## Working virtually

Restricted in-person data collection and windshield survey



## Survey modality

Email distribution may have left out those who don't use email or don't feel comfortable using computers

# Lessons Learned



**Communication**



**Task Delegation**



**Cultural Humility**



**Collaboration**

# THANK YOU!



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Nichole Fields-Kyle, MPH,

GDP Key team and staff,

Dr. Dawn Comeau & Bridgette Schram

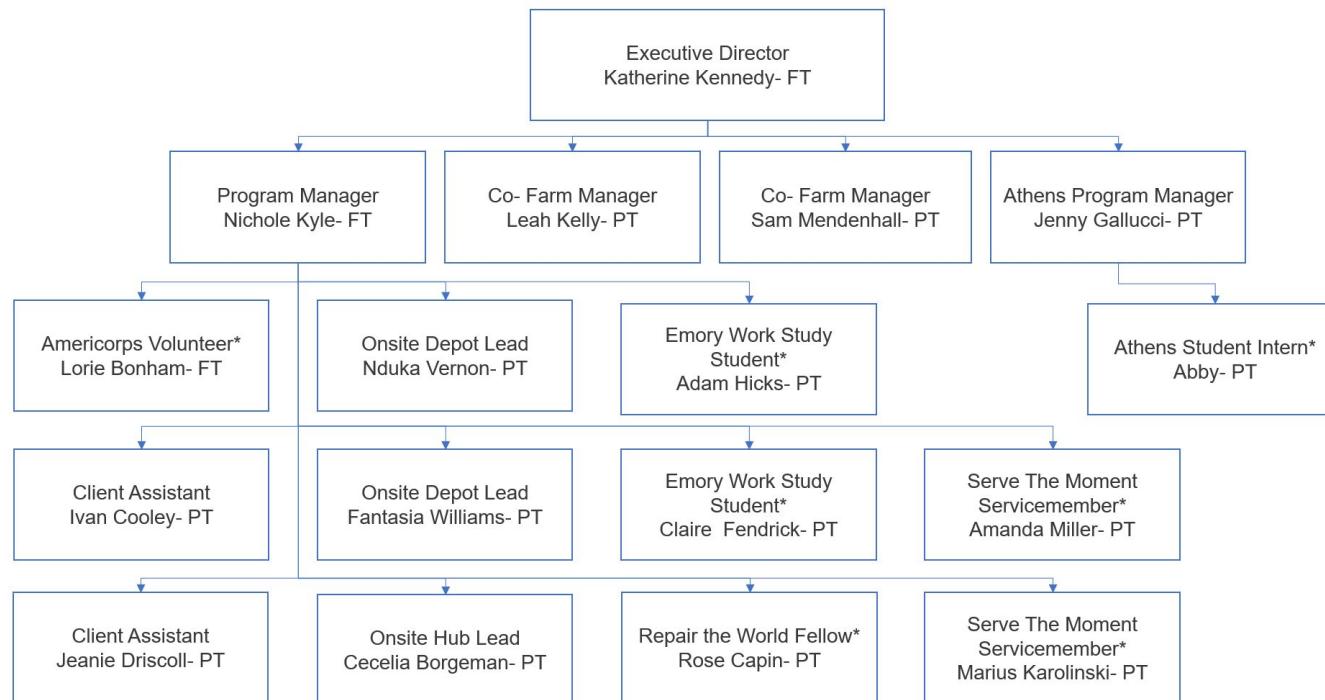
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# QUESTIONS?

# APPENDICES

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# Organizational Chart



\* CJ team members who are paid work study, fellowship, volunteer, or other programs. FT= Fulltime; PT=Part time

# GDP Key Team Overview

HUB: ICM Tuesday	HUB: SWEAC	Depot: Ariel Bowen	Depot: SoulShine	Hub: ICM Saturday
New and Existing Client Mapping Lorie Bonham				
Caller Logistics + Communications Lorie Bonham				
Caller Note Follow up Amanda Clemm			Caller Note Follow up Lorie Bonham	
		Packer Logistics Sara Dowdle	Packer Logistics Fantasia Williams	
Driver Logistics Sara Dowdle		Driver Logistics Fantasia Williams	Driver Logistics Lorie Bonham	
		Packer Coms Lorie Bonham		
		Driver Coms Lorie Bonham		
On Site Lead Cecelia Borgeman	On Site Lead Rose Capin OR Nichole Fields	On Site Leads Adam Hicks OR Claire Fendrick	On Site Leads Fantasia Williams AND Nduka Vernon	On Site Lead Laura DeGroot (non-CJ)

Sponsored Clients
New and Existing Client Matching Nina Dutton
Sponsor Communications Cecelia Borgeman, Carrie Keogh, Amanda Pack, Fantasia Williams

Food Logistics
Adam Hicks, Claire Fendrick, Katherine Kennedy, Nichole Fields, Rose Capin

Data Team
Amanda Clemm, Carl DiSalvo, Lucas Curry, Nichole Fields

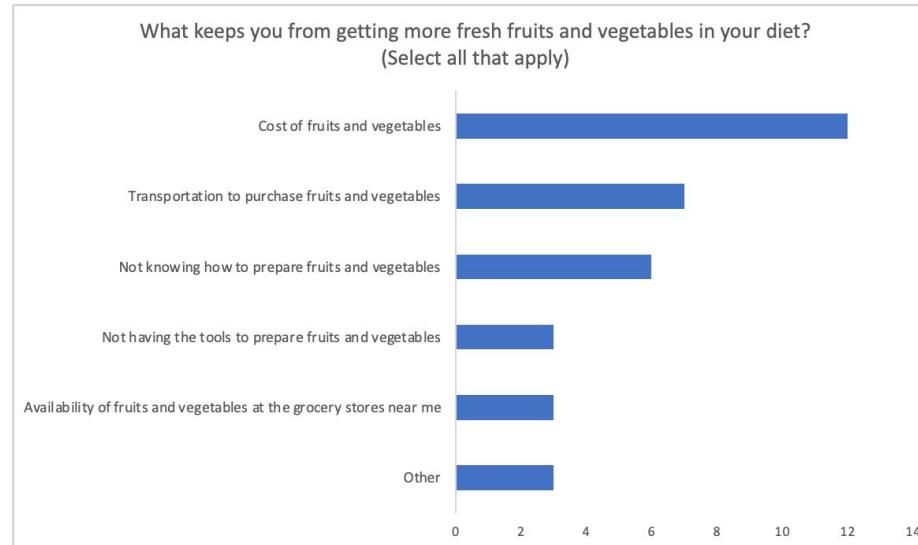
# Food Environment

	DeKalb County	Fulton County
<b>Food Environment Index</b>	6.5	6.9
<b>Limited Access to Healthy Food</b>	9%	8%
<b>Food Insecurity</b>	18%	17%

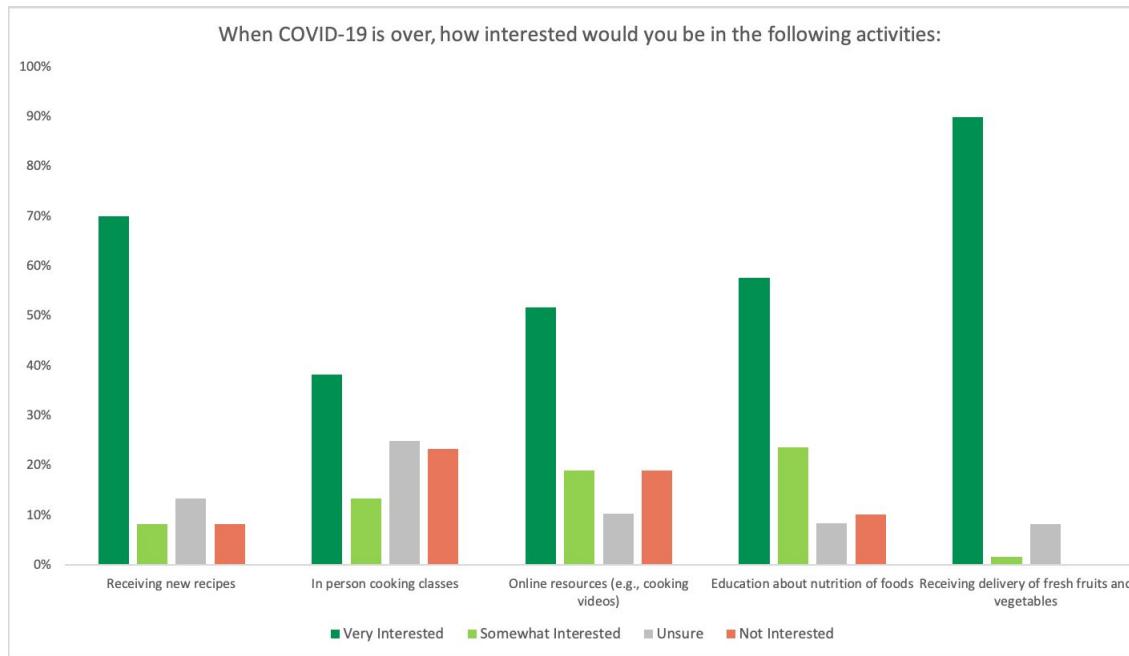
# Survey Key Findings - Food Insecurity



# Survey Key Findings



# Survey Key Findings



# Priority of Recommendations

	Short-Term	Long-Term/Ongoing
More Feasible	<ul style="list-style-type: none"><li>• Update website</li><li>• Refine mission focus</li><li>• Create centralized list of partners for referrals</li><li>• Provide clearer food labels and information</li><li>• Recruit additional volunteers</li></ul>	<ul style="list-style-type: none"><li>• Increase storage space</li><li>• Continue delivery of groceries with more narrow focus</li><li>• Develop online curriculum for nutrition education and cooking demonstrations</li><li>• Reassess efficiency of current caller volunteers</li></ul>
Less Feasible	<ul style="list-style-type: none"><li>• Establish dedicated Client Feedback Role</li></ul>	<ul style="list-style-type: none"><li>• Become a food bank partner</li></ul>