

SHRINKING THE SUMMERTIME MEAL GAP:

An evaluation of Gleaners
Community Food Bank's pop-up
drive through grocery model

March 2021



ACKNOWLEDGEMENTS

The following people who SPEC Associates interviewed about how the Grocery Model works gave us permission to formally acknowledge their important contributions to this evaluation:

- ▶ Jeffrey Bandy, Controller, Gleaners Community Food Bank of Southeastern Michigan
- ▶ Rachelle Bonelli, Vice President of Programs, Gleaners Community Food Bank of Southeastern Michigan
- ▶ Linda Brook, Social Worker, Clintondale High School & Outreach Coordinator, Dragon Community
- ▶ Sarah Campbell, Senior Director of Programs, Detroit Leadership Academy/EQUITY Education
- ▶ Erin Casey, Assistant Director, City of Detroit Parks and Recreation
- ▶ Jodi Flynn, Parent/Guardian
- ▶ Angela Gallihugh, Parent/Guardian
- ▶ Diane Golzynski, Director, Office of Health and Nutrition Services, Michigan Department of Education
- ▶ Sara Harmon, Summer Food Service Program Consultant, Nutrition Coordination, Michigan Department of Education
- ▶ Beverlyn Hilton, Director Perfecting Care Department, Perfecting Church
- ▶ Fred Huebener, Project Manager, Macomb Community College
- ▶ Lynnette Kiekens, Parent/Guardian
- ▶ Cathy Maher, Executive Director, Detroit Friendship House
- ▶ Kimberly Morse, Outreach Coordinator, New Apostolic Church
- ▶ Kimberly Myricks, Parent/Guardian
- ▶ Sara Navarro, Parent/Guardian
- ▶ Steve Palackdharry, Director of Communications, Southwest Solutions
- ▶ Marsha Pugh, Business Manager, Citadel of Praise

- ▶ Ana Ramsey, Human Resources Director, Ecorse Public Schools
- ▶ Cara Rayner, Director of Operations & Project Management, Gleaners Community Food Bank of Southeastern Michigan
- ▶ TJ Robinson, Field Supervisor, Gleaners Community Food Bank of Southeastern Michigan
- ▶ Debbie Smith, Manager of Government Child Nutrition Programs, Gleaners Community Food Bank of Southeastern Michigan
- ▶ Ioane Tautiaga, Parent/Guardian
- ▶ Geneva White, Parent/Guardian
- ▶ Stephanie Willingham, Supervisor, Office of Health and Nutrition Services, Michigan Department of Education
- ▶ Anonymous, Parent/Guardian
- ▶ Anonymous, Parent/Guardian

We especially thank the generous, kind, enthusiastic and helpful staff and consultants at Gleaners whose collaboration on this evaluation made it such a success. Rachelle Bonelli was our guiding star. She assured that the evaluation was asking the right questions, and that SPEC Associates had access to the people and data we needed to answer them. Debbie Smith advised us about relevant state and federal regulations, educated us about the different models and of meal distribution, and linked us to people and data about the 33 Grocery Model sites included in this evaluation. Debbie's endorsement of our site visits with the program staff made our case study observations possible. Jessica Ramsay and Justin Gruber offered advice on the kinds of data analytics Gleaners would find useful within the organization, itself. Shavonnea Brown shared the knowledge she gained as Gleaner's evaluation coordinator about collecting and reporting on data from parents and guardians. Marjanna James provided the cost analysis and Greg Kozlowski created the maps for the report. To all of you our biggest thanks.

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EXECUTIVE SUMMARY

Shrinking the Summertime Meal Gap: An evaluation of Gleaners Community Food Bank's pop-up drive through grocery model

INTRODUCTION

At least for the past five years in Michigan, fewer than one in five children who are eligible to receive meals through USDA's Summer Food Services Program (SFSP) actually received them. In the summer of 2020, Gleaners Community Food Bank of Southeastern Michigan (GCFB) pilot tested a new model of meal distribution aimed at dramatically reducing child food insecurity. GCFB's new model was a pop-up drive through grocery distribution that provided families with enough shelf stable food and fresh produce to prepare at least six breakfasts and ten lunches for a single child. This Grocery Model complemented two other summer meal distribution models that GCFB had been implementing for many years: a Stationary model that offered prepared meals to children who were involved in a summer program, and a Mobile Meal model that delivered prepared meals to local neighborhoods much like an ice cream truck. GCFB's ability to test the viability of the Grocery Model was made possible because, due to the coronavirus pandemic, three SFSP federal regulations were waived by USDA:

1. **Meal Times Waiver** allows meals to be served to children outside of the traditional times of breakfast, lunch, snack and dinner (issued March 20, 2020)
2. **Non-congregate Feeding Waiver** allows meals to be served in non-group settings (issued March 20, 2020)
3. **Parent/Guardian Meal Pick-Up Waiver** allows parents/guardians to pick up meals and bring them home to their children rather than requiring children to eat their meals on site (issued March 25, 2020)

SPEC Associates evaluated the implementation, cost effectiveness, quality, and outcomes of the Grocery Model. Data for the evaluation came from:

- ✓ Meal count and cost data that GCFB collected and reported to Michigan Department of Education, the state agency responsible for administering the SFSP
- ✓ *Map the Meal Gap* data from Feeding America
- ✓ A paper survey of 1,887 parents/guardians who came for groceries at one of 30 different Grocery Model community sites operated by GCFB during the summer of 2020
- ✓ Telephone interviews with nine parents/guardians, the five primary GCFB staff who operated the program, ten community site supervisors, and the three principal Michigan Department of Education SFSP administrators

EVALUATION RESULTS

Key findings from the evaluation are:

Through the Grocery Model, GCFB delivered **124,069 breakfasts and 206,782 lunches between July 1st and September 7th, 2020, more than quadruple the number delivered by the other two models combined in 2020, and twice the number delivered by the two models in 2019.** In 2019, 33,646 breakfasts were delivered through the Stationary model and none were delivered through the Mobile Meal model. In 2019, 61,997 lunches were delivered through the Stationary model and 52,886 were delivered through the Mobile Meal model. In 2020, 19,796 breakfasts were delivered through the Stationary model and 11,840 were delivered through the Mobile Meal model. In 2020, 23,348 lunches were delivered through the Stationary model and 19,448 were delivered through the Mobile Meal model.

The Grocery Model provides meals to children in a very cost effective way. GCFB delivered breakfasts through the Grocery Model at a cost of \$1.51/ breakfast, which is 64% of the USDA SFSP 2020 reimbursement rate of \$2.375 for self-prepared breakfasts. The Grocery Model delivered lunches for \$2.04/lunch, which is 49% of the 2020 USDA SFSP reimbursement rate of \$4.1525 for self-prepared lunches. The dramatic reduction in cost is largely due to the removal of meal preparation labor which is borne by families in the Grocery Model, and to GCFB's ability to purchase food at a much reduced rate. GCFB's 2020 costs to deliver meals through

the other two models are not only considerably higher, but are greater than the 2020 USDA SFSP reimbursement rates.

Parents/guardians are very satisfied with the Grocery Model. The survey results revealed that:

89% of parents/guardians gave a rating of 8 or higher out of 10 points on how likely they would be to **recommend the Grocery Model to others.**

94% of parents/guardians said they are very happy or happy with the **choices of food** they supply for their children.

96% of parents/guardians said they are very happy or happy with the **convenience of the groceries.**

99% of parents/guardians who had received groceries from the site before reported that their families **eat all of the groceries they receive.**

Besides shrinking the summertime meal gap for children, the Grocery Model has other advantages for families. The survey results reveal that **89%** of the parents/guardians said that they often or very often **use the groceries to eat meals together as a family,** and **88%** often or very often use the groceries to **cook meals with their children.** Other advantages for families cited during interviews are that the Grocery Model:

- ▶ Provides more food for children to eat
- ▶ Results in less wasted food
- ▶ Frees up money families would have spent on groceries that can be used for other necessities
- ▶ Has leftover food beyond the meal components for six breakfasts and ten lunches that enables families to prepare bigger portions than the USDA minimum requirements and/or to feed other family members

Barriers that keep parents/guardians from participating in the Grocery Model include:

- ▶ Lack of transportation
- ▶ Working parents are not available at pick up times
- ▶ The stigma attached to asking for help
- ▶ The lack of awareness that groceries are available



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- ▶ Limited ability of families to store fresh produce
- ▶ Parents/guardians not wanting to take food from those more needy
- ▶ Parents/guardians preferring to shop for specific groceries
- ▶ Bad weather
- ▶ Long lines waiting for groceries

The Grocery Model also has benefits for communities. Bringing large numbers of families to a common community site to get groceries provides opportunities for parents/guardians to learn about or partake in other services. When done with proper oversight, the Grocery Model can provide a venue for voter registration, census participation, enrollment in the Supplemental Nutrition Assistance Program, vaccinations, etc. The Grocery Model also affords opportunities to distribute flyers about other community events or services, such as home ownership programs, job training, and mental health services.

Stationary and Mobile Meal models have some advantages over the Grocery Model. Three major advantages of these prepared meal models were cited during interviews:

- ▶ Prepared meals allow children who are participating in group programs to have healthy breakfasts, lunches, dinners or snacks
- ▶ Prepared meals are easy for organizations to manage
- ▶ Prepared meals are convenient for working parents/guardians where children must obtain meals on their own

Why the Grocery Model Works at GCFB

GCFB can deliver high volumes of meals to children, with the capacity of providing meals for 600 or more families at a single location within a three-hour period of time. **The essential component that makes the Grocery Model work at this scale is the use of paid staff** which assures standardization of food safety and distribution processes. GCFB's Grocery Model involved program and operation staff, human resources staff, managerial staff, and finance staff. Using paid operations staff also takes the workload



off of communities which would otherwise have to recruit, train, and monitor large numbers of volunteers. Other needed components for a high integrity Grocery Model are:

- ▶ An **infrastructure** of food warehouse, moving equipment, supplies, and site set up materials needed to store and distribute large amounts of produce.
- ▶ **Meal forecasting and real-time meal distribution monitoring** to determine the right combination and amount of food options to meet USDA meal pattern requirements for SFSP reimbursable meals, and to determine when back up vehicles need to deliver more food to a particular site on a particular day.
- ▶ **Marketing and communication** to bring awareness of the pop-up drive through grocery distribution to a wide swath of the community including the use of digital and non-digital advertising as well as social media, television and radio.
- ▶ **Community partnerships** for an appropriate location for grocery distribution that is safe and can accommodate traffic, and community site supervisors with solid connections to families with children in their communities.
- ▶ **Technology** for real-time tracking of food distribution volume, and appropriate software to support marketing and financial reporting requirements.
- ▶ **Reporting** to assure that all USDA SFSP and state regulations are being met.
- ▶ **Standardization of processes** across sites to assure the same set up of each distribution site, proper management of traffic flow, and compliance with food safety guidelines.

Sustaining the Grocery Model Beyond 2020

With the pandemic came the opportunity for GCFB to provide more food for many more children through USDA's SFSP meal reimbursements. The pop-up drive through grocery distribution model was found to be highly valued by parents and guardians, and to be very cost effective. Beyond the distribution of meals to many more children, the Grocery Model offers the opportunity to provide food for other family members while staying within the SFSP guidelines. There is leftover food in the grocery packages after accounting for six breakfasts and ten lunches. Also, GCFB served a substantial number of people who do not have children in their households, who came to the Grocery Model distribution sites. GCFB provided groceries to these people funded by private donations or other USDA programs, such as the Farms to Families Food Box program. And, while the intent of the Grocery Model is reducing child food insecurity, this evaluation documented a side benefit, that it better enables families to cook together and eat together. In these ways, the Grocery Model contributes both to reducing whole family food insecurity, and to the benefits that accrue to children when they eat together as a family.

This evaluation found that the other two models of meal distribution that GCFB operates – the Stationary and Mobile Meal models – meet other kinds of needs for summer meals for children. Different

children and parents have different needs and preferences in the summertime. Children in summer programs need lunches provided through those programs (the Stationary Model) because they are not home at lunchtime for their parents to prepare a meal. Mobile Meals are appropriate for providing breakfasts and lunches for those children whose parents/guardians are working or otherwise unable to prepare meals for them. The Grocery Model should not be viewed as an alternative to the other models; rather it is a third way valuable in its own right and worthy of SFSP reimbursement.

Three waivers of USDA regulations were necessary for GCFB to test the Grocery Model's efficacy: Meal Times Waiver, Non-congregate Feeding Waiver, and Parent/Guardian Meal Pick-Up Waiver. It has been over 40 years since the regulations cited in the waivers were significantly reviewed. USDA was able to waive the three regulations only because of the coronavirus pandemic and consequent need to provide summer meals to children in other ways through the Unanticipated School Closure SFSP provision. The Grocery Model – and its demonstrated ability to shrink the summertime meal gap for children – can continue as a SFSP program in the long term only if the temporary waivers are made permanent through congressional action. Child Nutrition Reauthorization is Congress's process of making changes to the permanent statutes that authorize child nutrition programs.

INTRODUCTION

The Landscape of Food Insecurity in Southeast Michigan

In 2018, an estimated 318,960 of Michigan’s children¹ – 14.7% – did not have access at all times to enough food to support an active, healthy life.² By 2020, with the onset of the coronavirus pandemic, the projected percent of Michigan’s children who are food insecure jumped to 25.5%³ – one in every four children in the state.

Across the five counties of southeast Michigan – Livingston, Macomb, Monroe, Oakland and Wayne – 136,340 children (14.3%) were food insecure in 2018.⁴ In 2020, between 16.9% and 32.9% of children in the five southeast Michigan counties were projected to not have enough food to support a healthy life (see Table 1). None of the eight U.S. congressional districts representing southeast Michigan are immune to this rise in child food insecurity (see Table 2).

USDA’s Summer Food Service Program

In a typical summer, children can get meals at summer camps and school locations with funding from the U.S. Department of Agriculture’s (USDA) Summer Food Service Program (SFSP). SFSP was established as a pilot program in 1968 to fund states to provide meals for children when schools were closed for the summer.⁵ In 1975, SFSP was authorized into law to reimburse states at a single per-meal rate to provide meals for children participating in summer camps or school sites where at least one-third of the children qualified for free and reduced lunches at their schools. Over the decades, several pieces of federal legislation modified the SFSP rules and regulations. Definitions of the categories of children eligible to receive summer meals were revised and expanded. The types of agencies eligible to serve summer meals were expanded. Reimbursement rates were revised and adjusted to reflect different ways meals are prepared (e.g. preparing meals on site vs. purchasing prepared meals from vendors) and different types of meals served (breakfast, lunch, dinner, snacks).

Table 1: The Rise in Child Food Insecurity Rates In Southeast Michigan 2018 to 2020 by County¹

COUNTY	2018	2020 (projected)
Livingston	7.2%	16.9%
Macomb	12.6%	24.8%
Monroe	11.9%	22.7%
Oakland	8.2%	17.9%
Wayne	20.0%	32.9%

HIGH LEVEL TAKEAWAYS

- Child food insecurity has grown dramatically due to the COVID-19 pandemic
- Even before the pandemic, fewer than one in five eligible children in Michigan were receiving meals through USDA’s Summer Food Service Program (SFSP)
- USDA gave three SFSP policy waivers due to COVID-19 school closures that enabled Gleaners Community Food Bank of Southeastern Michigan to try a new, Grocery Model, for distributing reimbursable summer meals to children:
 - ▶ Meal Times Waiver
 - ▶ Non-congregate Feeding Waiver
 - ▶ Parent/Guardian Meal Pick-Up Waiver
- Rather than distributing individually-packaged meals, the Grocery Model offers parents/guardians packages of groceries that include meal components meeting USDA nutritional standards for six breakfasts and ten lunches for one child

¹ Child Food Insecurity in Michigan, Feeding America. Retrieved on 01-14-2021 from: <http://map.feedingamerica.org/county/2018/child/michigan> and <https://www.feedingamericaaction.org/the-impact-of-coronavirus-on-food-insecurity/>

² This definition of food insecurity comes from Economic Research Service, United States Department of Agriculture. Retrieved on 01-14-2021 from: <https://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us.aspx>

³ The Impact of Coronavirus on Food Insecurity, Feeding America. Retrieved on 01-14-2021 from: <https://www.feedingamericaaction.org/the-impact-of-coronavirus-on-food-insecurity/>

⁴ Child Food Insecurity in the Gleaners Community Food Bank of Southeastern Michigan Service Area, Feeding America. Retrieved on 01-14-2021 from: <http://map.feedingamerica.org/county/2018/child/michigan/organization/gleaners-community-food-bank-of-southeastern-michigan>

⁵ Summer Food Service Program History, U.S. Department of Agriculture, Food and Nutrition Service. Retrieved 01-14-2021 from: <https://www.fns.usda.gov/sfsp/program-history>

In November of 2019, almost prophetic of COVID-19, the USDA produced a memorandum on *Meal Service During Unanticipated School Closures* allowing state agencies responsible for administering SFSP to be more flexible in how meals are delivered to children so that they “do not experience a lapse in food security”⁶ when there are unanticipated school closures. With the closure of schools in the spring of 2020 due to the coronavirus pandemic, USDA temporarily waived some federal regulations enabling states more flexibility in how they provide summer meals to children. The list of affected federal regulations cited in the waivers is contained in Appendix A.

These waivers came about with advocacy help from the School Nutrition Association’s State Agency Advisory Council. State child nutrition directors from every U.S. state have membership in the School Nutrition Association. The State Agency Advisory Council is a leadership group in the association that represents all state child nutrition directors. At the onset of COVID-19, the Council held discussions regarding the logistical challenges of feeding children during the pandemic. Realizing that feeding children would require relief from certain USDA regulations, the Council approached USDA which gave it permission to submit waivers.

Three critical waivers were approved nationwide by USDA that enabled Gleaners Community Food Bank of Southeastern Michigan to pilot the Grocery Model for providing SFSP reimbursable meals:⁷

1. **Meal Times Waiver** allows meals to be served to children outside of the traditional times of breakfast, lunch, snack and dinner (issued March 20, 2020)⁸
2. **Non-congregate Feeding Waiver** allows meals to be served in non-group settings (issued March 20, 2020)⁹
3. **Parent/Guardian Meal Pick-Up Waiver** allows parents/guardians to pick up meals and bring them home to their children (issued March 25, 2020)¹⁰

Table 2: The Rise in Child Food Insecurity Rates in Eight Southeast Michigan U.S. Congressional Districts 2018 to 2020¹

U.S. Congressional District	2018	2020
7	13.0%	22.9%
8	9.8%	19.2%
9	14.7%	25.8%
10	12.1%	24.3%
11	6.3%	17.9%
12	15.2%	26.5%
13	27.9%	40.7%
14	22.1%	33.6%

⁶ Meal Services During Unanticipated School Closures, U.S. Department of Agriculture, Food and Nutrition Service. Retrieved 01-14-2021 from: <https://www.fns.usda.gov/cn/meal-service-during-unanticipated-school-closures>

⁷ Child Nutrition COVID-19 Waivers, U.S. Department of Agriculture, Food and Nutrition Service. Retrieved 01-14-2021 from: <https://www.fns.usda.gov/cn/meal-service-during-unanticipated-school-closures>

⁸ Nationwide Waiver to Allow Meal Service Time Flexibility in the Child Nutrition Program. Retrieved 01-14-2021 from: <https://fns-prod.azureedge.net/sites/default/files/resource-files/COVID19-MealTimesNationwideWaiver.pdf>

⁹ Nationwide Waiver to Allow Non-congregate Feeding in the Child Nutrition Program. Retrieved 01-14-2021 from: <https://fns-prod.azureedge.net/sites/default/files/resource-files/COVID19-NonCongregateNationwideWaiver.pdf>

¹⁰ Nationwide Waiver to Allow Parents and Guardians to Pick Up Meals for Children. Retrieved 01-14-2021 from: <https://fns-prod.azureedge.net/sites/default/files/media/file/COVID19ParentPickupNationwideWaiver.pdf>

Michigan's Summertime Meal Gap

Every year at least since 2016, only about one in five children eligible for free or reduced lunch at their schools received summer meals through Michigan's SFSP (see Table 3). This means that hundreds of thousands of food insecure children in Michigan went without the free breakfasts and lunches to which they were entitled. Finding ways to reach these 80% of eligible children has been, and continues to be, a priority of the Michigan Department of Education, Office of Health and Nutrition Services, the state agency responsible for administering federal SFSP dollars. The three 2020 SFSP waivers from USDA cited above provided an opportunity for new ways of thinking about how to close this summertime meal gap.

Gleaners Community Food Bank's 2020 SFSP Models

Gleaners Community Food Bank of Southeastern Michigan (GCFB) is one of the oldest and largest food banks in the U.S. Established in 1977, GCFB has a mission to "provide households with access to sufficient, nutritious food, and related resources."¹² In 2019, GCFB distributed more than 100,000 meals daily to families within its five-county southeast Michigan service area: Livingston, Macomb, Monroe, Oakland, and Wayne counties. In 2019, the organization engaged with 519 partner agencies to serve emergency food. That year, almost 46 million pounds of food, including almost 17 million pounds of fresh produce, were provided to families.¹³

In early March of 2020, before the issuance of the three waivers cited above, GCFB began conversations with Michigan Department of Education regarding requesting waivers for a new model of SFSP meal delivery through the *Meal Service During Unanticipated School Closures* guidance. The new "Grocery Model" would allow for the delivery of reimbursable groceries, rather than prepared meals, to families with children. The meals made from the groceries were meant to replace the missing school breakfasts and lunches where schools were not offering their own drive by prepared meal pick up, or if it was not convenient for parents to travel to the school at the designated time.

The groceries were configured to contain enough meal components to meet USDA food and nutrition standards for six breakfasts and ten lunches. The menu was developed by GCFB's dietician as the best way to maximize the number of meals that met USDA nutritional standards that could be made

"The very first week we did it, we only had food for 300 and we had 1,100 people show up.

Our first one was insane. They brought food for 300 people within the first hour. They knew they were going to run out and went and got food for another 150. And we still ran out and had to turn people away. ... We never ran out of food again. Gleaners was phenomenal with that because they made sure that we had enough for everybody."

- Grocery Model community site supervisors

Table 3: Percent of Eligible Children Served through Michigan's SFSP by Year¹¹

Year	% Of Children
2016	16.78%
2017	19.10%
2018	20.36%
2019	18.29%

¹¹ Source of data: Michigan Department of Education, Office of Health and Nutrition Services, 2019

¹² About Us. Gleaners Community Food Bank of Southeastern Michigan. Retrieved 01-14-2021 from: <https://www.gcfb.org/about-us/>

¹³ Gleaners Harvest & 2019 Annual Report. Winter/Spring 2020. Gleaners Community Food Bank of Southeastern Michigan. Retrieved 01-14-2021 from: https://www.gcfb.org/wp-content/uploads/2020/03/GCFB-2020-Harvest_AR_website.pdf

with the groceries. At the same time, the menu minimized the amount of food leftover after the breakfasts and lunches were configured.

Each package of groceries contained nearly 40 pounds of food and had enough meal components to provide these multiple meals for a single child. It was assumed that other children in the household would receive meals from a different SFSP program. Providing meals for multiple children would require 80 or 120 pounds of food, or even more, to be distributed at one time. (Some barriers to delivering more than 40 pounds of food at a single visit are discussed later in this report.)

With permission from the state, on March 19, 2020, GCFB started offering a pop-up drive through pickup of groceries at 33 community sites. Within days of its start, USDA issued the three nationwide waivers listed above supporting GCFB's ability to use USDA SFSP meal reimbursements to deliver food directly to parents and guardians, in a non-congregate setting and at various times of day.

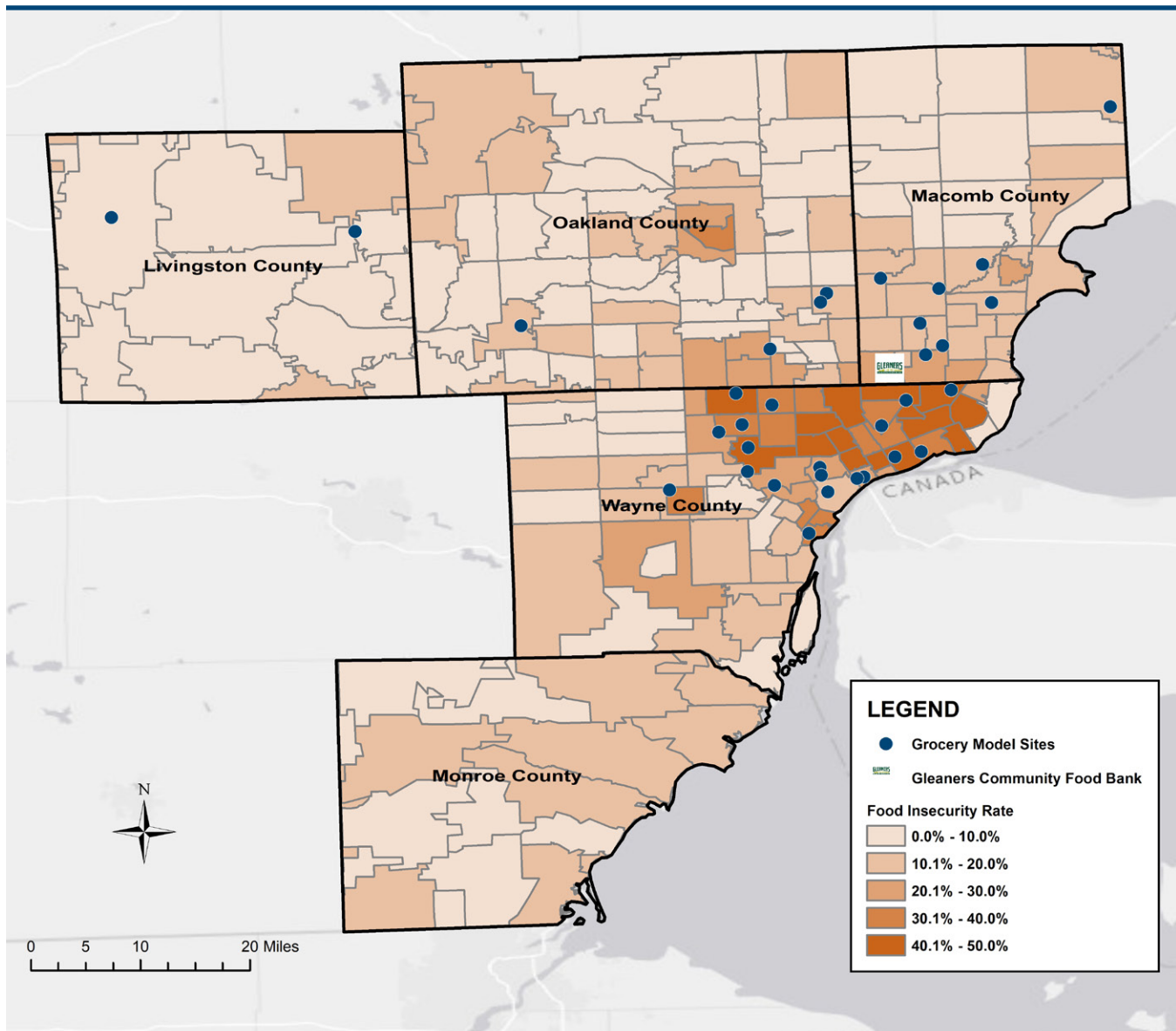
Since March of 2020 and throughout the summer, GCFB operated this Grocery Model of meal distribution biweekly at schools, municipal buildings, nonprofit or church food pantries, and other community sites. Figure 1 is a map showing the 33 Grocery Model sites served by GCFB in the summer of 2020 with an overlay of five counties served by GCFB. County maps of the sites are contained in Appendix B.

Figure 2 shows the same map with an overlay of the eight U.S. congressional districts. Both maps also show the family food insecurity rates established by Feeding America. As the figures show, the sites are located across southeast Michigan's eight U.S. congressional districts and are placed in geographic locations where there is a high percent of food insecurity.

In addition to serving 33 sites through its Grocery Model, GCFB has continued to provide summer meals for children as it had for years through the traditional day camp Stationary Model and through a Mobile Meal neighborhood delivery service. Much of the USDA-required program elements remain intact with the Grocery Model, such as meal counting forms, and the adherence to the meal component nutritional standards for reimbursable meals.

In this evaluation, GCFB's Grocery Model was examined relative to the design and operation of the other two SFSP models. Each of these three models are described next.

Figure 1. Location of 33 Grocery Model Sites across the Five Counties Served by GCFB*



LIVINGSTON COUNTY

Child Food Insecurity rate	7.2%
# Food Insecure Children	2,990
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	70%

MACOMB COUNTY

Child Food Insecurity rate	12.6%
# Food Insecure Children	23,420
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	70%

MONROE COUNTY

Child Food Insecurity rate	11.9%
# Food Insecure Children	3,890
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	77%

OAKLAND COUNTY

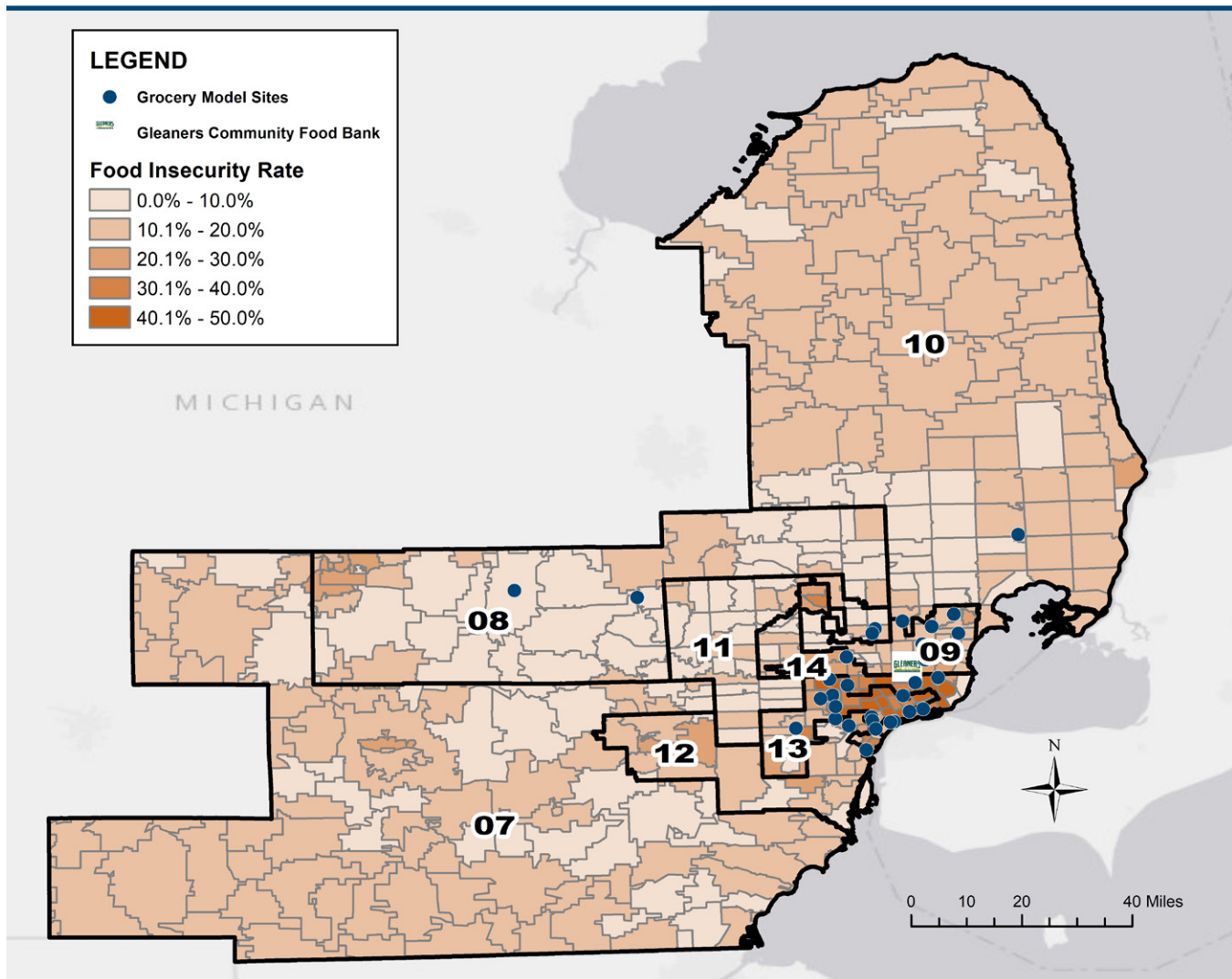
Child Food Insecurity rate	8.2%
# Food Insecure Children	22,130
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	62%

WAYNE COUNTY

Child Food Insecurity rate	20%
# Food Insecure Children	83,910
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	57%

* 2018 county food insecurity information is from Child Food Insecurity in Michigan, Feeding America. Retrieved on 1-14-21 at <http://map.feedingamerica.org>

Figure 2. Location of 33 Grocery Model Sites across the Eight U.S. Congressional Districts Served by GCFB*



MICHIGAN'S 7TH CONGRESSIONAL DISTRICT

Child Food Insecurity rate	13.0%
# Food Insecure Children	19,740
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	78%

MICHIGAN'S 8TH CONGRESSIONAL DISTRICT

Child Food Insecurity rate	9.8%
# Food Insecure Children	16,230
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	66%

MICHIGAN'S 9TH CONGRESSIONAL DISTRICT

Child Food Insecurity rate	14.7%
# Food Insecure Children	20,340
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	65%

MICHIGAN'S 10TH CONGRESSIONAL DISTRICT

Child Food Insecurity rate	12.1%
# Food Insecure Children	18,820
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	76%

MICHIGAN'S 11TH CONGRESSIONAL DISTRICT

Child Food Insecurity rate	6.3%
# Food Insecure Children	9,900
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	69%

MICHIGAN'S 12TH CONGRESSIONAL DISTRICT

Child Food Insecurity rate	15.2%
# Food Insecure Children	22,210
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	73%

MICHIGAN'S 13TH CONGRESSIONAL DISTRICT

Child Food Insecurity rate	27.9%
# Food Insecure Children	45,290
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	61%

MICHIGAN'S 14TH CONGRESSIONAL DISTRICT

Child Food Insecurity rate	22.1%
# Food Insecure Children	34,690
% of food insecure children eligible for Child Nutrition Program (at 185% poverty level)	49%

* 2018 U.S. congressional district food insecurity information is from Child Food Insecurity in Michigan, Feeding America. Retrieved on 1-14-21 at <http://map.feedingamerica.org>

Description of GCFB's Grocery Model

GCFB's Grocery Model provides packages of groceries to families in a drive through fashion. GCFB's video describing this Grocery Model can be viewed at <https://youtu.be/nqNbx93uG5Y>. A case example of the Grocery Model at the Ford Community & Performing Arts Center in Dearborn, Michigan is contained in Appendix C.

About an hour before the advertised time at the designated location, a large refrigerated shipping truck loaded with pallets of produce and shelf-stable food arrives. A second truck with gallons of fresh milk also arrives at the site. As the trucks arrive, about eight GCFB employees set up tables and establish stations where different categories of food are placed. As pallets are unloaded from the trucks, each containing about 70 boxes of produce or bundled bulk packages of canned or dry food, the staff unbundle the pallets and create individual grocery packages for distribution. Bags are color coded. White bags contain canned food such as fruits and vegetables. Black bags are for grains and proteins. Color coding assures that each family receives the same selection of groceries. Bags of shelf-stable food are at the first station. Boxes of produce are at a second station. Fresh cold milk and frozen meat are at the third station, covered with a refrigerator blanket to keep them cold throughout the three-hour pick up window of time.

Cars line up before grocery distribution begins, sometimes arriving hours before the designated start time. At some sites, there are up to four lines of cars awaiting food pickup. People from the host organizations manage the site logistics, such as monitoring traffic flow. Sometimes, local nonprofits get permission from GCFB to distribute informational flyers about community services either as cars wait in line or by staff placing them inside the grocery packages.

When the distribution line opens, one GCFB staff asks each driver about the number of households they are picking up groceries for, and the number of children under 18 in each household. Another staff then directs the car to the first station where the trunk is popped open and the bags of groceries are placed by staff in the trunk. Each car receives the number of grocery packages for each household they are claiming. Households without children receive groceries paid through other funding sources. The car then moves through the remaining stations, with staff placing the designated items in the trunk. After the milk is placed in the car at the last station, the trunk is closed and the driver is on their way.

At closing time, GCFB staff place the small amounts of remaining groceries on empty pallets, and move them back inside the truck. Staff disassemble the folding tables, tents and other station equipment and move on to the next location of the day.



(Above) Refrigerated truck with gallons of fresh milk; GCFB staff unloading pallets of produce boxes.

(Below) Vehicles wait in line as GCFB assembles grocery packages for distribution before the distribution line opens.



Description of GCFB's Stationary Model

GCFB's 2020 Stationary Model provides lunches to children participating in summer programs. A case example of this model as implemented at Healthy Kidz, Inc., a summer camp within the Tindal Activity Center in Detroit, Michigan is contained in Appendix C.

GCFB contracts with vendors to create pre-packaged meals following weekly menus that meet USDA SFSP nutritional standards. Every program day morning, a truck belonging to the meal vendor brings the lunches along with fresh milk and fruit for attending children. Typically, there is a commercial sized refrigerator at the program center where the dairy and fruit are stored until lunchtime.

In preparation for serving lunch, center staff or volunteers assemble the pre-packaged lunch, fruit and milk for distribution. At lunch time, children line up and each takes their lunch. Children take their meals to a designated spot to eat while they chat and play with others. USDA regulations require that children leave any uneaten food in the lunch room for clean up by program staff.



Commercial kitchen ready to distribute the day's lunch.



Children eating lunch at tables that are COVID-19 socially distant.

Description of GCFB's Mobile Meal Model

GCFB's 2020 Mobile Meal Model delivers breakfasts and lunches to neighborhoods much like a traditional ice cream truck. A case example of this model implemented in Romulus and Inkster, Michigan is contained in Appendix C.

As with the Stationary Model, GCFB contracts with vendors to create pre-packaged meals that meet USDA SFSP nutritional standards. Following a daily route, commercial vendors in vans loaded with lunches, fruit, milk and breakfast components stop at six locations throughout the day. Each stop lasts approximately 20 minutes. A Meet Up and Eat Up lawn sign, the name of the State of Michigan's SFSP program, marks the site where the van will arrive. A meal counter from GCFB drives along with the vendor.

When the driver and GCFB meal counter arrive at the site, they quickly set up two folding tables on which the vendor places the food items. As the meals are being set up, adults with their children begin to line up in front of the table. As they take their turn, the GCFB meal counter marks the number of meals distributed on the meal count form. The driver, typically a subcontractor of GCFB, provides each child with the lunch and breakfast components. This year, because of the USDA waivers, the children are allowed to take the meals home with them to eat. Parents/guardians are also allowed to pick up multiple meals without their children being present. After 20 minutes, undistributed food is returned to the truck, the folding table is disassembled, and the truck heads to its next location.



A lawn sign advertising Meet Up and Eat Up, the State of Michigan's name for its statewide SFSP (left), and children in line at Meet Up and Eat Up vendor van to receive packaged breakfast and prepared lunches (right).

EVALUATION OF GCFB'S 2020 SFSP GROCERY MODEL

GCFB commissioned this evaluation to help it decide whether to advocate for the Grocery Model to become a permanent allowable model for the SFSP meal program. The three USDA-authorized waivers that enable the Grocery Model to be in compliance with federal regulations are likely to expire once the coronavirus pandemic is over. Without the waivers becoming permanent, the Grocery Model will no longer meet the regulations as a reimbursable model of meal distribution through the SFSP.

Evaluation Advisory Group

In order to maximize the use of this evaluation by USDA and other policymakers, SPEC Associates created an Evaluation Advisory Group to give advice about the evaluation design and to help interpret the meaning of the findings. Table 4 lists the Evaluation Advisory Group members and their affiliations. The group was configured to include experts in child food insecurity data and research, experts in state and federal child nutrition policymaking; and GCFB's staff responsible for Grocery Model implementation, monitoring, evaluation, and quality assurance.

The Evaluation Advisory Group met twice as a group. Individual members also met with GCFB and SPEC Associates separately to advise on specific components of the evaluation. The group provided feedback on the initial evaluation design and measures. They offered interpretations and insights from the evaluation findings. Evaluation Advisory Group members with specific knowledge of Grocery Model operations and relevant policies were also interviewed separately as part of evaluation data collection.

HIGH LEVEL TAKEAWAYS

- This evaluation examined the implementation, cost effectiveness, quality, and outcomes of the Grocery Model compared with two traditional models of summer meal distribution: Stationary and Mobile Meal
- The evaluation was guided by an advisory group of experts in child food insecurity research, state and federal child nutrition policies, and Grocery Model implementation
- Data for this evaluation came from:
 - ▶ Meal count, cost, and program data from GCFB
 - ▶ *Map the Meal Gap* data from Feeding America
 - ▶ A paper survey of parents/guardians when they came for groceries
 - ▶ Site visits to three GCFB models of SFSP meal distribution
 - ▶ Telephone interviews with parents/guardians, program staff, community site supervisors, and Michigan Department of Education SFSP administrators

Table 4: Evaluation Advisory Group Members

Carolyn Thomas	Past President, School Nutrition Association of Michigan Child Nutrition Consultant, Macomb Intermediate School District
Courtney Smith	Managing Director, No Kid Hungry Center for Best Practices, Share our Strength
Craig Gundersen	ACES Distinguished Professor, University of Illinois at Urbana-Champaign
Dawn Opel	Director of Research & Strategic Initiatives and General Counsel, Food Bank Council of Michigan
Deborah Smith	Manager of Government Nutrition Programs, Gleaners Community Food Bank of Southeastern Michigan
Diane Golzynski	Director, Office of Health and Nutrition Services, Michigan Department of Education
Marisa Kirk-Epstein	Director of Research, Data and Policy Analysis, No Kid Hungry Center for Best Practices, Share our Strength
Rachelle Bonelli	Vice President of Programs, Gleaners Community Food Bank of Southeastern Michigan
Shavonnea Brown	Evaluation Coordinator, Gleaners Community Food Bank of Southeastern Michigan

Evaluation Goals and Questions

The goals of this evaluation were to:

- ▶ Understand the context within which the Grocery Model operates
- ▶ Compare the cost effectiveness of the Grocery Model to the other two models of SFSP meal distribution operated by GCFB in 2020
- ▶ Describe how implementation of the Grocery Model compares with the other two models of SFSP meal distribution at GCFB
- ▶ Obtain family perceptions of the quality of their Grocery Model experiences
- ▶ Document outcomes achieved by the Grocery Model for families and for communities

The evaluation was guided by the eight questions listed in Table 5.

Sources of Evaluation Data

Table 6 lists the sources of data used in this evaluation. The evaluation was a collaborative effort of GCFB and SPEC Associates. GCFB supplied information on the locations of Grocery Model sites and produced maps showing the 33 drive through locations overlaid on food insecurity rates established by Feeding America’s Map the Meal Gap¹⁴ research (see Figures 1 and 2 above).

GCFB also supplied information from its SFSP meal cost accounting records. GCFB staff computed the estimated costs per meal for the six breakfasts and ten lunches contained in each package of groceries, and for the prepared meals distributed through the other two models. Program schedules were shared with SPEC Associates so that community surveys could be successfully administered at 30 (91%)

Table 5: Evaluation Questions

CONTEXT:

1. What is the landscape of food insecurity in the geographic area served by GCFB?
2. Where are the 2020 SFSP sites located within the geographic area served by GCFB?
3. What does meal distribution “look like” in three different SFSP models being implemented by GCFB (Grocery, Stationary, and Mobile Meal models)?

COST EFFECTIVENESS:

4. (a) Does the Grocery Model provide significantly more meals (breakfasts/lunches) compared with the number of meals served by the Stationary Model, and/or the Mobile Meal Model?
(b) Is there potential for the Grocery Model to serve more school-aged children at each site?
5. How do the 2020 costs per breakfast and per lunch of the Stationary and Mobile Meal models compare with the costs of the Grocery Model?

EFFICIENCY:

6. How does administering the Grocery Model compare with administering the Stationary and Mobile Meal models?
7. How does implementing the Grocery Model compare with implementing the Stationary and Mobile Meal models?

FAMILY PERCEPTION OF QUALITY:

8. What do parents say about the quality of the Grocery Model?

¹⁴ Map the Meal Gap: Food Insecurity in the United States. Retrieved 01-15-2021 from: <http://map.feedingamerica.org/>

Table 6: Sources of Evaluation Data

CONTEXT:

- Map the Meal Gap sub-county level database
- Michigan U.S. congressional district maps
- GCFB site location information
- Site visits to three GCFB models of SFSP meal distribution

COST EFFECTIVENESS:

- GCFB SFSP meal count data: 2018, 2019 and 2020
- GCFB financial data on meal costs and reimbursement rates: 2018, 2019, 2020

EFFICIENCY:

- Telephone interviews with all three Michigan Department of Education staff who administered SFSP in 2020
- Telephone interviews with all five GCFB staff responsible for implementing the Grocery Model
- Telephone interviews with community site supervisors at 10 Grocery Model locations

FAMILY PERCEPTION OF QUALITY:

- 2,422 surveys of community members at 30 of the 33 Grocery Model locations operating in July-August 2020; 1,887 surveys were from parents/guardians with one or more children under 18 living in the household
- Telephone interviews with nine parents/guardians who utilized the Grocery Model in the summer of 2020

of the 33 Grocery Model sites during drive through grocery pickup. Surveys were unable to be administered at three Grocery Model sites which had ceased their services before the surveying was launched.

GCFB staff introduced SPEC Associates to Michigan Department of Education staff, and to Grocery Model community site supervisors, building trust in the evaluation processes and contributing to the 100% response rate for interviews with Michigan Department of Education staff, and the 67% response rate for interviews with selected community site supervisors. Finally, GCFB staff accompanied SPEC Associates on case study visits to the Stationary and Mobile Meal models, assuring staff there that the evaluation observations were legitimate and supported by GCFB.

SPEC Associates obtained the remaining data for this evaluation. As shown in Table 6, data were collected through telephone interviews with:

- ▶ All three of the Michigan Department of Education staff responsible for approving, training, and administrative reviews of organizations that implement various models of SFSP meal distribution across the state.
- ▶ Ten (67%) of the 15 community site supervisors who had also hosted SFSP meals in 2019. These individuals were responsible for managing traffic flow, security, cleanliness, etc. at the locations during drive through grocery pickup.
- ▶ Nine of the 15 (60%) parents/guardians who utilized one of the 30 Grocery Model sites that were surveyed, who reported also getting food from another site this summer, and who consented on their survey to be interviewed.¹⁵ Five of these parents/guardians reported having someone with a disability living in the household.
- ▶ Five GCFB staff who, together, were responsible for directing, implementing, and monitoring all aspects of the Grocery Model.

Copies of the telephone interview questionnaires are contained in Appendix D.

SPEC Associates also conducted three site visits, one each at a Stationary, Mobile Meal, and Grocery Model location operating in July and August of 2020. The purpose of the site visits was to observe each model in order to describe how these three alternative SFSP meal distribution models operate. The site visits provided the information above, describing each of the three GCFB 2020 SFSP models. Case examples of these three models can be found in Appendix C.

Finally, SPEC Associates conducted COVID-19 safe on-site paper surveys with community members when they came to one of 30 different Grocery Model sites to obtain their groceries. Because of the ethnic diversity of the communities served by GCFB, the survey questionnaires were written in three languages: English, Spanish and Arabic. Classic translation-back translation methods were used to generate the non-English versions of the survey to assure questions and response options had the same meaning in



On-site surveying of community members was COVID-safe with surveyors wearing masks and gloves and surveys placed into containers by respondents, themselves. Survey questionnaires were available in three languages: English, Spanish and Arabic.

Table 7: How many children under 18 live with you now?

	Count	%
1	349	18%
2	603	32%
3	467	25%
4	270	14%
5	117	6%
6	35	2%
7	12	1%
8	14	1%
9	5	0%
10	10	1%
>10	5	0%
Total	1,887	100%

¹⁵ Research has demonstrated that an N of 9 interviews is sufficient to capture about 80% of the themes likely to emerge if a large number of interviews were conducted. C.f. Namey, E., Guest, G, McKenna, K. and Chen, M. (2016) Evaluating Bang for the Buck: A Cost-Effectiveness Comparison Between Individual Interviews and Focus Groups Based on Thematic Saturation Levels. *American Journal of Evaluation* Vol. 37(3) 524-440.

each language. Copies of the three versions of the survey instruments are contained in Appendix E.

At each site, vehicle drivers were invited to complete the survey either as they waited in line or after receiving their groceries.¹⁶ An attempt was made to administer the survey to all drivers. Some community members did not complete the survey because they said that they could not read in any of the three survey languages. Some were missed because the site became so busy that administering the survey would severely interrupt traffic flow. In a few cases, someone other than the driver completed the survey. In a few cases, more than one person in a vehicle, representing different households, completed surveys. Very few community members refused to complete the survey; most not only took the time to complete the survey but also expressed gratitude both for receiving the groceries and that their opinions were being sought.

A total of 2,422 surveys were collected across the 30 grocery model locations. A total of 1,887 surveys (78%) were from households with one or more children under age 18.¹⁷ Surveys were collected at urban sites (59%), suburban sites (32%), and rural sites (9%). Among the surveys 1,474 were completed in English; 329 were completed in Spanish; and 84 were completed in Arabic.

Demographic information obtained from the surveys (see Tables 7 through 10) reveal that among the 1,887 parents/guardians living with children:

- 57%** were under 50 years old
- 82%** live with two or more children; in total they had more than 5,172 children in their homes
- 74%** are female
- 53%** are married
- they were diverse in ethnicity with:**
 - 34%** reporting themselves as White
 - 25%** reported being LatinX
 - 24%** reported being Black or African American
 - 8%** reported being Middle Eastern
 - 5%** reported being Asian

Zip code data provided on the survey reveal that most community members traveled 5.6 miles or less to reach the site where they picked up their groceries (see Appendix F for statistics on distances community members traveled to obtain groceries at each site). Some community members reported traveling long distances; the maximum number of miles traveled across the sites ranged from 6.5 miles to 78.5 miles.¹⁸

¹⁶ In one case, a person who obtained groceries as a walk-through also completed the survey.

¹⁷ All further analyses include only those 1,887 households with one or more children under the age of 18.

¹⁸ SPEC Associates worked with Data Driven Detroit (www.datadrivendetroit.org), metropolitan Detroit's community data hub, to calculate approximate distances community members traveled to their Grocery Model locations using the centroid of the zip codes listed on the surveys and the addresses of the 30 Grocery Model sites where surveys were conducted.

Table 8:
What is your marital status?

	Count	%
Married	994	53%
Single (never married)	500	26%
Widowed	188	10%
Prefer not to answer	119	6%
Divorced	30	2%
No answer provided	56	3%
Total	1,887	100%

Table 9:
What is your gender?

	Count	%
Female	1,387	74%
Male	428	23%
Do not identify as male or female	29	2%
Prefer not to answer	12	1%
No answer provided	31	2%
Total	1,887	100%

Table 10:
Age of Survey Respondent

	Count	%
29 years and under	135	7%
30 - 39 years	415	22%
40 - 49 years	527	28%
50 - 59 years	382	20%
60 - 69 years	233	12%
70 years and older	100	5%
Not reported	95	5%
Total	1,887	100%

GROCERY MODEL OUTCOMES

Comparison of Number of Meals Delivered by Model

GCFB 2020 meal count data on reimbursable meals for the three models reveal that in 2020 the Grocery Model delivered **3.9 times as many breakfasts** as the Mobile and Stationary models combined (see Figure 3). In 2020, the Grocery Model delivered **4.8 times as many lunches** as the two other models combined (see Figure 4).

The 1,887 parents/guardians who completed the survey represent more than 5,172 children.

As noted above, the community survey results reveal that 82% of parents/guardians who picked up groceries reported having two or more children under 18 living in their households. Together these parents/guardians care for more than 5,172 children. Each grocery package is built to serve one child for six breakfasts and ten lunches, and currently there is a limit of one grocery package per household. Given that most of these families have more than one child living with them, according to USDA SFSP rules, most are eligible to receive many more groceries than they get from the biweekly pickup. Clearly the *Grocery Model has the potential to serve many more children*. One assumption made in designing the Grocery Model is that other children in the family would be served through other SFSP programs. If this assumption is false, then the survey results beg the question of how the Grocery Model can be ramped up to serve more than one child per family.

HIGH LEVEL TAKEAWAYS

- In 2020 the Grocery Model delivered 124,069 breakfasts and 206,782 lunches; this was 3.9 times as many breakfasts and 4.8 times as many lunches as Stationary and Mobile Meal models combined
- The cost per breakfast of the Grocery Model is 64% of the USDA SFSP 2020 reimbursement rate; the cost per lunch is 49% of the USDA SFSP 2020 reimbursement rate
- 99% of the parents/guardians reported their families eat all of the food they receive
- 89% of parents/guardians gave a rating of 8 or higher out of 10 points on how likely they would be to recommend the Grocery Model to others
- 58% of parents/guardians who also received food from other sites prefer the grocery boxes to the prepared meals
- 94% or more of the parents/guardians are very happy or happy with the convenience of the groceries and choices of food they supply for their children
- 89% of the parents/guardians said that they often or very often use the groceries to eat meals as a family and cook meals with their children
- Other advantages of the Grocery Model for families cited during interviews are:
 - ▶ Families have control over the quality of meals
 - ▶ Groceries free up money families need for other necessities
 - ▶ The grocery pick up process treats families with dignity
 - ▶ Meal sizes can be adjusted to the needs of the child
 - ▶ Less food is wasted
 - ▶ Healthy food gives children the potential for lifelong healthy eating habits
- Barriers that keep parents/guardians from participating include:
 - ▶ Lack of transportation
 - ▶ Working parents are not available at pick up times
 - ▶ The stigma attached to asking for help
 - ▶ The lack of awareness that groceries are available
 - ▶ Limited ability of families to store fresh produce
 - ▶ Parents/guardians not wanting to take food from those more needy
 - ▶ Parents/guardians preferring to shop for specific groceries
 - ▶ Bad weather makes grocery distribution more difficult
 - ▶ Long lines waiting for groceries
 - ▶ Limited variety in the types of groceries provided week to week
- Having large numbers of families at a common site to get groceries provides opportunities for communities to educate them about other services

The interviews reveal limitations to serving many more children through the biweekly Grocery Model meal distribution. The three limitations cited were:

- ▶ The current grocery packages serving a single child weigh almost 40 pounds; doubling (80 pounds) or tripling (120 pounds) the amount of food for households with multiple children would be unmanageable for both people coming in vehicles and for walk-ups.
- ▶ Some families lack sufficient refrigeration to store great quantities of perishable food yet the freshness of the produce is one major benefit of the Grocery Model.
- ▶ The existing meal reimbursement rates would yield a larger amount of excess revenue than GCFB could realistically use for other SFSP purposes, as required by law.

According to one GCFB staff, it could be possible to feed more children through the Grocery Model. As this staff noted:

“If we can get some of the waivers (to be permanent), when this becomes the real thing or can be passed or it will happen, I think we, Gleaners, could put in a strategic plan to get more food out to more folks and get notification out to them. It would look much different.”

Cost Effectiveness of the Grocery Model

Table 11 shows a cost comparison of the Grocery Model with the Stationary and Mobile Meal models that GCFB implemented in 2020. To examine these costs without the influence of COVID-19, Table 11 also shows the costs and reimbursement rates for the Stationary and Mobile Meal models for 2018 and 2019.

The table shows the amount of money GCFB spent on each of the three models for food, labor, other costs (e.g., supplies, indirect), and de minimis allocation of 10%. In the Grocery Model, labor costs are much higher because paid staff provide all grocery delivery operations - loading the trucks with food, delivering pallets of produce and shelf-stable food, unbundling pallets and packaging food into individual packages, completing the meal counting form as parents/guardians drive through, placing boxes and bags of groceries and milk into the trunks of the vehicles, and clearing the site at the end of grocery distribution. Staff supervision is also included in the labor costs. In contrast, most of the labor costs of the Stationary and

Figure 3:
Number of Breakfasts Delivered by Model: July 1 – September 7 2019 vs. 2020

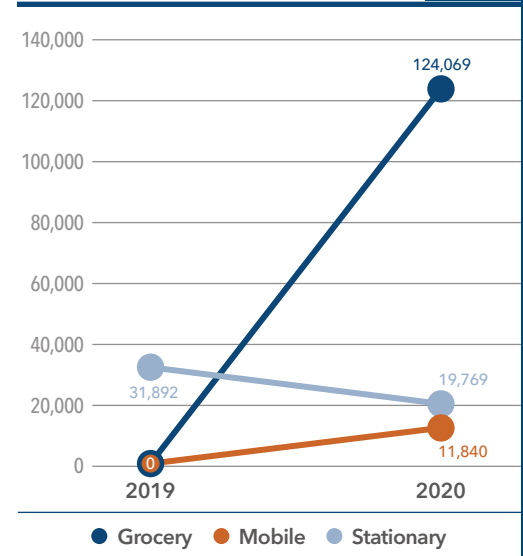
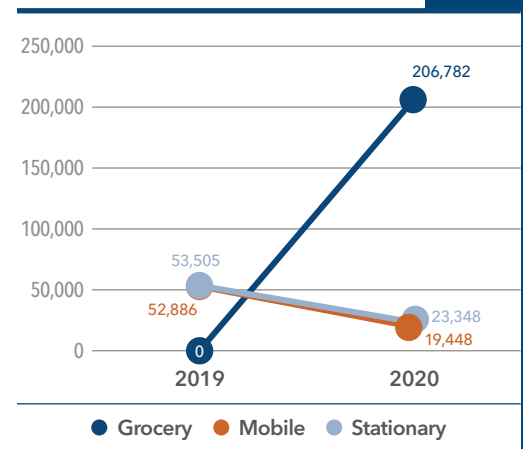


Figure 4:
Number of Lunches Delivered by Model: July 1 – September 7 2019 vs. 2020



“People should get more food. They’re not getting enough. You’re giving enough food for like one or two people to get by for a week and you’re only doing this with us every two weeks.”

- Grocery Model community site supervisors

Mobile Meal models are born by the vendors who produce and deliver prepared meals. These labor costs are embedded in the food line item in Table 11, since they are not labor costs of GCFB. It is important to note that the food costs listed in Table 11 are the entire costs of food, not only the costs related to the food comprising six breakfasts and ten lunches.

USDA has two different types of meal reimbursement rates depending upon the site or method of meal distribution:

1. Self-preparation rates are for meals that are prepared at an SFSP site or at a central facility.¹⁹
2. Prepared meal rates are for meals that are purchased from vendors.²⁰

GCFB and the Michigan Department of Education determined that the Grocery Model meals fit the self-preparation reimbursement rate because the meals are prepared by the families. The Stationary and Mobile Meal models of GCFB align with the prepared meal reimbursement rates since meal preparation is subcontracted to vendors.

GCFB's analysis of the reimbursable costs to provide breakfasts and lunches through the Grocery Model shows that children can be fed for a much lower cost than what USDA currently reimburses for breakfasts and lunches.²¹ The Grocery Model's 2020 cost of \$1.51 per breakfast represents 64% of USDA's 2020 breakfast reimbursement rate of \$2.375 for self-preparation sites. Similarly, at a cost of \$2.04, GCFB's Grocery Model provides lunches for 49% of the USDA reimbursement rate of \$4.1525 per lunch for self-preparation sites. The cost of lunches provided through the Grocery Model is less than half of the USDA reimbursement rate.

These cost estimates of GCFB's Grocery Model should be viewed with caution. As a very large food bank, GCFB can purchase bulk food at a greatly reduced rate. Also, the cost estimates are GCFB specific. Smaller organizations, or those serving mostly rural areas, or programs in geographic areas with different costs of living will likely incur quite different costs. Hourly rates and efficiency of labor may also differ across the country.

GCFB has been able to provide meals at a much reduced cost through the Grocery Model even with paid staff, rather than utilizing community volunteers. The reduced cost is partially due to GCFB's purchasing power as a very large buyer of bulk food. The reduced cost also results from removing the need to prepare and individually package meals as with the Stationary and Mobile Meal models. In the Grocery Model, the families bear the labor costs of meal preparation.

Extra Food in the Grocery Model

The Grocery Model provides extra food beyond the minimum requirements for meals specified in the SFSP regulations. This is because the way each grocery package is constructed results in food that is left over after accounting for the minimum requirements for six breakfasts and ten lunches. For example, GCFB includes a full bag of rice in the grocery package, but only a portion of that bag is needed to generate meal components

¹⁹ Rural sites also receive the self-prep reimbursement rate; cf. Federal Register, Vol. 85, No. 20, Thursday, January 30, 2020, Notices. Retrieved 01-14-2021 from: <https://www.govinfo.gov/content/pkg/FR-2020-01-30/pdf/2020-01607.pdf>

²⁰ Prepared meals fall into the USDA SFSP reimbursement category of "all other types of sites; c.f. Federal Register, Vol. 85, No. 20, Thursday, January 30, 2020, Notices. Retrieved 01-14-2021 from: <https://www.govinfo.gov/content/pkg/FR-2020-01-30/pdf/2020-01607.pdf>

²¹ Summer Food Service Program 2020 Reimbursement Rates. Federal Register, Vol. 85, No. 20, Thursday, January 30, 2020, Notices. Retrieved 01-14-2021 from: <https://www.govinfo.gov/content/pkg/FR-2020-01-30/pdf/2020-01607.pdf>

according to the established menu. It is easier and much less labor intensive to provide the entire bag of rice to the parent/guardian than to take the steps to apportion and package only that portion of rice that meets the minimum requirements for the designated meal components. Thus, in addition to the cost effectiveness and ability to serve many more reimbursable meals, there is extra food in the grocery packages that can be used to provide larger than minimum portions, for a second helping to children, or to feed other members of the family, while still complying with SFSP regulations.

Table 11: Cost Comparison Grocery Model vs. Mobile Meal vs. Stationary

	2020 July 1 - September 7			2019 July 1 - September 7		2018 July 1 - September 7	
	Grocery	Mobile Meal	Stationary	Mobile Meal	Stationary	Mobile Meal	Stationary
Total # of Reimbursable Breakfasts	124,069	11,840	19,796	-	33,646	-	31,892
Total # of Reimbursable Lunches	206,782	19,448	23,348	52,886	61,997	54,947	53,505
Total # of Reimbursable Meals	330,851	31,288	43,144	52,886	95,643	54,947	85,397
USDA Reimbursement Rates							
Breakfasts	\$2.3750	\$2.3300	\$2.3300	\$2.2550	\$2.2550	\$2.1900	\$2.1900
Lunches	\$4.1525	\$4.0875	\$4.0875	\$3.9675	\$3.9675	\$3.8575	\$3.8575
Reimbursement Totals							
Breakfasts	\$294,664	\$27,587	\$46,125	\$-	\$75,872	\$-	\$69,843
Lunches	\$858,662	\$79,494	\$95,435	\$209,825	\$245,973	\$211,958	\$206,396
	\$1,153,326	\$107,081	\$141,560	\$209,825	\$321,845	\$211,958	\$276,239
Cost Detail:*							
Food	\$430,225	\$91,162	\$126,196	\$164,344	\$255,065	\$174,999	\$230,186
Labor	\$125,227	\$38,167	\$40,998	\$28,945	\$37,021	\$33,259	\$25,759
Other	\$(734)	\$2,688	\$755	\$1,280	\$4,208	\$11,808	\$7,101
DeMinimis	\$55,472	\$13,202	\$16,795	\$19,457	\$29,629	\$22,007	\$26,305
Total	\$610,190	\$145,219	\$184,743	\$214,025	\$325,923	\$242,072	\$289,351
Total Cost Per Breakfast (breakfast assumed to be 34% of total costs)	\$1.51	\$4.31	\$4.00	\$-	\$3.05	\$-	\$3.06
Total Cost Per Lunch (lunch assumed to be 66% of total costs)	\$2.04	\$4.84	\$4.53	\$3.92	\$3.58	\$4.28	\$3.59
Difference between reimbursement rate and cost							
Breakfast	\$0.86	\$(1.98)	\$(1.67)		\$(0.80)		\$(0.87)
Lunch	\$2.11	\$(0.75)	\$(0.44)	\$0.05	\$0.38	\$(0.42)	\$0.27

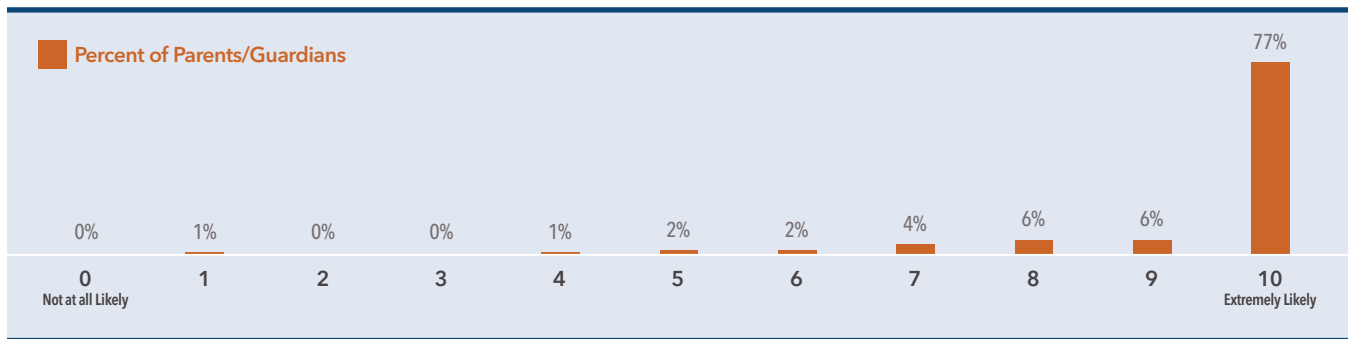
* Per meal comparisons of cost details are not recommended as cost allocations differ for different models. In particular, labor costs listed for Mobile Meal and Stationary models only reflect GCFB labor. They do not include the labor costs of vendors which is embedded within the Food line item for these models.

Grocery Model Outcomes for Families

Perceptions of Quality

The quality of the Grocery Model is excellent, based on the community survey results. Survey results show that 99% of parents/guardians who had received groceries from the site before reported that their families eat all of the groceries that they receive. As shown in Figure 5, overwhelmingly community members give the Grocery Model excellent recommendations. When asked how likely they are to recommend this food program to a friend or family member, 77% gave the Grocery Model the highest possible rating; 89% rate the program 8 or higher out of a maximum of 10 points. Similarly, when asked how they would rate their overall experience at the food program, 99% rated their experience as either very good (83%) or good (16%).

Figure 5: On a scale of 0 to 10, where 0 means not at all likely and 10 means extremely likely, how likely are you to recommend this food program to a friend or family member? (N=888 who answered the survey question)*



* Percents do not add to 100% due to rounding error

Parents/guardians who reported on the survey that they had also received prepared meals this summer were asked if they prefer the grocery boxes or the prepared meals. As shown in Figure 6, 83% of parents/guardians reported preferring the grocery box (58%) or had no preference (25%) between the grocery box they receive and the prepared meals they had received at another site.²²

Figure 6: If there were no stay-at-home COVID order right now, how would you prefer to get meals for your child(ren)? (N=287 who had been to another meal site)*



* 10% said "don't know" or did not answer the question

²² These parents/guardians were asked to compare the Grocery Model and other models on the dimensions of quality listed in Figure 7. Results showed no variation in their responses to these sub-questions. For example, if a parent/guardian preferred the Grocery Model, they gave the same rating to each of the sub-questions about safety, convenience, choice, etc.

Community site supervisors who were interviewed also noted the high quality of Grocery Model operations. They talked about the efficiency of food distribution processes, high quality staffing, and how the Grocery Model eases the burden of community site supervisors when hosting the service. Comments were made about Grocery Model operations such as:

(Efficiency) *"It's a well-oiled machine. They show up. They set up. They know exactly what they're doing. It's not chaotic at all. I mean, it really is. It's a well-organized system. They are always on time. We've never run late, where they were able to start getting families in and out."*

(Staffing) *"I think it's been running incredibly efficiently. I think the staff works really diligently to get things ready. They're really wonderful people too. There's so many people that are so passionate about addressing need and a lot of the staff there is temporary, and they're like on the way to college or finishing up degrees in whatever particular area. They're fascinating people too, so I've really enjoyed meeting them."*

(Ease for community site supervisors) *"I like the fact that it's a team available to do that. I don't have to worry about, "Oh, who's going to be helping today?" You know what I mean? And every week is something different. It's just organized and everybody knows what they need to do. You have a supervisor in case something comes up or I have questions or they have questions. I like the fact that it's pretty much, I can just be out there and hopefully nothing comes up but everything is taken care of."*

A Michigan Department of Education staff also reflected on the high quality of GCFB operations, stating:

"They're obviously practicing safe social distancing as much as they can with workers, but also with the people picking up the meals. I think that they have the stations where they have an area for cars to pull up and get out on their own if they can't go through, if they don't have a trunk or if they can't go through the drive-through per se. I think color-coding their bags to know what's in each bag is good. How they put the greens and the protein in the bag, or they had other items in the bag. Plus, that's like a double check to know how many things are in their trunk. Making sure that the families receive all of the meal pattern components or the items to make complete meals to make sure no one gets shortchanged. Nice double check for whoever's at the end of that line distributing the different items at their stations."

Perceptions of Expected Outcomes from the Grocery Model

The survey asked parents/guardians to rate various outcomes that Evaluation Advisory Group members anticipated were likely to happen from the Grocery Model. Figure 7 shows parent/guardian ratings of these expected outcomes. As the figure shows:

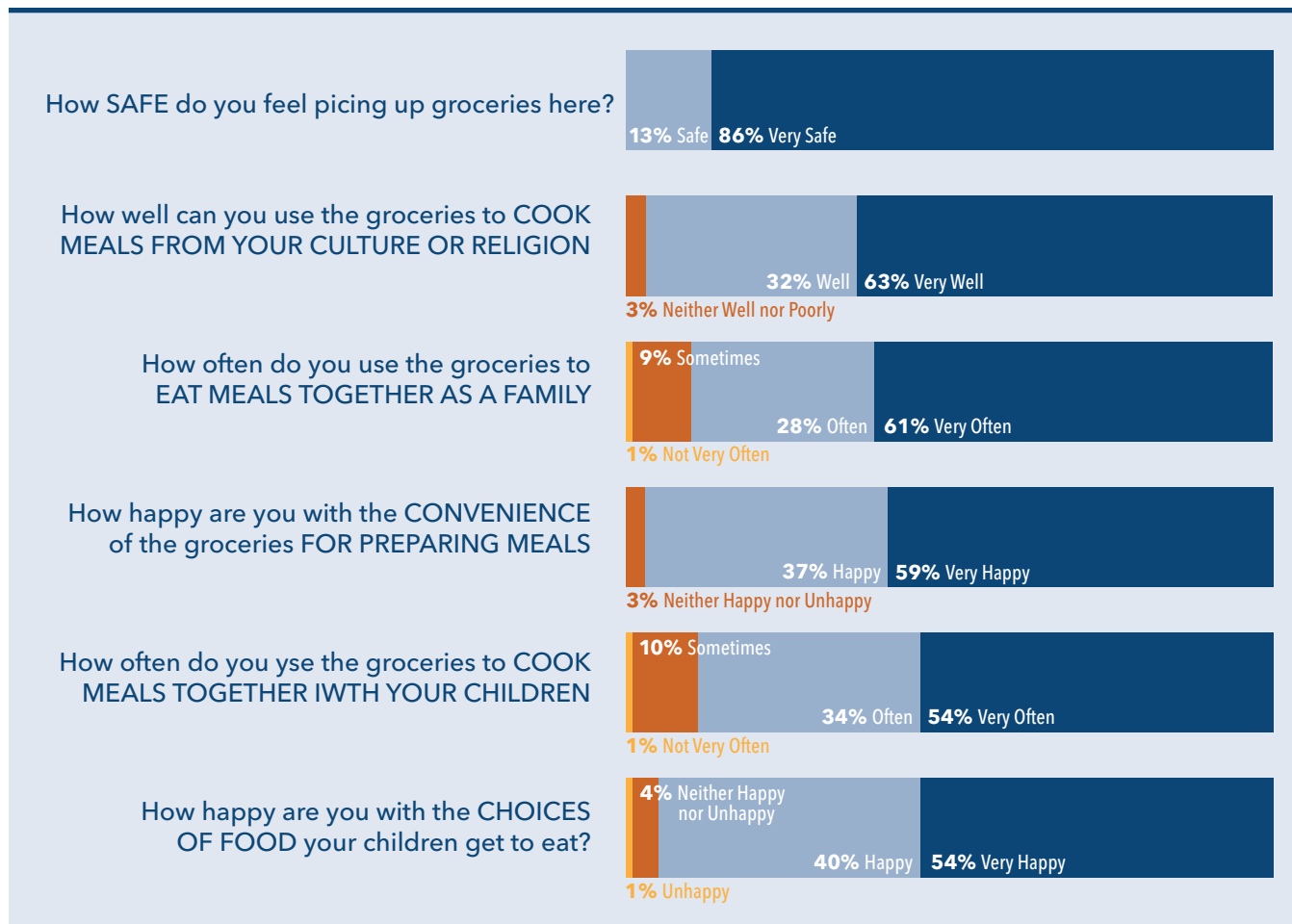
- 96%** feel very safe or safe picking up their groceries
- 96%** are very happy or happy with the convenience of the groceries for preparing meals
- 95%** say they can use the groceries to cook meals from their culture or religion well or very well
- 94%** are very happy or happy with the choices of food their children get to eat
- 89%** use the groceries very often or often to eat meals together as a family
- 88%** use the groceries very often or often to cook meals with their children

Table 12 provides illustrative quotes from interviews with parents/guardians that corroborate the survey results. Interview results reveal that the least important of these outcomes is cooking meals from a particular culture or religion. No parent or guardian specifically called this outcome out as particularly important to them.

Table 12: What Parents/Guardians Say about Grocery Model Expected Outcomes

Expected Outcomes	Illustrative Quotes From Parents/Guardians
Safety picking up groceries	<i>"I felt very safe because we didn't have to get out the car. So they just put it right in. It was real good."</i>
Convenience of pick up	<i>"That was more convenient because I'd be able to get more things and I wouldn't have to go every day to pick up a lunch."</i>
Cook meals from culture or religion	<i>"That wasn't so important to me. I cook from every culture. So, we make food work. We can make it work with what we got."</i>
Choice of food children get to eat	<i>"Our older kids, they're going to eat lunchables (prepared meals), but they're not going to eat it every day. We don't get lunchables every day. We get it maybe once a week. But when you cook the groceries, you can add seasoning, you can add different things to make it taste different."</i>
Eat meals together as a family	<i>"I don't want to waste anything. So, when I feed my children (prepared meals), I am feeding on what was given to us. Except I have young kids, and they ask a lot of questions. So they wanted to know why we were eating different stuff. I just said, 'Well, this is all we have for you guys. And that's okay. You guys are going to eat this, and mommy's going to eat this, and no big deal.' And sometimes there was a few times where they were like, 'Well, I want what you're having.' 'Well, that's okay.' So I might've cut their sandwich in half and gave them half of what I had made for myself versus what they had. So, with regard to that, you can eat as a family with Gleaners, but you couldn't with the other one."</i>
Cook meals with children	<i>"My wife cooks every day. The whole family learns every day. That's the reason why we love that. It's more than just lunchables (prepared meals). Nothing against lunchables because we like them too. But cooking brings a family together. It tastes better when you make it. So it's just so much more of an experience to it."</i>

Figure 7: Think about only this Meet Up and Eat Up location...
(N=1,151 community members who received groceries from this location before)



Responses to the six survey items measuring these outcomes were summed together to create a single score of “expected outcomes” for each parent/guardian. Expected outcome scores could range from 6 (a person rating the lowest possible score of 1 on all six items) to 30 (a person rating the highest possible score of 5 on all six items). Statistical analyses of these total scores confirm that families perceive the Grocery Model to enable them to achieve all of these outcomes. Total ratings ranged from a minimum of 16 to a maximum of 30. The median expected outcome score was 28, meaning that 50% of the survey respondents rated these expected outcomes either 28, 29 or the maximum score of 30 (see Table 13). Most often (the mode in Table 13), parents/guardians gave the highest possible rating of 30.

Table 13: Grocery Model Expected Outcomes Total Score Statistics*

N	1,051
Mean	27.41
Median	28.00
Mode	30.00
Std. Deviation	2.61
Minimum	16.00
Maximum	30.00

* People who did not answer four or more of the six questions were removed from this analysis.

Other Outcomes of the Grocery Model

All people who were interviewed for this evaluation were asked to surmise what they believed were outcomes of the Grocery Model for families and children. They were asked specifically about the outcomes included in the ratings above. They were also asked if there were other outcomes for parents or children.

In addition to the expected outcomes listed above, there are many other advantages of the Grocery Model for children, families and program staff/administrators. The other advantages for children and families cited were:

1. More food for children to eat
2. Groceries free up money for families that can be used for other necessities
3. Groceries can provide food for other family members while staying within SFSP guidelines
4. Groceries provide an opportunity to teach children about healthy eating
5. The Grocery Model treats families with dignity

Table 14 provides illustrative quotes from the interviews describing each of these outcomes.

Table 14: Advantages of Grocery Model for Children and Families

<p>More food for children to eat</p>	<p>“Well, it (prepared meals) was mostly like snacks for the kids. It was a box of just snacks. It wasn’t really meals, but they were healthy snacks, now. And the grandkids love them. Yeah. It was healthy snacks.” (parent/guardian)</p> <p>“They can eat as much as they want once the food is prepared. So children don’t leave hungry. We have children that came and ate (in the other model) and still left hungry.” (community site supervisor)</p>
<p>Groceries free up money for families that can be used for other necessities</p>	<p>“I think because you know what? It’s less money we have to spend on groceries and special things we use. I ended up paying off a credit card because I didn’t have to spend money.” (parent/guardian)</p> <p>“It saved the people from having to go out to buy groceries, so they go to one place, they pick it up. And something’s in there that you can make a meal out of. That’s the goal, you know?” (parent/guardian)</p>
<p>Can provide food for other family members while staying within SFSP guidelines</p>	<p>“If they have an extra three or four slices of bread, because they’d have a loaf and that loaf really only accounted for a portion of (the meal components), then there might actually be something for another family member that wouldn’t have been able to get a meal otherwise.” (Michigan Department of Education staff)</p>
<p>Groceries provide an opportunity to teach children about healthy living</p>	<p>“My mantra has always been that these programs are more than just feeding kids. These programs are teaching kids, lifelong, healthy eating habits that they need in order to be healthy, productive adults. So yes, we’re getting kids and yes, we are assuring that they’re not hungry and they could focus on being good students, but we’re also giving them lifelong, healthy eating habits.” (Michigan Department of Education staff)</p>
<p>The Grocery Model treats families with dignity</p>	<p>“That makes it easy for them to not have to jump through a whole bunch of hoops. They don’t have to. They can just pull up, have the food available, and keep going. It’s incredibly easy ... and to even to think of that in the manner of dignity, it’s pretty anonymous - just to pull up in your car.” (GCFB staff)</p> <p>“Well, I don’t think that people who are poor, or are suffering financial distress, or whatever the situation would be for not having a job, laid off or whatever it is. I don’t think they generally eat well, and I think that just giving people the fresh produce boxes, I think they’re amazing. ... I think it’s nice to treat people with some dignity by giving them the fresh stuff - and so, adding apples, and oranges, and lettuce, and tomatoes, and carrots, and various other things.” (community site supervisor)</p>

Program implementation and administrative advantages of the Grocery Model were cited by GCFB and Michigan Department of Education staff, and by community site supervisors. Advantages cited were:

1. Easier to monitor program implementation
2. More control over quality of the meal
3. Ability to serve many more children per site
4. Less wasted food
5. A more cost effective way to provide meals

Table 15 provides quotes from the interviews illustrating these five advantages.

Table 15: Implementation and Administrative Advantages of Grocery Model

<p>Easier to monitor program implementation</p>	<p><i>"I remember the (prepared meal) site I worked at, we had a family that came, you were supposed to stay on site, they came, got their food, ran to their cars and drove off. And of course, a monitor would be there that day and we were cited for that. But how can you control somebody taking the food and running to their car and leaving? You can't control that environment."</i> (community site supervisor)</p> <p><i>"And then (with prepared meals) when the table that you would have food that the other children might not want, that was available to the kids, they would eat that. And we never had really any food left over because the children were hungry and some of them were hiding food to take to their brothers and sisters. So this (grocery model) is far better, hands down."</i> (community site supervisor)</p>
<p>More control over quality of the meal</p>	<p><i>"(Prepared meals) really depended on the vendor on the quality of the food. We had some vendors that we had to change because of the quality of food."</i> (community site supervisor)</p>
<p>Ability to serve many more children per site</p>	<p><i>"I think this model is far better. Far greater people are serviced. I think we did 200 people one day. One day we did 254. (With the prepared meal model) you would never, unless you were at a city facility or in a gym or a place where you are in the heart of the community, be able to service that many people on one given day in that short period of time."</i> (community site supervisor)</p>
<p>Less wasted food</p>	<p><i>"I had one parent call me and say, 'I am so sick of strawberry yogurt. I can't see straight.' They've gone to pick meals since school started in September. And every single meal includes a strawberry yogurt, every single meal. And so she's like, 'I just throw it away.' Now you're going to just throw it away. It's such a waste of money."</i> (Michigan Department of Education staff)</p>
<p>A more cost effective way to provide food</p>	<p><i>"I am hearing that the overall purchasing of the food is a cost savings because you can buy it in a different way. It's not being prepared and sealed in a bag or put on a tray of some sort and sealed with plastic on the top."</i> (Michigan Department of Education staff)</p>

Outcomes of Prepared Meal Models

Interview respondents were asked to compare the Grocery Model to the other two models of SFSP meal distribution implemented by GCFB in 2020. Parents and guardians, while expressing great gratitude for any meals they received, preferred the Grocery Model over prepared meals. So did the community site supervisors, Department of Education staff, and GCFB staff.

However, there are some advantages of prepared meals. GCFB staff, Michigan Department of Education staff, and community site supervisors articulated three major advantages of prepared meals:

1. Prepared meals are good when children are participating in group programs in the community
2. Prepared meals are easier to implement programmatically
3. Prepared meals are convenient for working parents/guardians where children must obtain meals on their own

Table 16 shows quotes from the interviews that illustrate each of these advantages.

Table 16: Advantages of Prepared Meal Models

<p>Prepared meals are good when children are participating in a group program in the community</p>	<p><i>"I think the other models have a place for serving kids in programs with prepared meals, ready to eat, which is appropriate for kids that are attending a program."</i> (GCFB staff)</p>
<p>Prepared meals are easier to implement programmatically</p>	<p><i>"I think with the Mobile Model, that is a very easy program to deliver. We would pick up the meals cold or the truck would go out cold from the vendor, actually. We would have our staff person hop in with the driver and they would go from site to site. You'd show up at one site at 1 o'clock and then you start meal service. Maybe that meal service goes from 1:00 to 1:20. Well, okay. Then you stop meal service. You hop in the truck and you go to the next site in 10 minutes. It was a very easy model to implement."</i> (GCFB staff)</p>
<p>Prepared meals are convenient for working parents/guardians where children must obtain meals on their own</p>	<p><i>"For the Grab-and-Go Meals, they really are intended to just serve children. I think it's something that's needed too, especially as kids have been home during the pandemic and parents had to work, to have a breakfast and a lunch so that if parents were working and then kids didn't have to try and cook for themselves. They had something they could just grab out of the fridge."</i> (community site supervisor)</p>

Outcomes of Grocery Model for Communities

In addition to the aforementioned benefits of the Grocery Model to parents/guardians and program implementers, some interviewees noted that having meal distribution happening over a period of three hours, at a location that was central to the neighborhood or organization, supported other important outcomes for communities. Examples mentioned were opportunities for educating communities about voter registration, census participation, SNAP benefits, a home ownership program, mental health services, and the like. Free coat distributions and distributing prepared meals for seniors were also part of Grocery Model meal distribution at one or more sites. In some instances, communities held pop-up events or block parties around grocery distribution. About the idea of coupling the Grocery Model with community education, one community site supervisor commented:

"Maybe there's a lesson in there too about that, that there is assistance available, not just in addressing this need (for food), this pressing need. But maybe in the future, it will make people more willing to reach out and take advantage of the opportunities for assistance that are available through job training, through financial coaching, through all those other kinds of opportunities that people may not take advantage of."

"Everything has gone to telehealth and staff working remotely from other programs, and so for us, even in the midst of the COVID crisis, to have food distribution, it was a unique opportunity to have face-to-face interaction with people in the community."

- Grocery Model community site supervisors

All of these community partnerships were done in collaboration with, and with permission from, GCFB. Sometimes flyers about community resources

were distributed either by community members as vehicles were waiting in line, or inserted with the packages of groceries by GCFB staff.

Another community outcome of the Grocery Model is the ability to deliver food at scale, thereby helping many more people than can be helped through the other two models. As one community site supervisor noted:

“Certainly, nothing ever, we’ve never done anything on the scale of what was happening with these food distributions.”

Interviewees also gave cautions about allowing Grocery Model meal distribution to be coupled with community organizing. In one case, a community site supervisor said that someone posted a message on Facebook with disinformation about Immigration and Customs Enforcement (ICE) coming to the distribution site. In another example, people wanted to set up booths to sell their goods as vehicles drove by. One Michigan Department of Education staff pointed out the possibility that families might feel pressured to engage in the other community services, commenting:

“I am a little guarded by some of that, just because I wouldn’t want people to think that if they were coming to get meals for their children, that these other things were a mandatory piece.”

Perceived Reasons for Not Participating in the Grocery Model

Interviewees surmised many reasons why someone would not partake in the Grocery Model drive through grocery pick up. Some interviewees also provided suggestions for how these barriers might be overcome. The major reasons given for lack of participation and how the Grocery Model remedies them are listed in Table 17.

Table 17: Reasons Surmised for Not Picking Up Groceries and How the Grocery Model Remedies Them

Reasons for Not Participating	Remedies
1. Unable to get to the site due to lack of transportation or the site is not in walking distance	Grocery Model allows other people to pick up groceries for neighbors or friends
2. The embarrassment, humiliation or stigma attached to asking for help	Grocery Model allows for quick, anonymous pick up
3. Stimulus checks or unemployment benefits reached parents/guardians so they could shop for groceries on their own	No remedy needed
4. Lack of awareness of the grocery distribution locations and times	The Grocery Model uses both digital and non-digital means for advertising such as websites, e-blasts, text reminders, electric marques, church bulletins, paper flyers, posters
5. The lack of variety in types of food provided at each biweekly distribution	Grocery Model could rotate types of food
6. Fewer parents/guardians come in bad weather	No remedy
7. Not available at pick up times	Grocery Model can advertise that others can pick up groceries for parent/guardian
8. Limited ability to store fresh produce	Grocery Model could provide more shelf-stable food
9. The wait in line is too long	Grocery Model could give more food at each visit or distribute food weekly so parents/ guardians could come every other week
10. There are other food banks that also provide food	Grocery Model could advertise in advance what foods will be included in GCFB’s grocery packages so parents/guardians could decide where to go for food

Table 18 provides illustrative quotes from the interviews for each of these reasons, as well as ideas for how the Grocery Model overcomes some of these barriers.

Table 18: Reasons Why Community Members May Not Participate in Grocery Model and Some Remedies Suggested to Overcome Them

Reason	Illustrative Quote	Grocery Model Remedy
<p>Unable to get to the site due to lack of transportation or the site is not in walking distance</p>	<p><i>"Well, transportation is a huge thing for some people. Even just putting gas in the car." (parent/guardian)</i></p> <p><i>"Transportation, I mean, yeah, Detroit is the Motor City, but you're driving 20 minutes to (the Grocery Model site) from where we live to get groceries. And their car is not registered, driver license is suspended. My neighbors are like that. So they're taking a big time risk to go pick up groceries. So it's better for them to starve or get what they can get from neighbors than to get arrested or get their car impounded." (parent/guardian)</i></p>	<p><i>"And you know what I do? I have three families that I see. If they feel like going, I'll take them with me. If not, I'll take their meals or the boxes for them. And the place is really nice about that. If I tell them I'm picking up for three families, they'll give me three families' worth because they have no transportation and another group is the elderly type, not willing to get out and stuff." (parent/guardian)</i></p> <p><i>"There's delivery, all the Uber delivery, Amazon delivery. That's the only other way. That's the only other way. But the unfortunate side of that is you increase your cost of transportation." (parent/guardian)</i></p>
<p>The embarrassment, humiliation or stigma attached to asking for help</p>	<p><i>"Yeah. We didn't want family to know. So some of the people that we live with that are around our neighbors, it's embarrassing. It's an embarrassing experience. It's kind of humiliating to wait in line for food. So some don't want to wait in that line and feel that way. So they'd rather starve." (parent/guardian)</i></p> <p><i>"I got laid off. It was a lot of pride. That's why I said it's kind of humbling. And I get emotional about it because I never thought as an engineer of getting laid off, but I got laid off. ... We had to make ends meet. We had to save every dollar we got to pay our mortgage, to pay our bills. And so that's how we survived." (parent/guardian)</i></p>	<p><i>"Well, I think how we get past that barrier is when people come, we say it's free and available to anybody. And if you don't get it for yourself, take it to your neighbor. If there's something that you get that you don't want or use, give it to your neighbor." (community site supervisor)</i></p> <p><i>"And to even to think of that in the manner of dignity, it's pretty anonymous just to pull up in your car. To have somebody ask you your name, and how many people is in your family, and put a bunch of food in your trunk. You know? So there's not a lot of shame, and I think it (not asking for name or other information) helps lessen that obstacle of shame." (community site supervisor)</i></p>
<p>Stimulus checks or unemployment benefits reached parents /guardians so they could shop for groceries on their own</p>	<p><i>"The stimulus check. When that goes out, a lot of people aren't needing the food." (GCFB staff)</i></p> <p><i>"Increased funds from unemployment so that families could then afford to buy their own groceries." (community site supervisor)</i></p>	<p><i>"And I also think now that some people have gone back to work, that unemployment isn't as bad as it was, so the need dropped a little bit." (community site supervisor)</i></p>
<p>Lack of awareness of the grocery distribution locations and times</p>	<p><i>"I think maybe some are not aware of what's going on. They may not be aware of that there's different places especially if people are not on social media. I mean that's the reason why I found out a lot about this. It wasn't like word of mouth. A lot of it was just looking at websites and seeing that there's different things. That's how I found out about all of these programs." (parent/guardian)</i></p> <p><i>"I had a little trouble finding the place, but I've lived here enough years to figure out where to go. Because there are no signs out going down (name of street). ... But I found it by accident I'm like, 'Oh, I'm never going to find this place.' I couldn't pull it up on a map. If there was a better way for people to find out about it." (parent/guardian)</i></p>	<p><i>"Maybe if there was more signs, like, 'Hey, there's going to be a food drive through this coming Thursday.' I think that would help people who are not on Facebook and things like that. ... Now sometimes with the school, they do call you ahead of time. ... Like my daughter's school, they have something today. They called this morning and said there was going to be Gleaners there between I think, at 9:45 and 10:45. And I mean it'd probably be nice too, if they said it maybe ahead of time, like a week ahead of time to give people a better chance." (parent/guardian)</i></p> <p><i>"They have a billboard out there in front of the church." (parent/guardian)</i></p> <p><i>"Basically, what we would do is we would put it on our website. We would also do a phone blast out to all of our families the night before to remind them that Gleaners was coming. We also have a Facebook page where we would put it on that. I also put together a distribution schedule of our pantry dates and the Gleaner pantry dates so that our families knew every week." (community site supervisor)</i></p>

Reason	Illustrative Quote	Grocery Model Remedy
The lack of variety in types of food provided at each biweekly distribution	<p><i>"The sense I got from my teammates this morning is that if families came one week and then they came back the second week and they saw that it was the same repeated item, then they might not appear the third week."</i> (community site supervisor)</p> <p><i>"Let's see. How could it be better? Well, maybe, a different variety of canned meat maybe, but other than that, I appreciate it. I really do."</i> (parent/guardian)</p>	<p><i>"I think if it would change the menu rotation, I think that would be better. If we changed the menu rotation and we are able to put out more chicken let's say or more whatever, then we might need to revisit some of that."</i> (GCFB staff)</p> <p><i>"A lot of people ask about meat. There's no meat, so that's been a question that has come up quite a bit."</i> (community site supervisors)</p>
Fewer parents/guardians come in bad weather	<p><i>"(Participation)'s gone up and down. Some of it also depends on the weather. So on days where it was rainy or colder out we saw less participation than days when it was nice out."</i> (community site supervisor)</p>	No remedy.
Not available at pick up times	<p><i>"I think sometimes I guess it's just a matter of convenience and time. I had also picked up for my one son because he works in the afternoons and they only have one vehicle, so I would pick up for him and then take it to him."</i> (parent/guardian)</p>	<p><i>"You tell us you want for three families and you're the only person in the car? Absolutely, you can get the food because maybe that family is working at the time that we're doing the distribution and they can't make it there and they think they can't get it then."</i> (community site supervisor)</p>
Limited ability to store fresh produce	<p><i>"We don't have a very large fridge. Ours is broken, and we had a loan, and it's a small one. So, it was very hard to fit all of it into the freezer if you weren't going to use that portion right away, which we tried to use the unfrozen stuff first, because it would go bad, and then use the frozen stuff to fill in."</i> (parent/guardian)</p> <p><i>"It could be storage. ... Think about it. If you have three or four children and you have to have eight ounces of milk, with breakfast and lunch, that's a lot of milk and you need two or three gallons of milk. I don't have storage for that in my fridge plus all the meals or the food that you're giving me. That's a lot of items."</i> (Michigan Department of Education staff)</p>	<p><i>"And a lot of our sponsors don't provide shelf stable milk but also there's been a shortage of shelf stable milk since the pandemic hit too. That's something to consider."</i> (Michigan Department of Education staff)</p>
The wait in line is too long	<p><i>"The longest I waited there was like three hours. Yeah. Because there was so many people."</i> (parent/guardian)</p> <p><i>"So, in people who don't have a lot of resources, then we're asking them to get their car and come up and sit in the parking lot for an hour waiting their turn and when it's hot they're going to be running air conditioning to survive or some people suffer through and they just leave the windows open. I've seen it. Or if it's cold though you're not going to be able to do anything, but sit in your car with the heat going and you're just wasting gas. Gas money that you don't have. And how many times are we asking people to do that?"</i> (community site supervisor)</p>	<p><i>"It seems to me that we ought to make them do that kind of stuff less (waiting in line) by just giving them more food."</i> (community site supervisor)</p>
There are other food banks that also provide food	<p><i>"But I think that as things went on, people really did start to learn, 'Oh, Forgotten Harvest has one over here. Oh, Woodside Bible Church is doing one over here. Oh...' You know? Then more and more of them started up."</i> (community site supervisor)</p>	<p><i>"Yeah. Maybe if people knew more of what they were getting. I know that's probably hard for Gleaners to determine in advance."</i> (community site supervisor)</p>

WHAT MAKES THE GROCERY MODEL WORK?

GCFB's Checklist of Necessary Components of High Integrity Grocery Model

Interviews with GCFB staff; observations of the Grocery Model sites in operations; and discussions throughout this evaluation with GCFB staff responsible for implementing, monitoring and evaluating the Grocery Model yielded detailed information regarding what it would take for other food banks to replicate this model of drive through grocery distribution. Table 19 provides a checklist of the essential components of a highly efficient Grocery Model. Figure 8 below is a graphic of what a Grocery Model set up looked like at all of the sites implemented by GCFB in the summer of 2020.

Table 19: Checklist of Necessary Components for a High Integrity Grocery Model (Based on meals for 10 days for 300 children per distribution)

HIGH LEVEL TAKEAWAYS

- The Grocery Model can provide meals for 600 or more families at a single location within a three-hour period of time
- The essential component that makes GCFB able to implement the Grocery Model at scale is the use of paid staff which assures standardization of food safety and distribution processes
- Paid staff also takes the workload off of communities in having to recruit, train, and monitor volunteers

INFRASTRUCTURE: Grocery Model requires ability to store and distribute large amounts of produce

Building and Major Equipment

- ✓ Warehouse storage of bulk food
- ✓ Warehouse equipment like dollies and hand trucks
- ✓ Refrigerated trucks with loading ramps if perishable food is on the menu
- ✓ Headlights and heating for winter distribution (recommended, not required)
- ✓ Provision to keep food out of elements like snow and rain (tarps, tents, etc.)
- ✓ Transportable site equipment: tables, chairs, tent for shade

Supplies

- ✓ Small supplies like box cutters, wrapping paper, and trash bags
- ✓ Ability to store food at a safe temperature (e.g., service from refrigerated trucks or thermal blanket to keep milk or frozen food cold)
- ✓ Distribution packaging for meals such as boxes or bags
- ✓ Sanitation supplies such as gloves, disinfectant, and hand washing supplies
- ✓ Traffic control supplies such as signs and cones

Site Set Up

- ✓ Traffic plan
- ✓ Communication with local authorities for traffic and other support
- ✓ Signage identifying the site
- ✓ Justice For All and other state and locally required documents displayed for public view
- ✓ Rubbish removal
- ✓ Ability to provide food for non-eligible household members (recommended, not required)

MEAL FORECASTING AND REAL-TIME MONITORING: Grocery Model requires a different way of defining reimbursable meals and vigilance to assure the right amount of groceries are available at sites

- ✓ Determine combination of available food options to meet the USDA meal pattern requirements for the desired number of meals to serve
- ✓ Determine amount of food to purchase for anticipated number of meals
- ✓ Identify other food sources for non-eligible household members (recommended, not required)
- ✓ Provide variety of food for greatest satisfaction (parents/guardians prefer fresh produce and frozen protein)
- ✓ Consider cultural accommodation in food options
- ✓ Have back up vehicles ready to deliver more food if needed, and sweep vehicles to pick up extras in order to flex to meet fluctuation in participation

STAFFING: Grocery Model uses a team of paid staff to assure high program integrity

Human Resources

- ✓ Recruit, screen, and hire temporary or permanent staff or identify current staff to support program (field team leads, field workers, monitors, clerical support, outreach)
- ✓ Train staff and volunteers in work process, protocols, and procedures (see GCFB Emergency Mobiles Staff Policies and Procedures Guide and Procedures Manual: GCFB and Forgotten Harvest Protocols for Food Distributions During the COVID-19 Pandemic);
- ✓ Provide required civil rights and other program specific training
- ✓ Track effort for reporting
- ✓ Establish safety and other relevant protocols and policies

Program and Operation Staff

- ✓ Create menus, preferably a registered dietician
- ✓ Purchase available items at cost effective prices
- ✓ Pull orders and/or pack boxes in warehouse
- ✓ Create schedule for deliveries
- ✓ Track food inventory in field and in warehouse
- ✓ Identify sufficient capacity for transportation to site, both trucks and drivers taking into account refrigeration needs if applicable
- ✓ Communicate with field team and warehouse regarding ground operations
- ✓ Communicate with sites regarding updates, changes, and menus
- ✓ Implement program in field including set up, break down, meal distribution, completing meal count forms, and other reporting
- ✓ Identify sufficient administrative support such as for scheduling sites, staff, inventory, equipment maintenance, sanitation
- ✓ Provide recipes and other nutrition education resources and experience (recommended, not required)

Management

- ✓ Set policies for other organizations providing additional resources and volunteers during distribution
- ✓ Provide oversight for adherence to regulations and guidance
- ✓ Insure program integrity
- ✓ Track program outputs and outcomes
- ✓ Prepare meal claims data and other required reporting for state administering organization
- ✓ Monitor program for adherence to regulations and guidelines as required by USDA and state agency
- ✓ Prepare and provide site documentation for agency monitoring, reporting and audits

Finance

- ✓ Track and report finances
- ✓ Insure cost effectiveness

MARKETING AND COMMUNICATION: Grocery Model makes use of digital and non-digital advertising as well as social media, television and radio to reach a wide swath of the community

- ✓ Continually update website with list of drive through dates/times for each site
- ✓ Update website daily to reflect changes
- ✓ Link maps and schedules to partner pages such as municipalities and health departments
- ✓ Design and print paper flyers designed for distribution at community locations as well as converted to PDF for email distribution
- ✓ Arrange for GCFB staff to be interviewed on local TV and/or radio
- ✓ Make presentations at community and legislative convenings to educate public
- ✓ Make presentations at collaboratives and other meetings to connect social service and education organizations with program access points
- ✓ Link to broader initiatives to reach a greater audience

COMMUNITY PARTNERSHIPS: Grocery Model sites must have appropriate space, and safe and appropriate accommodation for traffic. Community site supervisors must have solid connections with families with children in their communities

- ✓ Grocery Model sponsor identifies and vets eligible sites
- ✓ Community site needs sufficient space to host Grocery Model traffic flow
- ✓ Community partner takes responsibility for making lavatories available and keeping the site clean
- ✓ Community partner is able to engage sufficient participation of parents and guardians
- ✓ Location is highly visible and near a major thoroughfare, though successful high participation sites can be in neighborhoods with a good communication plan
- ✓ Community partner is able to gain permission, if needed, to use commercial or other community parking resources
- ✓ Community partner is involved in advertising and promoting dates/times to families with children
- ✓ Community partner is able to commit to long term hosting of program for stability
- ✓ Process is in place for determining which other community education/resources can be provided during drive through grocery pickup
- ✓ Local police or other authorities are notified of dates/times/location of grocery distribution
- ✓ Community site supervisor or other point of contact is on site throughout set-up, drive through, and break down times
- ✓ All partners must adhere to USDA program guidelines

TECHNOLOGY: Grocery Model requires real-time tracking of food distribution volume and appropriate software to support marketing and financial reporting requirements

- ✓ Inventory control software such as Primarius
- ✓ Financial data tracking and reporting software such as Financial Edge
- ✓ Site and meal count tracking software such as Excel
- ✓ Capacity for opt in for reminder robot texts, calls, and email
- ✓ Website development with scheduling and mapping capability

REPORTING: Grocery Model must meet all USDA SFSP and state regulations

- ✓ Use an accounting system that is able to track meal costs, such as invoice per distribution or meal delivery tickets using standard principals of accounting
- ✓ Prepare documentation for audits
- ✓ Prepare budget forecasts
- ✓ Account for and apply excess revenue to allowable programs such as the Child and Adult Care Food Program, or to SFSP for the next program year

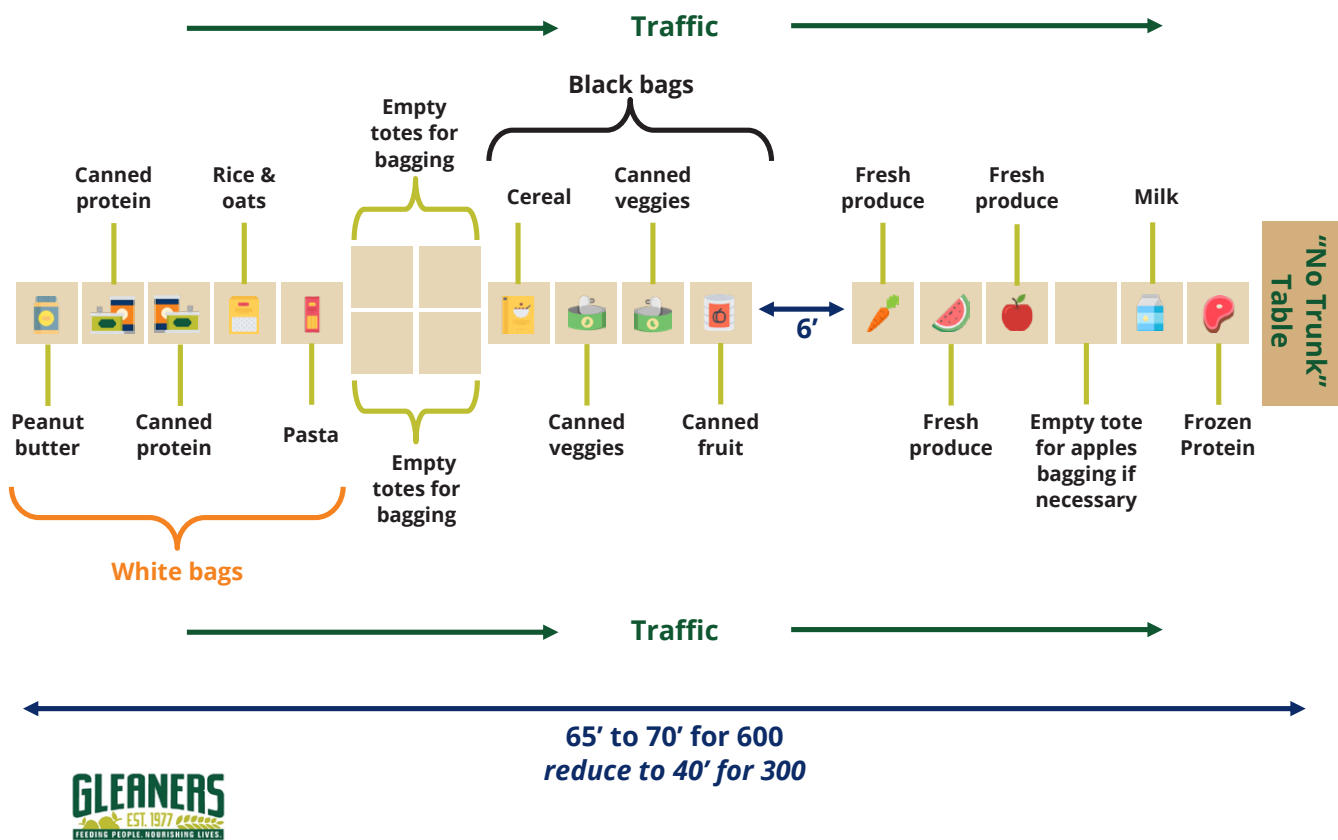
PROCESS: Grocery Model benefits from standard set up and processes across sites

- ✓ Traffic flow is managed by community site supervisors or public authority; cones to mark off drive through directions
- ✓ Distribution sites have standardized set up (per the Mobile Distribution Instructions: How to Set Up Your Drive-Thru Mobile and SFSP Set Up for 600 Guide)
- ✓ Procedures are followed to assure food safety (per the GCFB Emergency Mobiles Temperature Food Safety Guidelines 2020)

According to GCFB staff, the essential component that differentiates the Grocery Model from other food pantry models is that only paid staff are used in all program operations. Having paid staff assures consistency of personnel and standardization of food safety and distribution procedures. This is especially important when serving large numbers at sites – some provide meals for 600 or more families within a three-hour period. Community site supervisors noted in their interviews that the Grocery Model is easy for them to host largely because GCFB staff and operations are like “a well-oiled machine.” Having paid staff takes the workload off of community sites in having to constantly recruit, train, and monitor volunteers. As the cost analysis has shown, the Grocery Model can provide lunches and breakfasts at costs substantially below the current USDA SFSP reimbursement rates including the costs of all paid staff.

GCFB staff also acknowledge that the Grocery Model could be implemented by volunteers; not having volunteers does not disqualify an organization from implementing this model. However, because of its scale and complexity, implementing a Grocery Model without paid staff would require a cadre of highly trained, seasoned, regular volunteers.

Figure 8: SFSP Set Up for 600 (reduced size for 300-count mobiles, see note below)



SUSTAINING THE GROCERY MODEL BEYOND 2020

Evidence collected through this evaluation clearly shows that GCFB's Grocery Model is a very cost effective and efficient way to address child food insecurity when children are not physically in school. Families value the groceries they receive, which enable them to cook with their children and eat meals together as a family. The Grocery Model can serve vastly more children than the two prepared meal models, thus offering hope for shrinking the 80% gap in summertime meals for Michigan's eligible children who had not received SFSP meals in years past.

As noted in the beginning of this report, there are three essential SFSP policy waivers that will need to be made permanent if USDA wants to sustain the Grocery Model after the coronavirus pandemic ends:

1. Meal Times Waiver allows meals to be served to children outside of the traditional times of breakfast, lunch, snack and dinner. The Grocery Model operates for three consecutive hours at each site, falling at least partially outside of otherwise allowable times.
2. Non-congregate Feeding Waiver allows meals to be served in non-group settings. The Grocery Model provides food that parents/guardians prepare for their children to eat at home.
3. Parent/Guardian Meal Pick-Up Waiver allows parents/guardians to pick up meals and bring them home to their children. The Grocery Model requires that parents/guardians pick up food on behalf of their children.

The evaluation evidence clearly indicates that without these waivers, GCFB's Grocery Model – with a capacity to serve more than 300,000 reimbursable meals in a little over two months – would likely be either dramatically reduced in scope or cease to exist.

HIGH LEVEL TAKEAWAYS

- For the Grocery Model to be sustained through the Summer Food Services Program, three critical waivers of SFSP regulations must be made permanent:
 - ▶ Meal Times Waiver
 - ▶ Non-congregate Feeding Waiver
 - ▶ Parent/Guardian Meal Pick-Up Waiver

CONCLUSIONS

Evidence from this evaluation shows that the Grocery Model is not only efficient, it is also well received by families. The evaluation found that the Grocery Model is convenient, safe, and preferred over prepared meals by most families. Groceries enable families to cook and eat together, an outcome not available with the other meal distribution models. The Grocery Model enables parents/guardians to have leftover food beyond the meal components needed to configure six breakfasts and ten lunches. This extra food could provide second helpings for children, or feed other members of the family, while still complying with SFSP regulations. The Grocery Model offers a good choice of food and helps parents stretch their budgets. The Grocery Model reduces waste because 99% of the food is used, and there is no need for individual meal packaging. Finally, the Grocery Model supports local agriculture by using local products and produce.

One benefit of the Grocery Model is its ability to serve a substantial number of people who do not have children in their households. GCFB provided groceries to these people through private donations or other USDA programs, such as the Farms to Families Food Box program. Thus, the Grocery Model not only has the potential to substantially shrink the gap in summertime child food insecurity, it also contributes to reducing whole family food insecurity and affords children the benefits that accrue when they eat together as a family.

This evaluation found that the other two models of meal distribution that GCFB operates, the Stationary and Mobile Meal models, meet other kinds of needs for summertime meals for children. Different children and parents have different needs and preferences in the summertime. Children in summer programs need lunches provided through those programs (the Stationary Model) because they are not home at lunchtime. Mobile Meals are appropriate for providing breakfasts and lunches for those children whose parents/guardians are working or otherwise unable to prepare meals for them. The Grocery Model should not be viewed as an alternative to the other models; rather it is a third way valuable in its own right and worthy of SFSP reimbursement.

As evaluations often do, this study generated many other questions about the Grocery Model:

- ▶ **Questions about context:** What would the Grocery Model look like in different settings? Would families get the same quality of food and enjoy the same outcomes? What factors facilitate implementation and utilization in different settings?
- ▶ **Questions about policy:** How does USDA respond to the potential of the Grocery Model to serve significantly more children cost effectively? Does Congress have an appetite for sustaining the Grocery Model by making the three essential waivers permanent?

HIGH LEVEL TAKEAWAYS

- Evaluation evidence supports the conclusion that this pop-up drive through grocery distribution model is highly valued by parents and guardians
- The Grocery Model is also a very efficient method for providing summer meals to large numbers of children
- Congress would need to make the three waivers permanent through Child Nutrition Reauthorization for the Grocery Model to be eligible for SFSP reimbursement after the coronavirus pandemic ends

- ▶ Questions about implementation: GCFB’s Grocery Model works like a “well-oiled machine” largely because it utilizes paid staff who are trained and adequately supervised. GCFB notes that the Grocery Model could be implemented with well trained, seasoned, regular volunteers. Is the Grocery Model viable within a volunteer-run organization? Are there limits to scalability when the Grocery Model is implemented mostly or entirely by volunteers? How would a volunteer-run Grocery Model differ from the paid staff model implemented by GCFB?

Three waivers of USDA regulations were necessary for GCFB to test the Grocery Model’s efficacy: Meal Times Waiver, Non-congregate Feeding Waiver, and Parent/Guardian Meal Pick-Up Waiver. It has been over 40 years since the regulations cited in the waivers were significantly reviewed. USDA was able to waive the three regulations only because of the coronavirus pandemic and consequent need to provide summer meals to children in other ways through the Unanticipated School Closure SFSP provision. The Grocery Model—and its demonstrated ability to shrink the summertime meal gap for children—can only continue as a SFSP program in the long term if the temporary waivers are made permanent. This can only occur through the Child Nutrition Reauthorization, Congress’s process of making changes to the permanent statutes that authorize child nutrition programs.

APPENDICES

Appendix A:
Federal Regulations Affected by Three SFSP Waivers

Appendix B:
Distribution of Grocery Model Sites within each
County Served by Gleaners Community Food Bank

Appendix C:
Case Examples of Three SFSP Meal Distribution
Models Implemented by GCFB in 2020

Appendix D:
Telephone Interview Questionnaires

Appendix E:
Parent/Guardian Questionnaires

Appendix F:
GIS Calculations of Distance Traveled to Site

APPENDIX A: Federal Regulations Cited in the Three SFSP Waivers

(bold font added for emphasis)

Meal Times Waiver Cited Regulations

7 CFR 210.10(l) “(l) Requirements for lunch periods—(1) Timing. Schools must offer lunches meeting the requirements of this section **during the period the school has designated as the lunch period**. Schools must offer lunches between 10 a.m. and 2 p.m. Schools may request an exemption from these times from the State agency. With State agency approval, schools may serve lunches to children under age 5 over two service periods. Schools may divide quantities and food items offered each time any way they wish.”

7 CFR 220.8(l) “(l) Requirements for breakfast period. (1) Timing. Schools must offer breakfasts meeting the requirements of this section at or **near the beginning of the school day**.”

7 CFR 226.20(k) “(k) Time of meal service. State agencies may require any institution or facility to allow a specific amount of time to elapse between meal services or require that meal services not exceed a specified duration.”

7 CFR 225.16(c)(1) and (2) “(c) Time restrictions for meal service. **(1) Three hours must elapse between the beginning of one meal service, including snacks, and the beginning of another**, except that 4 hours must elapse between the service of a lunch and supper when no snack is served between lunch and supper. The service of supper shall begin no later than 7 p.m., unless the State agency has granted a waiver of this requirement due to extenuating circumstances. These waivers shall be granted only when the State agency and the sponsor ensure that special arrangements shall be made to monitor these sites. In no case may the service of supper extend beyond 8 p.m. The time restrictions in this paragraph shall not apply to residential camps. (2) The duration of the meal service shall be limited to two hours for lunch or supper and one hour for all other meals.”

Non-congregate Feeding Waiver Cited Regulations

7 CFR 225.6(e)(15) “(e) State-Sponsor Agreement. A sponsor approved for participation in the Program must enter into a permanent written agreement with the State agency. **All sponsors must agree in writing to: ... (15) Maintain children on site while meals are consumed**”

7 CFR 226.19(b)(6)(iii) “(b) All outside-school-hours care centers, independent or sponsored, shall meet the following requirements:... (6) Each outside-school-hours care center must require key operational staff, as defined by the State agency, to attend Program training prior to the center’s participation in the Program, and at least annually thereafter, on content areas established by the State agency. Each meal service must be supervised by an adequate number of operational personnel who have been trained in Program requirements as outlined in this section. **Operational personnel must ensure that: ... (iii) Meals served are consumed on the premises of the centers**”

Parent /Guardian Meal Pickup Waiver Cited Regulations

7 CFR 210.10(a) "(a) General requirements—(1) General nutrition requirements. Schools must offer nutritious, well-balanced, and age-appropriate meals to all the children they serve to improve their diets and safeguard their health."

7 CFR 220.2 (Breakfast) "Breakfast means a meal which meets the meal requirements set out in §§ 220.8 and 220.23, and **which is served to a child** in the morning hours. The meal shall be served at or close to the beginning of the child's day at school."

7 CFR 220.8(a) "(a) General requirements. This section contains the meal requirements applicable to school breakfasts for students in grades K through 12, and for children under the age of 5. In general, school food authorities must ensure that participating schools provide nutritious, well-balanced, and age-appropriate breakfasts to **all the children** they serve to improve their diet and safeguard their health."

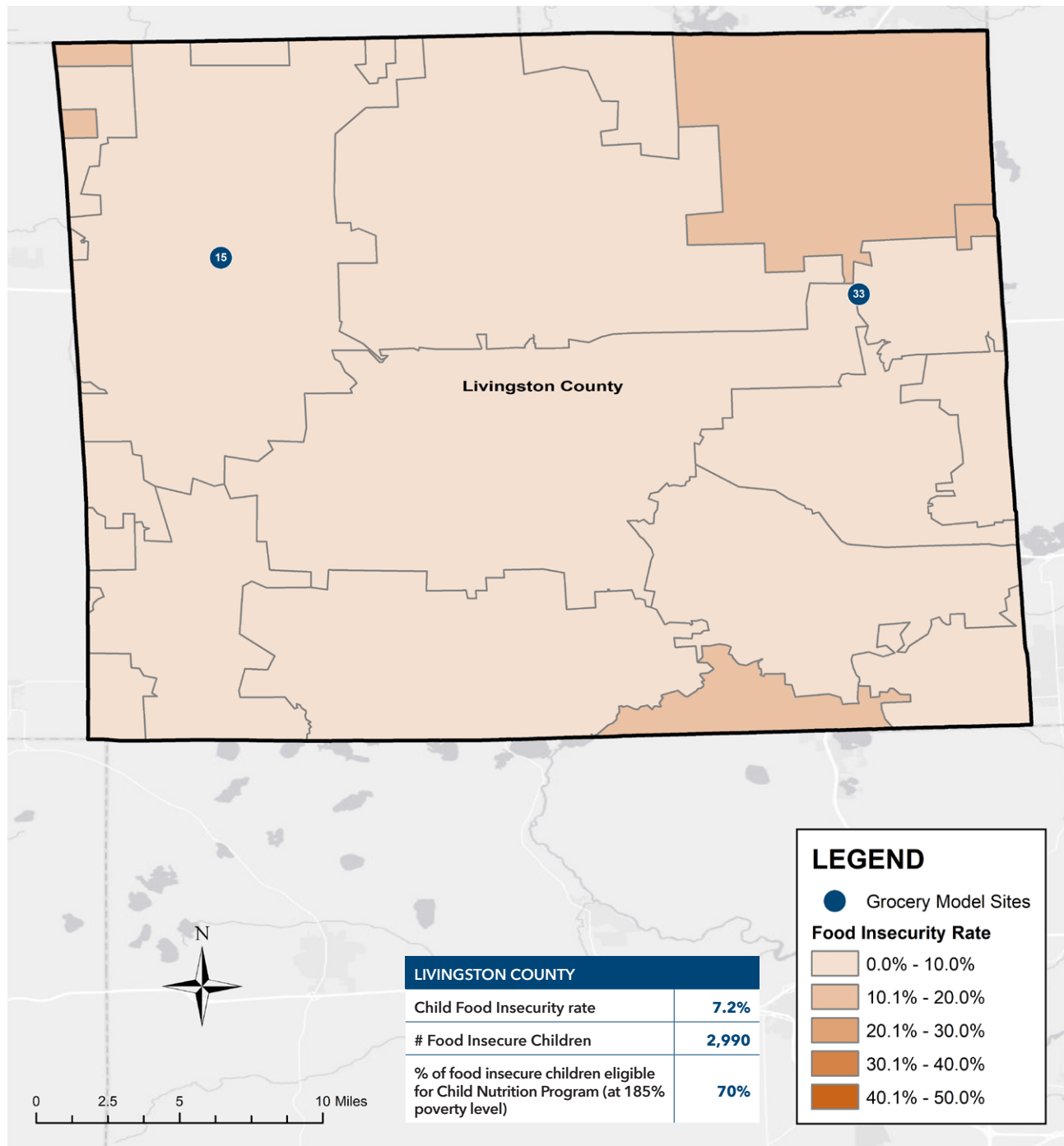
7 CFR 225.9(d)(7) "(7) Payments to a sponsor must equal the amount derived by multiplying the number of eligible meals, by type, **actually served under the sponsor's program to eligible children** by the current applicable reimbursement rate for each meal type. Sponsors must be eligible to receive additional reimbursement for each meal served to participating children at rural or self-preparation sites."

7 CFR 226.2 (Meals) "Meals means food which is served to enrolled participants **at an institution, child care facility** or adult day care facility and which meets the nutritional requirements set forth in this part. However, children participating in at-risk afterschool care centers, emergency shelters, or outside-schools-hours care centers do not have to be enrolled."

7 CFR 225.2 (Meals) "Meals means food which is **served to children at a food service site** and which meets the nutritional requirements set out in this part."

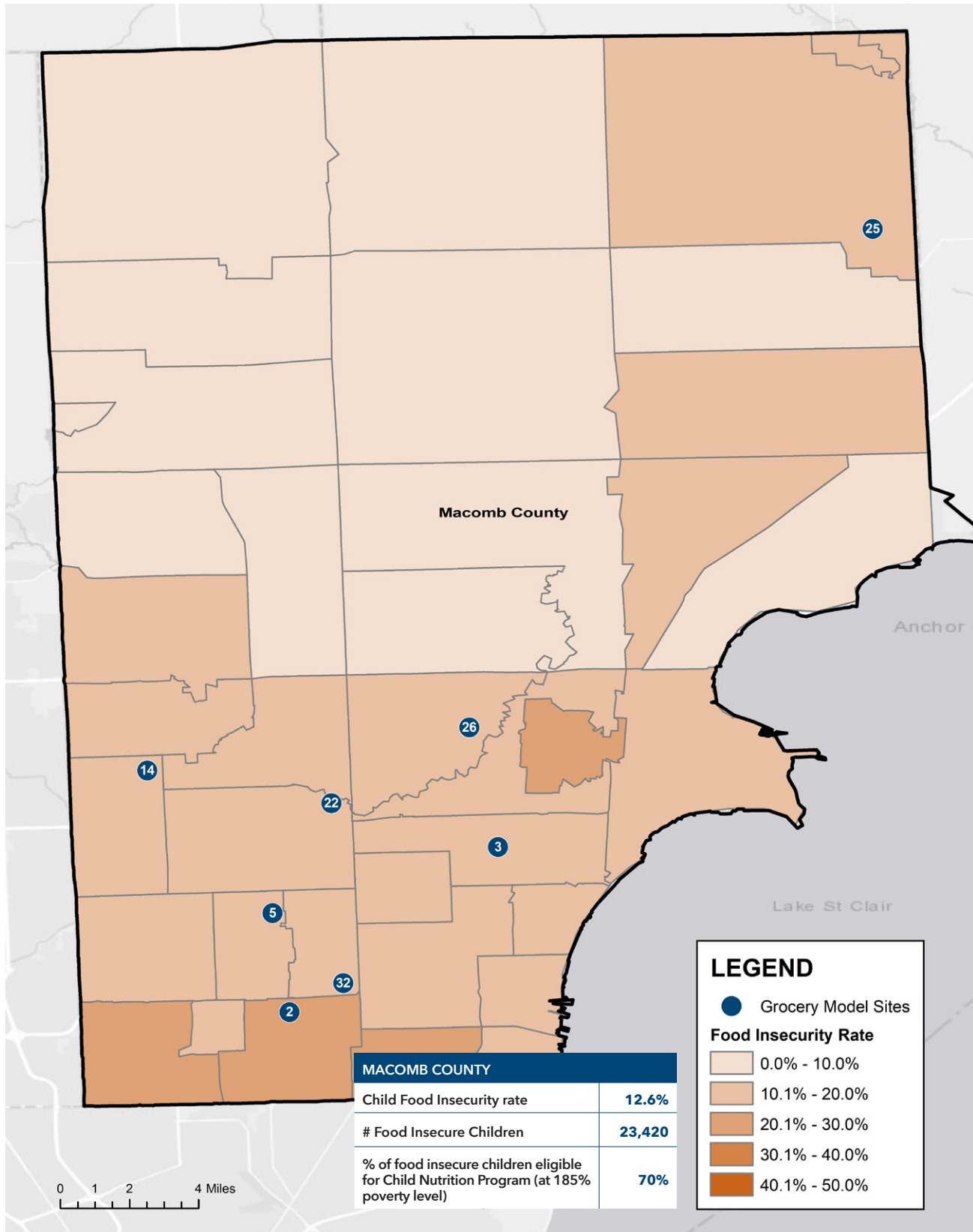
APPENDIX B: Distribution of Grocery Model Sites within Each County Served by Gleaners Community Food Bank

Livingston County Grocery Model Sites



The site numbers represent Grocery Model sites which are listed in Appendix F.

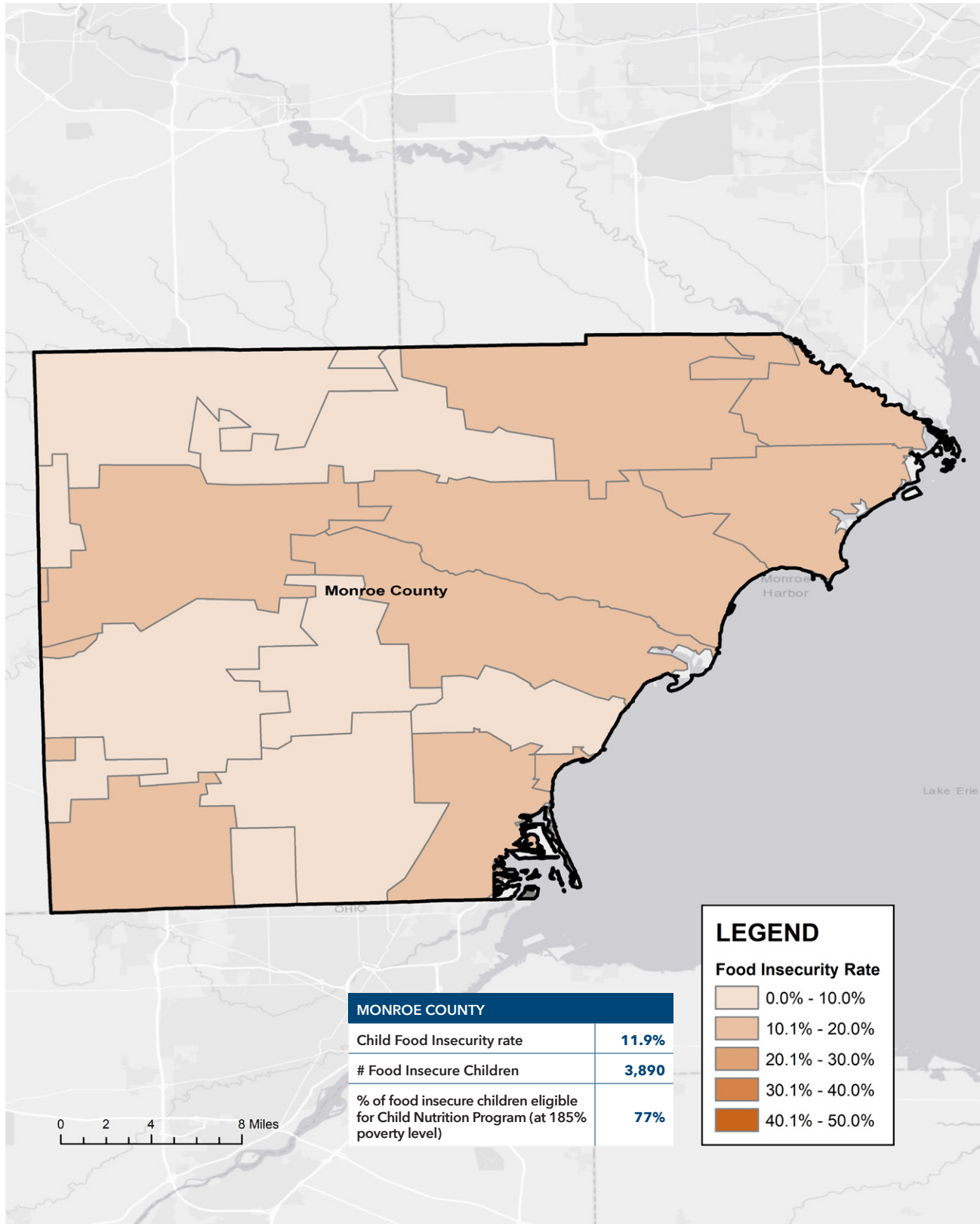
Macomb County Grocery Model Sites



The site numbers represent Grocery Model sites which are listed in Appendix F.

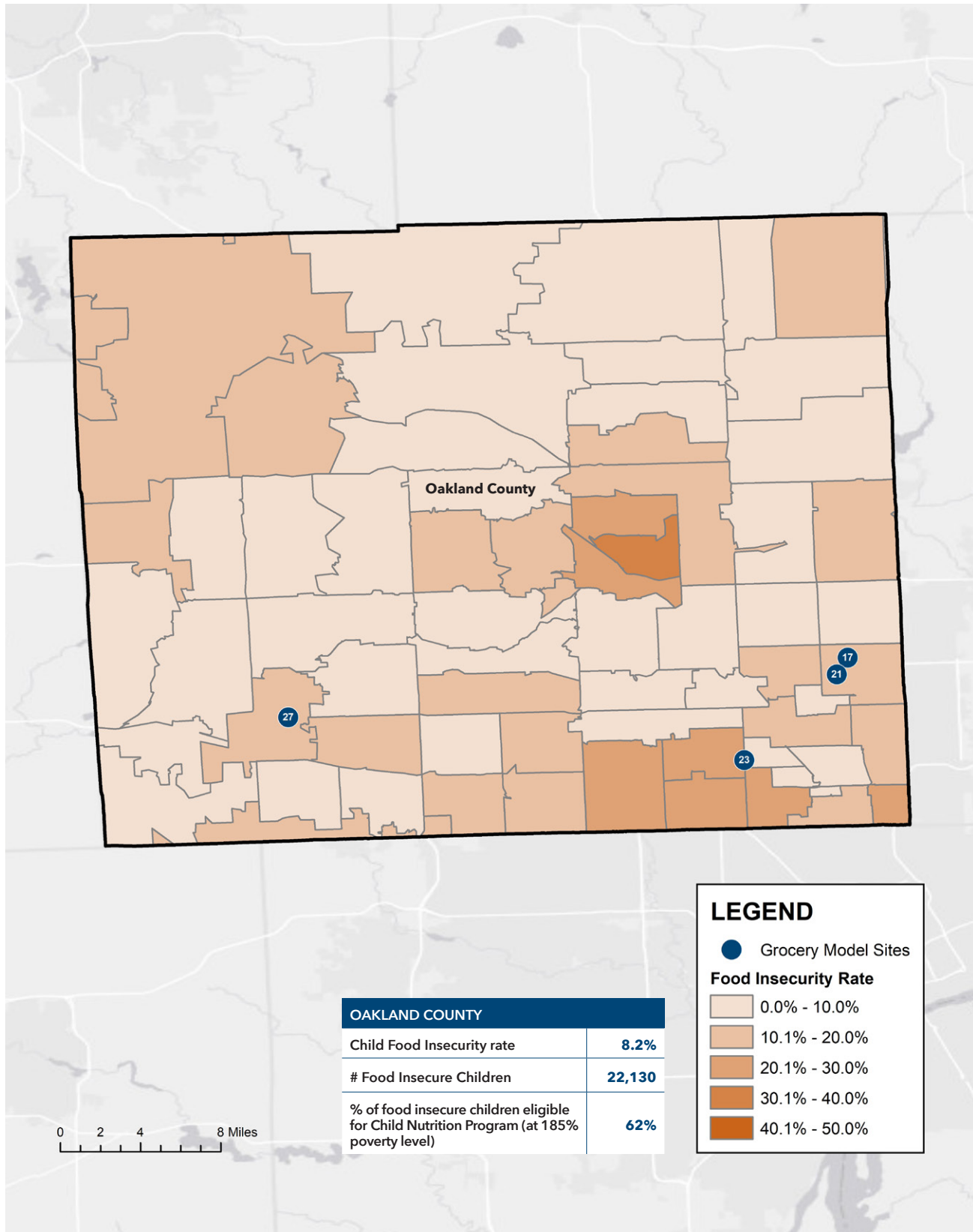
Monroe County Grocery Model Sites

Grocery pantries in Monroe County were operated by a partner and therefore not included in Gleaners' evaluation.



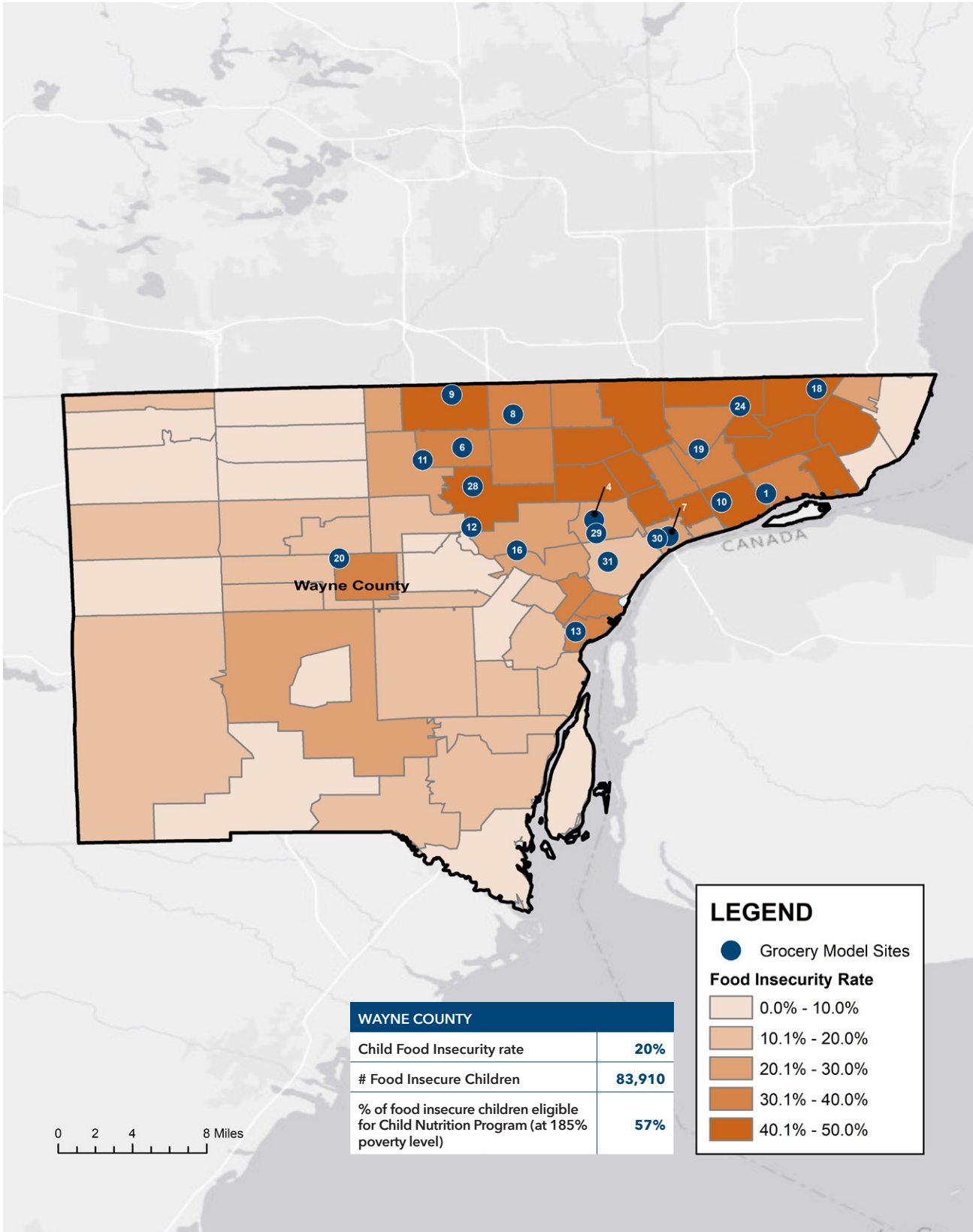
The site numbers represent Grocery Model sites which are listed in Appendix F.

Oakland County Grocery Model Sites



The site numbers represent Grocery Model sites which are listed in Appendix F.

Wayne County Grocery Model Sites



The site numbers represent Grocery Model sites which are listed in Appendix F.

APPENDIX C: Case Examples of Three SFSP Meal Distribution Models Implemented by GCFB in 2020

Gleaners Grocery Model:

Ford Community & Performing Arts Center, Dearborn, Michigan

Gleaners Stationary Model:

Healthy Kidz, Inc., Summer Camp at Tindal Activity Center, Detroit, Michigan

Gleaners Mobile Meal Model:

Gateway Townhomes, Romulus, Michigan and LeMoyne Gardens, Inkster, Michigan

Gleaners Grocery Model: Ford Community & Performing Arts Center Dearborn, Michigan

Around eight o'clock in the morning on a hot August day, two large trucks arrive in the large parking lot of the Ford Community Performing Arts Center. The driveway to the parking lot is straight off of a major thoroughfare. The Center is closed due to the coronavirus pandemic. Already there are eight staff unfolding tables and assembling a shade tent. Within a few minutes, the driver of one truck begins to unload pallets of food. Some pallets have shelf stable food including beans, rice, canned chicken and tuna, spaghetti, and peanut butter. Other pallets contain boxes of fresh produce including carrots, cabbage, green onions and lettuce. The second truck contains pallets of milk packaged into gallon jugs. A thermal blanket is placed over the pallet to keep the milk cold.

Assembling groceries into individual packages is very organized. A lead staff makes sure everyone has enough food, bags, etc. Today, five pallets of produce boxes, each containing 70 boxes, are taken from the truck and pulled next to the folding tables. About eight staff busily assemble the grains and proteins into black bags and place them into a large cardboard crate. Canned fruits and vegetables are placed into white bags and then into a different, large cardboard crate. Color coding assures that each family receives the same selection of groceries. Trash from the bulk food packages is put into yet another large cardboard crate.

The crates full of white and black grocery bags are at the first station. Boxes of produce are at a second station. Fresh cold milk covered with a thermal blanket is at the third station.

As staff assemble grocery packages, vehicles form a line that snakes around the large parking lot. By nine o'clock, at least 50 vehicles are lined up waiting for the distribution to begin.

When distribution starts, a meal counter stands with a clipboard at the start of the line. As a vehicle pulls up, the meal counter asks the driver how many families they are picking food up for, and how many school aged children



Two trucks originally containing all of the groceries to be distributed at the site, enough for at least 350 families. One staff is loading a pallet of empty cartons on the truck at the end of meal distribution.



GCBF staff packaging canned fruits and vegetables into white bags and place them into a large cardboard crate.



Staff wait at produce and shelf-stable food stations. Some are bagging food. A line of vehicles is awaiting the start of Grocery Model meal distribution.

live in each household. The meal counter writes the number of families on the bottom corner of the windshield and records information on the meal count form. They ask the driver to pop open the trunk, and direct the vehicle to the first station. There is a continual process of bagging the groceries and delivering them into the trunks at the same time.

While some staff are bagging, other staff at the first station place white and black bags of shelf staple food into the trunks. One bag of each type is given for each household with children represented by the vehicle. As each vehicle moves to the second station, boxes of produce are placed in the trunk. At the third station, the appropriate number of gallons of milk are placed the trunk. The trunk is then closed by the staff. Staff thank the driver for coming and the vehicle is on its way.

After about 90 minutes, the waiting line of vehicles shrinks. There is now a steady flow of vehicles, about one minute apart. Two and one half hours into meal distribution, staff report that about 308 sets of grocery packages have been distributed. For the final half hour, vehicles still arrive but sometimes there is a minute or two between arrivals.

By twelve o'clock, closing time, one truck had already left the lot. The milk truck remains to take back undistributed food and trash. Staff flatten the remaining cardboard from the bulk packaged food, and place them into a large cardboard crate. Partially full cardboard crates containing undistributed bags and boxes of food, already on pallets, are pulled back into the truck, as are the undistributed gallons of milk. The folding tables and shade tent are disassembled. Staff leave the site, go into their own cars, and drive away. The site is vacated within 15 minutes of closing time.



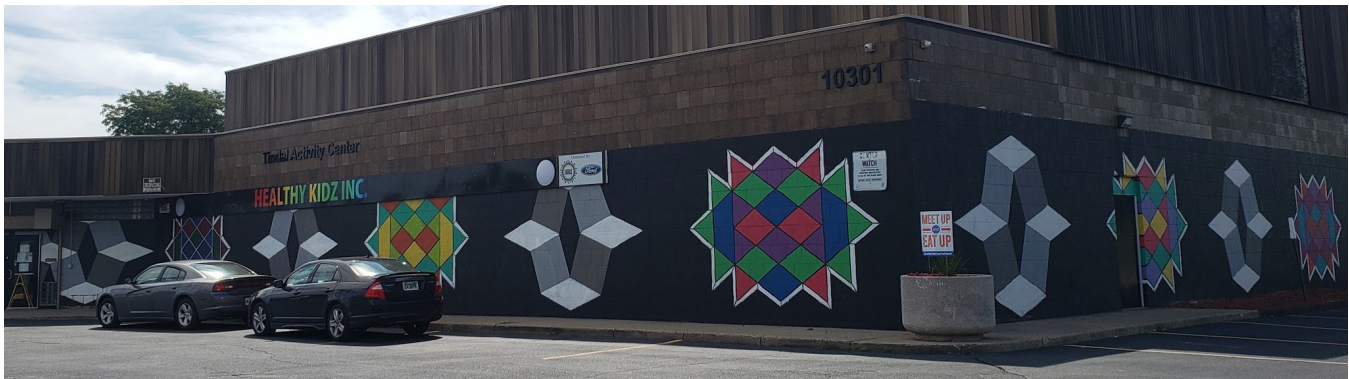
Color coded bags assure each family gets the same selection of groceries.



Fresh produce distributed the day of the site visit.

Gleaners Stationary Model: Healthy Kidz, Inc. Summer Camp at Tindal Activity Center, Detroit, Michigan

On a hot summer day in 2020, about 30 children aged 4 through 14 participated in summer day camp of Healthy Kidz, Inc., a non-profit youth development organization. Healthy Kidz, Inc. is housed in a rehabilitated City of Detroit recreation center. The center is warmly and colorfully decorated both outside and inside. Surrounding the building are a baseball field, soccer field, and children’s playground. There is a Meet Up and Eat Up sign both at the corner of the building and at the building’s entrance.



Immediately inside the entrance is a staffed reception desk with hand sanitizer available.

Typically, about 130 children participate in the summer day camp; COVID-19 safety measures reduced enrollment to 25 this year. There are paid adult staff at the center as well as four or five teenaged youth who were hired to work there through a summer youth employment program.

Every weekday morning, a meal vendor contracted by Gleaners brings pre-packaged lunches along with fresh milk and fruit, enough for the 25 attending children. The center has a commercial kitchen with a commercial-sized refrigerator that enables the dairy and fruit to remain refrigerated until lunchtime.



Commercial kitchen ready to distribute today’s lunch of sub sandwich, salad, apple and milk. Meals follow a daily menu agreed upon by Gleaners and the food vendor.

August, 2020 August, 2020

Gleaners Lunch

Monday	Tuesday	Wednesday	Thursday	Friday
1 Ramen Noodle Soup	2 Sausage & Jelly Sandwich	3 Garlic Chicken Pasta Salad	4 Turkey Chicken Soup w/ Roll	5 Chicken Caesar Salad
6 Build Your Own Nachos	7 Turkey and Cheese Wrap	8 Spicy Chicken Fries	9 Turkey Sub	10 Spicy Pasta
13 Spicy Sandwich	14 Sausage Salad	15 Ramen Noodle Soup	16 Sausage & Jelly Sandwich	17 Garlic Chicken Pasta Salad
20 Turkey & Cheese Sub w/ Roll	21 Chicken Caesar Salad	22 Spicy Chicken Fries	23 Turkey and Cheese Wrap	24 Spicy Pasta
27 Sausage Sub	28 Sausage Salad	29 Ramen Noodle Soup	30 Sausage & Jelly Sandwich	

Thought for the Day
Knowledge becomes wisdom only after it has been put to practical use. - Aesop

Tip & Information
August is the perfect month to enjoy some extra special moments of family. Soak up the sun, enjoy the outdoors, and make the most of the summer months. Don't forget to take a break from the heat and enjoy the outdoors. Don't forget to take a break from the heat and enjoy the outdoors. Don't forget to take a break from the heat and enjoy the outdoors.

www.gleaners.org



In the morning, Healthy Kidz, Inc. staff prepare the lunches which will be distributed through a large window between the commercial kitchen and the gymnasium. Milk and apples are brought from the refrigerator a few minutes before the children arrive. As the meals are being readied, other staff are sanitizing long folding tables that are placed about ten feet apart in a large gymnasium. Three chairs are placed at each table.

The children arrive at noon. The preschool children line up first in front of the kitchen counter where they each pick up their prepared lunch, milk and apple. They then line up at the gym entrance and are led by staff back to the preschool classroom where they eat their lunches.

The older children wait at the tables until the preschoolers leave. When it was their turn to retrieve their lunch, the older children line up respectfully at the window. They take their meals to their tables where they eat while chatting and playing with each other. Some children brought other food from home, stashed in their backpacks. According to the staff, COVID-19 restrictions impacted the kind of meals children get at this stationary site. In past years, they reported, children were served warm meals in cafeteria style.

Lunchtime ended after about 30 minutes. The children placed any empty containers and uneaten food on the table near the kitchen window. Then, they assemble at the gym door waiting to go to their next activity. After the children leave, a few staff remain to remove the leftovers and to sanitize the tables and chairs.

Staff reported that any lunches, milk and apples not distributed are bundled up and given to the children of families that staff knew to be most in need. No extra food, they said, gets wasted. Sometimes, the teenagers from the summer youth employment program may eat a lunch if any remain after the children leave.



Gymnasium of Healthy Kidz, Inc. showing preschool children in line to get their lunch. Older children waiting their turn at tables spaced ten feet apart; three chairs only at each table.

Gleaners Mobile Meal Model: Gateway Townhomes, Romulus, Michigan and LeMoyne Gardens, Inkster, Michigan

Around noon on a hot August Friday, a Meet Up and Eat Up van arrives at Gateway Townhomes, one of six stops it will make this day to distribute breakfasts and prepared lunches to children through USDA's Summer Food Services Program. There is a Meet Up and Eat Up lawn sign on the major thoroughfare leading into the apartment complex. There is an ice cream truck also in the parking lot distributing free ice cream snacks, compliments of the apartment complex management.

The driver, who is from a vendor organization, and the Gleaners meal counter quickly exit the van. They set up two folding tables on which they place insulated crates full of milk, apples, and prepared meals of flatbread with turkey and cheese, and raw broccoli. There were also boxes of muffins and individually packaged containers of sliced peaches. A muffin, apple, and milk together form the breakfast meal. The prepared lunch, sliced peaches and milk together comprise the lunch.

As the tables are being set, adults with children begin to congregate. One mother came pushing a baby in a stroller along with four other elementary school aged children. This was her second time coming to Meet Up and Eat Up. They came for the ice cream and noticed that there were also free lunches. She didn't come more often because she didn't want to take food away from people who need it more than her. One mother brought a toddler. Two children around ten years old came on their own. The Meet Up and Eat Up meal counter completes a meal count for each breakfast and each lunch that is distributed. About 40 people arrive for meals that day. The driver places the meals in plastic grocery bags for children to eat at home.

There is a picnic area near the parking lot where the Meet Up and Eat Up van parks. The area was used in prior years for children to eat their meals. The apartment manager says that years before, there were Meet Up and Eat Up staff who provided programming in the area from breakfast time until after lunch was distributed. This year, due to COVID-19, the adults and children take their meals and leave the site.

After about 20 minutes, the van driver places the undistributed food and folding tables into the van. The driver and meal counter then drive about five miles to LeMoyne Garden in Inkster, Michigan.

The van reaches this next location in about ten minutes. This time, the van is parked on a side street a bit down the road from a major thoroughfare. There, the driver and meal counter follow the exact same processes - setting up the folding tables, unloading the meal crates, counting and distributing meals. The community site supervisor is present, watching Mobile Meal operations.

The van driver explains that there is one vendor who makes the meals according to an agreed-upon menu. There's a different vendor who handles the logistics - picking up the meals and getting them from site to site.



Children in line at Meet Up and Eat Up vendor van to receive packaged breakfast and prepared lunches at Gateway Townhomes in Romulus, Michigan.



Breakfast (top) and lunch (bottom) served on the day of the site visit.

Among the people waiting in line is a young mother who brings with her three children. She says she has a total of ten children, ranging in age from one to 15. Some are back at her apartment. As the van driver begins to pack up, an older woman arrives. She is using a walker to get from her apartment to the Meet Up and Eat Up van. She takes meals for her 12 grandchildren who come over every day to eat lunch. As the older woman leaves, the undistributed meals and folding table are loaded up, and the van drives off to the next location.



Adult, children and community site supervisor at the Meet Up and Eat Up Mobile Meal stop in Inkster, Michigan.



LeMoyne Gardens in Inkster, Michigan, a Meet Up and Eat Up Mobile Meal location.

APPENDIX D: Telephone Interview Questionnaires

State Administrators Interview Questions

Talking points at start of interview:

- ▶ Interview will be recorded for our own reporting purposes, but only researchers at SPEC will see the recording
- ▶ Your responses are anonymous; only the group responses of all MDE staff who we interview will be reported.
- ▶ Your name will not be included in any reported responses, but we will include a list in the report of all MDE staff as well as all others who participated in the interviews

Questions:

1. Please tell me your **roles and responsibilities related to administering the Summer Food Services Program**. (Check which of these is mentioned. Ask about those not mentioned – Is it also your responsibility to...? If no, ask – whose responsibility the activity belongs to, as we may want to interview that person also?)
 - a. Approving sponsor applications
 - b. Training of sponsors
 - c. Allocating funding to sponsors
 - d. Processing payments/reimbursements to sponsors
 - e. Monitoring expenditures
 - f. Recording and reporting use of funds to USDA
 - g. Conducting management evaluations and audits
 - h. Continuing education/training to MDE staff to ensure compliance with USDA regulations
 - i. Hiring/supervising MDE staff
 - j. Site visits to monitor for program compliance
2. Do you have these roles and responsibilities for all of the models of meal distribution – Mobile, Stationary, and Grocery models?
 - a. You mentioned having responsibility for... (read those checked on the list above). Are any of these responsibilities different for the Grocery Model compared with the other models you are responsible for? Which responsibilities are different for the Grocery Model? How is each one different?
 - b. Overall, what are your thoughts about the Grocery Model of meal distribution? In what **ways is it better, and in what ways is it more challenging**, than the other models?
3. **About what percent of eligible people in Michigan** could be helped by the Grocery Model?
 - a. Do you think the Grocery Model is **reaching some people who aren't normally reached** or who don't normally have access to food like the groceries or prepared meals that Gleaners distributes? (If, yes, who?)
 - b. **Why** do you think **some people** who need groceries **are not participating** in this program?
 - c. Can you think of anything that can be done **to get more people to participate**?

4. What are your thoughts about the **impact** of this summer's Grocery Model of meal distribution?
 - a. Besides putting more food on people's tables do you **see any other benefits** to the grocery boxes for the people who receive them?
 - b. Is there anything in particular that is **really good** about this program?
 - c. Are there things about the program that **should be changed or dropped**?
 - d. Are there things about the program that should be **added**?

5. **If you could talk with policymakers** at USDA, what would you like to say to them?
 - a. Are there any **rules or regulations** that MDE needs to abide by that **make it more difficult** for the Grocery Model to operate? IF NOT MENTIONED, ASK SPECIFICALLY ABOUT:
 - i. Federal guidelines about information to be obtained about Grocery Box recipients
 - b. Are there any **rules or regulations** that MDE needs to abide by that *do or could* **make it easier** for the Grocery Model to operate? IF NOT MENTIONED ASK SPECIFICALLY ABOUT:
 - i. Making the Grocery Model waiver permanent?
 - c. What **kinds of rules or regulations should be required or eliminated** for the Grocery Model? IF NOT MENTIONED ASK SPECIFICALLY ABOUT:
 - i. Non-congregate feeding – allowing groceries to be taken home rather than being consumed at the pick-up site
 - ii. Allow out-of-meal time service – allowing pick up of enough food for multiple meals
 - iii. Allow parent pick up – that a child need not be present in order to pick up the groceries
 - iv. Allow someone other than parent to pick up groceries for the family with children
 - v. Allow community eligibility – ability to have grocery distribution at any location regardless of their proximity to schools or regardless of the percent of the community that is at least 50% Free and Reduced Lunch or similar poverty indicator
 - vi. Certain nutritional standards – the same or higher nutritional standards than USDA currently has
 - vii. Having a maximum number of households someone can pick up groceries for
 - viii. Having a maximum amount of food that can be distributed in each box
 - ix. How much identifying information needs to be obtained from each box recipient
 - d. Can you think of any **other kind of rules or regulations** that would **get more people to participate**?

6. **What else should USDA know** about the Grocery Model as a means for distributing meals through the Summer Food Services Program?

7. Do you have thoughts regarding reimbursement rates for the Grocery Model? For example, how reimbursement rates should be determined?

8. Do you have any **other thoughts** that you would like to share?

Gleaners Staff Interview Questions

Talking points at start of interview:

- ▶ Interview will be recorded for our own reporting purposes, but only researchers at SPEC will see the recording
- ▶ Your responses are anonymous; only the group responses of all Gleaners staff who we interview will be reported.
- ▶ Your name will not be included in the report, but we will include a list in the report of all Gleaners staff as well as all others who participated in the interviews

Questions:

1. Please tell me your **roles and responsibilities related to implementing the Summer Food Services Program**. (CHECK WHICH OF THESE IS MENTIONED. ASK ABOUT THOSE NOT MENTIONED – Is it also your responsibility to...? IF NO, ASK – whose responsibility the activity belongs to, as we may want to interview that person also?)
 - a. Attend state agency's training
 - b. Locate eligible sites
 - c. Hire, train and supervise staff and/or volunteers
 - d. Arrange for meals to be prepared and delivered
 - e. Monitor sites
 - f. Prepare claims for reimbursement
 - g. Ensure sustainability of the summer food project and sites through community partnerships, fundraising and volunteer recruitment
 - h. Any other responsibilities?
2. Do you have these roles and responsibilities **for all of the models of meal distribution** – Mobile, Stationary, and Grocery models?
 - a. You mentioned having responsibility for... (READ THOSE CHECKED ON THE LIST ABOVE). Are any of these responsibilities different for the Grocery Model **compared with the other models** you are responsible for? Which responsibilities are different for the Grocery Model? How is each one different?
 - b. Overall, what are your thoughts about the Grocery Model of meal distribution? In what **ways is it better, and in what ways is it more challenging**, than the other models?
3. **About what percent of eligible people in Gleaners catchment area** *actually* participate in the Grocery Model program?
 - a. Do you think the Grocery Model is **reaching some people who aren't normally reached** or who don't normally have access to food like the groceries or prepared meals that Gleaners distributes?
 - b. **Why** do you think **some people** who need groceries **are not participating** in this program?
 - c. Can you think of anything that can be done **to get more people to participate?**
4. What are **your thoughts** about the **impact** of this summer's Grocery Model of meal distribution?
 - a. Besides putting more food on people's tables **do you see any other benefits** to the grocery boxes for the people who receive them?

- b. Is there anything in particular that is **really good** about this program?
- c. Are there things about the program that **should be changed or dropped**?
- d. Are there things about the program that should be **added**?

5. **If you could talk with policymakers** at USDA, what would you like to say to them?

- a. Are there any **rules or regulations** that MDE needs to abide by that **make it more difficult** for the Grocery Model to operate? IF NOT MENTIONED, ASK SPECIFICALLY ABOUT:
 - i. Federal guidelines about information to be obtained about Grocery Box recipients
- b. Are there any **rules or regulations** that MDE needs to abide by that *do or could* **make it easier** for the Grocery Model to operate? IF NOT MENTIONED ASK SPECIFICALLY ABOUT:
 - i. Making the Grocery Model waiver permanent?
- c. What **kinds of rules or regulations should be required or eliminated** for the Grocery Model? IF NOT MENTIONED ASK SPECIFICALLY ABOUT:
 - i. Non-congregate feeding - allowing groceries to be taken home rather than being consumed at the pick-up site
 - ii. Allow out-of-meal time service - allowing pick up of enough food for multiple meals
 - iii. Allow parent pick up - that a child need not be present in order to pick up the groceries
 - iv. Allow someone other than parent to pick up groceries for the family with children
 - v. Allow community eligibility - ability to have grocery distribution at any location regardless of their proximity to schools or regardless of the percent of the community that is at least 50% Free and Reduced Lunch or similar poverty indicator
 - vi. Certain nutritional standards - the same or higher nutritional standards than USDA currently has
 - vii. Having a maximum number of households someone can pick up groceries for
 - viii. Having a maximum amount of food that can be distributed in each box
 - ix. How much identifying information needs to be obtained from each box recipient
- d. Can you think of any **other kind of rules or regulations** that would **get more people to participate**?

6. **What else should USDA know** about the Grocery Model as a means for distributing meals through the Summer Food Services Program?

7. Do you have any **other thoughts** that you would like to share?

Site Supervisor Interview Questions

Talking points at start of interview:

- ▶ Interview will be recorded for our own reporting purposes, but only researchers at SPEC will see the recording
- ▶ Your responses are anonymous; only the group responses of all site managers who we interview will be reported.
- ▶ Your name will not be included in the report, but we will include a list in the report of all site managers who participated in the interviews
- ▶ Ask respondent if they have any questions before we begin

Questions:

1. **a. Tell me about your roles and responsibilities related to running Meet Up and Eat Up this summer at this site. (CHECK WHICH OF THESE IS MENTIONED)**
 - b. **We understand that Gleaners staff have done many of the following activities, but just to make sure, I'd like to ask you whether you had responsibility for these (other) activities at the *Meet Up and Eat Up* site:**
 - a. Attending training provided by Gleaners
 - b. Supervising activities and meal service at your site
 - c. Managing your own volunteers
 - d. Distributing the groceries
 - e. Keeping daily records of groceries that were distributed
 - f. Storing the groceries
 - g. Keeping the site clean and sanitary
 - h. Helping Gleaners promote the program in the community
2. **Have you ever supervised any other kind of meal distribution at this or any other site? (e.g. were you a pantry partner to Gleaners in the past?)**
 - a. If yes, did you have the same or different responsibilities? You mentioned having responsibility for... (READ THOSE CHECKED ON THE LIST ABOVE)
 - b. How would you compare the grocery model of food distribution to the other kinds of meal distribution you were involved with?
3. **About what percent of people in your community do you think could be helped by the groceries actually come to get them?**
 - a. Do you think you are **reaching some people who you don't normally reach** or who don't normally have access to food like the groceries or prepared meals that Gleaners distributes?
 - b. **Why** do you think **some people** who need groceries are **not participating** in this program?
 - c. Can you think of anything that can be done **to get more people to participate?**
4. What are **your thoughts** about this summer's grocery model of meal distribution?
 - a. Besides putting more food on people's tables **do you see any other benefits** to the grocery boxes for the

people who receive them?

b. Is there anything in particular that is **really good** about this program?

c. Are there things about the program that **should be changed or dropped**?

d. Are there things about the program that should be **added**?

5. **If you could talk with policymakers** at USDA or at the State of Michigan, what would you like to say to them?

a. Are there any **rules or regulations** that you need to abide by that **either make it easier or make it more difficult** for this grocery program to operate at your site?

b. Can you think of any **other kind of rules or regulations** that would make it **easier for you to operate** the grocery program at this site?

c. Can you think of any **other kind of rules or regulations** that would **get more people to participate**?

6. Do you have **any other thoughts** that you would like to share?

Gleaners Participant Interview Questions

Hello. My name is (INTERVIEWER NAME). I was part of the team of people who was collecting surveys at the Meet Up and Eat Up grocery box locations this summer. You completed one of the surveys for us when we were surveying people at (SITE NAME). Thank you very much for that.

On the survey you said it was OK for us to call you and interview you to get more information about your experiences getting groceries. We said if you were selected we'd send you a \$25 gift card to either Meijers or Walmart as a thank you gift for taking time to talk with us for a few minutes. Are you still interested in participating in our interviews? Is this a good time to talk? (IF NOT, SCHEDULE A TIME).

Thank you for agreeing to be interviewed. We want to learn about the good that the grocery program does for people in our community so that we can tell our local, state and federal government politicians why the program should continue. We also want your thoughts about how they can make getting these groceries a better experience for you.

I want you first to know that all of your answers to my questions will be anonymous. We are going to put everyone's answers together and summarize them. If we use a quote from what you say, we will not include your name with the quote. It will be anonymous. So, you can be open and honest in your responses.

But, at the end of the interview I'll invite you to list your name in the report along with all of the other people we are interviewing.

I would like to record this interview, only for my own use when I write up the report. Do I have your permission to record our interview today?

Do you have any questions of me before we begin? (ANSWER ANY QUESTIONS)

OK. Let's get started.

1. We surveyed you at (SITE NAME), but you mentioned on your survey that you also go to (NAME OF SITE) to get **prepared meals** for your children. Was that this summer that you went to another site also for meals? **Please tell me about the meals you at that site** (TRY TO DETERMINE IF IT IS, INDEED, PREPARED MEALS)

- a. How did it work?
- b. How far do you have to travel to that meal site?
- c. What time to you get there?
- d. How long do you wait in line?
- e. Do your children eat most of the meals that they got?
- f. How does it compare with the grocery box that you got at (SITE NAME)?
 - i. What did you like better about it?
 - ii. What did you not like about it?
- g. What's it like with the staff who ask you questions before you can get your prepared meals? Polite? Friendly? How long you had to wait?
- h. What kind of site do you go to? (e.g., church, sidewalk)
 - i. Did your children go with you? About how many?

2. On the survey you said that [only go through those that are better (1) or prepared meals are better (3)]

- a. Q13a The grocery box pick up is (safer/less safe). Can you tell me why you said this on the survey?

- b. Q13b The grocery box is better/worse for when you want to eat meals together as a family. Can you tell me why you said this on the survey?
- c. Q13c The grocery box is better/worse for when you want to eat meals from your culture or religion. Can you tell me why you said this on the survey?
- d. Q13d The grocery box had better/worse choices of food your child(ren) gets to eat. Can you tell me why you said this on the survey?
- e. Q13e The grocery box is more/less convenient for preparing meals for your child(ren). Can you tell me why you said this on the survey?
- f. Q13f The grocery box is better/worse for when you want to cook meals together with your child(ren). Can you tell me why you said this on the survey?
- g. Q13g The staff at the grocery model are friendlier/less friendly than the staff at (other location). Can you tell me why you said this on the survey?
- h. Q13h The grocery box had better/worse qualify that the meals you got from (other site). Can you tell me why you said this on the survey?

3. Is there any way that getting the Grocery Boxes from (NAME OF LOCATION) can be better for you?

4. Finally, please tell me a little bit about your household. How many people live in your house? What part of Michigan do you live in? How many children? How old are they? Anyone in your house who has any special needs, like they are deaf or blind or need a wheel chair or walker to get around?

5. Do you have any other thoughts or things - good or bad - that you want to tell me about getting Grocery Boxes this year?

Thank you for taking time to talk with me. Please tell me what kind of \$25 gift card you would like - Meijers or Walmart? Please slowly tell me your name and address so I can send you the gift card (WRITE DOWN MAILING INFORMATION).

Lastly, while we will not use your name with your responses, we are listing the names of people we interview in the acknowledgement section of the report, if they give us permission to include their name. Would you like your name to be listed in the report? (WRITE DOWN RESPONSE)

Thank you again!

APPENDIX E: Parent/Guardian Questionnaires

The survey was administered as a double-sided legal size sheet. It has been reduced in size for this report.

Gleaners' Summer Survey – English Version

Gleaners' Summer Survey... Please help us!!

We are doing this survey to learn about your experiences picking up groceries this summer at this Meet Up and Eat Up location. Thank you for taking time to complete it! **Only the researchers will see your answers.** Please give us your honest opinion.

- 1 Did you receive groceries from this location before today?
- NO (Skip to Question 2)
- YES → Does your family eat all of the groceries that you receive?
- YES → About how many days does it take your family to eat all of the groceries?
- 1 to 3 days ⁽¹⁾
- 4 to 6 days ⁽²⁾
- 7 to 10 days ⁽³⁾
- 11 to 14 days ⁽⁴⁾
- NO → What food DOESN'T your family eat? _____

We want to know who comes to this Meet Up and Eat Up location. Please tell us:

- 2 In what **year were you born**? _____
- 3 **How many children** under age 18 live with you now? (circle one)
- 0 1 2 3 4 5 6 7 8 9 10 More than 10
- 4 In what **zip code** do you live? _____
- 5 What is your **gender**?
- Female Male Do not identify as male or female Prefer not to answer
- 6 What is your **marital status**?
- Single (never married) Married Widowed Prefer not to answer
- 7 Which of these describes your **race/ethnicity**? (check as many as apply to you)
- Black or African American (including African and Caribbean)
- Hispanic or Latino/a
- American Indian or Alaskan Native
- White
- Middle Eastern
- Asian (including subcontinent and Philippines)
- Native Hawaiian or other Pacific Islander (original peoples)
- Prefer not to answer
- 8 On a scale of 0 to 10, where 0 means not at all likely and 10 means extremely likely, how likely are you to **recommend this food program** to a friend or family member? (circle one number)
- 0 1 2 3 4 5 6 7 8 9 10
- Not at all likely Extremely likely

- 9 **Think about only this Meet Up and Eat Up location.**

How would you rate your overall experience at this food program?	Very good	Good	Neither good nor bad	Bad	Very bad	Don't know
How are you treated when you visit this program?	Very well	Well	Neither well nor poorly	Poorly	Very poorly	Don't know
How do you feel about the wait time at this food program?	Very short	Short	Seems fine	Long	Very long	Don't know
Have you had difficulty getting services at this program because you have had trouble communicating with staff or volunteers?	Never		Sometimes		Often	Don't know
How safe do you feel picking up groceries here?	Very safe	Safe	Neither safe nor unsafe	Unsafe	Very unsafe	Don't know

PLEASE TURN OVER →

How often do you use the groceries that you get here to eat meals together as a family?	Very often	Often	Sometimes	Not very often	Never	Don't know
How well can you use the groceries to cook meals from your culture or religion ?	Very well	Well	Neither well nor poorly	Poorly	Very poorly	Does not apply
How happy are you with the choices of food your child(ren) gets to eat?	Very happy	Happy	Neither happy nor unhappy	Unhappy	Very unhappy	Don't know
How happy are you with the convenience of the groceries for preparing meals?	Very happy	Happy	Neither happy nor unhappy	Unhappy	Very unhappy	Don't know
How often do you use the groceries to cook meals together with your child(ren)?	Very often	Often	Sometimes	Not very often	Never	Don't know
How friendly are the staff who pass out the food?	Very friendly	Friendly	Neither friendly nor unfriendly	Unfriendly	Very unfriendly	Don't know
How happy are you with the overall quality of the food you get?	Very happy	Happy	Neither happy nor unhappy	Unhappy	Very unhappy	Don't know

10 Do you also **go to another Meet Up and Eat Up** to get **prepared meals** for your child(ren)?

- 1** YES → If you checked YES, please **continue to question 11 below**.
 2 NO → If you checked NO, you are done with the survey. Please place your survey in the box marked SURVEY.
Thank you!

11 If there were no stay-at-home Covid order right now, how would you prefer to get meals for your child(ren)?

- 1** Prefer this grocery box **2** Prefer prepared meals **3** Either one; no difference **4** Don't know

12 What **other Meet Up and Eat Up locations** do you go to for **prepared meals**? (write name or location here – if you don't remember write "don't remember")

13 **Now, think about how this location compares with the other Meet Up and Eat Up site where you get prepared meals.** How does getting groceries at today's location **compare with** getting free **prepared meals** from the **other** Meet Up and Eat Up location this year?

	<u>Grocery Box</u> location is better	<u>Both</u> locations are the same	<u>Prepared meals</u> are better	<u>I don't know</u> or can't compare
Safety when picking up meals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to eat meals together as a family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to eat meals from your culture or religion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Choices of food your child(ren) gets to eat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience in preparing meals for your child(ren)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to cook meals together with your child(ren)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendliness of the staff when passing out the food	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall quality of the food you get	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14 Would you like to be eligible to receive a \$25 gift card for a brief telephone interview?

If you would like to be interviewed by phone, please fill out the information below to be eligible. If you are selected and complete the interview, we will send you a \$25 gift card to your choice of either Meijer or Walmart as a thank you.

NAME (Please print clearly): _____

PHONE NUMBER: (_____) _____

THANK YOU FOR COMPLETING THIS SURVEY!! 😊

Gleaners' Summer Survey -- Arabic Version

استقصاء جليترز الصيفي...ساعدنا من فضلك!!

إننا نجري هذا الاستقصاء للتعرف على تجاربك في الحصول على البقالة هذا الصيف في موقع برنامج "ميت أب أند إيت أب" Meet "Up and Eat Up" هذا. شكرا لك على الوقت الذي ستمضيه في إكمال هذا الاستقصاء! يرجى العلم أن إجاباتك لن يراها إلا الباحثون فقط. فمن فضلك أعطنا رأيك الصادق.

هل تسلمت بقلتك من هذا الموقع قبل اليوم؟

لا (انتقل إلى السؤال رقم 2)

نعم ← هل أكلت عائلتك كل أصناف البقالة التي تسلمتها؟

نعم ← كم عدد الأيام التي استغرقتها عائلتك في أكل كل أصناف البقالة التي تسلمتها؟

1 إلى 3 أيام (1)

4 إلى 6 أيام (2)

7 إلى 10 أيام (3)

11 إلى 14 يوم (4)

لا ← ما هو الطعام الذي لم تأكله عائلتك؟

إننا نريد ان نتعرف على من يحضر لموقع برنامج "ميت أب أند إيت أب". من فضلك أخبرنا بالتالي:

في أي عام ولدت؟

كم عدد الأطفال تحت سن 18 عاما يعيشون معك الآن؟ (ارسم دائرة حول رقم واحد)

10 9 8 7 6 5 4 3 2 1 0 أكثر من 10

ما هو الرمز البريدي لمحل إقامتك؟

ما هو جنسك؟

أنثى ذكر وغير محدد ذكر أم أنثى أفضل عدم الإجابة

ما هي حالتك الاجتماعية؟

أعزب (لم يسبق لي الزواج) متزوج وأرمل أفضل عدم الإجابة

أي من التالي يصف عرقك/ توجيك العرقي؟ (اختر كل ما ينطبق عليك)

1 أسود أو أمريكي من أصل إفريقي (تضمنن الإفريقي والكارابي)

2 إسباني أو لاتيني

3 هندي أمريكي أو من سكان الأسكا الأصليين

4 أبيض

5 من الشرق الأوسط

6 آسيوي (بما فيها شبه القارة الهندية والنيشن)

7 من السكان الأصليين لهواي أو غيرها من حزر المحيط الهادي (الشعوب الأصلية)

8 أفضل عدم الإجابة

على مقياس من 0 إلى 10 -حيث 0 تعني من غير المرجح على الإطلاق و 10 تعني مرجح للغاية- ما هو احتمال أن توصي

برنامج الغذاء هذا لصديق أو عضو من أعضاء العائلة؟ (ارسم دائرة حول رقم واحد)

10 9 8 7 6 5 4 3 2 1 0

من غير المرجح على الإطلاق مرجح للغاية

عند التفكير فقط في موقع برنامج ميت أب أند إيت أب.

لا أدري	سيئة جدا	سيئة	ليست جيدة وليست غير جيدة	جيدة	جيدة جدا	كيف تقيم تجربتك الكلية مع برنامج الغذاء هذا؟
لا أدري	سيئة جدا	سيئة	ليست جيدة وليست غير جيدة	جيدة	معاملة جيدة جدا	كيف تتم معاملتك عند زيارتك لهذا البرنامج؟
لا أدري	طويل جدا	طويل	يبدا معقولا	قصير	قصير جدا	ما رأيك في وقت الانتظار الخاص ببرنامج الغذاء هذا؟
لا أدري	عابيا		أحيانا		أبدا	هل واجهت صعوبة في الحصول على خدمات هذا البرنامج بسبب أنك واجهت مشكلة في التواصل مع طاقم عمل البرنامج أو متطوعيها؟
لا أدري	غير آمن جدا	غير آمن	لست آمن ولا غير آمن	آمن	آمن جدا	ما مدى إحساسك بالأمان أثناء حصولك على البقالة هنا؟

برجاء قلب الصفحة ←

ما مدى تكرار استخدامك للبقالة التي تحصل عليها من هنا في تناول وجبات جماعية مع عائلتك؟	كثيرا جدا	كثيرا	أحيانا	ليس كثيرا	أبدا	لا أدري
ما مدى إمكانية استخدامك للبقالة في طهي وجبات تنتمي لتقافتك أو دينك؟	جيدة جدا	جيدة	ليست جيدة وليست غير جيدة	سيئة	سيئة جدا	لا ينطبق
ما مدى مساعدتك باختيارات الطعام التي يستطيع طفلك (طفلك) أكلها؟	سعيد جدا	سعيد	لست سعيد ولا غير سعيد	غير سعيد	غير سعيد للغاية	لا أدري
ما مدى مساعدتك بملازمة البقالة لإعداد الوجبات؟	سعيد جدا	سعيد	لست سعيد ولا غير سعيد	غير سعيد	غير سعيد للغاية	لا أدري
ما مدى تكرار استخدامك للبقالة لطهي الوجبات سويا أنت وطفلك (طفلك)؟	كثيرا جدا	كثيرا	أحيانا	ليس كثيرا	أبدا	لا أدري
ما مدى ود طاقم العمل الذي يمرر لك الطعام؟	ودودون جدا	ودودون	ليسوا ودودين ولا يسوا غير ودودين	غير ودودين	غير ودودين للغاية	لا أدري
ما مدى مساعدتك بجودة الطعام الذي تحصل عليه بصورة عامة؟	سعيد جدا	سعيد	لست سعيد ولا غير سعيد	غير سعيد	غير سعيد للغاية	لا أدري

10 هل تذهب أيضا لبرنامج ميت أب أند إيت أب أخرى للحصول على وجبات جاهزة لطفلك (طفلك)؟

- نعم ← إذا اخترت نعم فيرجى الإكمال حتى السؤال رقم 11 أدناه.
 لا ← إذا اخترت لا فقد انتهيت من الاستقصاء. يرجى وضع ورقة الاستقصاء في الصندوق المكتوب عليه "استقصاء".
 شكرا لك!

11 لتفترض عدم وجود أوامر البقاء بالمنزل الآن نتيجة وباء كوفيد فكيف تفضل الحصول على وجبات لطفلك (طفلك)؟

- أفضل صندوق البقالة هذا
 أفضل وجبات جاهزة
 لا أفضل أي منهما لا فارق
 لا أدري

12 ما هي مواقع برنامج إيت أب أند ميت أب الأخرى التي تذهب إليها للحصول على وجبات جاهزة؟ (اكتب الاسم أو الموقع هنا- إذا كنت لا تتذكر اكتب "لا أتذكر")

13 والآن فكر في كيفية مقارنة هذا الموقع بموقع "إيت أب أند ميت أب" الأخر الذي تحصل منه على وجبات جاهزة. كيف يقارن الحصول على البقالة من موقع اليوم بالحصول على وجبات جاهزة مجانية من موقع "إيت أب أند ميت أب" الأخر هذا العام؟

لا أدري أو لا أستطيع المقارنة	الوجبات الجاهزة أفضل	كل من الموقعين متطابقان	موقع "جروسيري بوكس" صندوق البقالة أفضل	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	الأمن عند الحصول على البقالة
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	القدرة على تناول وجبات الطعام معاً كعائلة
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	القدرة على تناول وجبات تتبع ثقافتك أو دينك
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	اختيارات الطعام التي يأكلها طفلك (طفلك)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	الملازمة في تحضير وجبات لطفلك (طفلك)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	القدرة على طهي وجبات الطعام سويا مع طفلك (طفلك)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ود الموظفين عند توزيع الطعام
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	جودة الطعام الذي تحصل عليه بشكل عام

14 هل ترغب في التنازل للحصول على بطاقة هدايا بقيمة 25 دولار أمريكي مقابل محادثة هاتفية قصيرة؟ إذا كنت ترغب في إجراء حوار عبر الهاتف، فيرجى ملء المعلومات أدناه لتكون مؤهلاً. وإذا تم اختيارك واستمكتت المقابلة فتعبيراً عن شكرنا سنرسل لك بطاقة هدايا بقيمة 25 دولاراً أمريكياً من اختيارك إما Walmart أو Meijer.

الاسم (يرجى الكتابة بشكل واضح): _____

رقم الهاتف: _____ () _____

شكر لك على إكمالك للاستقصاء!! ☺

Gleaners' Summer Survey -- Spanish Version

Encuesta Veraniega de Gleaners... ¡Por Favor, Ayúdanos!

Estamos haciendo esta encuesta para aprender sobre sus experiencias recogiendo dispensa durante el verano en este lugar de "Meet Up and Eat Up". ¡Gracias por tomar su tiempo en llenar esta encuesta! Solo los investigadores verán sus respuestas. Por favor comparten sus opiniones sinceras.

1

¿Han recibido dispensa de este lugar antes de hoy?

NO (Sigana a pregunta 2)

SI → ¿Tu familia se acaba la dispensa que reciben?

SI → ¿Aproximadamente cuantos días dura la dispensa en su casa?

1 a 3 días ⁽¹⁾

4 a 6 días ⁽²⁾

7 a 10 días ⁽³⁾

11 a 14 días ⁽⁴⁾

NO → ¿Cuál es la comida que no le gusta a tu familia?

Queremos saber quién vienen a esta locación de "Meet Up and Eat Up". Por favor dínos:

2

¿En qué año naciste? _____

3

¿Cuántos niños tienen menos de 18 años que viven con usted? (circule uno)

0 1 2 3 4 5 6 7 8 9 10 Más de 10

4

¿Qué es el código postal donde vive? _____

5

¿Con cuál género se identifica?

1. Mujer 2. Hombre 3. No me considero mujer o hombre 4. Prefiero no responder

6

¿Cuál es su estado civil?

1. Soltero/a (nunca se ha casado) 2. Casado/a 3. Viudo/a 4. Prefiero no responder

7

¿Cuál de estos describe su raza/etnicidad? (marque los que le aplican)

1. Negro o Afroamericano (incluyendo africano y caribeño)
 2. Hispano o Latino/a
 3. Indígena americana o indígena de Alaska
 4. Blanco
 5. Del Medio Este
 6. Asiático (incluyendo el subcontinente y las Filipinas)
 7. Nativos de Hawái o otros Isleños del Pacífico (personas originales)
 8. Prefiero no responder

8

En una escala de 0 a 10, dónde 0 significa que no es probable y 10 significa extremadamente probable, ¿Qué probabilidad tienes para recomendar este programa a un pariente o amistad? (circule un número)

0 1 2 3 4 5 6 7 8 9 10

Nada
Probable

Extremadamente
Probable

9

Pensando solamente en esta locación de Meet Up and Eat Up.

¿Cómo evalúas tu experiencia en este programa de comida en general ?	Muy bueno	Bueno	Más o Menos	Mal	Muy Mal	No Se
¿Cómo te tratan cuando visitas este programa?	Muy Bien	Bien	Ni Bien Ni Mal	Mal	Muy Mal	No Se
¿Cómo te sientes sobre la espera en este programa de comida?	Muy Corto	Corto	Ni Largo Ni Corto	Largo	Muy Largo	No Se
¿Has tenido dificultades para recibir servicio a causa de dificultades comunicándose con los voluntarios o empleados?	Nunca		A Veces		Seguido	No Se
¿Qué tan seguro se siente recogiendo dispensa aquí?	Muy Seguro	Seguro	Ni Inseguro Ni Seguro	Inseguro	Muy Inseguro	No Se

Voltea La Pagina →

¿Qué tan seguido usa su familia la dispensa recibe aquí para comer juntos ?	Muy Seguido	Seguido	A Veces	No Muy Seguido	Nunca	No Se
¿Qué tan bien pueden usar la dispensa para cocinar sus comidas culturales o religiosas ?	Muy Bien	Bien	Ni Bien Ni Mal	Mal	Muy Mal	No Se
¿Qué tan feliz estás con las opciones de comida sus hijos pueden comer?	Muy Feliz	Feliz	Ni Feliz Ni Infeliz	Infeliz	Muy Infeliz	No Se
¿Qué tan feliz estás con la conveniencia de la dispensa para preparar comidas?	Muy Feliz	Feliz	Ni Feliz Ni Infeliz	Infeliz	Muy Infeliz	No Se
¿Qué tan seguido usas la dispensa para preparar comida juntos con sus hijos?	Muy Seguido	Seguido	A Veces	No Muy Seguido	Nunca	No Se
¿Qué tan amables fueron los empleados que distribuyeron la comida?	Muy Amable	Amable	Ni Amable Ni un	Antipático	Muy Antipático	No Se
¿Qué tan feliz están con la calidad de la comida ?	Muy Feliz	Feliz	Ni Feliz Ni Infeliz	Infeliz	Muy Infeliz	No Se

10 ¿También vas a otro Meet Up and Eat Up para recibir comidas preparadas para sus hijos?

1. Sí → Por favor **continúa a la pregunta 11**

2. NO → Gracias por completar esta encuesta. **Por favor deje su encuesta completada en la caja marcada SURVEY.**

11 ¿Si no hubiera una orden de quedarse en casa a causa del Coronavirus, como preferirías recibir comidas para tus hijos?

1. Prefiero la caja de dispensa

2. Prefiero comidas preparadas

3. No me importa cual

4. No Se

12 ¿Cuáles otras locaciones de **Meet Up and Eat Up** visitan para comidas preparadas? (Escriba nombres o locaciones aquí – si no se acuerda, escriba “no recuerdo”)

13 **Ahora piensa en como esta locación compara con otras locaciones de Meet Up and Eat Up dónde recibes comidas preparadas. ¿Cómo compara recibir dispensa en esta locación con recibir comidas preparadas gratis de las locaciones de Meet Up and Eat Up este año?**

	Prefiero la Locación con la Caja de dispensa	Me Gustan las Dos Locaciones Igual	Prefiero las Comidas Preparadas	No Se o No Puedo Comparar
Seguridad cuando recoges comidas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La habilidad de comer en familia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La habilidad de comer comidas de tu cultura o religión	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opciones de comida para sus hijos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La conveniencia en preparar comidas para sus hijos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La habilidad de cocinar junto con sus hijos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La amabilidad de los empleados cuando distribuyen la comida	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
En total, la calidad de la comida que reciben	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14 ¿Le gustaría ser elegible para recibir una tarjeta de regalo de \$25 por una entrevista breve telefónica? Si gustaría ser entrevistado por teléfono, por favor llene la información abajo para ser elegible. Si usted es seleccionado y completa la entrevista, le enviaremos una tarjeta de regalo de \$25 para su tienda de elección (Meijer o Walmart) como agradecimiento

NOMBRE (Por Favor Escriba Claramente): _____

NUMERO DE TELÉFONO: (_____) _____

¡¡GRACIAS POR COMPLETAR ESTA ENCUESTA!!

APPENDIX F: GIS Calculations of Distance Traveled to Site

Approximate Distance* in Miles that Survey Participants Travel to Grocery Site Where They Were Surveyed (N=1,783)

		Number of Surveys	Minimum Miles Traveled	Maximum Miles Traveled	Mean # Miles Traveled	Median # Miles Traveled	Mode (most frequent) # Miles Traveled	Standard Deviation
1	Butzel Family Center (Detroit) ***	--	--	--	--	--	--	--
2	Bovenschen School (Warren)	35	1.1	21.3	3.9	3.0	1.1	4.0
3	Clintondale High School (Clinton Twp)	60	.1	33.4	3.9	2.6	.1	5.8
4	Cecil Head Start (Detroit)	51	.5	12.7	1.5	.5	.5	2.2
5	Carter Middle School (Warren)	61	1.1	11.3	3.0	2.1	1.1	2.2
6	Citadel of Praise (Detroit)	49	.3	13.5	3.3	2.3	.3	3.8
7	Roberto Clemente Recreation Center at the Mexican Village Restaurant (Detroit)	44	.1	9.1	3.3	2.4	2.4	2.3
8	Detroit Achievement Academy (Detroit) ***	--	--	--	--	--	--	--
9	Development Center Head Start (Detroit)	38	.3	13.9	3.6	2.5	2.5	2.9
10	DEPSA – Detroit Edison Public School Academy (Detroit)	28	1.1	14.6	4.4	3.9	1.2	3.3
11	Detroit Leadership Academy PK-8 (Detroit)	23	1.4	7.9	2.8	1.4	1.4	1.9
12	Detroit Leadership Academy High School (Detroit)	37	1.9	6.5	2.4	1.9	1.9	1.0
13	Ecorse Public Schools – Kennedy Building (Ecorse)	92	.5	43.5	2.9	.5	.5	5.5
14	Flynn Educational Center (Sterling Heights)	46	.8	25.4	3.8	2.6	.8	4.3
15	Fowlerville High School (Fowlerville)	83	.3	62.8	2.9	.3	.3	7.8

		Number of Surveys	Minimum Miles Traveled	Maximum Miles Traveled	Mean # Miles Traveled	Median # Miles Traveled	Mode (most frequent) # Miles Traveled	Standard Deviation
16	Ford Community & Performing Arts Center (Dearborn Recreation & Parks) (Dearborn)	80	1.0	33.6	3.4	1.0	1.0	4.7
17	Grissom Middle School (Troy)	48	.6	10.8	2.5	.6	.6	2.7
18	Heilmann Recreation Center (Detroit) ***	--	--	--	--	--	--	--
19	Friendship House at Hamtramck Town Center (Hamtramck)	78	.9	8.0	1.7	1.2	1.2	1.3
20	Inkster Head Start (Inkster)	48	1.2	11.8	3.3	2.2	1.4	2.8
21	Morse Elementary (Troy)	88	1.1	18.8	3.4	2.0	1.1	3.3
22	New Apostolic Church (Sterling Heights)	55	1.8	16.6	5.4	4.6	1.8**	3.1
23	Oakland County Health Department (Southfield)	46	1.5	19.3	5.7	3.6	2.3	4.7
24	Perfecting Church (Detroit)	79	.9	38.5	5.5	4.4	.9	5.9
25	Richmond Community Center (Richmond)	36	3.3	78.5	6.9	4.7	3.4	12.4
26	Robert Lutz School (Clinton Twp)	42	1.0	13.3	4.3	3.0	2.1	3.3
27	Sibley Square Park (Wixom)	30	.6	12.5	2.5	.6	.6	2.8
28	St. Suzanne Cody Rouge Community Resource Center (Detroit)	54	.9	8.1	1.8	.9	.9	1.8
29	St. Stephan's/St. Mary's (Detroit)	110	.7	9.8	1.4	.7	.7	1.4
30	Southwest Solutions at St. Anthony (Detroit)	145	.5	25.9	3.5	1.9	1.9	3.9
31	Urban Neighborhood Initiative (Detroit)	91	.5	16.1	1.7	.5	.5	2.9
32	Warren Tower at Macomb Community College (Warren)	85	.6	15.9	3.9	3.2	2.0	3.0
33	Ore Creek Middle School (Hartland)	21	1.9	23.6	7.4	5.6	5.4	4.8

Source: SPEC Associates Survey of Participants and GIS Calculations by Data Driven Detroit; 2020.

* Distance is approximated from site address to the minimum planar distance in miles from the participant zip code centroid.

** Multiple modes exist. The smallest value is shown.

*** This Grocery Model location was not able to be included in the surveying, so distances are not shown.

