

MOBILITY AS A CARE

Co-Designing the Future of Food
& Mobility Systems

Fall 2024 - Spring 2025

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How to Read This Report

This report presents the findings and outcomes of a design research project focused on food pantry systems in Indianapolis. Each chapter walks through a phase of the research process—from stakeholder discovery to prototyping community-driven solutions. To support transparency and offer additional context, the Appendix is located at the end of the report, it contains key tools and artifacts used throughout the project.

Where relevant, individual chapters will reference corresponding items in the Appendix (e.g., Chapter II refers to Appendix A: Code Map). These materials offer a deeper look at our methods, insights, and collaborative design process.

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I. Introduction

PURPOSE

This report presents the outcomes of a collaborative design research project addressing food insecurity, mobility challenges, and infrastructure gaps in Indianapolis. Using a community-centered and participatory design approach, we worked alongside food pantry leaders and local residents to co-develop actionable solutions that enhance service delivery and mobilize community assets. Our audience:

Food Pantry Leaders: To inspire innovative approaches to collaboration, mobility, and service design.

Policymakers: To inform policy decisions that support infrastructure improvements, public interest technology, and equitable food access.

This report aims to:

- Articulate insights gathered through participatory design research with food pantry stakeholders.
- Highlight opportunities for improving mobility, access, and service delivery within food pantry networks.
- Provide policymakers and community organizations with practical frameworks and recommendations grounded in human-centered design.

CONTEXT

Indianapolis faces persistent challenges related to food insecurity, limited mobility options, and fragmented community infrastructure. Many residents rely on local food pantries, yet barriers such as transportation, cultural needs, and systemic inefficiencies hinder equitable access to resources. These challenges are shaped by broader policy factors—including inconsistent funding, zoning regulations that restrict food access points, and limited support for transportation solutions tailored to low-income communities.

This project was conducted within the framework of Collaborative Action Research in Design (CARD), leveraging participatory methods to engage directly with community stakeholders. Drawing from Design for Public Thinking (Hong, 2020), the research emphasizes co-creation, empathy, and iterative problem-solving in public interest contexts.

Supported by the Toyota Mobility Foundation, the Public Interest Technology Initiative, and the Initiative for Electrified & Autonomous Mobility, this work explores how design can bridge gaps in service delivery—particularly through mobility innovations and community empowerment.

ROLES

This project was led by a multidisciplinary team of graduate design researchers from Herron School of Art and Design, working in close partnership with Community Weavers (CWs)—local food pantry leaders and staff who acted as co-researchers throughout the process.

The collaborative nature of this research positioned CWs not just as participants but as critical voices in shaping insights, generating ideas, and validating solutions grounded in real community needs.

Principal Investigator: Professor Youngbok Hong, an expert in visual communication design and public interest design, provided guidance on methodology, stakeholder engagement, and the application of Design for Public Thinking principles.

Design Researchers: Graduate students specializing in human-centered design methods, responsible for facilitating workshops, conducting interviews, synthesizing data, and developing prototypes.

Community Weavers: Local pantry leaders and community advocates who contributed lived experience, contextual knowledge, and ongoing feedback to ensure solutions were practical, empathetic, and sustainable.



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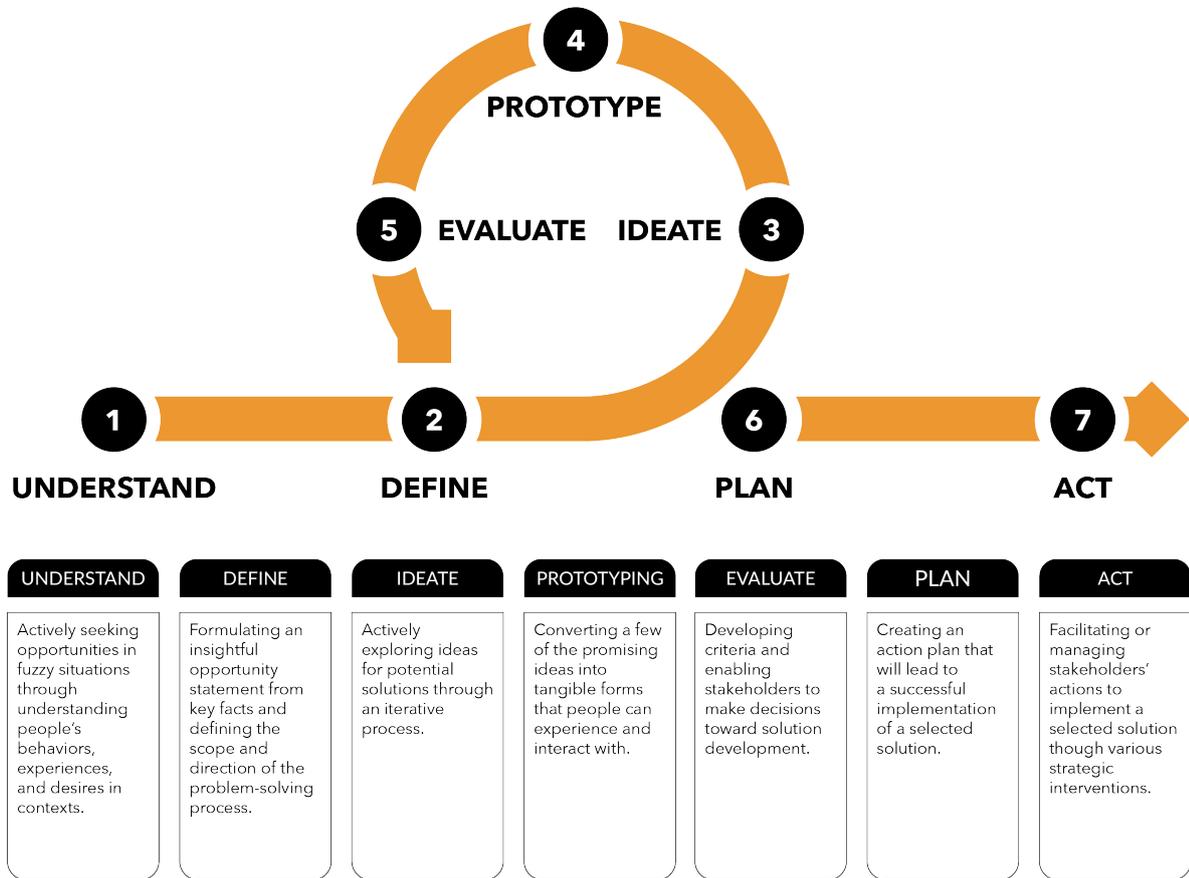
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INTRODUCTION TO THE CARD FRAMEWORK

The structure of this project followed the Collaborative Action Research in Design (CARD) framework, a cyclical and flexible design process tailored to address complex social challenges. The CARD framework emphasizes continuous engagement with stakeholders through iterative phases:



HERRON VISUAL COMMUNICATION DESIGN PROCESS MODEL: GRADUATE

Throughout this process, the integration of Public Interest Technology and mobility-focused initiatives (supported by the Toyota Mobility Foundation and the Initiative for Electrified & Autonomous Mobility) provided a lens to explore how technological innovation could complement human-centered, community-driven solutions.

II. Understand

Actively seeking opportunities in fuzzy situations through understanding people's behaviors, experiences, and desires in context.

AIM

The first phase of our project focused on building a deep understanding of the challenges faced by both food pantry users and facilitators within Indianapolis. Recognizing that food insecurity is intertwined with issues of mobility, cultural sensitivity, systemic barriers, and community infrastructure, our goal was to uncover the lived experiences behind these complexities.

By engaging directly with community partners, we sought to move beyond assumptions and statistics—identifying real stories, behaviors, and unmet needs that could reveal opportunities for meaningful intervention.

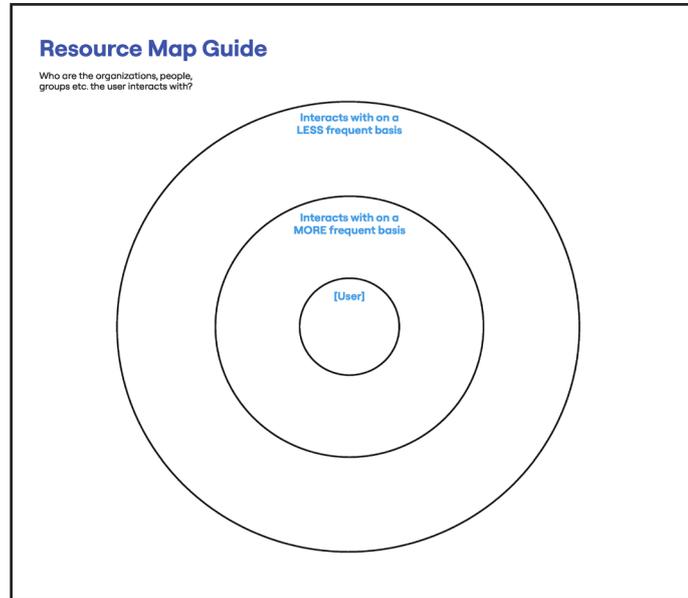
METHODS, ACTIVITIES, & TOOLS

To explore this problem space, we applied human-centered design research methods, emphasizing empathy, collaboration, and sensemaking. Key activities included:

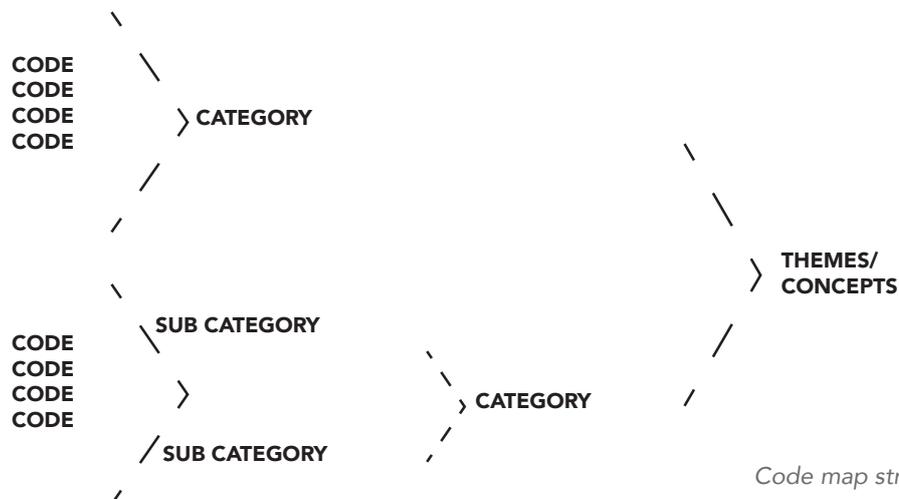
Stakeholder Interviews: We conducted in-depth interviews with leaders from six food pantries across Indianapolis, including Southeast Community Services, Old Bethel United Methodist Church, Ministries of Love, Indianapolis Muslim Community Association, Hope Christian Community Church, and the Alhuda Foundation. These conversations provided qualitative insights into both operational challenges and client experiences.

Resource Mapping: We facilitated resource mapping exercises to visualize the network of services, organizations, and informal supports that clients rely on. These maps revealed critical gaps in community infrastructure, as well as opportunities to better mobilize existing assets.

Code Map Development: Using thematic analysis, we translated interview data into code maps—visual frameworks that organized recurring themes, patterns, and key concepts. This process helped us distill complex narratives into actionable insights, highlighting areas such as transportation barriers, stigma, cultural needs, and community trust.



Resource map guide.



Code map structure.

Persona Development: In collaboration with Community Weavers, we co-created detailed personas representing typical food pantry users. These personas humanized the data, reflecting diverse backgrounds, challenges, and aspirations—from single parents balancing childcare and employment to refugees navigating cultural adaptation and systemic barriers.

Persona guide.

OUTPUTS

Code Maps (see Appendix A): Thematic analysis surfaced core categories such as:

- Empathy and Trust: The foundation of effective pantry services.
- Cultural and Language Barriers: Persistent challenges in service accessibility.
- Mobility and Transportation: A critical barrier limiting consistent access to resources.
- Stigma and Mental Health: Social and emotional hurdles impacting service utilization.
- Economic Fragility: Financial instability affecting both clients and pantry operations.

Personas (see Appendix B): We developed personas reflecting a wide spectrum of users, personas developed:

- | | |
|--------------|-------------|
| 1. June | 7. Omir |
| 2. Maria | 8. Elena |
| 3. Chris | 9. Margaret |
| 4. Joshua | 10. James |
| 5. Zayna | 11. Sophia |
| 6. Christian | |



MARGARET

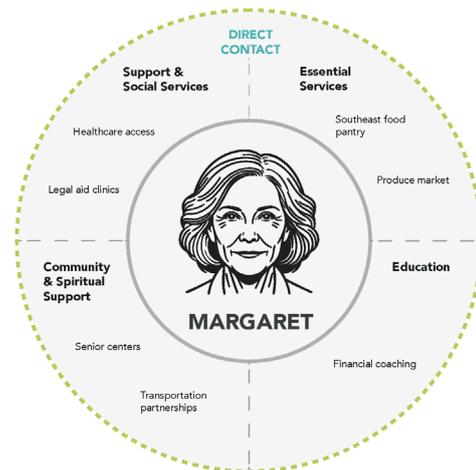
Female
72 years old
White
Single

Margaret, a 72-year-old retired caregiver, lives on a fixed income consisting of Social Security and a small pension. She lives alone in subsidized housing and has limited mobility due to arthritis. Her monthly income barely covers rent, utilities, and medical prescriptions, so she turns to Southeast's pantry to fill in the gaps. Margaret is pragmatic about her needs and visits the pantry regularly to pick up staple foods. She also benefits from the produce market, where she can access fresh fruits and vegetables that support her dietary needs on a limited budget. Navigating the complex systems of public benefits feels overwhelming for Margaret.

When faced with paperwork for healthcare or SNAP benefits, she often relies on family or the pantry staff for guidance. Margaret is grateful for the pantry's consistency and the welcoming atmosphere, where she never feels judged for her situation. Her primary goal is to maintain her independence for as long as possible. She worries about unexpected expenses, like medical bills or home repairs, that could jeopardize her stability.

Persona narrative.

Resource Map: The resource maps highlighted both strong community ties and significant service gaps.



Resource map.

KEY INSIGHTS

This phase revealed that while food pantries are vital lifelines, they are often stretched beyond their intended scope—acting as hubs for social services without adequate infrastructure or support. The intersection of mobility challenges, cultural diversity, and systemic barriers underscored the need for solutions that are not only efficient but deeply empathetic and community-driven.

These insights shaped how we framed the core opportunities in the next phase, Define, where we translated these complex challenges into focused problem statements.

III. Define

Formulating an insightful opportunity statement from key facts and defining the scope and direction of the problem-solving process.

AIM

Following a deep dive into community experiences and operational challenges, the Define phase focused on making sense of complexity. With a wealth of qualitative data—stories, themes, and patterns—it became essential to narrow our focus and articulate clear, actionable opportunity areas.

The goal was to translate broad systemic challenges into targeted problem statements that could guide ideation. This required balancing the nuances of community needs with the practicalities of what could be addressed through design interventions.

METHODS, ACTIVITIES, & TOOLS

Diverging and Converging “How Might We” (HMW) Questions: We began by generating a wide range of HMW questions based on insights from our code maps, personas, and resource mapping exercises. This divergent thinking allowed us to explore multiple angles—ranging from mobility solutions to reducing stigma and improving service accessibility.

Upside-Down Triangle: To manage complexity, we applied the Upside-Down Triangle method—starting broad and progressively narrowing down to the most critical, high-impact opportunity areas. This helped us converge on themes where design interventions could realistically make a difference, considering community capacities and existing resources.

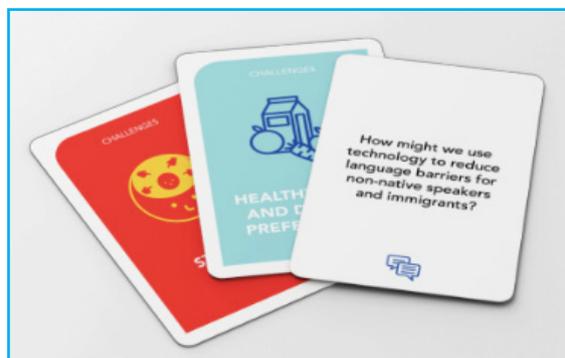
Collaborative Synthesis Sessions: Working alongside Community Weavers, we refined our HMW questions to ensure they resonated with real-world challenges. Their input was invaluable in validating which problems were most urgent and identifying areas where co-created solutions would be welcomed.

OUTPUTS

Refined HMW Statements: Through this process, we developed a focused set of How Might We statements that captured the essence of the challenges while opening space for creative solutions. Examples include:

- How might we improve transportation access to ensure consistent and dignified food pantry visits?
- How might we reduce language barriers to make pantry services more inclusive and navigable?
- How might we design low-barrier entry points that foster trust and reduce stigma for first-time pantry users?
- How might we support food pantries in becoming better connected hubs for holistic community services?

HMW Cards: Each finalized HMW statement was documented on HMW cards, which were later used as prompts during ideation workshops. These cards helped keep community-validated challenges front and center throughout the creative process.



KEY INSIGHTS

The Define phase clarified that while food insecurity is the visible issue, underlying barriers such as mobility, communication gaps, and emotional well-being are equally critical. By framing opportunities around these interconnected challenges, we set the stage for solutions that address root causes—not just surface symptoms.

These focused opportunity areas provided a strong foundation for the next phase, Ideate, where we engaged stakeholders in generating innovative, community-driven solutions.

IV. Ideate

Actively exploring ideas for potential solutions through an iterative process.

AIM

With clearly defined opportunity areas from the Define phase, we moved into Ideate—a phase centered on creativity, collaboration, and community engagement. The goal was to generate a wide range of ideas that could address the mobility, accessibility, and service challenges faced by food pantries and their users.

Crucially, this was not just about brainstorming in isolation—it was about co-creating with stakeholders, ensuring that solutions were grounded in lived experiences and shaped by those directly impacted.

METHODS, ACTIVITIES, & TOOLS

Workshop 1 - Indy Hunger Network Food Summit: As a core method of our participatory research, we facilitated a hands-on design workshop during the Indy Hunger Network Food Summit. This event served as both a research and ideation platform, bringing together food pantry leaders, community members, and design researchers to co-create practical solutions to mobility and food access challenges.

Objectives of the Workshop:

- Engage stakeholders in identifying practical, human-centered ideas.
- Use structured design tools to guide creative thinking around defined challenges.
- Prioritize ideas that balanced community needs with feasibility.

Participant Engagement: Participants engaged in persona-driven activities that encouraged them to step into the shoes of pantry users. This empathetic framing helped center ideation on lived experiences and community realities.

Activities and Tools Used During the Workshop:

- **Personas:** Used to ground the ideation in real user needs and contexts.
- **Client Challenges & Challenge Cards** (see Appendix C): These provided clear prompts tied to the HMW statements, helping participants focus their creativity on key problem areas.
- **Challenge Map** (see Appendix D): A visual tool to cluster related challenges and identify intersections where multi-faceted solutions could emerge.
- **I.E.B. Map (internal, external, and beyond)** (see Appendix E): Supported teams in evaluating the viability of their ideas based on trade-offs.
- **Decision Matrix** (see Appendix F): Enabled collaborative selection of high-value, feasible concepts.

OUTPUTS

Idea Code Map (see Appendix G) : Post-workshop, we synthesized all generated ideas into an Idea Code Map—categorizing concepts into themes such as:

- Mobility solutions (e.g., ride-share partnerships, mobile pantry services).
- Communication tools (e.g., multilingual signage, digital resource hubs).
- Trust-building initiatives (e.g., peer navigator programs, stigma-reduction campaigns).
- Service integration (e.g., connecting pantries with healthcare, legal aid, and mental health services).

This structured mapping allowed us to visualize the breadth of ideas while identifying those most aligned with community priorities and feasible for prototyping.

KEY INSIGHTS

The Ideate phase demonstrated the power of collaborative creativity—many of the most promising ideas emerged directly from stakeholder experiences and reflections. Participants emphasized solutions that were not only functional but also fostered dignity, trust, and long-term empowerment.

These co-created ideas laid the groundwork for the Prototype phase, where abstract concepts began to take tangible form through community-informed design.

V. Prototype

Converting a few of the promising ideas into tangible forms that people can experience and interact with.

AIM

The Prototype phase focused on transforming community-informed ideas into tangible, low-fidelity prototypes. These prototypes served as tools to visualize solutions, spark feedback, and explore how design could address key challenges like mobility, trust-building, and personalized client support in food pantry services.

By co-creating with stakeholders during Workshop 2, we ensured that each prototype reflected lived experiences, cultural sensitivities, and practical realities faced by pantry users and facilitators.

METHODS, ACTIVITIES, & TOOLS

Workshop 2 - Prototyping Collaborative Solutions: As a continuation of our participatory approach, we hosted a second hands-on workshop focused on prototyping early-stage concepts. This session built directly on insights from the first workshop, exploring solutions related to mobility access, empathetic service delivery, and ethical technology use in food pantry contexts.

Objectives of the Workshop:

- Develop tangible representations of service innovations.
- Test and refine ideas through collaborative prototyping.
- Prioritize concepts that balance empathy, feasibility, and systemic impact.

Key Themes Explored:

- Bridging the gap between client and staff experiences.
- Reducing isolation and stigma linked to food insecurity.
- Enhancing human-centered services through thoughtful tech integration.
- Fostering empathy through improved volunteer-client interactions.

Activities and Tools Used During the Workshop:

- **Criteria Diagram** (see Appendix H): Participants assessed concepts using a three-part lens—feasibility, viability, and desirability—to surface ideas that were both innovative and implementable.
- **Storyboarding** (see Appendix I): Teams used personas to illustrate current versus ideal client experiences, mapping pain points and opportunities for transformation.
- **Value Proposition Development** (see Appendix J): Groups articulated who their solutions were for and why they mattered, helping define purpose, benefits, and differentiators.

- **Hands-On Prototyping** (see Appendix K): Using low-fidelity materials such as pipe cleaners, Play-Doh, and tinfoil, participants constructed physical representations of core solution elements. These metaphors highlighted emotional needs, such as trust, safety, and belonging.

OUTPUTS

Prototypes Developed:

1. PantryGo – Community Ride-Share Solution: A conceptual self-driving service improving pantry access for underserved communities.

Highlights:

- Free/low-cost rides by ZIP code
- Onboard fresh produce and info on legal, health, and food services
- Multilingual and spiritual support materials
- Privacy-respecting data collection

2. Empathetic Exploratory Conversation Model (EECM): A volunteer-client dialogue model promoting empathy and relationship-building.

Metaphoric Prototypes:

- Umbrella – Protection and support
- Mirror – Staff self-awareness
- Campfire – Warmth and safe dialogue

KEY INSIGHTS

The Prototype phase focused on transforming community-informed ideas into tangible, low-fidelity prototypes. These prototypes served as tools to visualize solutions, spark feedback, and explore how design could address key challenges like mobility, trust-building, and personalized client support in food pantry services.

By co-creating with stakeholders during Workshop 2, we ensured that each prototype reflected lived experiences, cultural sensitivities, and practical realities faced by pantry users and facilitators.

VI. Evaluate, Plan, & Act

*Reflecting on prototypes, identifying next steps, and empowering
community-driven action.*

WHERE WE ARE

At the conclusion of our prototyping phase, it became clear that while strong concepts had emerged—such as PantryGo and the Empathetic Exploratory Conversation Model (EECM)—the path toward a unified, collective solution across all participating food pantries wasn't fully realized.

Given the diversity of pantry operations, community contexts, and resource constraints, a single solution was neither practical nor desirable. Instead, each pantry began identifying individualized areas for improvement, aligned with their specific needs, capacities, and community goals.

This outcome reflects the iterative nature of design in complex social systems—where “success” is not a final product, but a foundation for ongoing adaptation, reflection, and action.

EVALUATE

While formal evaluation metrics were still evolving, key themes emerged from stakeholder feedback and team reflections:

Not Ready for One-Size-Fits-All

Solutions: Each pantry operates within unique cultural, logistical, and financial ecosystems. Flexibility and customization are essential for any future implementations. Priority Areas Identified Across Pantries:

- **Volunteering:** Challenges in retention, education, and recruitment of volunteers were consistent across sites. There is a need for structured volunteer onboarding that emphasizes empathy, cultural sensitivity, and client-centered service.
- **Understanding Client Needs:** Many pantries expressed interest in adopting elements of the EECM, recognizing that ongoing, empathetic conversations could improve service delivery and build trust. Tools to better capture and respond to client feedback—without creating burdensome processes—were seen as valuable next steps.

PLAN

Rather than implementing a single, large-scale solution, the Plan phase focuses on empowering individual pantries to take action based on the insights most relevant to their unique contexts. For pantries emphasizing volunteer development, this may involve designing simple training toolkits that incorporate empathy-based practices and scenario-based learning, as well as exploring peer mentorship models to support volunteer retention.

Pantries prioritizing client engagement might begin by piloting elements of the Empathetic Exploratory Conversation Model through informal dialogue sessions, and experimenting with lightweight tools—such as story cards or reflection prompts—to capture client experiences without relying on formal surveys. For those interested in improving mobility, while PantryGo remains a longer-term concept, some pantries are already considering immediate, low-tech alternatives, such as partnerships with local ride-share programs or community transport services.

ACT

The Act phase recognizes that implementation is not a one-time event, but a continuous process of learning, adapting, and collaborating. Key actions moving forward include:

- **Encouraging Experimentation:** Each pantry is encouraged to prototype on a small scale, testing ideas like volunteer scripts, client conversation starters, or resource-sharing initiatives.
- **Fostering Peer Learning:** Creating informal channels (e.g., quarterly meetups, shared digital spaces) where pantries can exchange insights, challenges, and successes as they implement their individualized plans.
- **Revisiting Prototypes:** As pantries gather real-world feedback, there will be opportunities to refine initial prototypes, adapt them to changing community needs, and possibly re-engage in collective discussions about broader initiatives.

KEY INSIGHTS

The end of this project marks not a conclusion, but a transition—from collaborative research to community-led action. By focusing on context-specific solutions, empowering pantry leaders, and embracing the iterative nature of design, this work lays the groundwork for sustainable, meaningful improvements in food access, mobility, and community support.

The commitment to understanding clients' needs and strengthening volunteer systems will continue to guide future efforts, ensuring that services remain empathetic, adaptable, and deeply rooted in the voices of those they serve.



VII.

Conclusion

SUMMARY OF THE CARD PROCESS

This project, grounded in the Collaborative Action Research in Design (CARD) framework, guided us through a dynamic, iterative journey—moving from understanding complex community challenges to framing opportunities, co-creating solutions, and identifying actionable steps.

Across each phase—Understand, Define, Ideate, Prototype, Evaluate, Plan, and Act—we engaged deeply with food pantry leaders, community members, and volunteers. The process emphasized flexibility, empathy, and collaboration, allowing us to navigate the “fuzzy” spaces of food insecurity, mobility barriers, and systemic gaps in service delivery. Rather than delivering a singular solution, the CARD framework helped surface diverse, context-sensitive approaches that reflect the unique needs and strengths of each pantry and its community.

REFLECTIONS ON CO-CREATION, FACILITATION, & INSIGHTS

One of the most valuable outcomes of this project was witnessing the power of co-creation. By positioning Community Weavers and pantry stakeholders as co-researchers—not just participants—we unlocked richer insights, fostered trust, and ensured that proposed solutions were grounded in lived experience.

Facilitating this process highlighted important lessons:

- True collaboration requires creating safe, inclusive spaces where all voices are heard.
- Visual tools (like personas, code maps, and prototypes) are essential for making complex challenges tangible and sparking meaningful dialogue.

- Flexibility is key—both in facilitation and in outcomes. The willingness to adapt the process in response to stakeholder input strengthened both engagement and results.

LESSONS FROM APPLYING THE CARD FRAMEWORK IN A REAL-WORLD SETTING

Bringing the CARD framework into real-world contexts underscored the complexity of social systems. Challenges like food insecurity and mobility are deeply intertwined, and design must embrace this messiness rather than reduce it. While lasting impact takes time and continued community effort, small wins—such as reframing volunteer roles or deepening client dialogue—can spark meaningful, long-term change.

FINAL THOUGHTS

This project highlights how design can serve as a catalyst for social change—not by offering fixed solutions, but by facilitating collaboration, empathy, and action. In addressing food insecurity, design helped bridge gaps between stakeholders, center lived experiences, and make space for community-led innovation.

Effective design in this context requires cultural sensitivity, shared ownership, and a willingness to adapt. While prototypes and insights will continue to evolve locally, supportive policies—such as funding for community transportation, volunteer training programs, and inclusive service delivery models—are essential to scale and sustain impact.

Ultimately, when design thinking is paired with policy reform and community knowledge, it can help build more equitable and resilient systems.

VIII.

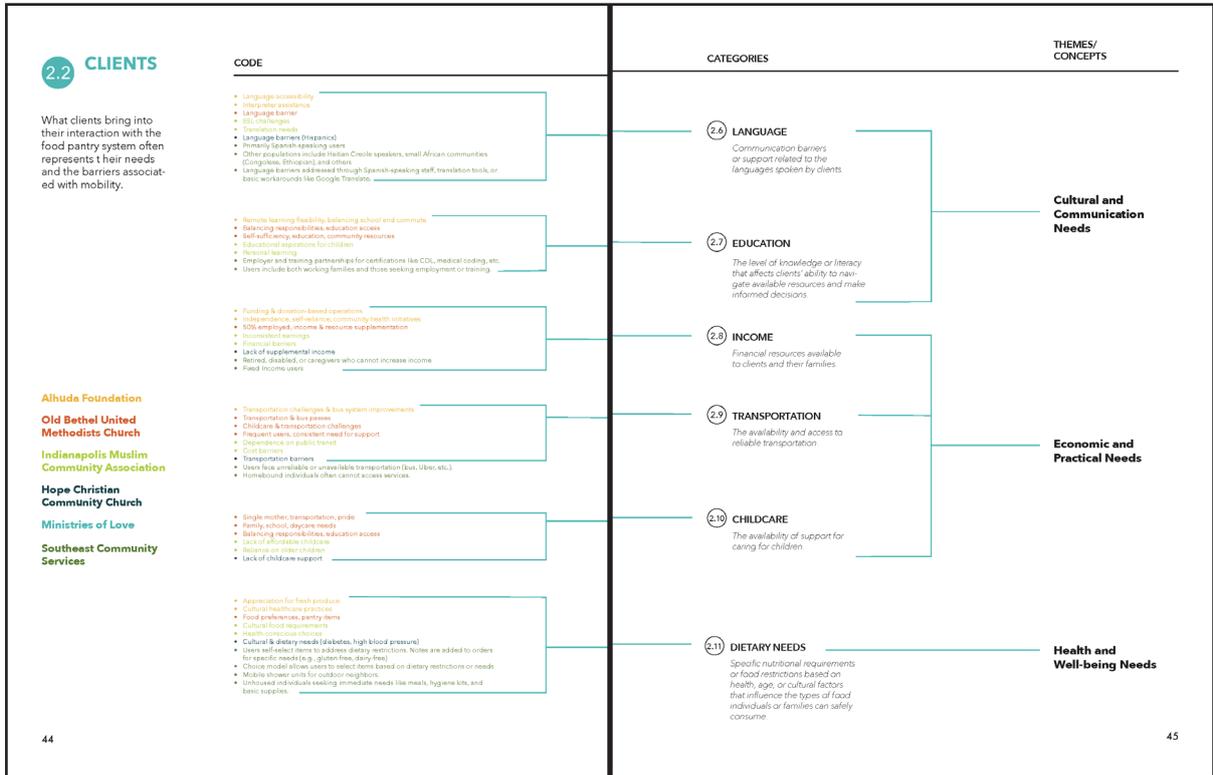
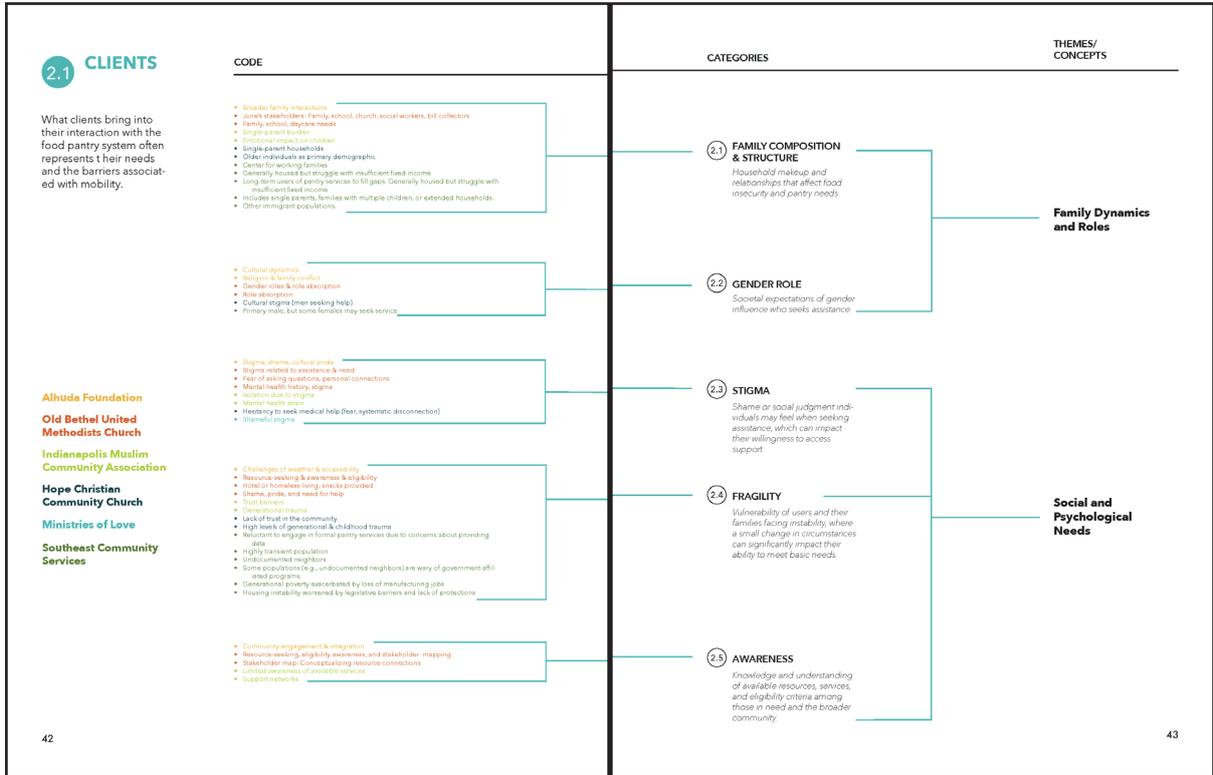
Appendices

Appendix A

1 CORE VALUES	CODE	CATEGORIES	THEMES/ CONCEPTS
<p>The identified categories reflect core values that shape interactions between clients, food pantry volunteers, and staff, and are critical assets in considering potential services.</p> <p>Alhuda Foundation Old Bethel United Methodists Church Indianapolis Muslim Community Association Hope Christian Community Church Ministries of Love Southeast Community Services</p>	<ul style="list-style-type: none"> Hidden struggles Non-judgmental environment Privacy & stigma Empathy in volunteering & resource sharing Early empathy mindset Highly emotional resilience Trauma sensitive approach Focus on empathy & people-first approach Positive and grateful Users report satisfaction with current pantry hours Survey feedback indicated that current hours are mostly sufficient 	<p>1.1 EMPATHY</p> <p>The dominant driving value shaping activities and operations within the food pantry system.</p>	<p>Core Values Oriented Toward Community Building</p>
	<ul style="list-style-type: none"> Cultural food needs Language accessibility Community support for newcomers Cultural sensitivity in services Language accessibility Prejudgmentally Black community with growing Hispanic population LaCresta's vision for a soup kitchen All types of clients 	<p>1.2 DIVERSITY & INCLUSIVITY</p> <p>Cultural diversity embedded in the neighborhood where the local food pantry is located and its role in fostering inclusivity.</p>	
	<ul style="list-style-type: none"> Connecting people, expanding resources, and addressing stigma Designers as problem solvers Family's legal status complexity Family support, goals, & independence Goals: Self-sufficiency, job, health, confidence Motivational decline Create border reunification challenges Empower individuals to achieve long-term goals Rebecca as "Mom-mix make it happen" Individuals working towards economic self-sufficiency 	<p>1.3 EMPOWERMENT</p> <p>Efforts to empower individuals beyond serving basic needs.</p>	
	<ul style="list-style-type: none"> Community partnerships, business relationships, and food donations Volunteer support Generosity & sharing Encourage giving back to the pantry & community Volunteers' commitment to returning Consistent volunteer group from the church 	<p>1.4 VOLUNTEERING</p> <p>Taking an instrumental role in fostering community building centered around volunteering.</p>	
	<ul style="list-style-type: none"> Resource identification Exploring safety and liability in driver-less technology Confidentiality and stigma reduction Technology as a bridge Efforts to rebuild trust and unity Client confidentiality Little requirements/regulations Welcoming environment Sense of safety Sense of belonging Trust between clients & volunteer Often engage with the produce market because it requires no personal information Produce market moves as a "springboard" to introduce users to other services Emphasis on relationship building, trust, and personalized support Pantry operates relationship-based services to build long-term trust 	<p>1.5 TRUST</p> <p>Making intentional efforts to build trusting relationships with clients.</p>	

LEGEND	
<p>Alhuda Foundation Old Bethel United Methodists Church Indianapolis Muslim Community Association Hope Christian Community Church Ministries of Love Southeast Community Services</p>	<p>1.1 EMPATHY</p> <p>The dominant driving value shaping activities and operations within the food pantry system.</p> <ul style="list-style-type: none"> Hidden struggles Non-judgmental service Privacy & stigma Empathy in volunteering & resource sharing Early empathy mindset Privacy and stigma
	<p>1.2 DIVERSITY & INCLUSIVITY</p> <p>Cultural diversity embedded in the neighborhood where the local food pantry is located and its role in fostering inclusivity.</p> <ul style="list-style-type: none"> Cultural food needs Language accessibility Community support for newcomers All types of clients Language accessibility

	<p>1.5 TRUST</p> <p>Making intentional efforts to build trusting relationships with clients.</p> <ul style="list-style-type: none"> Resource identification Exploring safety and liability in driver-less technology Client confidentiality Welcoming environment Sense of belonging Sense of safety
<p>1.3 EMPOWERMENT</p> <p>Efforts to empower individuals beyond serving basic needs.</p> <ul style="list-style-type: none"> Connecting people, expanding resources, and addressing stigma Designers as problem solvers Family's legal status complexity Family Support, Goals, & Independence Goals: Self-Sufficiency, Job, Health, Confidence Self-sufficiency 	
<p>1.4 VOLUNTEERING</p> <p>Taking an instrumental role in fostering community building centered around volunteering.</p> <ul style="list-style-type: none"> Volunteer support Generosity and sharing Community partnerships, business relationships, and food donations 	



2.1 FAMILY COMPOSITION & STRUCTURE

Household makeup and relationships that affect food insecurity and pantry needs.

- Broader family interactions
- Jane's stakeholders: family, school, church, social workers, bill collectors
- Family, school, daycare needs
- Single-parent household
- Emotional strain of family structure

2.2 GENDER ROLE

Societal expectations of gender influence who seeks assistance.

- Cultural dynamics
- Religion and family conflict
- Gender roles & role absorption
- Role absorption

2.3 STIGMA

Shame or social judgment individuals may feel when seeking assistance, which can impact their willingness to access support.

- Stigma, shame, cultural pride
- Shame related to Assistance & Need
- Cultural stigma
- Shame in seeking help

2.4 FRAGILITY

Vulnerability of users and their families facing instability, where a small change in circumstances can significantly impact their ability to meet basic needs.

- Challenges of weather and accessibility
- Hotel or homeless living, snacks provided
- Generational & childhood trauma

2.5 AWARENESS

Knowledge and understanding of available resources, services, and eligibility criteria among those in need and the broader community.

- Resource-seeking, awareness & eligibility
- Resource-seeking, awareness & eligibility
- Limited knowledge of services

2.6 LANGUAGE

Communication barriers or support related to the languages spoken by clients.

- Language accessibility
- Language accessibility
- Language barriers
- ESL classes

2.7 EDUCATION

The level of knowledge or literacy that affects clients' ability to navigate available resources and make informed decisions.

- Remote learning flexibility, balancing school
- Self-sufficiency, education, community resources
- Barriers to attending education

2.8 INCOME

Financial resources available to clients and their families.

- Funding & donation based operations
- 50% employed, income and resource supplementation
- Barriers to attending education

2.9 TRANSPORTATION

The availability and access to reliable transportation.

- Transportation & bus passes
- Transportation & bus passes
- Transportation barriers

2.10 CHILDCARE

The availability of support for caring for children.

- Belonging, responsibilities, education access
- Community support for children

2.11 DIETARY NEEDS

Specific nutritional requirements or food restrictions based on health, age, or cultural factors that influence the types of food individuals or families can safely consume.

- Cultural food preferences
- Limited Availability
- Health-Conscious Choices

3 FOOD PANTRIES

We discovered that food pantries serve as community hubs, offering not only food assistance programs but also a range of referral services tailored to meet clients' needs, despite being under-resourced in terms of both personnel and funding. Depending on their mission, some pantries also provide a variety of additional services. The categories discussed here are primarily focused on referral services and food assistance. Each category highlights the challenges and opportunities to be considered when rethinking mobility.

Alhuda Foundation
Old Bethel United Methodists Church
Indianapolis Muslim Community Association
Hope Christian Community Church
Ministries of Love
Southeast Community Services

CODE	CATEGORIES	THEMES/ CONCEPTS
<ul style="list-style-type: none"> Healthcare access & mental health support PTSD & trauma care Community-based counseling Family therapy sessions for Spanish speaking families Translation assistance Multilingual communication tools Resource flyers in low languages Refugee & undocumented support Towship assistance & utility support Financial struggles & government assistance Financial strain & employment resources Visa and travel expenses Emergency financial support Mentorship coach program Weather & accessibility management Parking lot & accessibility management Transportation & bus passes Subsidized transit passes Community ride-sharing programs Eligibility compatibility Overburdened services Increased isolation & challenges in outreach Operation of pantry operations Shutdown of alternative pickup options Limited funding for food pantry Fresh produce & food preferences Rising food prices and seasonal demand Growing demand for pantry services Recruiting cooking participation Staying open late due to high client volume Community meal Cultural sensitivity training Language barriers with volunteers Growing demand for pantry services Streamlined distribution & stocking Extended pantry hours Efficient resource distribution Clients can take advice of pantry Section for "on the go" foods Limited shopping time Peer support groups Technology integration 	<ul style="list-style-type: none"> 2.1 MENTAL HEALTH REFERRAL SERVICES 2.2 LANGUAGE REFERRAL SERVICES 2.3 FINANCIAL REFERRAL SERVICES 2.4 TRANSPORTATION REFERRAL SERVICES 2.5 SYSTEMATIC CHALLENGE 2.6 GROWING DEMAND 2.7 INCONSISTENCY OF VOLUNTEERS 2.8 INCONSISTENCY IN EXECUTING OPTIMAL DELIVERY PROCESS 2.9 NEED TO SUPPORT NETWORK BUILDING 	<ul style="list-style-type: none"> Support Referral Services Food Assistance Services and Their Operations

3.1 MENTAL HEALTH REFERRAL SERVICES

Support, offering resources, for both their emotional and practical needs.

- **Healthcare access & mental health support**
Food pantries often refer clients to healthcare and mental health services, addressing broader community needs beyond food.
- **Family therapy sessions for Spanish-speaking families**
"We do offer here a therapy family for Spanish. Because we got our doctor, she's from Venezuela. She doesn't speak fluent English, so we're going to cover that area, the Spanish one, and I know about two testimonials from her clients that so far they're doing very well. They're going on their own, and they got a job."
- **Trauma care**
"She mentioned that her PTSD from leaving Iraq keeps her up at night."

3.2 LANGUAGE REFERRAL SERVICES

Connects clients to translation and interpretation resources to ensure effective communication and access to services.

- **Resource flyers in five languages**
"For like these flyers that I provided to Andrea to put in the bags, we have these, what I brought her is the Spanish and English because that's basically what we see. But we have this in five languages. So we have it in Burmese, Chinese, I have to think about what the others are, but it's, we have it in five different languages because we know in certain areas, there's a, we know a higher population of a certain ethnic group. So we make sure we provide the flyers in those languages to those organizations."
- **Need for translation support**
I struggle with forms and applications because they're only in English, and no one is there to explain them.

3.3 FINANCIAL REFERRAL SERVICES

Connects clients to resources for budgeting, emergency assistance, and financial counseling to support their economic stability.

- **Refugees & undocumented support**
Food pantries support vulnerable populations like refugees, offering referrals to specialized services.
- **Township assistance & utility support**
Pantries can serve as gateways for clients to access utility and financial assistance, expanding their referral services.
- **Financial Struggles & Government Assistance**
Many pantries link clients to government aid programs, helping mitigate financial hardships.
- **Financial Strain & Employment Resources**
Pantries often collaborate with local organizations to help clients with job resources and financial support.
- **Mentor/life coach program**
"I'll tell you something that ought to be implemented here is a changing lives program. My friend Linda Kopschke, she's a head facilitator in quite a few of them. She cooks for the people that come into the class and stuff. It's like an 10-week class. A lot of people have walked out of there able to be able to get jobs, modes of transportation. Even homeless people have come in there. They're trying to improve their lives and looking for a home. They were able to find housing through that program, find jobs in that program."
- **Counseling for stigma**
"She mentioned that her PTSD from leaving Iraq keeps her up at night."

3.4 TRANSPORTATION REFERRAL SERVICES

Connects clients to resources that help them access transportation for food pickup and other essential services.

- **Weather & Accessibility Management**
Pantries must adapt their services to weather and physical accessibility challenges, ensuring continuous support.
- **Parking Lot & Accessibility Management**
Proper parking and physical space management improve access for all community members, particularly those with mobility issues.
- **Need for translation support**
"I struggle with forms and applications because they're only in English, and no one is there to explain them."

3.6 GROWING DEMAND

The increasing number of individuals and families seeking food assistance.

- **Fresh Produce & Food Preferences**
Pantries often prioritize offering fresh, culturally appropriate food, meeting the dietary needs of diverse communities.
- **Rising Food Prices & Seasonal Demand**
Pantries need to adapt to rising food prices and increased seasonal demand while providing sustainable food assistance.
- **Record breaking participation**
"...last month, we broke a record. 2We served 102 clients for food alone."
- **Community meal**
"Oh, another resource that we have available, on the last Wednesday of every month we do a community meal for the clients, it's called Support of Love, that we do on the last Wednesday of every month here, there's a big turnout for that, and that's another resource that we offer everybody else."
- **Increased reliance on resources**
"It feels like more people are coming to the pantry, and sometimes it runs out of fresh produce or essentials."

3.8 EDUCATION

The level of knowledge or literacy that affects clients' ability to navigate available resources and make informed decisions.

- **Streamlined Distribution & Stocking**
Efficient stocking and distribution are essential to meet the increasing need for food assistance and manage limited resources.
- **Clients can take advantage of pantry**
"But there's some clients that have a tendency to take advantage."
- **Section for "on the go" foods**
"Before we used to get a drive thru, so we pack and we pack and we take it out, but for homeless people that walk around the area and they know they cannot take everything, so we have a specific area just for them. It's nice. It's live. Live products. Live things."
- **Limited shopping time**
"We try to cut it at 2 minutes, 7 minute intervals because we have a lot of people that we have to serve and stuff. We've got to consider them."
- **Volunteers not always available**
Sometimes there are fewer volunteers at the pantry, and it makes everything slower.

Appendix B



JUNE

Female

30 years old

Black

Single mother of 3

June is a single mother of three young children, one of whom has autism. Every Saturday morning around 10 AM, she walks to the food pantry from her apartment, pushing one child in a stroller while holding another by the hand. To support her family, June participates in government assistance programs like SNAP, WIC, and Medicaid, which help her make ends meet.

June dreams of a future where she no longer relies on the food pantry or government assistance. She aspires to be independent and equipped with the confidence, knowledge, and resources to enhance her family's quality of life. Despite her determination, June often struggles with feelings of shame and embarrassment when using the pantry, as cultural stigmas weigh heavily on her. She typically doesn't voice dietary or cultural food restrictions for her family, but she likes to linger at the pantry to see if there are any extra items she can take home.

June faces several significant challenges. Transportation is a major issue, not just for trips to the pantry but also for medical appointments. Childcare, clothing, and supplies for her children are constant concerns that add to her stress. In her life, June interacts with various people and organizations. She relies on caseworkers and social workers for guidance and support. Bill collectors and utility companies are ever-present concerns, while trustees from Warren Township and the Urban League help with job searches. She frequents hospitals and clinics for medical needs and turns to her local church, food pantry, and school for additional support. Her family and therapist also play crucial roles in her support system.



MARIA

Female

27 years old

Hispanic

Seven member household

Maria is a 27-year-old Hispanic woman, living with 3 younger siblings and 3 young children of her own. She relies on a regular 40-hour job to provide for her family but still struggles to meet all their needs. Maria visits the food pantry twice a month, where she seeks not only basic necessities but also a sense of community. The pantry's welcoming hospitality team is crucial to her, as she finds comfort in building relationships there. However, transportation is a significant barrier for Maria, as getting to the pantry and accessing other resources can be a challenge.

Despite these struggles, Maria feels grateful for the pantry's support. Her immediate goal is to meet her household's needs, particularly for food and clothing. She also values the spiritual aspect of the pantry, seeking a connection that goes beyond the material. Long-term, Maria aspires to provide a stable environment for the children in the household and accomplish her family's needs while continuing to grow spiritually.

In addition to the pantry, Maria interacts with Social Security regularly, and she occasionally uses resources like the 211 Helpline, Westminster Food Pantry, and community counseling. Her future goals include not just physical sustenance, but a more holistic approach to family and spiritual well-being.



CHRIS

Male

36 years old

White

Single father of 5

Chris is a 35-year-old white man living with his five children. He relies on food stamps to help support his family, and he visits the pantry twice a month. For Chris, the pantry offers more than food—it provides a chance to build relationships and gain empathy. He is motivated by a desire to connect with others, share in the community's struggles, and help others in need. He finds joy, fulfillment, and satisfaction in being served and giving back. However, Chris faces several challenges, including transportation difficulties, mental health issues, and the need for better nutrition.

Despite these barriers, he approaches the pantry with an open heart, motivated by the sense of community it provides. Chris's immediate goal is to help meet his family's food needs and to facilitate the needs of those around him, doing what he believes is God's work.

Chris interacts regularly with energy assistance programs and occasionally uses SNAP, counseling services, housing assistance, and visits doctor appointments. His long-term goals include facilitating the pantry's mission of serving the community and ensuring everyone who visits receives not only food but compassion and support.



JOSHUA

Male

53 years old

Black

Single

Joshua is a 53-year-old black man who lives alone and relies on disability income. He visits the food pantry twice a month, seeking food, clothing, and, most importantly, a sense of safety and belonging. For Joshua, the pantry is a sanctuary, offering him the reassurance that his immediate needs are being met. However, he faces numerous challenges including transportation issues, mental health struggles, and homelessness. These challenges make his visits to the pantry all the more vital as they provide not only sustenance but emotional support.

Joshua is grateful for the pantry's services, which allow him to meet his immediate needs. His long-term aspiration is to find stability, not just in terms of food, but through additional support with mental health and housing. He desires a future where he no longer feels alone and can access the resources necessary to rebuild his life.

Joshua interacts frequently with public transportation services like IndyGo, as well as Boner Center, Horizon House, and the SNAP office. He also seeks assistance from the VA Hospital and other veteran-focused services. His long-term goals revolve around securing stable housing and mental health support, with the hope that one day he can regain independence and not need to rely on the pantry for survival.



ZAYNA

Female

49 years old

Arab

Single mother of 5

Zayna, a 49-year-old Iraqi refugee, has spent over a decade building a life in Indianapolis for herself and her five children, aged 8 to 17. Her journey has been marked by immense challenges—adapting to a new culture, financial struggles, and the lingering trauma of war that claimed several family members. Each week, Zayna visits the local food pantry, ensuring her family has halal food and essentials.

She carries quiet pride, often reluctant to ask for help despite the hardships. Her children are her greatest priority, and she sacrifices her own needs so they can access education and opportunities she never had. Language remains a barrier, making daily tasks like appointments and grocery shopping overwhelming. Zayna attends ESL classes when she can, determined to learn English and pass the U.S. citizenship test. At home, she holds onto her cultural roots, ensuring her family observes their traditions and faith, which provide comfort amidst change. Financial stability feels distant, but Zayna dreams of starting a small business—perhaps selling homemade food or handmade goods—to gain independence. Her physical health is declining under the weight of stress, and the emotional scars of her past resurface in moments of isolation. Counseling sessions have begun to help her manage PTSD and anxiety, but progress is slow. Despite everything, Zayna remains resilient.

She leans on support from the local mosque and community organizations, finding strength in her faith and in the small victories: her children excelling in school, a kind word from a food pantry volunteer, or the chance to connect with extended family abroad. For Zayna, each step forward is a testament to her dedication and hope for a better future—a future where her children thrive, she finds stability, and her family feels whole again.



CHRISTIAN

Female

38 years old

Black

4 member
household

Christian is a 38-year-old black women living in Indianapolis with her two children and her aging father. She works part-time as an elderly caregiver and attends evening classes at the local community college, hoping to earn her healthcare degree. Every Saturday, Christian walks to the local food pantry to pick up groceries that help her family get through the month. She appreciates the support but struggles with feelings of shame.

Transportation and childcare are constant challenges. Without a car, Christian relies on buses or walking, carefully planning every trip to work, school, and the pantry. Childcare is inconsistent, with her father helping when he can, despite his own health struggles. Christian dreams of a better future: a reliable car, stable childcare, and a full-time healthcare job that will allow her to move to a safer neighborhood. She stays hopeful, pushing through long days for the sake of her family.

Even with the challenges, Christian remains strong and resourceful. She finds comfort in the small wins—like an A on a test or a shared family meal—and leans on her community when she can. Step by step, she’s working toward a better life.



OMIR

Male

62 years old

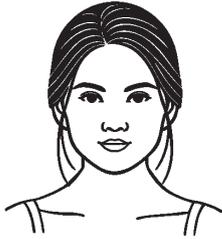
Persian

Wife, 3 children,
sister’s family

Omira, a man in his 60s from the Middle East, supports a large household, including his wife, three children of his own and his sister’s families. A regular at the Alhuda Foundation pantry, he works tirelessly to meet their needs.

While striving for self-sufficiency, Omir also dreams of a thriving community where everyone can give back and support one another. Omir visits the pantry monthly, balancing his family’s dietary restrictions and adapting to challenges. In the past, language and transportation barriers made accessing resources difficult, though these have improved. Still, managing food security for a multigenerational family remains a source of stress. He relies on language services, transportation aid, clinics, culturally sensitive healthcare, and programs like tutoring, workforce development, and college readiness.

Support from organizations offering financial literacy, subsidized childcare, and rent assistance helps him stay on track while contributing to his community.



ELENA

Female

24 years old

Chin

Single mother
of 2

Elena, a 24-year-old single mother, who arrived to Indiana from Myanmar with her 2 children 3 years ago. She works part-time as a school aide while pursuing a certification in medical coding through the Center for Working Families (CWF) program. Despite her hard work, her current income isn't enough to cover rent, childcare, and other expenses.

The pantry helps her stretch her budget by providing essential groceries. Elena is highly motivated to improve her family's quality of life. She utilizes financial coaching to manage her expenses and plan for long-term goals, such as buying a home. She also benefits from job training partnerships facilitated by Southeast, which offer her a pathway to higher-paying and stable employment. Time is Elena's greatest challenge. She balances part-time work, classes, and childcare, leaving little room for rest.

On busy days, she relies on the pantry's flexible pickup system and appreciates its welcoming, judgment-free environment. Elena's aspirations are driven by her children—she dreams of providing them with a stable home and the opportunity to succeed in school and beyond. Her progress is steady, but unexpected challenges, like an illness or a car repair, often strain her finances.



MARGARET

Female

72 years old

White

Single

Margaret, a 72-year-old retired caregiver, lives on a fixed income consisting of Social Security and a small pension. She lives alone in subsidized housing and has limited mobility due to arthritis. Her monthly income barely covers rent, utilities, and medical prescriptions, so she turns to Southeast's pantry to fill in the gaps. Margaret is pragmatic about her needs and visits the pantry regularly to pick up staple foods. She also benefits from the produce market, where she can access fresh fruits and vegetables that support her dietary needs on a limited budget. Navigating the complex systems of public benefits feels overwhelming for Margaret.

When faced with paperwork for healthcare or SNAP benefits, she often relies on family or the pantry staff for guidance. Margaret is grateful for the pantry's consistency and the welcoming atmosphere, where she never feels judged for her situation. Her primary goal is to maintain her independence for as long as possible. She worries about unexpected expenses, like medical bills or home repairs, that could jeopardize her stability.



JAMES

Male

45 years old

Indigenous

Single

James is a 45-year-old Indigenous man who has been experiencing homelessness for the past two years after losing his job in construction due to an injury. He spends his days finding temporary shelter under overpasses and relying on food pantries like Southeast Community Services for basic necessities like snack packs, hygiene kits, and occasional meals.

Despite his circumstances, James is resourceful and part of a small community of unhoused individuals who look out for each other. James values mobile shower unit at the pantry and believes it is a critical resource for maintaining dignity, though transportation remains a barrier. Sometimes he walks long distances or catches a bus to access these services.

He is wary of institutions due to past experiences with unfulfilled promises and systems that felt dehumanizing. His ultimate goal is to secure stable housing and employment that can help him rebuild his life. However, the stigma of homelessness often results in rejection and feelings of isolation.

Appendix C

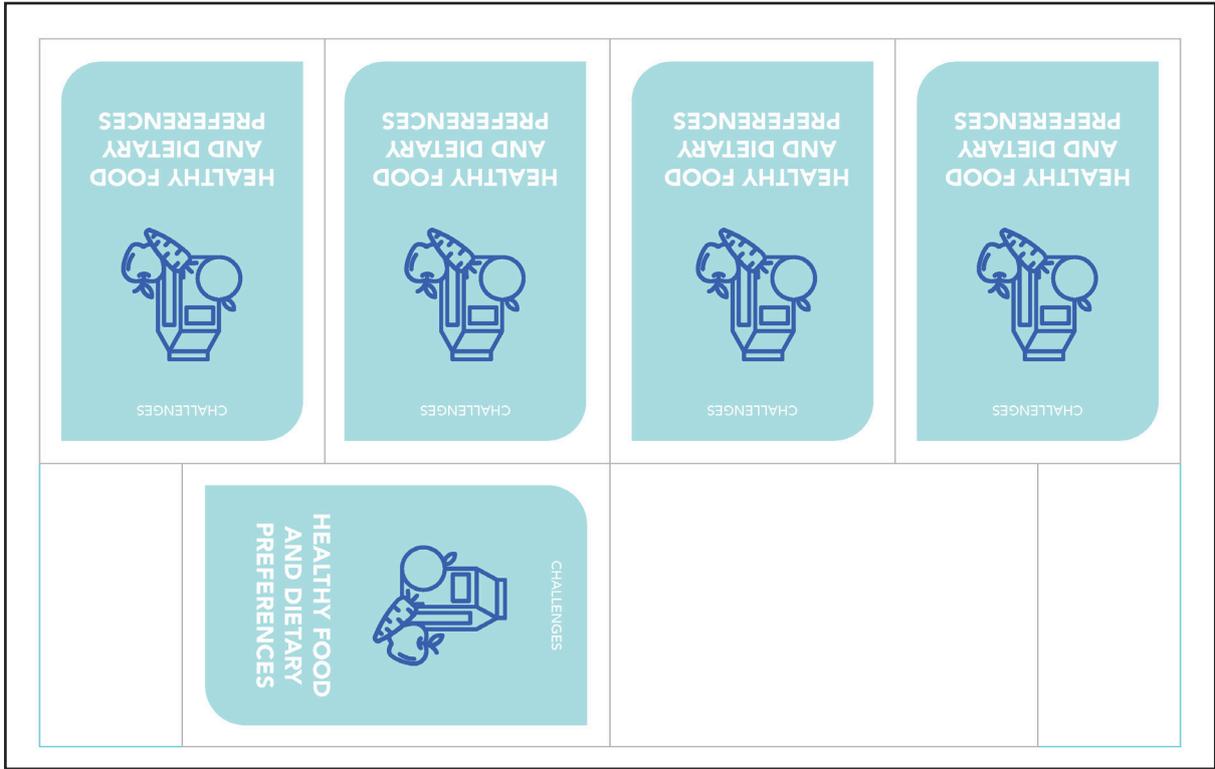
① UNDERSTAND

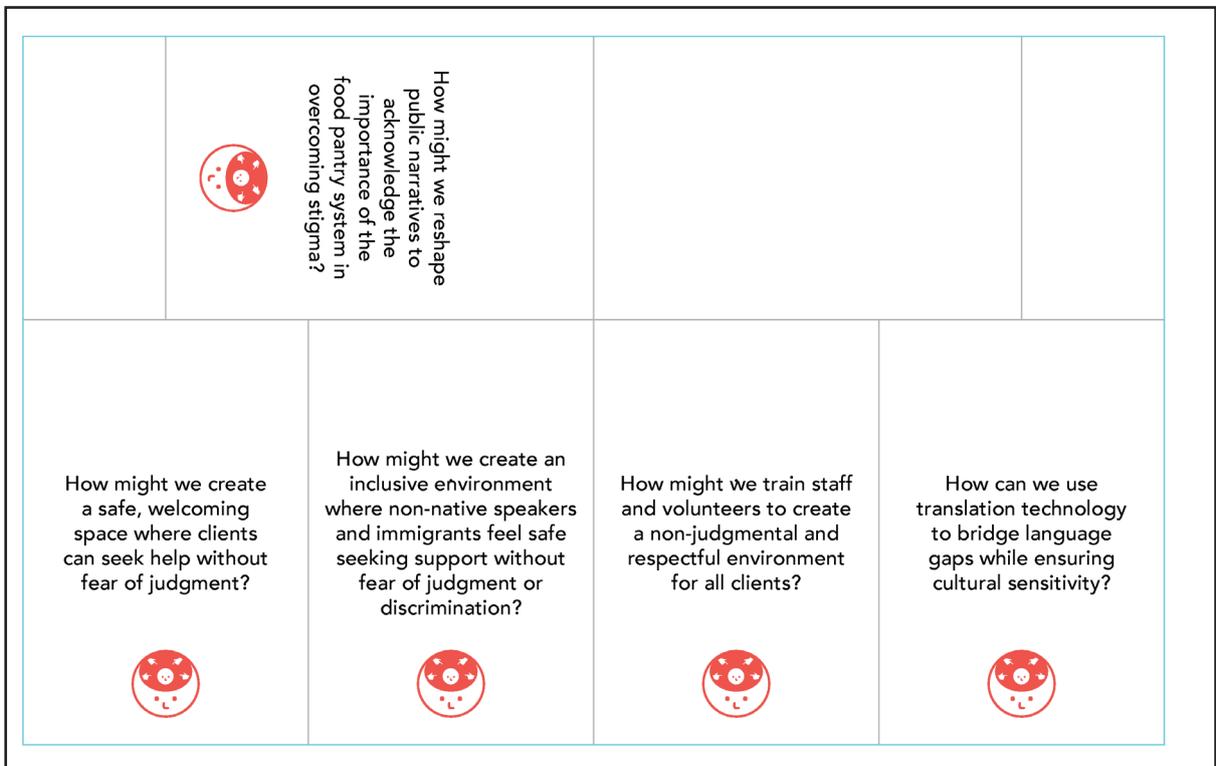
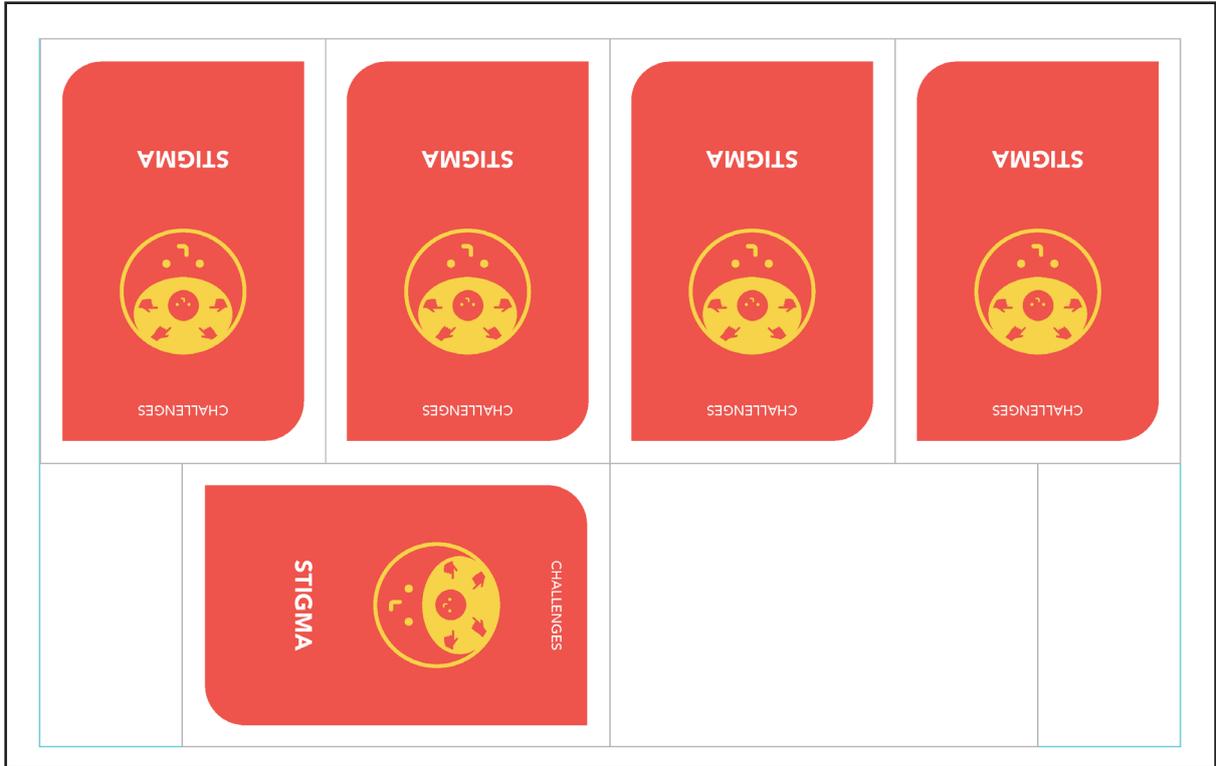
CLIENT CHALLENGES

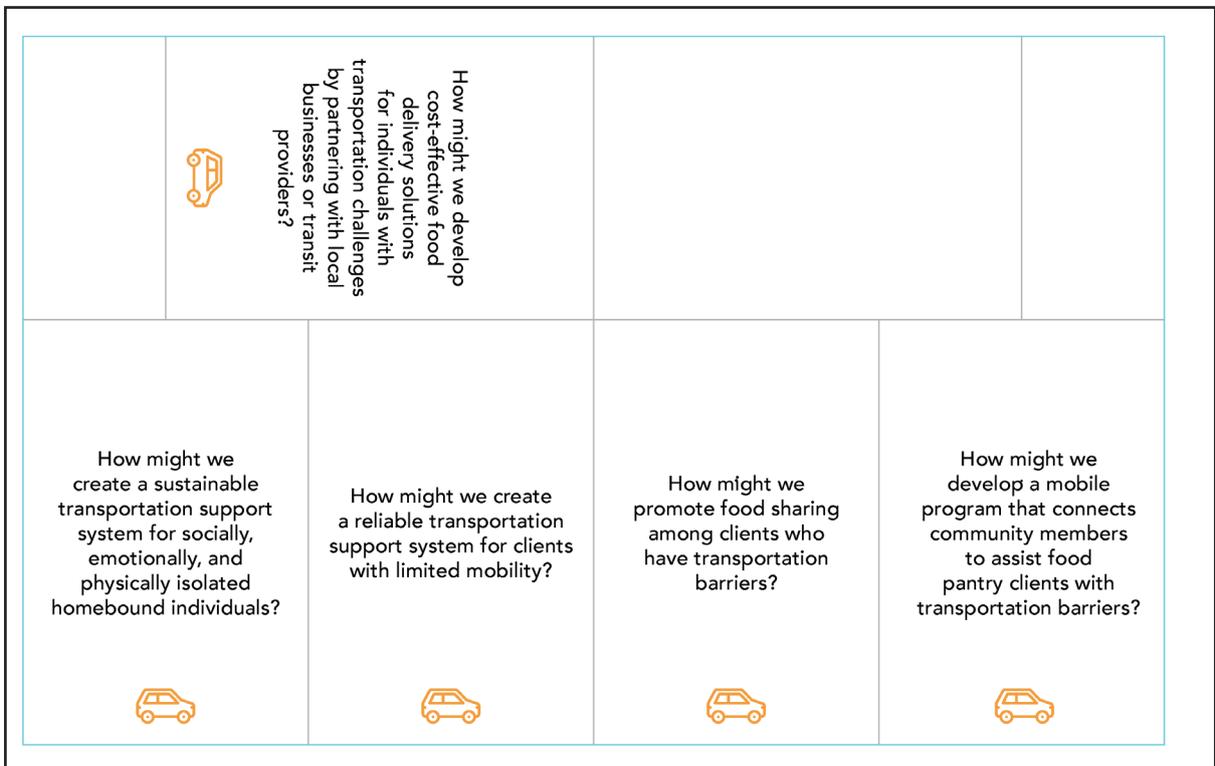
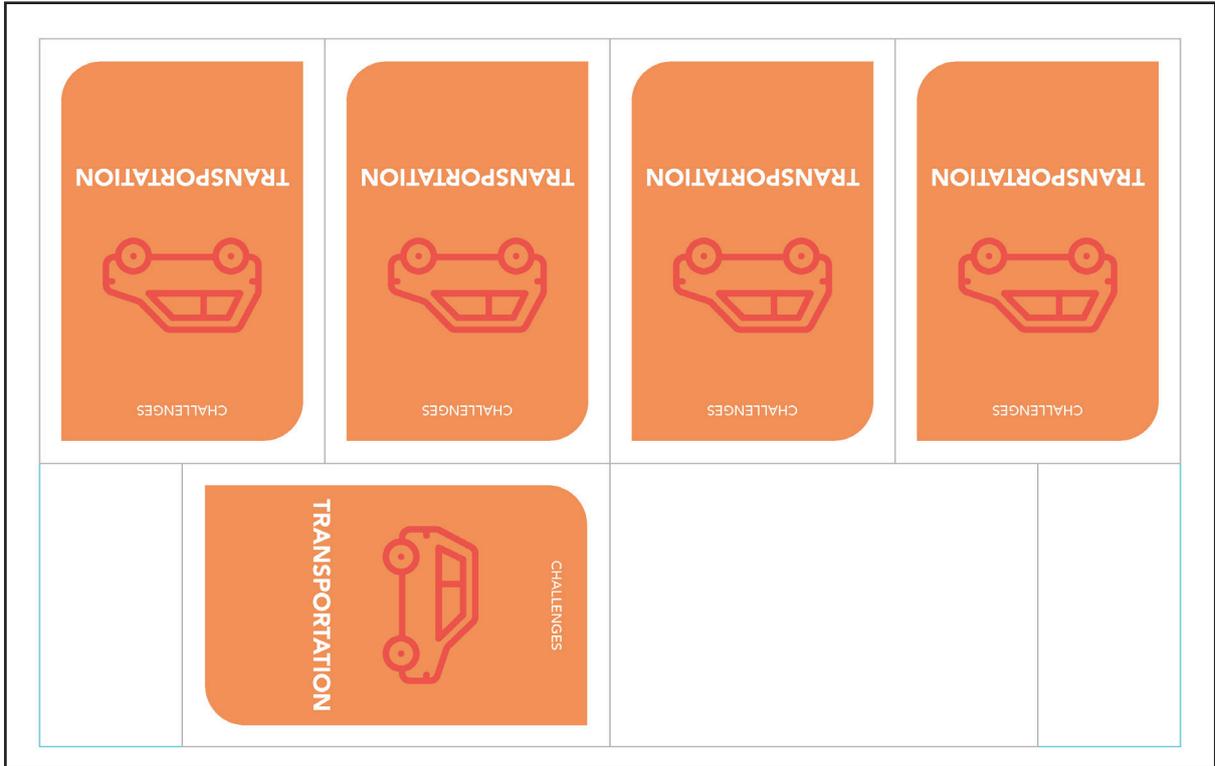
CLIENT TYPE	CHALLENGES
<ul style="list-style-type: none"> <input type="checkbox"/> Homebound people with physical mobility issues, such as elders and individuals with disabilities. <input type="checkbox"/> Temporary clients seek assistance for a short-term period, often due to specific crises or emergencies. <input type="checkbox"/> Recurring regular clients consistently seek assistance due to ongoing financial or life challenges. <input type="checkbox"/> Newcomers in transition seeking assistance in settling into their new circumstances, such as immigrants and refugees. <input type="checkbox"/> Unhoused clients seeking immediate assistance with barriers to access. 	<ul style="list-style-type: none"> <input type="checkbox"/> HEALTHY FOOD & DIETARY PREFERENCES The need for resources and diverse nutritional needs. <input type="checkbox"/> CULTURAL/SOCIAL STIGMA Prevent seeking assistance due to shame or judgment. <input type="checkbox"/> TRANSPORTATION Transportation barriers limit access to food pantries. <input type="checkbox"/> LANGUAGE & COMMUNICATION Language barriers limit access to resources and services. <input type="checkbox"/> INCREASED DEMAND Strains resources, making it harder to meet the needs of all individuals. <input type="checkbox"/> THE NEED FOR WRAPAROUND SERVICES Struggle to provide wraparound services that address broader needs like housing and healthcare. <input type="checkbox"/> ADDRESSING ROOT CAUSES & CONTINUOUS INNOVATION Address both the root causes of food insecurity and innovate to meet changing community needs. <hr/> <ul style="list-style-type: none"> <input type="checkbox"/> OTHER _____ _____

Food pantries should enhance _____ (challenge)

for _____ (persona name) .

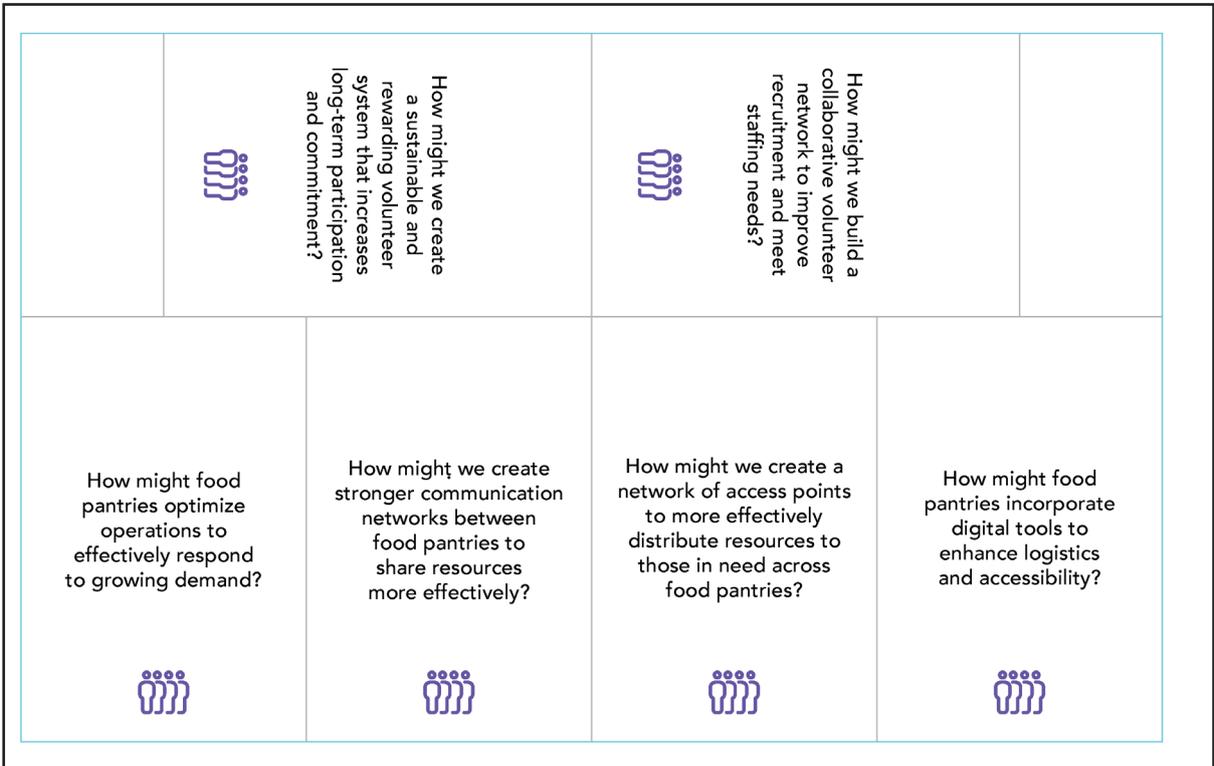
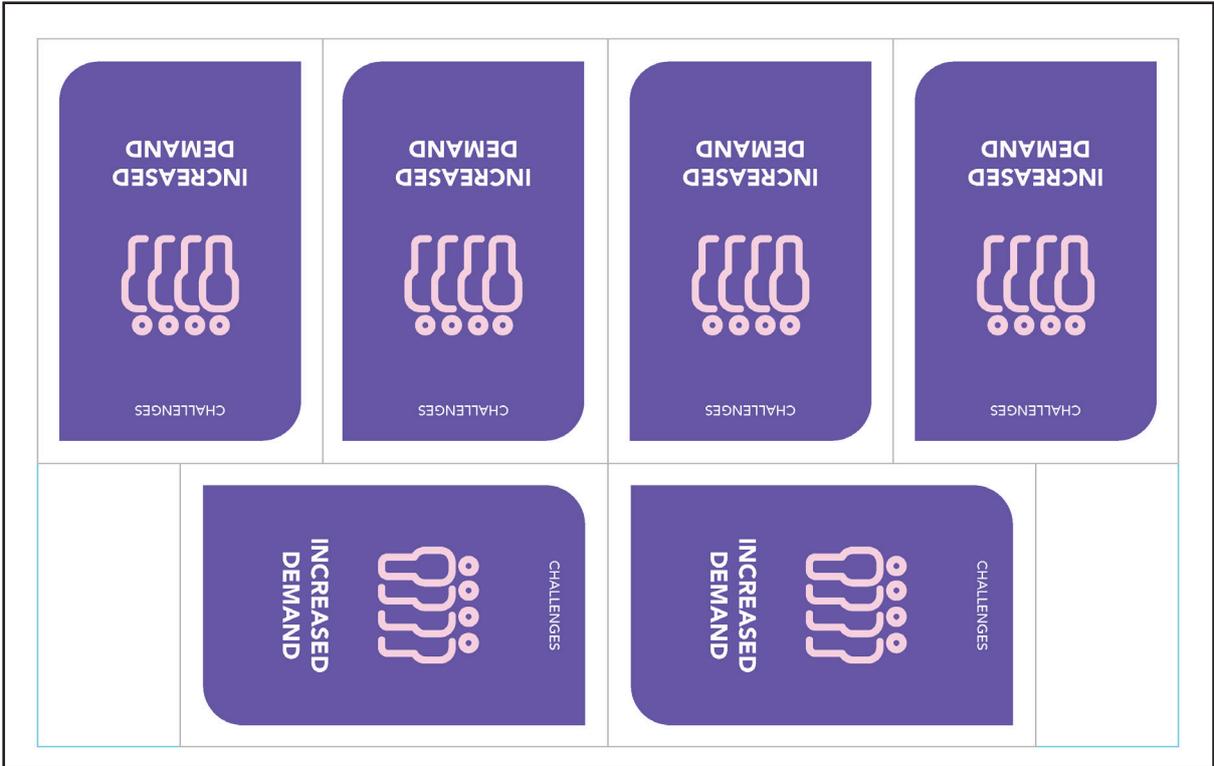






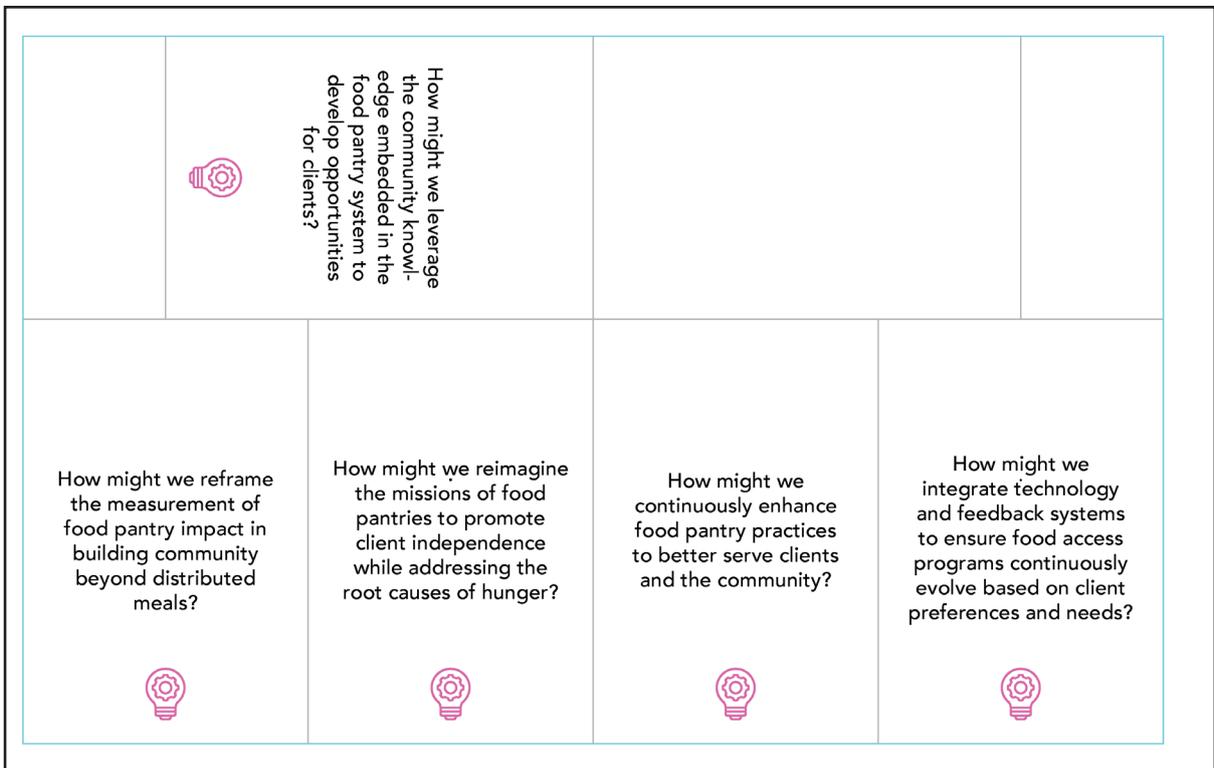
<p>LANGUAGE AND COMMUNICATION CHALLENGES</p> 	<p>LANGUAGE AND COMMUNICATION CHALLENGES</p> 	<p>LANGUAGE AND COMMUNICATION CHALLENGES</p> 	

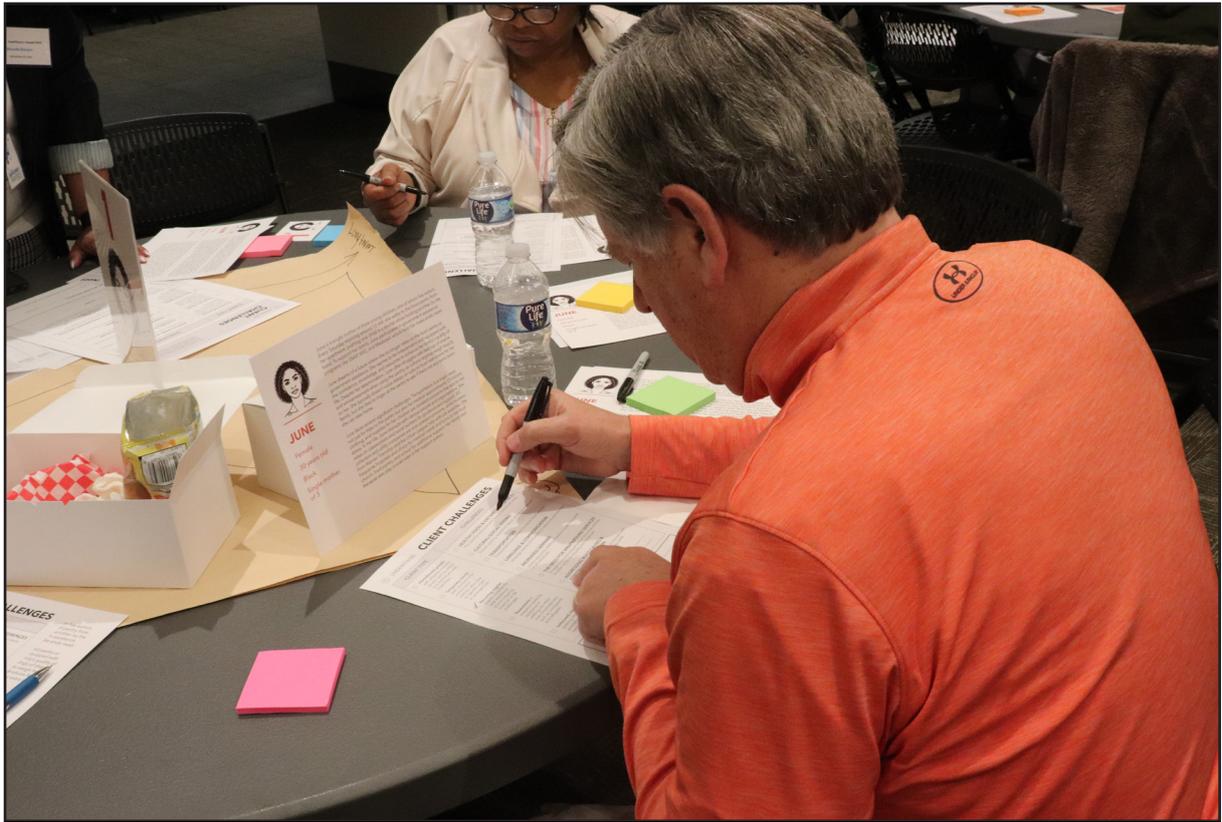
<p>How might we engage multilingual community members to bridge language barriers in service access?</p> 	<p>How might we use technology to reduce language barriers for non-native speakers and immigrants?</p> 	<p>How might we collaborate to develop multilingual resources that empower clients and support staff in serving non-English speakers?</p> 	



<p>THE NEED FOR WRAPAROUND SERVICES</p>  <p>CHALLENGES</p>	<p>THE NEED FOR WRAPAROUND SERVICES</p>  <p>CHALLENGES</p>	<p>THE NEED FOR WRAPAROUND SERVICES</p>  <p>CHALLENGES</p>	<p>THE NEED FOR WRAPAROUND SERVICES</p>  <p>CHALLENGES</p>

<p>How might food pantries collaborate to enhance referral services that align with their capacity and client needs?</p> 	<p>How might food pantries develop wraparound services through collaboration?</p> 	<p>How might we identify and mobilize underutilized community assets to develop wraparound services?</p> 	<p>How might we strengthen partnerships with local organizations to enhance food access and resources?</p> 





Appendix D

② DEFINE

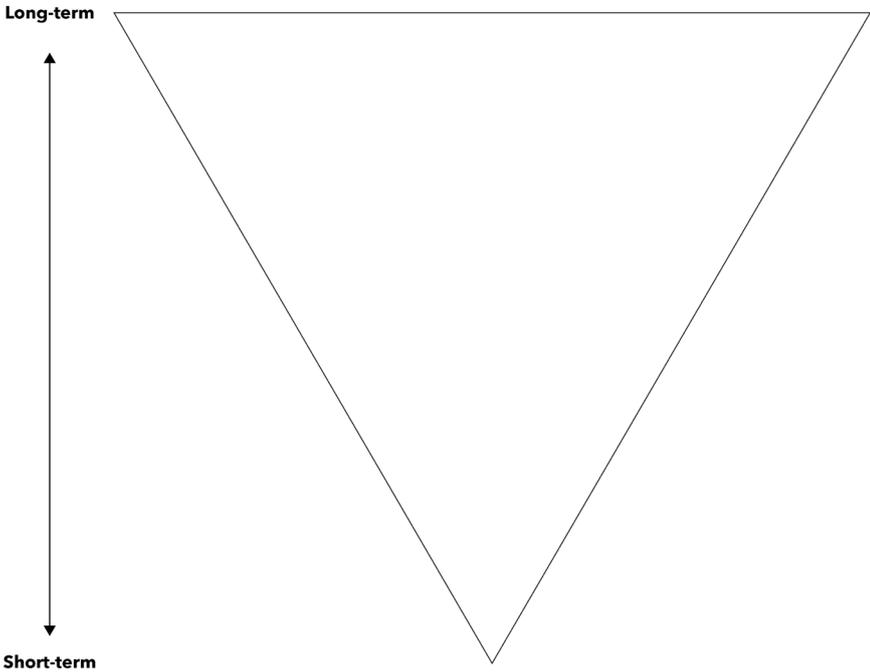
CHALLENGE MAP

Choose the corresponding challenge card deck in response to the chosen challenge.

Read through each of the challenge cards and place them on the map according to long-term and short-term issues.

Choose ONE challenge card as a group.

NOTE: In choosing a challenge card, consider which card is most considerable in collaborative efforts.



Appendix E

③ IDEATE: DIVERGE

I.E.B. MAP

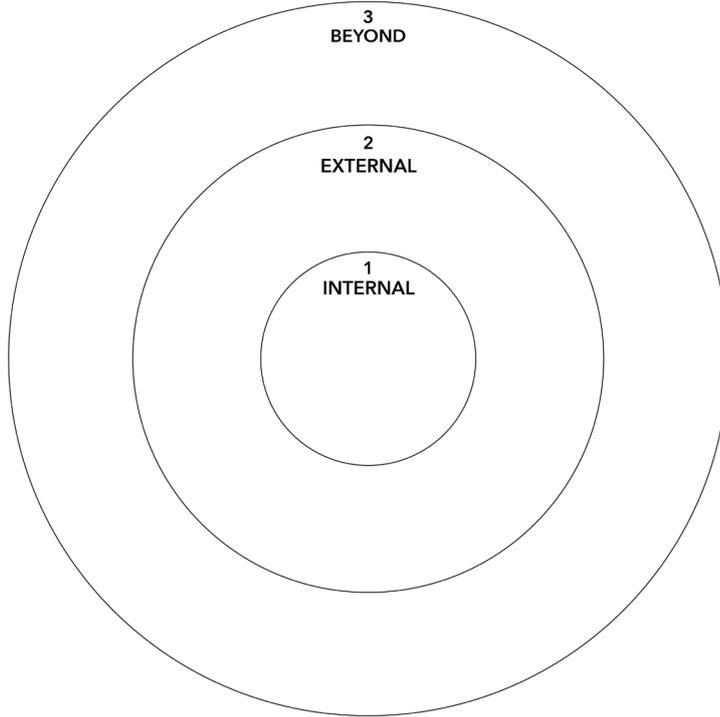
ROUND 1: INTERNAL (2 MIN)
Using sticky notes, each group member will write down as many internal solutions in response to the persona and selected challenge card.

What immediate action can food pantries take? What can food pantries do?

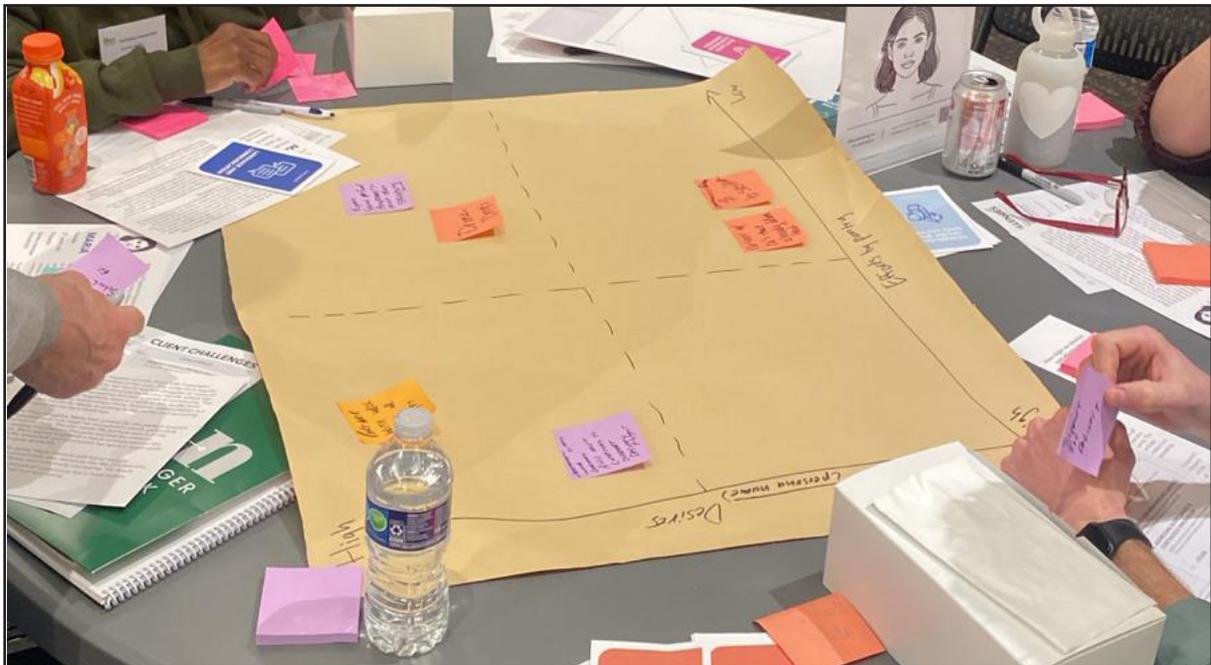
ROUND 2: EXTERNAL (2 MIN)
Using sticky notes, each group member will write down as many external solutions in response to the persona and selected challenge card.

Keep in mind: What can the food system provide? What is outside of the food pantries control? Ex. Second Helpings, Gleaners, etc.

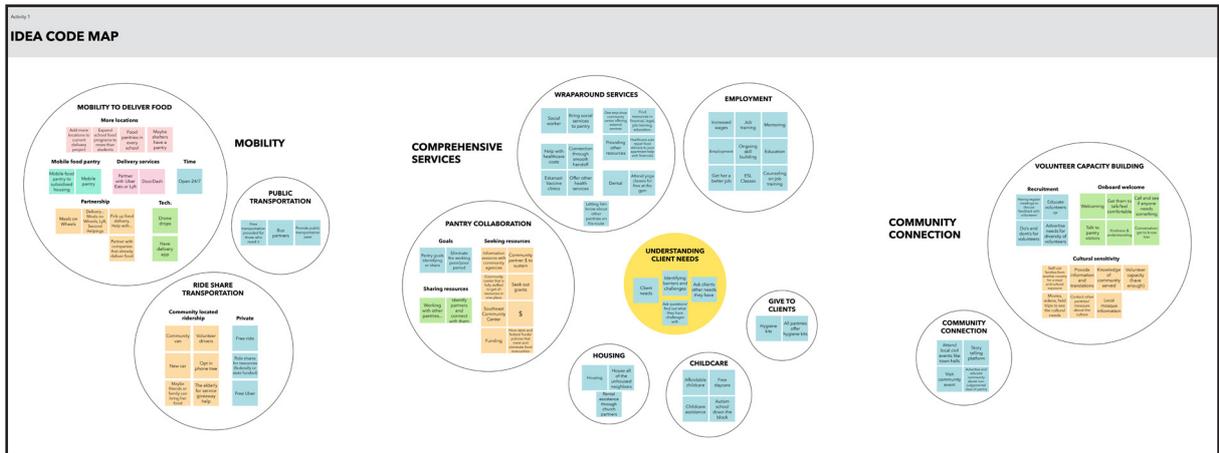
ROUND 3: BEYOND (2 MIN)
Using sticky notes, each group member will write down as many solutions, thinking of ideas that go above and beyond any boundaries, while keeping the persona and challenge card in mind. What solutions can you brainstorm if you had a magic wand?



Appendix F



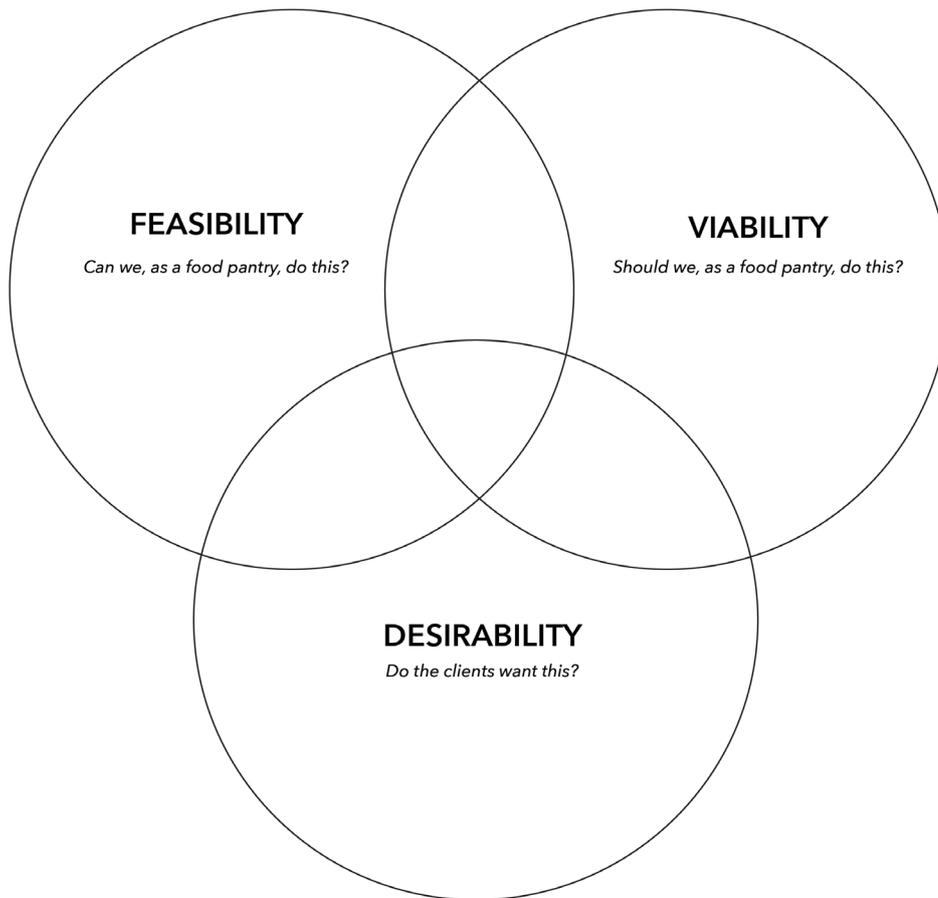
Appendix G



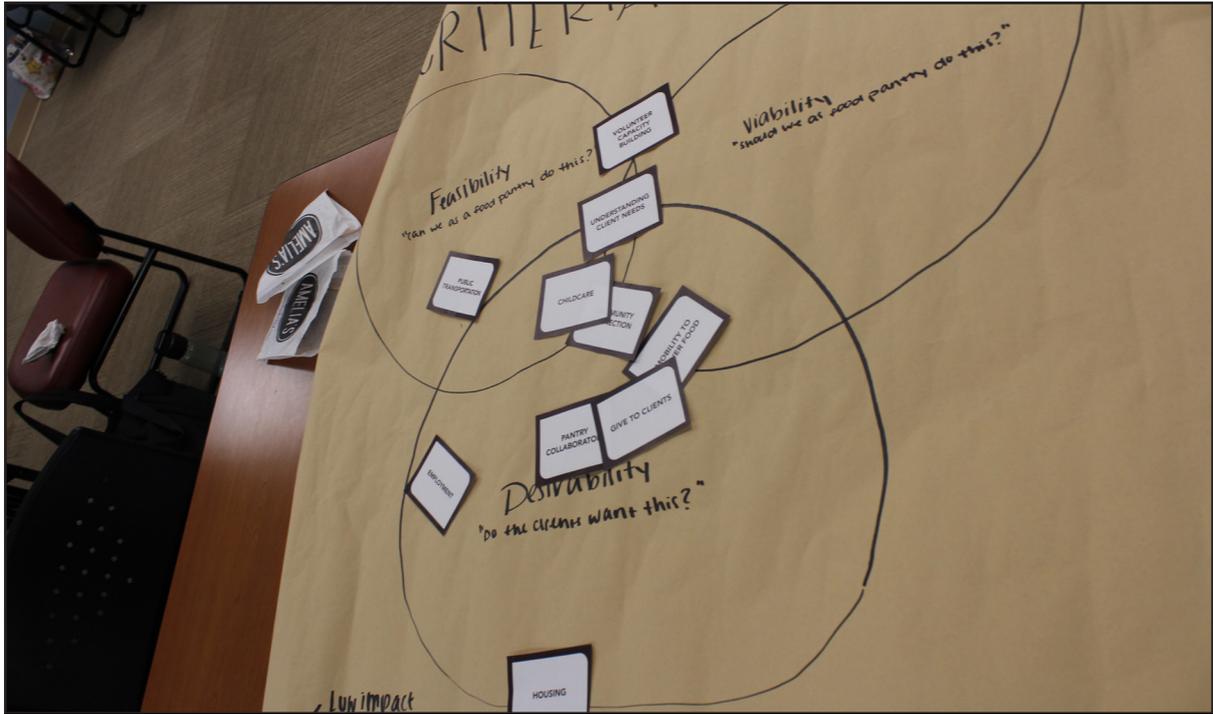
Appendix H

Activity 1

CRITERIA DIAGRAM







Appendix I

Activity 2

NEW CLIENT EXPERIENCE STORY BOARD

SCENE 1	SCENE 2	SCENE 3	SCENE 4	SCENE 5	SCENE 6
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
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_____	_____	_____	_____	_____	_____
EXISTING RESOURCES:					
POTENTIAL RESOURCES:					

Appendix J

Activity 3

VALUE PREPOSITION STATEMENT

Value Proposition Statement provides a common language and structured framework that enables more strategic dialogue by clarifying and aligning on the specific value a solution intends to deliver or the problem it aims to solve.

1. Based on your discussion, what could be the solution to make the new client experience happen. It could be a tool, service, program, or collaboration.

2. What can we call this solution?

3. Fill in the blanks

This _____
[name of solution]

is to _____
[goal]

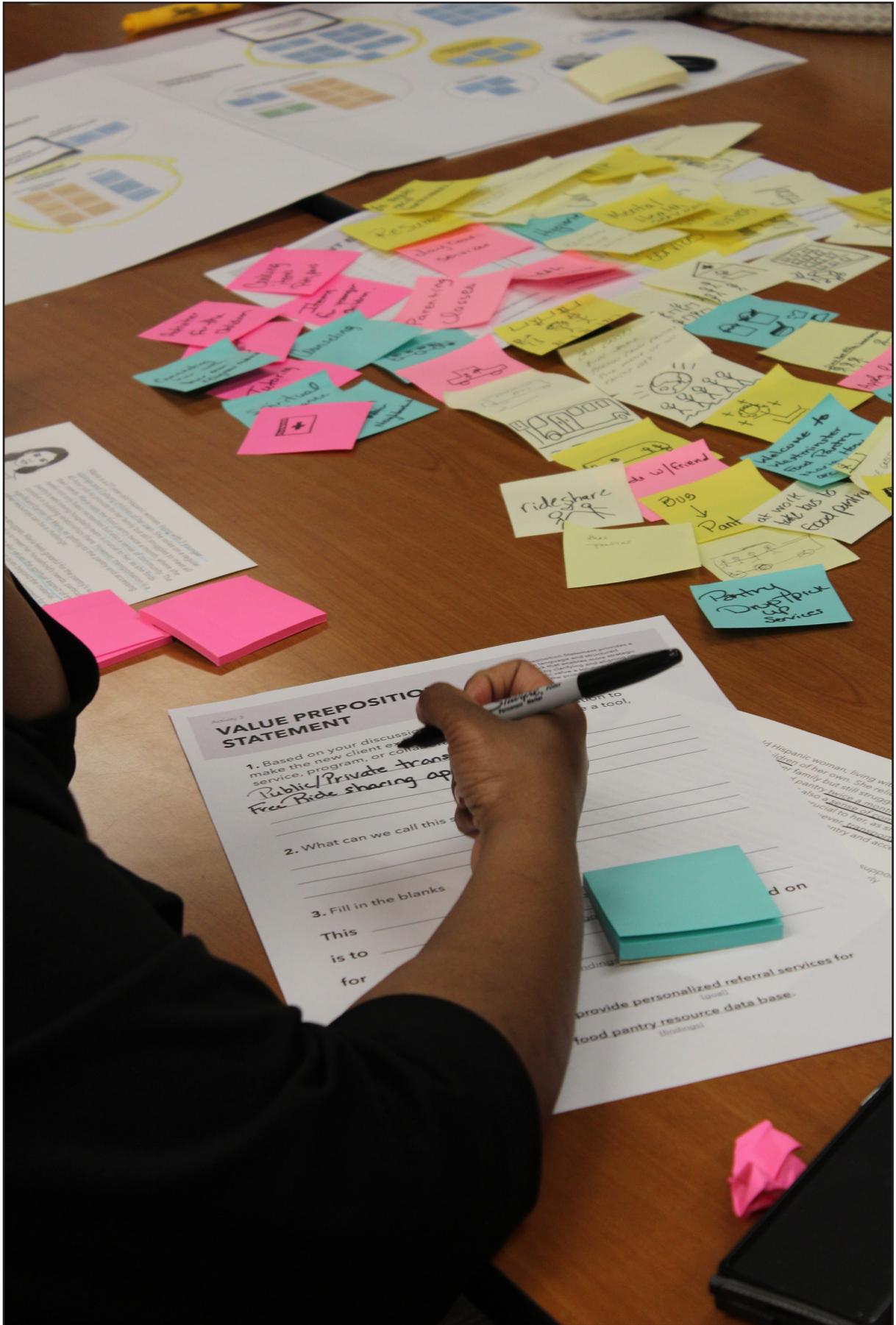
for _____ **which is based on**
[user]

[findings]

EXAMPLE

This navigator program is to provide personalized referral services for
[name of solution] [goal]

Marcus, which is based on food pantry resource data base.
[user] [findings]



Appendix K

Activity 4

PROTOTYPE : SKETCH IT!

