

Needs Assessment and Program Proposal Plan

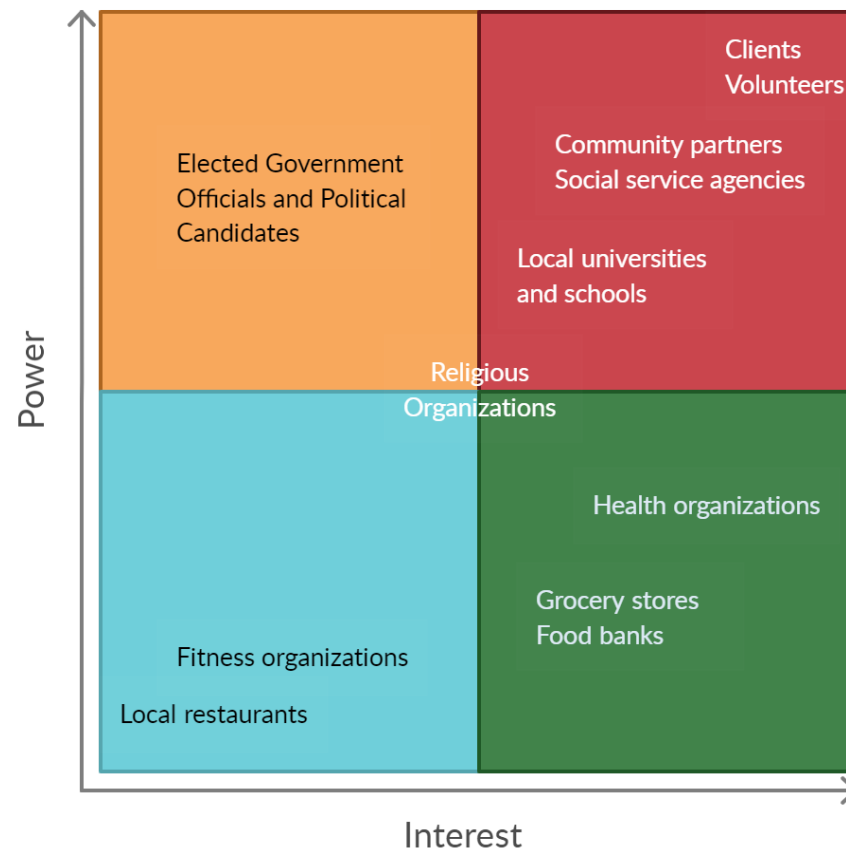
Gourmet on a Budget

A5: Stakeholder and SWOT Analyses – 75 pts.

5.1 Prepare a stakeholder matrix using the template provided. This will be used in the final paper as an appendix. (5 pts.)

The research team created a stakeholder matrix which can be found in appendix A.

5.2 Prepare a stakeholder power/influence grid using the template provided – use information from the Matrix as your base (5 pts.)



	<p>The research team created a stakeholder power/influence grid that can be found in appendix B.</p>
<p>5.3 Stakeholders (provide a detailed description of the main stakeholders, expanding on the information you prepared in the Stakeholder Analysis Matrix) (5 pts.)</p>	<p>5.3 – The clients are college students ages 18 to 35, with an emphasis on non-traditional students who struggle with food insecurity and/or financial means for nutritious foods.</p> <p>5.4 – The method of accessing clients will be to utilize campus bulletin boards, counseling services, and social media sites to get the word out about the <i>Gourmet on a Budget</i> program. There will be flyers with referral information for the program along with “take a number” cards to pass out to interested friends and the use of email list-serves to ensure the entire student body knows about the program.</p> <p>5.5 – Once clients become part of the program, the clients will be kept up to date on events, and progress of the program. The clients will also be part of panels and focus groups to help make decisions regarding the future events and details of the program.</p> <p>5.3 – The clients are single-parent households with an emphasis on individuals who struggle with food/financial insecurity.</p> <p>5.4 – The method of accessing clients will be to utilize news sources (i.e. newspapers postings, news channels, social media), flyers posted at local social service agencies and public bulletin boards.</p> <p>5.5 – Once clients become part of the program, the clients will be kept up to date on events, and progress of the program. The clients will also be part of panels and focus groups to help make decisions regarding the future events and details of the program.</p> <p>5.3 – The clients are low-income households with minimal access to financial means and nutritious food options.</p> <p>5.4 – The method of accessing clients will be to utilize news sources (i.e. newspapers postings, news channels, social media), flyers posted at local social service agencies and public bulletin boards.</p> <p>5.5 – Once clients become part of the program, the clients will be kept up to date on events, and progress of the program. The clients will also can be part of panels and focus groups to help make decisions regarding the future events and details of the program.</p>

	<p>5.3 – The stakeholders are local religious organizations such as local ministries, mosques, and temples.</p> <p>5.4 – The method of accessing these stakeholders will be to utilize in person meetings with a proposal for their support, or investment. Emails, phone calls, and mailers will be used to contact as many as possible.</p> <p>5.5 – Once the religious organizations become part of the program, they will be kept up to date on events, needs, and progress of the program.</p>
<p>5.4 Access and method (How do you plan to access your stakeholders? Describe method: meeting, interview, survey, etc.) (5 pts.)</p>	<p>5.3 – The Community Kitchen is a potential stakeholder for the <i>Gourmet on a Budget</i> program. The Community Kitchen is located in downtown Chattanooga and offers three meals a day every day of the year. The Community Kitchen has just recently incorporated a “Dining with Dignity” Program where restaurant-style meals are served with table service and a menu. Additionally, The Community Kitchen offers clothing and basic goods at no charge to those in need through their Consider the Lilies program.</p> <p>5.4 – The Community Kitchen will be accessed through contacting the Community Kitchen director, Kathy Long, by phone. A meeting will be set up with Kathy Long and members of the Community Kitchen organization to discuss our project and potential ways in which the Community Kitchen might be able to contribute.</p> <p>5.5 – Once a meeting has been set up with the leadership of The Community Kitchen, the Gourmet on a Budget team will utilize an infographic to discuss in detail our purpose and implementation of the Gourmet on a Budget program. Kathy Long and members of the Community Kitchen will be given the opportunity to make suggestions and improvisations and will be kept up to date on the progress of the program.</p> <p>5.3 – Chattanooga Area Food Bank is a significant local stakeholder for the Gourmet on a Budget program. The Chattanooga Area Food Bank collaborates with partner agencies located in twenty counties across SouthEast Tennessee and Northwest Georgia to provide local and healthy food. Partner agencies in Hamilton County include several local churches in addition to the Apison Food Bank and The Samaritan Center. Each partner agency hosts a food pantry on a designated day at designated times each week. Another potential stakeholder, the Village Market, is a local Collegedale vegetarian and natural food store owned and operated by Southern Adventist University.</p> <p>5.4 – The Chattanooga Food Bank will be accessed through contacting local CAFB partner agencies serving the Red Bank, East Brainerd, East Ridge, and</p>

	<p>Downtown Chattanooga areas by phone. The Gourmet on a Budget team will then set up individual meetings with each partner agency, either in-person or through video conference. The Village Market will be accessed through reaching out to the dean of the School of Social Work, Dr. Laura Racovita, and setting up a meeting through her with the primary SAU operators of the Village Market.</p> <p>5.5 – Once a meeting has been set up with each individual partner agency of CAFB, the Gourmet on a Budget team will inform each agency through utilization of an infographic, with primary focus on the particular area of Chattanooga served by the agency. Each partner agency will be given the opportunity to make suggestions pertaining to the specific components and implementation of the program. Once a meeting is set up with the primary operators of the Village Market, the Gourmet on a Budget team will include specific implications of the program for college students and keep operators of the Village Market up to date on the program’s progress.</p> <p>5.3 – Universities and local schools in the Chattanooga metropolitan area will serve as significant stakeholders in the Gourmet on a Budget program. Universities and schools include Southern Adventist University, University of Tennessee at Chattanooga, and local elementary schools and high schools in Red Bank, East Ridge, East Brainerd, and downtown Chattanooga.</p> <p>5.4 – The administration department of each University and school will be contacted by the research team. Meetings will be held through in-person meetings and/or video conferences to discuss the Gourmet on a Budget plan, including our project goals and ways in which each school may be able to contribute.</p> <p>5.5 – Once a meeting has been set up and conducted with the administration department of each school, the research team will continually give the school updates on the progress of the Gourmet on a Budget Program. The schools will consistently be updated and informed on ways in which they can actively play a role in the implementation of the project and how they can promote the program with students and their families.</p>
<p>5.5 Stakeholder engagement (How will you engage the different stakeholders in the project?) (5 pts.)</p>	<p>5.3 – One of the potential stakeholders for the <i>Gourmet on a Budget</i> would be local restaurants that are located within Red Bank, East Ridge, East Brainerd, and Downtown Chattanooga that offer healthy food choices. This would not include fast-food restaurants or chain restaurants since they offer limited healthy food choices. Some examples of local restaurants that would be contacted are Mojo Burrito or Firehouse Subs.</p>

5.4 – One of the key ways that the research team will engage with local restaurants will be through in-person meetings to discuss and explain the *Gourmet on a Budget* program.

5.5 – Once the restaurants have been contacted and informed about the program, the research team will give the restaurants updates on the progress and number of clients that are being reached. The restaurants will also be informed of ways in which they can offer their services to clients and ways in which the program would benefit them.

5.3 – Volunteers of the *Gourmet of a Budget* program are a vital stakeholder that will be part of the backbone of the program.

5.4 – The main engagement method that the program managers will use with volunteers would be in-person meetings, virtual conferences, email, and phone calls. Volunteers will be contacted at least weekly or monthly depending on the level of commitment they have signed up for.

5.5 – Volunteers will be kept up to date on all program policies and changes and will participate in planning and implementation of the program. They will help with creating and distributing resources and assisting clients in the program.

5.3 – Within Hamilton County, another stakeholder includes local elected officials and political candidates. Members of this stakeholder group include Hamilton County Commissioners, city council members, and the mayor of Chattanooga.

5.4 – Local governmental officials and candidates will be contacted through phone and in-person meetings as well as through email.

5.5 – The information that local government officials and candidates will receive will be a basic outline of the program and its intended goal. Officials who are interested in learning more will be provided with more details and will be invited to participate in volunteering or donating to the program. If elected officials are interested in being kept updated on the progress of *Gourmet on a Budget*.

5.3 – Fitness organizations would be responsible for teaching clients the importance of exercising that connected with nutritional health. The fitness organizations should be local so that clients who do not have personal transportation can go to fitness places that are within walking distance.

5.4 – The program will market to fitness organizations to build a partnership with them. This way the program can give clients the option to learn how to exercise as well as eating healthy. The program can do this by regularly meeting with the owner or

	<p>manager of the fitness organization to report how successful fitness classes are for the clients to build healthier lives for themselves and their families.</p> <p>5.5 – The partnership with the organizations can create an opportunity to offer discounted exercise classes that they can practice at home after a certain number of classes.</p> <p>5.3 – The program plans to partner with the local health department, specifically the dietician to give clients an expert perspective on a healthy lifestyle. The health department will offer health screenings for the clients and professional health advice that can specifically target what health issue they have.</p> <p>5.4 – The program can build partnership with the health organization by meeting with the CEO(?) of the local health organization. If the program is recognized by the county or city, there is a higher chance that health organizations would be aware of the program because the program targets healthy eating for those on a low-income level.</p> <p>5.5 – The program will update stakeholders if there are any changes or additions to the program. Likewise, the health organization representative can update the program if there are any changes to the services or if they have other programs that can be beneficial for the clients.</p>
<p>5.6 Are there any stakeholders with negative views of the project, or who oppose the project? If so, how do you plan to address the situation? (5 pts.)</p>	<p>There are some potential stakeholders that may have a negative view of the program. Local restaurants may not like the idea of the project because they will lose profit if less people go to their restaurants. How the program can address this situation with local restaurants is that clients have the freedom to treat themselves with their favorite foods on special occasions. Clients are taught through the program to make healthy choices and some restaurants have healthy alternatives.</p> <p>Fitness organizations may not see the benefit of partnering with the program even though both fitness organizations and <i>Gourmet on a Budget</i> promote healthy lifestyles. How the program can address this situation is by having trainers be involved with the clients to help them make healthy choices at a low cost. This can give fitness places a better turnout.</p>
<p>5.8 Describe your program's Strengths (SWOT) (potential areas to cover: People (<i>human resources, people and skills, board of directors</i>); Resources (<i>buildings, facilities, equipment, financial resources</i>);</p>	<p>One of the key strengths to the <i>Gourmet on a Budget</i> program would be the people involved in its creation. The people who envisioned and planned the program have the passion and determination to see the program thrive. But, not only does the team have the passion for the program, it also has the skill set to help propel the</p>

<p>type of governance, leadership, staff development, communication; Products (<i>intellectual property</i>); Finances (<i>financial position, cash balance, etc.</i>)) (9 pts.)</p>	<p>program forward. The team has a variety of skills among them with broad experiences and connections within the community. With the unique skills that the team has among its members, another strength would be its marketing abilities. All four members of the leadership team have a variety of experience when it comes to marketing which all compliant one another.</p> <p>Another important strength of the program would be its communication style between members. With all four members of the leadership team having worked together, they have strong communication skills that help to advance the program. And based on this tight knit group, the leadership of the program is also a strength that can be utilized. The leadership follows a democratic style where each member is able to voice their opinion and discuss it openly. Decisions are made as a group which helps to keep the program on the same page.</p> <p>Lastly, another strength of the program is its approach to addressing food insecurity within low-income homes. The services that this program offers is different than many other social service options in the area and with its multiple-pronged approach, it will be able to make a big difference in the community.</p>
<p>5.9 Describe your program's Weaknesses (SWOT) (same potential areas to cover as for Strengths) (9 pt.)</p>	<p>Our program, <i>Gourmet on a Budget</i>, has a few weaknesses that were able to be identified through SWOT analysis. Although the developers have a passion for the work to thrive, it may be difficult to meet this with the clients. The individuals needing the program may feel embarrassed to take part, nonetheless, advertise it. Due to the populations that <i>Gourmet on a Budget</i> serves, it may be difficult to reach the clients. When working with lower-income clients, transportation and access to resources is always a weakness to be considered.</p> <p>Part of <i>Gourmet on a Budget's</i> uniqueness is that the clients will take an active role in running the program and making decisions. Although this is a blessing, it is also a weakness. Having clients that are receiving the services can be a slow process when making decisions about the program. This can delay helping more people to the best of the program's ability. The clients may not be able to quickly and efficiently come to agreements when taking on leadership roles of the program.</p> <p><i>Gourmet on a Budget</i> is a volunteer ran program, this can be a weakness as the "employees" have prior commitments and may not be able to focus their full attention all the time. The program is dependent on donations for finances and products (i.e. food, and materials). This is a great weakness due to the high rate of individuals experiencing food insecurity in Chattanooga, Tennessee.</p>

<p>5.10 Describe your program's Opportunities (SWOT) (areas to cover: demographic factors, economic factors, political/legal factors, sociological factors, environmental factors, cultural factors, technology, etc.) (9 pts.)</p>	<p><i>Gourmet on Budget</i> has numerous opportunities that were also identified during SWOT analysis. Being such a needed program to fight food insecurity, there is great opportunity in working with a wide range of diverse clients and working with community partners. Economically, there are plenty of opportunities to write grants for funding the program as well. With elections just in the rearview, working with new political leaders brings an opportunity for change for the City of Chattanooga. The program will market where the people are, and this will allow more of the lower-income individuals to take part.</p> <p>In another layer, <i>Gourmet on a Budget</i>, will work with local religious organizations of different cultures to help fund the program. These religious organizations (i.e. mosques, churches, etc), have a tendency to do a lot of charity work. There are other community resources that will give great opportunity to <i>Gourmet on a Budget</i>, such as day centers, low-income cell phone companies and the news to spread the program wide and quickly.</p>
<p>5.11 Describe the Threats to your program (SWOT) (areas to cover: competitor factors (capabilities, resources, ownership, market segments, products, prices, promotions, distributions, suppliers, etc.) (9 pts.)</p>	<p>A competitive factor for <i>Gourmet on a Budget</i> is that there may be other similar programs in the area. They may not target low income individuals and families, but they offer cooking classes. Also, in light of COVID-19, many people turn to online resources. They may prefer to engage online. That could also be another potential threat. The program may or may not be capable of online learning. This could lead to challenges on having clients ask questions when they are confused on a demonstration or what they need to do. Offering online options could lead to disengaged clients. Another threat to be aware of is if the program will have enough teachers for clients to be separated into smaller groups. Since the target populations are low income individuals and families, would they have internet access? It would not be wise to go to a local library and learn how to cook there.</p> <p>Because <i>Gourmet on a Budget</i> is a program, it would have to be sponsored by an organization. There is a chance that the organization may go through changes that could change the program also. If the leadership changes, will <i>Gourmet on a Budget</i> continue?</p> <p>Not all clients will continue with the program for a long period of time. If the client feels that they are satisfied with where they are at, they could discontinue the program. The goal for the program is to teach clients independence with their health choices and financial budgeting. There is no need for clients to continue the program for more than a year. A threat could be that there could be less turnout with a new set of clients and there could more. Promotions would depend on the marketing of the</p>

	<p>program and word-of-mouth by clients. Some clients may not be satisfied with the program and some will be. If the client is not satisfied with the program outcome, they would not recommend the program to someone else.</p> <p>A threat to the products used by <i>Gourmet on a Budget</i> could be if the program can use the same supplies for the cooking classes. Also, if the program uses a software for the financial literacy class, it would be important to make sure the software is not outdated after a certain amount of time. Gourmet on a Budget would partner with local grocery stores to supply ingredients and cooking utensils. This may result in a loss of profit for the grocery store if ingredients are supplied at no cost. If there is a new version, the program would have to update regularly. Another threat <i>Gourmet on a Budget</i> would have to be aware of is the program cost. Can the program fund itself? Having all supplies needed for the program to function would need people for distribution. Volunteers would be expected to pick up the supplies needed for the program. If volunteers are unable to help, it can result in conflicts and time wasted to figure out logistics.</p>
<p>5.12 In brief statements, answer the following questions: How can you use each strength? How you stop each weakness? How can you exploit each opportunity? How can you defend against each threat? (9 pts.)</p>	<p>Collectively, the core research team has a broad range of connections and resources, each of which can be utilized to promote and sustain the Gourmet on a Budget program through ongoing communication, active community involvement, well-coordinated leadership, and continual implementation of innovative ideas and approaches. A primary weakness with this program is potential resistance from stakeholders, which can be challenged by pointing out the many families within the Chattanooga area that are affected by food insecurity and by continually cultivating each resource available. Weaknesses can also be overcome by remaining aware of our weaknesses, taking advantage of each opportunity, and keeping the focus on turning our weaknesses into strengths. The core research team will utilize strengths to exploit each opportunity, particularly through keeping a primary focus on opportunities that have the potential to eliminate threats and weaknesses. A defense strategy will be initiated by examining internal and external factors pertaining to each potential threat and implementing a strategic plan for addressing each one. Additional measures will be taken to ensure members of the core Gourmet on a Budget team and stakeholders are properly informed and prepared through assessment of capability gaps coupled with plans to defend in very specific, controlled ways.</p>