

Fall 2015



**AMANI NEIGHBORHOOD - A FOOD DESERT  
BUILDING A CASE FOR CHANGE**



**ALVERNO COLLEGE**  
ESTABLISHED 1887

## Acknowledgements

The fall 2015 class of Alverno College's MGT 640, Creating Agility in Dynamic Environments, gives sincere thanks and appreciation to those who have helped us learn about the Amani Neighborhood.

We would like to especially thank, John Kordsmeier, LaQuondra Shaw, Dr. Eileen Sherman, Sr. Patricia Rogers, and all community stakeholders we interviewed.

This experience has enriched our understanding of the community we live in. It has also helped us learn how to effect change. This is a worthy endeavor and we wish the future classes of Alverno MGT 640 the best of luck as they continue this important work alongside Amani and The Northwestern Mutual Foundation.

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## **Executive Summary**

The U.S. Department of Agriculture has classified the Amani neighborhood of Milwaukee as a food desert. It is an area with low income and very limited access to fresh fruits and vegetables. Lack of access can have negative effects on a community, including higher obesity rates, lower school performance, and reduced economic opportunity. This issue is one of many interconnected challenges facing the residents of the Amani community.

Alverno College, in partnership with the Northwestern Mutual Foundation, has made a long-term commitment to provide support and expertise to the Amani neighborhood and its key stakeholders through the work of the students in the MBA Program. They will apply their knowledge of conscious change leadership and collaborate with the residents on building capacity for change. The goal is to help develop affordable and sustainable food sources as part of achieving a safe and healthy community.

To do this effectively, the class of Fall 2015, Creating Agility in Dynamic Environments (MGT 640) has developed a strategy based around the Cummings and Worley change model. The first steps are meant to gain a better understanding of the situation in Amani and build trust of Alverno by its community leaders and other key stakeholders. This is an important step, as it will foster the degree of collaboration needed to enable Amani to formulate a clear strategic vision. Executive commitment and leadership will be fostered through helping the Amani United codify its mission and incorporate as a non-profit. Other steps will be determined by future classes to model the cultural change, support it, and work to encourage adoption and reduce resistance.

There is a wide range of stakeholders in this initiative with various levels of interest and power, from cornerstone service organizations, to local business owners, to governmental agencies. Each group will require different levels of communication appropriate to their needs. However, the main focus remains on working directly with the residents of Amani, as they are the most important stakeholders with

the greatest amount of interest. The work of the Alverno MBA cohorts is to help and guide the community to a greater level of empowerment, to actively listen to their concerns, and to commit to working with community residents and leaders to achieve their goals.

## **Current Situation**

The Northwestern Mutual Foundation's goal is to make communities stronger. Part of this initiative is to promote safe neighborhoods and that involves providing a "secure, clean and welcoming environment where residents can safely connect socially, access fresh food, and engage in recreational and civic activities." (Funding Collective Impact-NM August 2015)

The Northwestern Mutual Foundation has partnered with the Alverno College School of Business to address the lack of access to fresh, healthy food options in the Amani Neighborhood of Milwaukee, which has been deemed a food desert by the U.S. Department of Agriculture. A food desert is a low-income neighborhood without ready access to fresh, healthy food. The Northwestern Mutual Foundation is the sponsor of this project, and the MBA class of MGT 640 is the project manager.

The Amani Neighborhood has a population of 7,525 and is located between Keefe Avenue and Center Street from 20<sup>th</sup> to 27<sup>th</sup> Street with roughly three quarters of the population under the age of 45 and more than ninety percent Black or African American. Forty-two percent of the residents aged 18 and older hold a high school diploma or equivalency, and 8% percent have an Associate's or Bachelor's degree. The median household income is \$17,153 with 55% percent in the labor force and 45% not in the labor force. Homicide rates are among the highest in Milwaukee and public school performance within the Amani neighborhood is among the lowest in the state.

Currently, while access to healthy food is an issue, it is not the biggest concern for Amani. Amani is in deep poverty and the cost of food, particularly healthy foods, is a barrier. According to Sister Patricia

Rogers, Executive Director of the Dominican Center for Women (an anchor organization within the Amani neighborhood), there are currently no grocery stores that are willing to put a location in the neighborhood. Additionally, residents are very cautious about which grocers would enter the community based on concerns of cleanliness and upkeep, which stem from past experiences.

In speaking with Sister Patricia, she provided great insight into the Amani neighborhood and some of the challenges it faces. Millions of dollars in funding flow into Amani from various organizations that are trying help the community. However, according to Sister Patricia, the funding has gone toward programs that have not created sustainable change. Also, these organizations often work independently of each other and have their own initiatives. This has created inefficiencies in the direction and utilization of funds in that many programs have an end date and are not around long enough to have a big impact. This has created some mistrust within the community because the programs have not solved problems within Amani, they have only treated symptoms. Currently, the Amani United Community Organization is working toward becoming a 501(c)3 non-profit corporation in order to have greater influence regarding these concerns.

## **Project Description**

### **Problem**

Amani is a community in deep poverty. They face struggles with education, food, and safety; things we take for granted. Amani residents are accustomed to external groups, agencies and programs coming in to “fix” internal problems with virtually no understanding of the true issues in their community. After speaking with several Amani stakeholders and business partners it is obvious that more than good intentions are needed. The people of Amani are accepting of help; they just need us to listen,

provide support and let them take the lead. Culture change in any community begins with active listening and the MBA class has done this.

During a candid discussion with Sister Patricia Rogers, Executive Director of the Dominican Center for Women, we learned that Amani is willing to do the work they just need support and guidance. Sister Patricia shared her insights on projects and programs in the Amani neighborhood. These initiatives usually come with expiration dates and leave the Amani community no better for the effort. No real investment is made to ensure the work is sustainable or that it will live on after the project comes to an end. Understandably, this has led to serious trust issues for the residents of Amani.

Amani needs to move forward toward empowerment for the residents for a sustainable and healthier future. This will help build power amongst the residents and will allow them to replicate what they have learned to address other important issues.

## **Opportunity**

Alverno College, in partnership with the Northwestern Mutual Foundation, wishes to create a long-lasting relationship with the residents of the Amani neighborhood. Current and future MBA students at Alverno College have the opportunity to build relationships with Amani and partner to address the issues that matter most to them. Students will be able to use their business acumen to educate, empower and help implement meaningful change in Amani.

Our strategy for this change is based on the Cummings and Worley's model of change. This model is used for cultural change initiatives and will help address key challenges.

The six stages of change consist of the following:

- 1) Formulating a clear strategic vision



- a) The goal is to empower and support Amani work towards creating a sustainable and resilient community.
- 2) Display executive commitment
  - a) We have sought out key community leaders and stakeholders to engage them in this important change effort. It is critically important that these individuals and groups support this effort and that we continue to develop relationships with them as key stakeholders for change
- 3) Model cultural change at the highest levels
  - a) The goal is to engage the community and ignite the spark. To achieve this we must energize them and show our commitment. Small wins are extremely important and show that Alverno College and Northwestern Mutual Foundation are indeed committed to this long-term collaboration.
- 4) Modify the organization to support organizational change
  - a) In order to achieve our goals and see Amani thrive change must occur. Community members, stakeholders and organizations will need to think outside the box and remain flexible.
- 5) Select and socialize newcomers and terminate deviants
  - a) There will always be those who embrace change, those who vehemently oppose it and those in the middle. It will be important to keep a pulse on where people are on the change continuum. It will be necessary to address deviants.
- 6) Develop ethical and legal sensitivity.
  - a) This will be a significant focus for this change. Amani has serious social, political and economic issues. These have all contributed to the current state. Despite the obvious struggles in this community many may be opposed to change.

Our objective is to engage and empower Amani residents. We will focus on the issues that matter most to the residents of Amani. This will allow us to better understand what is important to the residents and will build trust. We plan to accomplish this with “small wins”. We learned about a woman who was working with the Amani Neighborhood who took time and listened to the residents about what they

needed. One thing that came up, that ordinarily may not seem like a need, was the desire to have their pets vaccinated. This woman was able to help them arrange a pet vaccine clinic. This was an extremely important small win. This impressed the residents and lead to her being a trusted person in Amani.

One of our goals is to create an awareness of why healthy food is important. A healthy diet can combat many issues that affect their community. A healthy diet can improve health concerns and has the potential to create an overall positive environment. Cities such as Philadelphia, Memphis and Camden have seen success in dealing with access to healthy foods. The success they have seen is largely in part to collaborating on solutions. In Memphis they have a “Green Machine”, a renovated bus that serves as a grocery store. In Camden programs included: creating a gardening club, Camden Grows (USDA Farm training program), engaging children and bringing in supermarkets. We cannot say that any of these options are the silver bullet for the food issues in Amani, but they are great success stories that give us hope change is possible.

Solving the food desert issue will help improve public health by addressing eating behaviors, dietary needs, and obesity. It will also have the potential to address other community issues such as safety and crime. Food brings peace. If we follow the Amani United Organization mission of *“moving forward toward a healthy and sustainable community”*, with time and trust, the MBA program at Alverno College can offer tremendous support toward helping to develop a sustainable model of success to bring healthier food choices to the area and at reasonable prices. Alverno’s power and influence in this effort is still relatively low so it is important to build trust.

We want to help Amani go from its current state to a sustainable healthy community. The Alverno MBA graduate program wants to build trust by establishing a strong community partnership, listening to the voice of the community, help to engage the community to initiate change, and focus on the root causes to address the food issue in Amani.

As mentioned previously, Alverno has relatively low power and influence. It will be important for us to build trust with the community and its partners. Once we have earned that we would like to collaborate on a clear strategic vision with community partners so we all align with the same message. When support and leadership are in place the executive group can provide a clear and concise commitment to help Amani.

## **Measurable Goals**

- 1) Build trust among Alverno students, residents and other community stakeholders
- 2) Continue to help build a resilient community
  - a) Self Sufficiency
  - b) Engagement
  - c) Partnerships
  - d) Education
- 3) Increase food access and healthy food affordability

## **Performance Measures**

Criteria for success:

- 1) Use a change management model
- 2) Determine “Readiness” factor
- 3) Develop, Refine, and Implement a Communication Plan
- 4) Always predict reactions to Change
- 5) Understand and plan to Manage Resistance
- 6) Understand how Change affects the Social System
- 7) Conduct a Risk Assessment
- 8) Encourage Involvement: Early and Throughout
- 9) Evaluate the Change effort

### Trust with Alverno & Community Partners

- Alverno College will attend a minimum of 80% of the Amani United and Amani community events
- Communication strategy between Alverno and community partners (measure the analytics of how many people read or watch communication portal - website, email, video)
- Community partner survey to explore how we are perceived
- 25% of the Amani residents attend events sponsored by Alverno

### Building a Resilient Community

- Sponsor one educational seminar or event in the Amani community at least quarterly (measure attendance)
- Candid conversations/open town hall listening sessions with stakeholders (once per quarter) to assess any issues or concerns
- Safety concerns for getting healthy foods
- Number of community events
- Economic growth

### Improving access to healthy foods

- Measure how close the resources are:
  - Pricing Analysis
  - Location Analysis
- Community survey

## Assumptions

There are many assumptions made about areas that are in deep poverty. Through research of this project and the Amani neighborhood, we derived many assumptions being made. It is important that we understand each assumption in hopes that we can address it and mitigate any challenges they may impose on this project.

- Poverty means you cannot eat a healthy diet
  - Lack of resources (money, transportation, education)
- Amani residents want healthy foods
  - It is common knowledge that eating healthy is good.
- No business is interested in establishing in Amani
  - Deep poverty and crime makes Amani an unattractive place to do business
  - Crime and violence would prohibit business owners
- Some may feel Amani is a hopeless case
  - Amani has faced significant and ongoing struggles with crime, violence and poverty.
- Amani does not have access to healthy food
  - Fresh and/or nutritious food is minimally available. If it is found it is old, stale or overpriced.
- Amani community residents are not engaged in providing access to healthy foods
  - Amani residents have multiple issues to tackle. Among them are increasing access to jobs, access to healthy foods, choice, and affordability. Food may not be the top issue, but we need to build awareness.
- People do not care about food

- Given the safety and crime issues in Amani it seems that food would not be high on the priority list
- Crime is the biggest issue
  - The crime rate is among the worst in the city of Milwaukee, although the residents of Amani are hopeful that with continued police support equipped with body cams, this is changing
- It is easier to turn to fast food because they do not have time
  - Fast food tastes good and is the easiest option.
  - People would rather eat fast food than prepare meals at home.
  - Fast food is cheaper than eating healthy
  - Kids are more overweight in areas where there is not ready access to fresh healthy foods because they do not have access to grocery stores
- Bringing healthy food into a food desert will result in a higher consumption of healthy food.
  - If it is available people will eat it

## **Proposed New Environment**

The environment that we wish to create is one of partnership. The residents of Amani know Amani. Alverno College and the Northwestern Mutual Foundation have resources that can greatly benefit Amani. Our task is to build trust and awareness. Once trust is gained work can begin on addressing the important issues in Amani. As we listen to the residents of Amani we will learn what they feel is important.

## Major Event Milestone Dates

- August 15, 2015
  - Inaugural meeting with Alverno College, Northwestern Mutual Foundation and Amani
- September 22, 2015
  - Alverno students attend Amani united meeting
- September 12- October 10, 2015
  - Alverno students conduct interviews and fact finding with Amani stakeholders
- October 6, 2015
  - Alverno students meet with Sister Patricia Rogers, Dominican Center for Women
- October 27, 2015
  - Alverno students and dean attend Amani United Meeting
- October 31, 2015
  - Alverno student and dean attend Amani Family Halloween Event (Small Win)
- December 3, 2015
  - Alverno MGT 640 hosts “Alverno Forum” Building a Case for Change on Food Initiatives with the Amani Neighborhood
- January 2016 and beyond; for next MGT 640 class:
  - Ensure monthly attendance at Amani United meetings. (4th Tuesday of the month)
  - Ensure attendance at Amani sponsored community events
  - Hold a townhall meeting to learn what Amani residents would like help on, harvest a small win

- Consider hosting a joint event with Amani that offers cooking lessons, taste testing and overview of healthy foods

## **Environmental Analysis and Alternatives – Stakeholder Analysis**

Completing a thorough Stakeholder analysis is a key component of this project. A successful introduction of new, healthy food sources into the Amani neighborhood is a complex and deeply personal issue. In order to offer the best recommendation, a broad-spectrum analysis was completed based on interviews and research with a number of key stakeholders. In order to understand the degree of stakeholder interest and power, the following questions were used as a general guide:

- What financial or emotional interest do they have in the outcome of our work?
- What motivates them?
- What is their current opinion of our work? Is it based on good information?
- Who influences their opinions generally, and who influences their opinion of us? Do some of these influencers then become important stakeholders?
- If they are not likely to be positive, what will reframe their mindset to support the project?
- If you do not think you will win them around, how will you manage their opposition?

### **High Interest, High Power**

We identified a number of high interest, high power stakeholders. This group of stakeholders has the most influence and risk tied to the success or failure of this project. These stakeholders will require high touch, personal interaction and a relationship built on trust and consistency.



Stakeholder Name	Communications Approach	Key Interests & Issues	Actions and communications
Amani residents	The neighborhood has a committee with 15-20 members who represent the neighborhood. This committee works with partners to address different issues.	<p>Safety, reducing gun violence, employment, poverty, community improvements and access to healthy food.</p> <p>Sister Patricia at the Dominican Center of Woman stated that 50% of the neighborhood is willing to participate by leading, will work when instructed and some are focused on fixing issues on their block.</p>	Continue high touch, trust-building activities. It is important to ensure that trust, consistency, and presence are maintained by individuals or groups that chose to help the residents. Some key residents do not utilize email or social media so in person presence will be required.
City of Milwaukee Police Department	Present in the community, community meetings and events	<p>Safety; reduce gun violence, drugs, and gang activity.</p> <p>States there is a need to balance resources across all areas of District 5 responsibility.</p>	Remain present in the neighborhood with frequent patrolling of the area and being present at community events

COA	<p>They listen to what the community is asking for in order to determine a plan of action to reach the goals of the community.</p> <p>Believes it is important to build relationships through listening and participating in the community.</p>	<p>Concerned with the number of liquor licenses being issued in the neighborhood.</p> <p>Believes the community needs access to grocery store.</p>	<p>COA is partnering with local government and the police to take a closer look at liquor licenses issued in this neighborhood and re-evaluate the issuance process.</p> <p>Researching the opening of a grocery store and café at North 27<sup>th</sup> St and West Burleigh Ave</p> <p>COA provides programs and wraparound services which the community finds to be valuable.</p> <p>Children's Hospital opened a clinic at the COA facility. Originally the clinic treatment was for only children but at the request of the neighborhood the clinic expanded to caring for families.</p>
Dominican Center for Women	<p>Communication with the community is by word of mouth in part due to the residents of the community frequently change their email address and phone number.</p>	<p>Building relationships and trust with the community. The organization originally focused on helping women but after being involved with the community they expanded to families and housing assistance.</p>	<p>One of their current programs involves matching a non-profit person with a resident to teach leadership skills. The goal is to have this resident apply the leadership skills to a project that will benefit the community.</p>

	<p>Sister Patricia is a very important contact with this organization.</p>	<p>Sister Patricia states the residents like the corner store shopping experience and believes this could be an avenue to introduce healthy foods, as she believes the neighborhood is not ready for a full service grocery store.</p> <p>The neighborhood needs access to healthier food but the key is to have the price reflect what the neighborhood can afford.</p> <p>The Amani neighborhood has a strong desire to become a non-profit corporation.</p>	<p>Moody Park is seen as a safe zone for the families in this neighborhood.</p>
Feeding America	<p>Currently partners with over 600 programs, over 100 food pantries, and over 200 programs just in the Milwaukee area alone.</p>	<p>This organization was once known as Second Harvest. In the late 1990's early 2000's, Second Harvest was rebranded becoming</p>	<p>The business model they use is a co-op model. The do not distribute or receive any government subsidies.</p>

	<p>Have recently partnered with Meda House and Food Share in Wisconsin to develop a food share “app.”</p>	<p>Feeding America.</p> <p>It was recommended to visit the Lindsay Heights neighborhood. The people have been involved in finding ways to create sustainable economic models to keep income in the area.</p> <p>They believe it is important to look at the vacant land in the Amani neighborhood. It is recommended to contact Rocky Marcoux, the commissioner for city development.</p> <p>Feeding America is now partnered with Boys and Girl club. It was suggested that Alverno partner with them in conjunction with COA as the primary anchor organization in Amani as well as the Dominican Center.</p> <p>It was recommended that</p>	<p>They reinvest ninety-six cents per every dollar back into programs.</p> <p>Alverno has an interest in offering a certificate program to interested Amani residents to gain education and skills in Community Development. The premise behind this idea is to provide the residents with leadership skills that would position them differently.</p>
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		<p>Alverno contact Young Kim at Fondy's to inquire on the results of a community kitchen. This kitchen can be utilized for teaching culinary skills, which they believe, begins the change to culture on what to cook and eat.</p>	
<p>Hunger Task Force</p>	<p>Their food bank network is a coalition made up of volunteers and organizations addressing hunger. They distribute healthy food to more than 160 sites manned strictly by volunteers.</p> <p>The resources provided free of charge include food and delivery, grant funds, commercial grade equipment, IT equipment, and training and certifications.</p>	<p>They were founded in 1974 by a group of parent advocates who were fighting for a breakfast program in Milwaukee Public Schools.</p> <p>In the early 1980s, this same group of parent advocates formed Milwaukee's first food bank.</p> <p>The network partners operate according to the Standards of Excellence which ensures the supplies are fresh, safe, and nutritious food. These foods</p>	<p>During the 2015 fiscal year, 9.4 million pounds of free food was supplied to their network partners. This food was transported in eight trucks that traveled 73,000 accumulative miles.</p> <p>Signature programs include:</p> <ul style="list-style-type: none"> <li>• Food for Families</li> <li>• Touchdowns for Charity</li> <li>• Kohl's Serving Up Supper for Kids</li> <li>• Wanted: Peanut Butter</li> <li>• Fresh Picks Mobile Market</li> <li>• No Kid Hungry</li> <li>• Stamp Out Hunger</li> <li>• Summer Deals, Summer Meals</li> </ul> <p>A Farm located in Franklin,</p>

	<p>Site operations are monitored annually with an extensive site review covering all aspects of operation.</p>	<p>are then distributed free of charge to families in need.</p> <p>They provide a safety system of emergency food to a network of local food pantries and meal programs.</p> <p>They are the only food bank in Milwaukee that does not charge for food, delivery or network membership.</p>	<p>Wisconsin offers the following:</p> <ul style="list-style-type: none"> <li>• Over 30 varieties of fresh fruits and vegetables are grown at this farm.</li> <li>• Produces over 500,000 pounds of fresh fruits and vegetables; all delivered free to the hungry in Milwaukee.</li> <li>• Offers access to 28 raised bed gardens for children to experience hands on with growing and harvesting food.</li> <li>• A Dietician Educator visits children at Milwaukee Public Schools; teaching nutrition education to low income children.</li> <li>• Repurposing a 2,400 square-foot granary building into an Education Center.</li> </ul> <p>Currently 93% of all network partner sites are rated as providing “Good” or “Excellent” service.</p>
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### **Interested, High Power**

These stakeholders have high power with significant influence over the success or failure of the project. The Amani neighborhood has an unusual political structure of three aldermen

governing a portion of the constituents. Although none of the aldermen appear to be overly engaged in the neighborhood, as it does not compose a large portion of any of their districts, they have the political influence to support or oppose any initiative requiring permitting or local government involvement. These stakeholders will require an initial effort to gain their awareness, and hopefully their support, and will then require enough engagement to keep them informed until a formal decision is required. All 15 Common Council seats are up for re-election in April 2016 and Alderwoman Coggs' District 6 seat may be a key election for Amani. Several candidates, including Tory Lowe have announced plans to run against Alderwoman Coggs on platforms that could be key to gaining momentum for this project.

Stakeholder Name	Communications Approach	Key Interests & Issues	Actions and Communications
Alderwoman Milele A. Coggs	Generally will attend events when invited by the community. More likely to attend events or meetings is when a related issue is something that are involved in or passionate about.	<p>This alderwoman has supported resolutions of interest in other districts:</p> <p>To facilitate development of City-owned vacant lots and authorizing conveyance of the lots and an adjacent Authority-owned property to different organizations in the 6th Aldermanic District.</p> <p>Up for re-election in 2016 with</p>	<p>The level of involvement from one or more of the aldermen would require the community or partners of the community to request the alderman's attention to a specific issue.</p> <p>A strong voice for increasing and expanding community access and involvement in the boards and commissions appointment process, she</p>

		<p>at least one potential political opponent that has begun focusing on issues that will be key to the neighborhood and has a strong following.</p>	<p>encourages residents to get involved and consider submitting their name for consideration using the new options.</p>
<p>Alderman Russell W. Stamper II</p>	<p>To reach this alderman it is best to reach out to his assistant, Damian.</p>	<p>This alderman is considered to be more economic driven and a visionary who listens and works well with the Common Council.</p> <p>He has served as the Program Supervisor for New Concept Self Development Center, where he managed and administered quality delivery of adult and youth social service programs.</p> <p>He has also served with the Social Development Commission (SDC) as a Lead Integrated Services Liaison with focus on addressing the immediate needs of Milwaukee residents with resources such as job training, emergency assistance, GED attainment, and driver's license acquisition and reinstatement.</p>	<p>Neu-Life Community has found this alderman to be very supportive to their agenda. He is open to invitation and enjoys participating in the events.</p> <p>He mentors many youth in the city of Milwaukee and is committed to cultivating opportunities that will improve the quality of life for young people.</p> <p>He is also committed to sustaining a clean, safe, and healthy district while also providing responsive, quality services to his constituents.</p>



		<p>Driven by his passion for helping residents become self-sufficient.</p>	
<p>Alderman Willie C. Wade</p>	<p>This alderman is very busy with several committees and the expectation of one on one should not be expected unless he is invited to a higher level of engagement, i.e. special event.</p>	<p>Has lived in the 7th District for more than 40 years.</p> <p>Spent more than 27 years working in the community as a mentor, coach and teacher.</p> <p>Spent 19 years as an employee of Milwaukee Public Schools, including 15 years working with special education students.</p> <p>He serves the City of Milwaukee through his board membership with the following organizations:</p> <p>Local Initiative Support Corporation (LISC), as a Commissioner on the board of the Redevelopment Authority of</p>	<p>He created a college scholarship fund in 2003 for inner city youth. The fund has awarded more than \$30,000 in scholarships to area youth.</p> <p>He also started a “Reading Wednesday” program in 2005 where he goes out to city schools, reads to younger students, and teaches a civics class for older students to promote literacy.</p> <p>He has helped attract more than \$100 million worth of investment in the 7th Aldermanic District for developments since he</p>

		<p>the City of Milwaukee (RACM)</p> <p>Commissioner of the Milwaukee Metropolitan Sewerage District (MMSD)</p> <p>Member of the Milwaukee Area Workforce Investment Board (MAWIB)</p> <p>Chair of the Century City Redevelopment Corp. (CCRC)</p> <p>Chair of the Fresh Coast Basketball Classic and as an Environmental Justice Task Force</p> <p>Liaison for the Advisory Committee for SEWRPC</p> <p>Vice Chair of the Zoning, Neighborhoods and Development Committee</p>	has been in office.
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		Member of the Community & Economic Development and Public Works Committees	
Mayor Tom Barrett	The Mayor has designated teams in the Office of Environmental Sustainability to work with the community members on developmental type plan.	<p>Office of Environmental Sustainability: creating safer neighborhoods</p> <p>Mayor Tom Barrett's HOME GR/OWN initiative is working to transform neighborhood. See HOME GR/OWN for details on this program.</p>	ReFreshMKE is plan to sets goals and targets for individuals and organizations to achieve and provides a citywide roadmap for improving the environmental, economic and social conditions. It is a call to action to the community and connects residents, businesses and other groups working on sustainability issues.
Growing Power Inc.	Will Allen	<p>What needs to happen:</p> <p>More local farming including vertical farms to make healthier eating more accessible.</p> <p>Growing food needs good soil and this can be provided through composting. Growing Power initiated collection of</p>	<p>They have the 1st vertical greenhouse (a greenhouse building with multiple floors), located on 55th &amp; Silver Spring.</p> <p>They receive funding through Aramark who brings food meals.</p>

		<p>waste from different businesses including Northwestern Mutual's cafeteria, Wal-Mart, and animal farmers.</p> <p>Need to develop a healthy food system to combat poverty, disease and death.</p> <p>Believes that if one neighborhood suffers, it is everyone's problem.</p> <p>The medical industry, universities, and political people need to collaborate and discuss multi-level change.</p> <p>This change needs to be approached at the local level with people who are passionate about change.</p> <p>Need to educate people on all aspects of food; how to garden, what foods to buy and how to cook these foods.</p>	<p>Partnering with Sr. MacCanon Brown who is opening a homeless shelter on Center Street called MacCanon Brown Homeless Sanctuary, Inc.</p> <p>Growing Power has created over 100 jobs with many of jobs being filled through the trainee to full employment program. The program offers wages at \$12.00 per hour for one year and then they are offered full time employment.</p>
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		<p>There should be a sign in grocery stores that say: “locally grown.”</p> <p>Challenges to consider:</p> <p>A key issue for healthy food sustainability for all people is to find young people who want to farm. An issue is the average farmer is now over 60 years of age. Food cannot be sustained on the backs of farmers alone.</p> <p>Climate changes (droughts, floods etc.).</p>	
HOME GR/OWN Milwaukee	<p>Tim McCollow is the Program Manager and email communication is most efficient way to contact him but allow him a generous amount of time to</p>	<p>HOME GR/OWN has the following objectives:</p> <p>To transform targeted neighborhoods by concentrating City and partner resources, catalyzing new, healthy food access and green space developments.</p>	<p>HOME GR/OWN's 2015 Focus Project is call Partners for Places, which included 14 new orchards and 6 new pocket parks on Milwaukee's North Side.</p>

	reply.	<p>Make it easier to access local food and repurpose city-owned vacant lots. To accomplish this, they work within City government to streamline processes, permitting, and ordinances, making it easier to grow and distribute healthy food, start new food-based businesses, and improve vacant lots.</p> <p>Work within Milwaukee's community food system to link local growers to local markets, increase urban food infrastructure (water, access, compost), and support new urban farms and healthy food retailers and wholesalers.</p>	
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### **High Interest, Low Power**

These stakeholders, although not influential in the success or failure of any proposal, will play a key role in supporting and enabling the initiative. It is important to keep these stakeholders informed and

engaged throughout the process as they can offer key insight into the informal neighborhood networks and identifying early adopters as well as key cultural understandings.

Stakeholder Name	Communications Approach	Key Interests & Issues	Actions and communications
Neu-Life Community Development	<p>Face to face with the members of the community.</p> <p>Their focus is on listening, educating and employing to build a strong community.</p>	<p>Education and modeling good behavior</p> <p>Teaching building trade skills to help members gain employment</p> <p>Using community gardens for education on healthy, sustainable options</p> <p>Cleaning up the neighborhood</p>	<p>Located in the Amani neighborhood and provides services to 3 to 20 year old members by focusing offering an education structure with art, life skills, learning with hands-on approach, workplace development and having community action projects.</p> <p>Employs members of the neighborhood.</p> <p>Uses food from the community gardens, which the members prepare for weekly dinner events for the community. Remaining food is processed for freezing and used for future meals.</p> <p>Pay It Forward program has members participate in helping a selected resident</p>

		After school enrichment	<p>with property improvements such as painting, weeding, fence repair, etc.</p> <p>Located in two MPS schools in addition to the Amani neighborhood site.</p>
Northwestern Mutual Foundation	Being present at events and meeting and listening to the neighborhood members	Large philanthropic investment in neighborhood	
Alverno College	<p>Being present at events and meetings to listen and assist the members of the neighborhood with key issues.</p> <p>Work with all stakeholders by inviting them to attend forums or other related events.</p>	<p>We became a partner with the community through Northwestern Mutual Foundation.</p> <p>Interested in developing relationships with partners and community members in the Amani neighborhood.</p> <p>The goal is to listen and assist the community in finding resources to help them reach their intended goals.</p> <p>Leaders have expressed</p>	<p>Building our own relationship with the community and stakeholders will be key to the success and creation of trusting relationships by sharing our ideas and educating the community on different avenues to take to reach a successful solution</p>

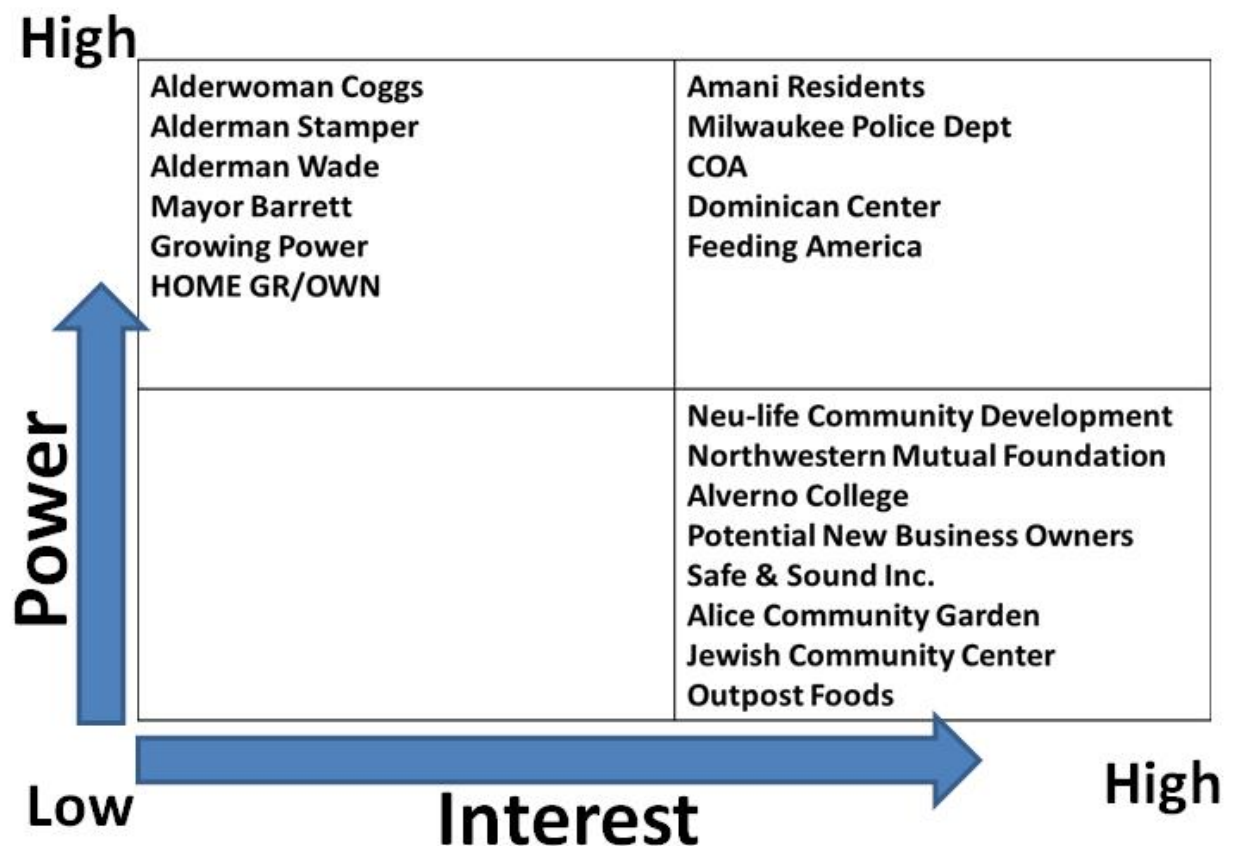


		interest in overseeing the Leadership Program currently being run by the Dominican Center	
Potential New Business Owners, i.e. grocery store	Approach the community with an open mind and by being present	Understanding what works for the community	Should be prepared to build relationships with the community and listen to what their needs involve.  Should take into consideration what the community is looking for in the appearance of the business from the outside and layout of the interior
Safe & Sound, Inc.	Being present at events and meeting and listening to the neighborhood members.	Works closely with community and police to reduce crime.  Issue with traffic control and safe crossing for pedestrians.  Safety issues are present due to a high amount of loitering, drug dealing, theft and a high population of ex-offenders living in the area.	An employee of this organization is located at the District 5 police department to work closely with the department liaison officers.  Look for funding to pay for devices to help with traffic control and install safe pedestrian crossing zones possibly with flashing lights.

<p>Alice Community Garden (Neu- Life has been working with them for 10 years)</p>	<p>An influencer that becomes a stakeholder</p>	<p>Building neighborhoods and nurture people</p>	<p>Rents plots for a small cost of \$25 per growing season.</p> <p>They offer scheduled programs for nurturing family and involving the community.</p>
<p>Jewish Community Center</p>	<p>Contact is initiated by the individual at which time the center performs an interview to determine the needs of the individual and/or family.</p>	<p>Many problems exist based on racism, education, political, lack of employment, lack of health care, low income, weak family unit and safety</p> <p>Most of the programs do not address the root cause, so do not change the issues but the help is needed in the community to build economically driven models of sustainable change.</p> <p>What more is needed: Food preparation and storage education</p>	<p>The pantry is open every Thursday and two Sundays a month.</p> <p>A pilot program called "Chop Shop" is being organized to allow for the education on a variety of produce.</p> <p>Simple recipes and ways to get these recipes to families.</p> <p>Gathering of existing community partners to coordinate existing efforts to avoid replicating.</p>

Outpost Foods	The food store was approach by the Walnut Way neighborhood requesting a store in the Walnut Wellness Commons.	They want to help the community learn and access healthy food as they believe there is too much highly processed food being offered to this community.	The store carries basic grocery items. They accept food stamps at the store and are currently in the process of obtaining WIC for women and children to get their basic items.
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### Power/Interest Grid for Stakeholder Prioritization



All stakeholders are a critical aspect but first and foremost the desire for this change needs to start with the neighborhood residents. For a successful implementation of sustainable food source or a clear

understanding of the culture including current eating habits, social habits, financial stability, and nutritional knowledge need to be addressed prior to any introduction of food sources, whether healthy or not.

This initiative will need to incorporate all of these aspects in order to create real, sustainable nutritional changes in the Amani neighborhood. The key stakeholders will require a focused, personalized effort to build a trusting, consistent relationship. Due to previous negative experiences, the Amani residents have low trust of non-residents and will be slow to open up or trust recommendations. In knowing about this trust issue, it is critical to develop relationships based on trust and awareness in order to set a solid foundation for change. This environment for change will need to include people who are truly committed for the long term as well as supportive and willing to help the community grow through sharing experiences and education.

It is important to note that the key stakeholders, the Amani residents, do not recognize the urgency in accessing healthy food options. In speaking with the residents, it was noted that they have access to food and believe other issues such as safety, drug crimes, employment, etc. are currently higher priorities. Whereas, other stakeholders strongly believe that the access to a sustainable, healthy food is very important to the growth of the community.

Knowing that the Amani residents do not find urgency with the concept of accessing healthy food, it will be very important for the stakeholders to work together to create an educational platform to introduce healthy food from growing, to preparing and cooking; leading to the understanding of the lifetime benefits of accessing healthier food options. Raising awareness and urgency in the dissatisfaction of current food options available to Amani Residents will be key in driving the change process.

## **Economic Impacts**

To abate health risks associated with poor nutrition and to strengthen the efforts of poverty alleviation in the Amani community, it is critical to review the economic impact of an inadequate diet. Understanding the economic factors will help stimulate the local economy by fostering the creation of local businesses suited to meet the needs of all constituents in the Amani community. The economic benefits of a healthy diet include reduced health expenditures, potentially higher employment wages and improved school performance among children.

## **The Unhealthy Truth**

Currently, 38% of African American adults and 37% of African American children in Wisconsin are considered obese. (Herzog, 2014) Research has unveiled a significant correlation between obesity and poverty. Higher obesity rates are prevalent in impoverished communities due to the limited availability of healthy food options. According to a study published in the Milwaukee Journal Sentinel, “more than 33% of adults who earn less than \$15,000 per year are obese compared with 25.4% of adults who earn at least \$50,000 per year.” (Herzog, 2014) Economic studies also revealed that “obese workers” were paid a dollar less than “thinner workers” when employers provided health insurance. (US National Library of Medicine, 2009) The latest assessments pronounced that the annual medical costs of obesity are on average \$1,429.00 higher than those that are thinner. The healthier diet patterns identified in the study cost about \$1.50 more per day than the least healthy diets. (Harvard School of Public Health, 2013) After factoring in medical costs and decreased wages as a result of obesity, it becomes apparent that healthier diets are in fact cheaper.

## **Healthy Eating Can Improve School Performance**

To combat poverty and to stimulate the enrichment of the generation of future leaders, citizens, employers, and workers, it is imperative that children be provided with a formal education to empower them socially and economically. The absence of educated individuals dilutes the pool of qualified candidates available to contribute to the expanding economy in which they are involved. People who lack education are far more likely to experience unemployment, incarceration and reduced incomes. According to the U.S. Census Bureau the average annual income for a high school dropout is \$20,241, compared to \$30,627 for a high school graduate, placing them below the poverty threshold for an average U.S. household size of 3 people. (U.S. Census Bureau, 2013) The American Psychological Association stated that the common characteristics of all high school dropouts are poverty, poor school attendance, and disengagement from school. Reducing poverty by improving academic performance through healthy eating and engagement will minimize a child's risk of poverty and increase their chances of graduation.

To date, Wisconsin has the largest graduation gap in the United States. In 2014, the graduation rate for white students was 92.9%, 78.1% for Latino students and 66.1% for African- American students. (Schneider, 2015) Wisconsin also leads the nation in poor reading and math proficiency scores. Studies suggest, as children progress through school, their failure to meet critical academic milestones is highly predictive amongst future dropouts. When a child or adolescent perceives themselves as being incompetent in academic activities, they tend to devalue education and withdraw their efforts.

In the effort to alleviate the pressures of poverty by improving the economic state of the Amani community, the current stigma around education and healthy eating must be addressed. The significant correlation between healthy eating in school aged children and improved school performance advocates the necessity for the adoption of healthy foods. The consumption of foods that lack nutritional value places children at risk for decreased school attendance, low test scores, and the ability to think critically.

Healthy foods offer children the adequate amount of vitamins, proteins and minerals needed to

prevent certain illnesses and keep them healthy and energetic. The daily consumption of foods that lack nutritional value makes the child prone to illness, which prevents them from attending school and progressing towards meeting critical milestones. A healthy diet can also work to improve problem solving, concentration, and memory skills to amplify learning and achieve higher grades. According to a study conducted by Harvard University, unhealthy foods raise the blood levels and contribute to the buildup of plaque in the arteries and complicate memory in the brain. Keeping the brain health can also enhance a child's ability to perform better on vocabulary and visual tests. (Harvard Health Publications, 2012)

## **Building Economic Muscle**

It would benefit the Amani community to invest time into building infrastructure that would enable them to control the economic climate of the neighborhood. Research regarding the velocity of money in predominately black communities determined that the black dollar circulates on average 6 hours before it leaves the community. In predominately white communities, a dollar circulates on average 17 days, Asian communities 10 days, and finally a dollar circulates in predominantly Hispanic communities 7 times before it leaves. (Anderson, 2001)

The lack of local ownership negatively impacts the economic growth of the community and leaves the people within vulnerable to poverty, gentrification, and diminishing resources. The focus should be shifted from driving food costs down to make them more affordable; to improving the economic state of the community, and providing residents with income and education that will afford them a healthier diet and a sustainable future.

## Challenges

There are economic challenges to providing this community to sustainable sources of quality food. As stated above, the median income of households in this community is \$17,153, which is below the federal poverty level for a family of three. 96% of the households received some form of government assistance, whether it is WIC, FoodShare, or school breakfast and lunch programs, according to surveys by the Hunger Task Force. The latest Consumer Expenditure Survey from the US Bureau of Labor Statistics shows consumers with an annual income of \$15,000 or less spend fully 15% of their average total annual expenditure on food, which is only \$3,467. For comparison, individuals with an income greater than \$70,000 spend 11.5% on food, which is 3 times the amount in terms of actual dollars. Lower incomes only spend \$433 on fresh fruits and vegetables (FFV), but spend over \$1,000 on food outside the home.

Competitive pricing for healthy food choices (assigning higher prices to non-nutritious foods compared to nutritious food) has strong evidence for increasing sales. People will generally purchase lower priced items regardless of their health factor, with greater price sensitivity in lower income populations. (O'Malley, 2013) The recent Healthy Incentives Pilot (HIP) studied the effectiveness of a 30% incentive toward the purchase of FFV among Supplemental Nutrition Assistance Program (SNAP) recipients. HIP households spent 11% more on FFV, reported higher total spending on FFV, and were more likely to have fruits and vegetables available at home.

Local corner stores face a number of hurdles if they are to contribute to the solution. First is food provision, where the stores need to increase the variety and quantity of FFV offered, while also reducing the amount of unhealthy food being offered. Secondly, infrastructure concerns exist: adding additional refrigeration and the increased energy costs to run the equipment, adding produce displays in small or medium sized stores, and moving unhealthy options away from the front impulse purchase area. Lastly, communication efforts in-store about the increased options available and benefits of a healthier diet in



order to increase sales is needed, through promotional giveaways, flyers, and point-of-purchase signs. Stores will be concerned about these costs, along with perceived customer demand they will only carry what they know they can sell. Drinks, both alcoholic and non-alcoholic, are generally the top selling item and the most profitable. There is potential for loss of profits or increased prices for other items. Wholesalers may also be less inclined to partner with small scale businesses, as the orders would be small be widely varied (a little everything), without the volume these suppliers can get from restaurants and industrial food services. The supply chain does not favor the corner stores, and reliance on locally grown FFV may not be feasible given Wisconsin's growing season. It is recommended that interviews with the corner store owners be a high priority in the next session, to fully understand their challenges and build their awareness of the problem. FFV seasonal production and availability should also be investigated as to determine how extensive the supply chain would need to be.

The second step of the Cummings/Worley model is displaying executive commitment. In the Amani neighborhood, that leadership will come from the Amani United organization. Their collaboration with the Northwestern Mutual Foundation and other stakeholder organizations has already enabled significant growth. Community leaders are key to driving change and this organization provides a venue to build the social capital they need. However, resources are currently coming in through the various service organizations that work in the area (NMF, COA, Dominican Center). As responsive to community desires as these organizations are, they nevertheless have unique agendas driven by their own missions. Funding and resources may not be spent on staff or vendors from within the community and thus provide no additional economic benefit outside the initial investment. Amani United also does not employ any staff of its own, which is a limiting factor in growing its capacity for driving change within the community.

## Possible Solutions

One solution is to focus on converting the current \$1.1 trillion dollars reportedly spent by African Americans into economic power by building businesses and focusing on local ownership. (Nielsen, 2011) If the velocity of money doubles to at least two, that will ultimately improve the size of the economy. As the local economy grows it will attract more businesses, increase cash flow, reduce poverty by increasing employment opportunities and improve the social and political infrastructure.

Amani United has expressed interest in becoming a 501 (c) (3) nonprofit corporation. This would be a vital step for many reasons. First, it would solidify the executive leadership for the organization with officers and a board of directors. Successful change initiatives in businesses all have executive level support and reinforcement, and it is the second item in the Cummings/Worley model. In this situation, the officers and board of an Amani United Association has to serve the same role. The process to become a nonprofit corporation is very involved: developing its formal purpose in bylaws and articles of incorporation, state-level incorporation, IRS filing for 501 (c) (3) status, other state compliances, and creation of operational systems to operate and maintain charitable status. These steps require significant executive involvement and leadership, honing the skills of the Amani United leadership. Secondly, establishing this enterprise would involve more Amani residents, with the anticipated effect of increasing both the number of residents aware and involved in Amani United, and the sense of ownership among all residents. Thirdly, it would allow them to solicit and receive grant resources directly and utilize them as they determine. Programs in the community can be driven by the input of the residents themselves, wholly in their interest and to their priorities. The organization could staff with members of the community and their salaries would stay in the communities and increase employment. Lastly, an established organization would also have a greater amount of social capital to drive change within the community. They would be a source of funding for many smaller groups within the neighborhood and be able to require certain parameters such as employing local residents. They would also have the power to

influence local business, police, and other service organizations. Incorporation would also put them on par with other local neighboring associations like Walnut Way Conservation Corp.; the potential for larger collaborations could have impact on a larger scale. It is important to recognize that these neighborhoods are not islands but highly interconnected.

The results of the HIP program pointed toward lower prices can drive purchasing behavior, however the program was a subsidized effort by the US Government of over \$263,000 in incentive payments. Short-term governmental assistance could be pursued through a similar FoodShare program that would work to encourage wider adoption of a healthier diet by FoodShare recipients. This could be an expansion of the current Senior Farmers Market Nutrition Program and WIC Farmers Market Nutrition Program, which provide additional funds from June 1 through October 31 to purchase FFV from farmers markets. There is currently a bill (2015 Assembly Bill 292) that directs the Department of Health Services to establish a pilot program that encourages purchase of Wisconsin-produced fruits, vegetable, meat and dairy. It includes expansion to grocery stores, which makes food more affordable year-round.

A more sustainable system would require lower prices through an effective supply chain that lowers costs. Normal single-purchaser supply chains will not be effective as shown above, as the wholesalers do not see corner stores as a business opportunity. Cooperation among local stores to create an aggregate purchaser would generate the efficiency of scale required. Retailers could join with institutional foodservice buyers to obtain locally and regionally grown items. They could then partner with producers and manufacturers to collaborate on a value chain that, in addition to solving a business problem, would also support the local economy and expand access to FFV. This would provide a single point of consistent sourcing, quality control, and efficient distribution. In 2011, Dane County did a feasibility study of the creation of a food hub in southern Wisconsin. Among the benefits cited are job creation and an economic multiplier of 2.6. This study became the Wisconsin Food Hub Cooperative in 2012, and offers aggregation, storage, processing, distribution, and marketing of produce from eighteen

small Wisconsin farms. The hub opens up markets to these small farmers that they would not have previously reached. An aggregate purchasing agent for retailers could partner with such a food hub to get quality, locally grown produce to small corner stores.

Other cities have launched initiatives to combat the limited access to healthy foods in impoverished areas. Those models can be possible blueprints to follow within the Amani neighborhood. Camden, New Jersey has a 40% poverty rate and the area has been classified as a food desert. The residents lacked access to healthy food options and the city had just one supermarket. As a means of improving conditions several programs and businesses were initiated including:

- Camden City Garden Club
- Camden's Fresh Mobile Market that moves to various locations daily
- Camden Grow – A USDA training program from urban farmers
- GrowLab, which teaches kids about ecology and healthy eating habits
- Brown's Super Stores – A thriving chain of 10 stores with a triple bottom line approach that focuses on community and stability
- Uplift Solutions – Jeffrey Brown's non-profit that helps promote services to support food access in low-income communities, such as community development, financial services and sustainable food systems

To encourage success the community lobbied to implement wellness programs into local public schools. This strategy helps promote healthy eating, improve nutrition, and reduces obesity rates. The community also improved the conditions in the food desert by increasing farmers markets, community gardens, and corner stores that sell healthy foods. The public school grounds were opened on the weekends and evenings for families and kids to use. Research suggests that gardening increases vegetable consumption in children because of the increased access to vegetables and minimizes their reluctance to try new foods.

The residents were also involved in the decision making process to ensure the foods they wanted were actually available in the local supermarket. The new Jeffrey Brown's supermarkets increased foot traffic in their stores by allowing locals to use community centers for meeting and events. Credit unions, staff nutritionists, social workers, and health clinics were present in the supermarkets to service the needs of the community and to increase traffic in the supermarket.

## **Marketing Plan**

### **Target**

The marketing efforts of this project will be tailored towards to the residents of the Amani neighborhood in Milwaukee. The Amani neighborhood is bound on the north by Keefe Ave, to the south by Center Street, to the east by 20<sup>th</sup> Street and to the west by 27<sup>th</sup> Street. The population of this neighborhood is around 7,500 people, 94% of which are African American. The age of the population is relatively diverse with the largest population being under the age of 17 (38%). The median household income of residents of this community is \$17,153. 60% of the residents live in houses categorized as 'other family' meaning single parent, or other relative living situation. Unemployment runs high in this community, as it stands at nearly half of the population.

### **Marketing Materials**

The following materials and collateral will be developed and utilized to engage the residents of Amani with Alverno College and its efforts to improve the day to day lives of these residents and build trust.

- Door Flyer Drops: To occur quarterly and at pivotal points
- Word-of-Mouth

- Community Picnic Event: Once per year during the summer
- Community Holiday Event: During the Fall/Winter season
- Educational Programs for students in the effected schools
- Yard Signage: For placement at pivotal points for awareness
- Literature and Collateral Drops at Community Centers
- Social Media Messaging and Boards

## **Proposition**

We are proposing to become engrained in the community at Amani to identify items of need. After building trust and relationships in the community the residents will propose and identify areas of improvement in their community. By self-identifying the need, the likelihood of accepting and buying into the potential need and success in the effort is significantly higher.

## **Promotional Strategy**

As the target of our efforts is focused tightly in one geographic space it will be simple to identify new customers, however much more challenging to engage them. Through a strong presence from Alverno College in the community, we will be able to establish a bond and trust which will result in word-of-mouth marketing. Alverno College will be present not only at existing neighborhood events, but also organize other events such as yearly picnics and holiday parties to gain community trust. As this community is skeptical of outsiders, the best way to promote is to identify key community members and build a coalition of support with them. These people will then publically support our efforts leading to

grassroots organic marketing efforts. The people identified in the coalition will be a part of the current community efforts- however we will also strive to find some supporters that are not currently as active but have support and contacts in other facets of the community.

## **Preliminary Risk Assessment**

Risk assessment is intended to provide change leaders a view of events that could impact the achievement of objectives. The assessment will evaluate factors associated with the implementation of the project, consider stakeholders, dependencies, timelines, cost and other key considerations. An effective risk assessment for the Amani neighborhood will produce forward-looking insight, not only allowing groups to avoid risks, but providing greater and more meaningful clarity around the risks they do face.

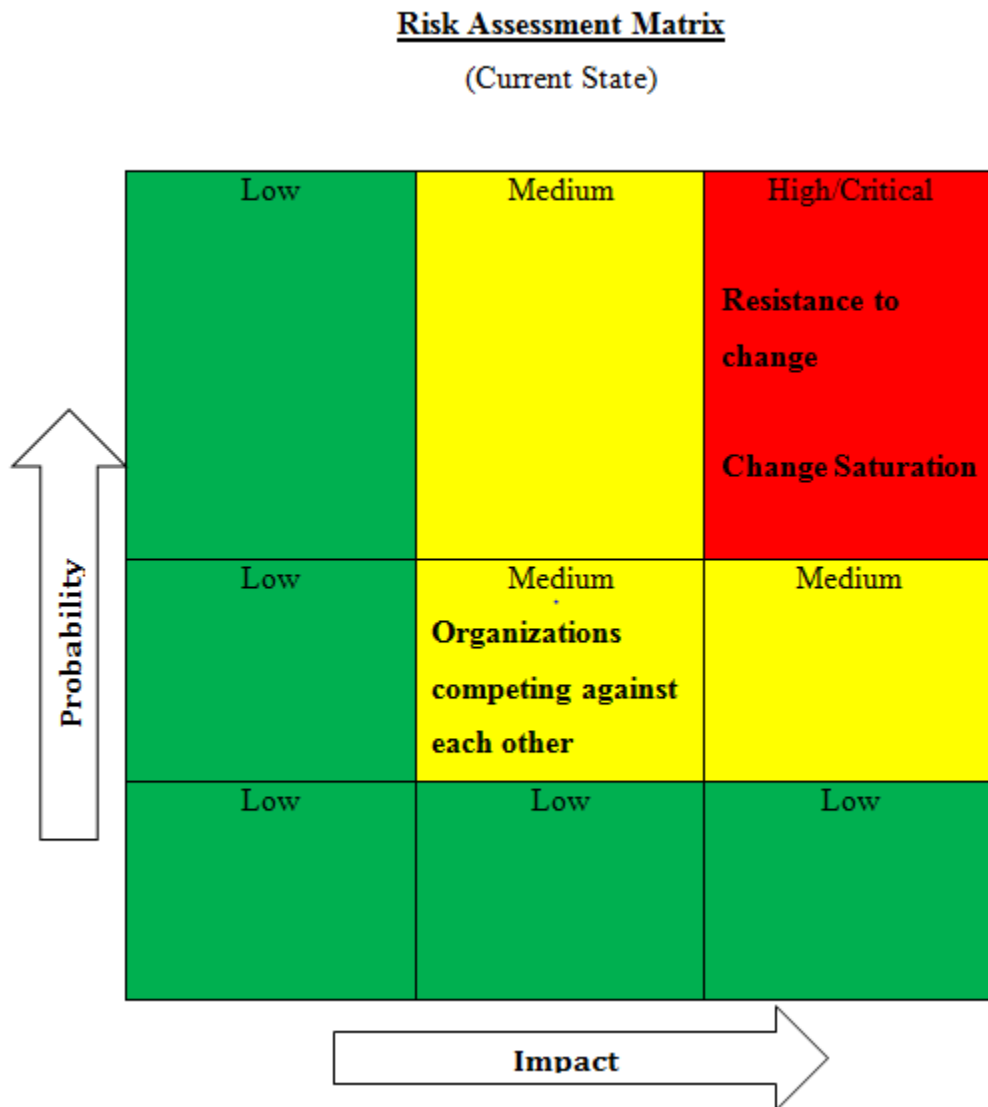
## **Probability of Risk**

Risk is defined in two dimensions: the uncertainty dimension (assessed as probability of occurrence), and the effect dimension (assessed as impact on objectives). Proper assessment of risks requires appropriate assessment of both probability and impact. The effect on objectives is relatively simple to estimate, as it involves a simple exercise in imagining the situation where the risk happens (Hillson & Hulett p7). The Risk Impact/Probability Chart provides a useful framework that helps which risks need attention.

The Risk Impact/Probability Chart is based on the principle that a risk has two primary dimensions:

- Probability – A risk is an event that may occur. The probability of it occurring can range anywhere from just above 0 percent to just below 100 percent.
- Impact – Risk impact varies in terms of cost and impact on health, human life, or some other critical factor.

The risk assessment matrix allows the rating of potential risks on these two dimensions. The probability that a risk will occur is represented on one axis of the chart – and the impact of the risk, if it occurs, on the other.



The corners of the chart have these characteristics:

- **Low impact/low probability** – Risks in the bottom left corner are low level, and you can often ignore them.



- **Low impact/high probability** – Risks in the top left corner are of moderate importance – if these things happen, you can cope with them and move on. However, you should try to reduce the likelihood that they will occur.
- **Medium impact/medium probability** – Risks may be easily handled and might require some supervision or monitoring.
- **Medium impact/high probability** – More time, attention, and detailed risk management may be required.
- **High impact/low probability** – Risks in the bottom right corner are of high importance if they do occur, but they are very unlikely to happen. For these, however, you should do what you can to reduce the impact they will have if they do occur, and you should have contingency plans in place just in case they do.
- **High impact/medium probability** – More time and attention, and detail are required not only by the project team, but also all stakeholders involved.
- **High impact/high probability** – Risks towards the top right corner are of critical importance. These are your top priorities, and are risks that you must pay close attention to (Edwards et al para 5).

In order to ensure the most robust assessment of risk probability, a two-part solution is recommended. The first part requires awareness of the issues. The second is action to address the concerns.

## Human Dynamic Risks

For change implementation to be successful, leaders must adequately or proactively attend to the emotional side of change; design actions to minimize negative emotional reactions, and attend to them in constructive ways once they occur. (Anderson and Anderson p20) The following human risks should be considered.

1. **Resistance to change (active or passive)** -- People reluctant to stop doing what they have always done in the past and people's natural resistance to learning new skills or behaviors. In addition, neglecting the cultural, mindset, and behavioral requirements, misdiagnosing the scope of the

change-Leaders not willing to change their mindsets, behavior, or style to overtly model the changes they are asking of the community. (High impact, high probability)

2. **Project fails to deliver results or is fully abandoned** – The change does not meet the needs of the customers and the community. Without follow through, trust within the community will be fractured. (High impact, low probability)
3. **The change scope is too large** – Large scale change will require the culture, and people's behaviors and mindset to shift fundamentally in order to implement the changes successfully and succeed. (High impact, medium probability)
4. **Not adequately engaging key stakeholders** – Relying too heavily on one-way, top-down communication and only engaging stakeholders after the change design is complete. (Medium impact, low probability)
5. **Change saturation** - Stress, confusion, and fatigue – Running the change through multiple, separate, or competing initiatives rather than aligning all initiatives as one unified effort. Undertaking more than one initiative may cause change fatigue. (High impact, high probability)

## Community Level Risks

Entire community risk identification works as an offensive discipline that helps to create a robust risk mitigation framework.

1. **Insufficient resources or not made available** – The success of the project is dependent on the allotment of sufficient resources in order to create sustainable change in the Amani neighborhood. (High impact, low probability)
2. **Poor change leadership** – Poor planning, communication, and implementation of the change which will cause confusion and resentment within the community. (High impact, low probability)
3. **Safety** – Residents not feeling safe to participate in the change initiative or to benefit from the results. (High impact, high probability)
4. **Obstacles appear unexpectedly** – Unknown obstacles could delay implementation. Unanticipated slowdowns due to governmental red tape and regulations. (Medium impact, low probability)
5. **Resistance from existing businesses** – Community businesses may lobby against any change that would directly affect their profits. (Medium impact, high probability)

6. **Community no longer supports the change** – Residents and community leaders change their minds and no longer agree with the change. (High impact, low probability)
7. **Organizations competing against each other** – Multiple organizations within the community competing for the same resources. (Medium impact, medium probability)

## **Risk Management and Avoidance**

Once risks have been qualified, the team must determine how to address those risks, which have the greatest potential probability and impact on the project. Utilizing the risk assessment matrix, prioritization of risk management techniques can begin by focusing on high impact/high probability risks and end with low impact/low probability ones.

- **Low impact/low probability** – Least important, inform via general communication such as website, newsletters.
- **Low impact/high probability** – Meet their needs. Engage and consult on interest areas, try to increase level of interest.
- **Medium impact/medium probability** – Ensure procedures include good knowledge sharing and documentation so that the thought process, designs, and decisions are not lost. Plan for detailed communication across multiple organizations. Consider how to coach and support after implementation.
- **Medium impact/high probability** – Ensure stakeholders are aware of the importance of promoting the initiative within the community. Include business owners in the discussions.
- **High impact/low probability** – Show consideration, potential supporter/goodwill ambassador, consult on particular interest area.
- **High impact/medium probability** – Plan the project so it can adjust rapidly. Create a number of short incremental steps towards the goal.
- **High impact/high probability** – Focus efforts on this group.
  - Project sites
  - Enlist help
  - Involve in governance/decision making
  - Engage and consult regularly

### **Questions to Consider When Assessing Risk:**

- What are the most significant risks to the strategy, and what is being done to address these?
- How severe is the impact of the risks and how likely are they to occur?
- Who owns the top risks and is accountable for results, and to whom do they report?
- Does the project have the requisite skill sets to provide effective risk oversight?
- Does the project's risk reporting provide management and the community information they need about the top risks and how they are managed?

### **Funding Considerations**

Funding is crucial to the success of any project. To convert a project to a lasting sustainable change, the movement must have a solid foundation. Identifying different funding avenues early in the project is essential.

The transformation of the Amani neighborhood to promote safety, decrease poverty, and increase the availability of healthy food choices will involve a multifaceted approach. Therefore, funding may be found from various sources, public, private, commercial activity and micro lending. Private funding requires a lot of administrative support and may exhaust resources in fundraising activities. Public funding is the most stable, yet limits potential for a surplus to reinvest into the organization. Commercial funding is the least restricted.

Private funding includes individual, corporate donations, foundations, and grants. For the most part these funds are brought through fundraising efforts. Having a recognized foundation, corporation or grant to donate may require a lot of groundwork and some time, since many of these sources tend to give to established programs. A downside to private donations is that cash flow may be very volatile. The mission or requirements of these funders may change leaving an organization at risk for losing the donation if the cause is no longer aligned.

Public funding is generally administered by the federal government, and funneled through the state or local government. For the most part this funding changes over time and initiatives that are of high priority with the current political leadership. Public funding has more of a direct influence on the goals of the organization. These donations can create the most change with internal processes and ultimately the structure of the organization. There is more predictable cash flow, but the lag time with refunds and contract renewals cause short-term financial constraints.

Commercial funding includes selling goods and services, at times unrelated to the organization's mission. For example, a museum selling food, snacks, and admission fees is receiving commercial funding. This is the most rapidly growing type of revenue since the 1990's. The main concern with this revenue stream is losing value of the missions, causing an identity crisis. Similar to public funds, commercial funds are less volatile compared to private funds. Unlike private and government funds, there is less direct influence on the organization's mission. For the most part the revenue generated is related and directed to support the mission, and less restrictive.

Loans are another option for funding a project of this scale. However, until a sustainable business or nonprofit is formed, loans may be difficult to pay back. In Milwaukee, Kiva Cities is available for groups that are looking to partner with local organizations for loan opportunities.

Potential funding outlets for governmental and private funding have been highlighted for the Amani neighborhood.

## **Public Funding**

Community Economic Development Healthy Food Financing Initiative Projects HHS-2014-ACF-OCS-EE-0819 - [http://www.acf.hhs.gov/grants/open/foa/files/HHS-2014-ACF-OCS-EE-0819\\_1.pdf](http://www.acf.hhs.gov/grants/open/foa/files/HHS-2014-ACF-OCS-EE-0819_1.pdf)

If the Amani neighborhood would form a non-profit corporation, they would meet the requirements within the Office of Community Services guidelines. This group grants funding for organizations that are seeking to improve the healthy food access within a neighborhood that has low economic support.

Community Food Projects (CFP) Competitive Grants Program - <http://nifa.usda.gov/funding-opportunity/community-food-projects-cfp-competitive-grants-program>

CFP grants through the USDA would be an option if the core project for the change in the Amani neighborhood is directly food distribution related. The funds available may also be used for education of a community that has low access to healthy food options. The application may be completed online and may be renewed if funding allows.

Food Insecurity Nutrition Incentive (FINI) Grant Program - <http://nifa.usda.gov/funding-opportunity/food-insecurity-nutrition-incentive-fini-grant-program>

Another program through the USDA, the FINI grant helps communities purchase more fruit and vegetable options through the Supplemental Nutrition Assistance Program. If the research and communication with the Amani neighborhood warrants the need of the FoodShare program more widely, this grant may be beneficial. The goals of the grant align with the desire to bring healthy food options into the neighborhood.

## **Private Funding**

Zilber Family Foundation - <http://www.zilberfamilyfoundation.org/funding.html>

The objective of the Zilber Family Foundation is to assist nonprofits in the Milwaukee area that are focused on improving the quality of life within targeted neighborhoods. This includes both

improving quality of life and safety. The project to improve conditions within the Amani neighborhood would appear to align with the focus of the Zilber Family Foundation. Applications are taken via email to the organization.

The Greater Milwaukee Foundation - <http://www.greatermilwaukeefoundation.org/grants/grant-seekers/letter-of-inquiry/>

The Greater Milwaukee Foundation looks to strengthen education, increase regional vitality, accelerate neighborhood and economic development, and promote equity and inclusion. The grants offered by the foundation would benefit the Amani neighborhood as progress is made to strengthen the safety and stability of the area. The core values of the foundation match the desired outcomes of the project if the Amani United group were to become an association.

Community Connections - <http://www.ccsmallgrants.org>

A collaborative effort between the Zilber Family Foundation, The Greater Milwaukee Foundation, and Northwestern Mutual Foundation, the Community Connections program seeks to assist resident-led efforts to create change to improve the quality of life within a neighborhood. As mentioned previously, the residents of the Amani neighborhood are interested in supporting change projects that are started and inspired by themselves. This vision and goal is the type of planning and thinking that the Community Connections is looking to support and highlights Amani by name. In order to qualify, matching funds of at least 50% of amount requested is required.

The funding that should be investigated first, is public funding. Since one of the current initiatives of the First Lady Michelle Obama, aligns with tackling food deserts, this is a great opportunity to get access to funding that focuses on the issue. Since the majority of public funding is distributed by reimbursement, a major constraint that most public funding faces is a lag in cash flow. To avoid some of

the cash flow constraints, developing a partnership with an agency that is tackling food accessibility such as Growing Power would be beneficial. Another alternative is developing a partnership with a foundation that can initiate the capital funding, often in return for naming rights.

As mentioned previously, Amani United wishes to establish a neighborhood association in order to better manage solutions. Many funding opportunities exist for associations. The nonprofit status of the neighborhood association would allow for more control for the residents in their shared desire to improve their neighborhood. Funding sources exist to assist in improving food access and related activities, while supporting and strengthening the surrounding area.

Dependency on private contributions and government funding has constrained the activities of nonprofits through revenue volatility, goal modifications, and changes in process and structure. The addition of commercial strategies and resulting revenue diversification offers opportunities for greater income stability and more control over income. For the Amani neighborhood it may be most beneficial to do a private partnership, where the recognizable foundation will partner with them to create impactful change. Ideally a mixture of the three major revenue sources will be needed to remain sustainable. Public funding is a great way to begin and get the project started, then build a partnership with a private foundation, and then begin generating income to become self-sustainable.

Growing Power Inc. is a neighboring organization that is working on food accessibility looking at their funding structure they have a diverse streams of revenue. As fiscal year 2013, the organization had 29 percent public funding, 29 percent private, 22 percent Fees for service and 18% sales of food (commercial activity). Having Growing Power as a partner would allow the Amani neighborhood to tackle many of its current issues, including being considered a food desert.

Included in the following list of grants that assist Growing Power, is a description from the respective organization:



- Community Service Unlimited – for Apprentice Stipends (Community Services Unlimited, 2015)

“The ‘Growing Healthy’ program engages youth in urban farming and food based learning as a tool to help them adopt a healthier lifestyle and develop an awareness and political consciousness to the food access and environmental justice issues impacting their communities”.

“The ‘From the Ground UP!’ Apprenticeship program offers at-risk youth training and mentorship in farming, gardening and entrepreneurial skills and leadership development. Apprentices assist with maintaining Community Service Unlimited’s five mini-urban farm sites learning how to harvest, dry, package and market herbs grown at our sites, run a community farm stand where produce from the mini-farm’s and local farmers is sold and in the future will help plan for and operate a for-profit business that distributes produce from our mini-farms sites to area restaurants and markets. Along with farming and marketing skills apprentices learn leadership skills while training other youth and adults through the Growing Healthy program, where they assist staff and pass on what they have learned to others”.

- Walnut Way Conservation Corp – Food Systems Innovation (Project Walnut Way Conservation Corp., 2015)

“Walnut Way is becoming a center for urban agriculture research and innovation. Our active production gardens and orchards continue to produce food to be shared with neighbors and sold at the local farmers market, demonstrating abundance and opportunity. In addition to vacant lots owned by Walnut Way, we have incorporated backyard gardening into our programming. We have installed five backyard gardens and work with residents on managing upkeep and maintenance. We aim to construct an Agriculture Annex which will house garden equipment, vegetable processing facilities (including a cooler), and space for learning laboratories. Walnut Way also hosts many educational tours and programs to local schools and adult groups. In 2009 Walnut Way welcomed over 500 visitors who learned about urban agriculture, community revitalization, and neighborhood health”.

## **Implementation, Timeline, and Strategy**

The effort in the Amani neighborhood is based on the Amani Neighborhood being a USDA food desert. It is understood that food deserts are an essential problem. Alverno's approach to the Amani Neighborhood project will be conducted in phases, starting with the Fall 2015 class of MGT640 and will continue with the subsequent classes. One of the cornerstones of this project lies in building trust with the community and supporting the community's initiatives. It is believed that the Fall 2015 class of MGT640 has accomplished this, they have met with stakeholders, attended Amani Neighborhood community meetings and shown genuine interest to help this community. Since the scope of the timeline of this project is longer than one semester, the Dean of the School of Business has been appointed as the "point person" for Alverno. The Dean provides a face for Alverno to the Amani Neighborhood as well as guidance and consistency throughout this continuous effort.

## **Analysis, Development, and Design**

The first step the Fall 2015 class of MGT640 class looked to accomplish was to understand/analyze the food desert situation in the Amani Neighborhood. This was accomplished by interviewing stakeholders, from residents to associations and many of the partners involved. The MGT640 class also reviewed all the relevant information and data about the Amani Neighborhood and similar neighborhoods throughout the US classified as food deserts. The result of this research shows that access to healthy food, while not seemingly a priority to the Amani Neighborhood residents, is a priority to many of the stakeholders that interact with and within the community. The reason lying behind this anomaly is a complex social, environmental, economic and educational interconnection. The Amani residents' concerns lean more on the side of safety and cheaper food than on having access to healthy food.

MGT640's starting goal was to help the Amani Neighborhood have access to healthy food (eliminate the title of food desert). However, based on the research on food deserts, interviews with various associations, and the information gathered about the Amani Neighborhood, access to healthy food is a complex and intrinsic problem. Developing a plan to tackle the access to healthy food alone in the Amani Neighborhood is not feasible one, even as a long-term project. Therefore, MGT640 decided to develop a plan to partner with the Amani neighborhood to support, help, and empower the residents and associations to make the necessary changes themselves in the community.

This project has been designed to help the Amani Neighborhood become empowered in their own future success by providing knowledge, tools and support so that once Alverno student involvement ceases, the community will have the proper educational knowledge to continue working on their community goals themselves as a holistic unit.

Alverno College will first work on building trust and awareness in the community and help the community to create "small wins". Alverno will create and provide the community with knowledge of healthy foods. Alverno will help to implement the incorporation of the community association, which will continue to support this organization. The end goal is to help transform the culture of the neighborhood.

## **Transitions and Training**

Based on our research, what is needed before focusing on the food desert issue is building a trusting relationship between the Amani community, Northwestern Mutual Foundation, and Alverno College, as well as establishing a strong presence within the neighborhood and providing "small wins."

The following timeline follows a change model process as outlined by the Cummings and Worley model for change. Each phase of a section will be for the following incoming Management 640 class to execute. Some activities in different sections may be done simultaneously with the particular section the

current class is working on. This timeline is a blueprint and can be modified as the project gains momentum and clarity. A visual representation of the models used and timeline can be found in the appendix. (See Appendix A)

### **Display executive commitment**

#### **Lead, Communicate and Engage:**

Phase 1a - Build trust and awareness:

This section has been started by MGT Fall 2015 class.

- Listen to the residents candidly, not as a researcher.
- Speak with numerous other stakeholders, local service agencies and government officials (from Northwestern Mutual Foundation's provided list of contacts).
- Attendance at monthly neighborhood meetings (minimum 80%).
- Attendance at Amani community events (minimum 80%).

Phase 1b – Build Trust and Awareness continued:

MGT 640 Spring 2016 class will begin.

- Speak with the corner store owners about their views on the safety and sustainability of offering fresh healthy food in their store.
- Speak with church leaders.

Phase 2 - Creating “small wins”:

- Help the community find solutions to immediate concerns they have.

- While attending monthly meetings and community events is considered as building trust, it is also seen as a “small win.” Achieving the community’s trust is crucial but it must not be rushed or falsely attained.
- Co-arrange an event with the community, Northwestern Mutual Foundation and Alverno College based around healthy food, preferably when the farmers markets open or when the produce is in season.
- Help the community with achieving goals that they have set for themselves, such as the neighborhood association.
- Begin to build relationships with local produce vendors for the possibility of selling their produce in the Amani neighborhood.
  - Growing Power
  - Fondy Farms
  - Alice’s Garden Urban Farm and Community Garden
  - Victory Garden Initiative
- Begin to build a relationship between corner store owners and the Amani residents and how they can work together to bring healthy food options to the neighborhood.

### **Formulate a clear vision**

### **Develop capability and capacity:**

#### Phase 1: Building on knowledge of healthy foods

- Help them develop the skills and knowledge in other facets they deem important to the well-being of their neighborhood, such as healthy cooking classes.
- Educate residents on how to shop for healthy foods on a budget and how to properly store the foods for longevity.
- Educate corner store owners on how to care, store and sell fresh produce.

- Begin to put corner store owners in contact with the potential food growers.

#### Phase 2: Building an association

- Listen to the residents about how they view their neighborhood association, start building a common vision and mission, and how the association can help provide healthier affordable food to their area.
- Help them develop the knowledge and resources needed to becoming a sustainable association that emphasizes a strength based approach.
  - Workshops
  - Conferences
  - Short courses

### **Model culture change at the highest state**

#### **Design organization and governance:**

##### Phase 1: Designing a potential business model

- Begin to design potential business model for selling fresh food in Amani that will be sustainable and profitable to the community. Potential model is The Food Trust's Healthy Corner Store Initiative in Philadelphia, PA and Healthy SF in San Francisco, CA.

##### Phase 2: Begin process for incorporation

- Begin the process of becoming a non-profit corporation and obtain a 501(c) (3) status from the IRS.

### **Modify the organization to support change**

#### **Align individuals and teams:**

- Ensure that there is proper support from the resource providers below.

### **Select and socialize newcomers and terminate deviants**

#### **Manage performance:**

- Maintain measurable data on:
  - Ease of access to affordable healthy produce vendors.
  - Sales of healthy food sold.
  - Number of willing vendors, preferably corner stores to sell fresh produce in accordance to the regulations with proper marketing campaigns that have been based on the Food Trust's Healthy Corner Store Initiative.
  - Ratio of fresh food shelf space to unhealthy and liquor shelf space.

### **Develop ethical and legal sensitivity**

#### **Transform culture:**

#### **Resources required:**

Resources need to be identified and established because building trust alone is not enough. In order for Amani to grow into a self-sustaining community they must know that they have access to and the support of various resources.

Safety:

- Milwaukee Police Department
- Neighborhood Watch – Milwaukee Police Department
- CTPED – Crime Prevention Through Environmental Design
- Department of Neighborhood Services (DNS) deals with nuisance property issue

#### Funding:

- Government Funding
  - Community Economic Development Healthy Food Financing Initiative Projects
  - Community Food Projects
  - Resident Opportunities and Self Sufficiency Grant Program
- Private Funding:
  - Zilber Family Foundation
  - The Greater Milwaukee Foundation
  - Community Connections

#### Training/Education:

- Cooking classes
  - Outpost Natural Foods
- Health seminars
  - Neu-Life
  - Children's Hospital Navigators
- Gardening
  - Growing Power
  - Alice's Garden Urban Farm & Community Garden

#### Community Support:



- Amani residents
- Dominican Center for Women – Sister Patricia Rogers
- City of Milwaukee Office of Sustainability Homegrown – Tim McCollow, Project Manager – has program for entrepreneurial ideas focusing on food.
- COA Youth & Family Center
- Sharon & William Adams – Walnut Way Neighborhood
- Auer Avenue School
- Gwen T. Jackson Early Childhood & Elementary School

Church connections:

- Hopewell Missionary Baptist Church – Pastor Adrian
- Tabernacle Baptist Community Church
- St. Ann Center Bucyrus Campus

Political Support:

- Alderman Russell Stamper
- Alderwoman Coggs
- Alderman Willie Wade
- City of Milwaukee Mayor Tom Barrett
- Office of Environmental Sustainability
- Safe & Sound

### Local Business Support:

- Corner store & convenience stores within Amani
- Outpost Natural Foods
- Growing Power
- Fondy Food
- Alice's Garden Urban Farm and Community Garden
- Jewish Community Center - Jewish Community Pantry
- MacCanon Brown Homeless Sanctuary, Inc.

## Final Recommendations

In an effort to develop a sustainable model for food within the Amani neighborhood, Alverno College's School of Business has partnered with the Northwestern Mutual Foundation in a commitment of long-term support and collaboration with residents of the neighborhood to build the capacity for change.

The MBA class began by taking steps to understand the situation and build trust with Amani community leaders and key stakeholders. This step was crucial, as Alverno MBA classes will help to guide the Amani neighborhood through change. In order to achieve the ultimate goal of a sustainable model for access to fresh, healthy food options, it is imperative that MBA classes continue to actively listen to the concerns and goals of the Amani residents are top priority.

Thus far, it has been determined that the Amani neighborhood would benefit from Amani United becoming a 501(c)3 non-profit corporation. Additionally, phases of the effort toward creating the necessary change within Amani have been outlined within the report. Moving forward, it will be the responsibility of future classes to determine what specific steps are necessary to effectively navigate and

support change within the Amani neighborhood. In order to do this, the measurable goals and performance measures outlined in the Project Description should continually be monitored.

Alverno College is committed to a long-term partnership with the Northwestern Mutual Foundation and the Amani neighborhood in order to create and sustain change as it relates to access to healthy food options and other change initiatives within the Amani neighborhood.

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## Appendix

### A. Timeline Table

\* The section in red represents the tasks completed by that particular class.

\*\* The gray boxes represent the tasks to be executed by that particular class.

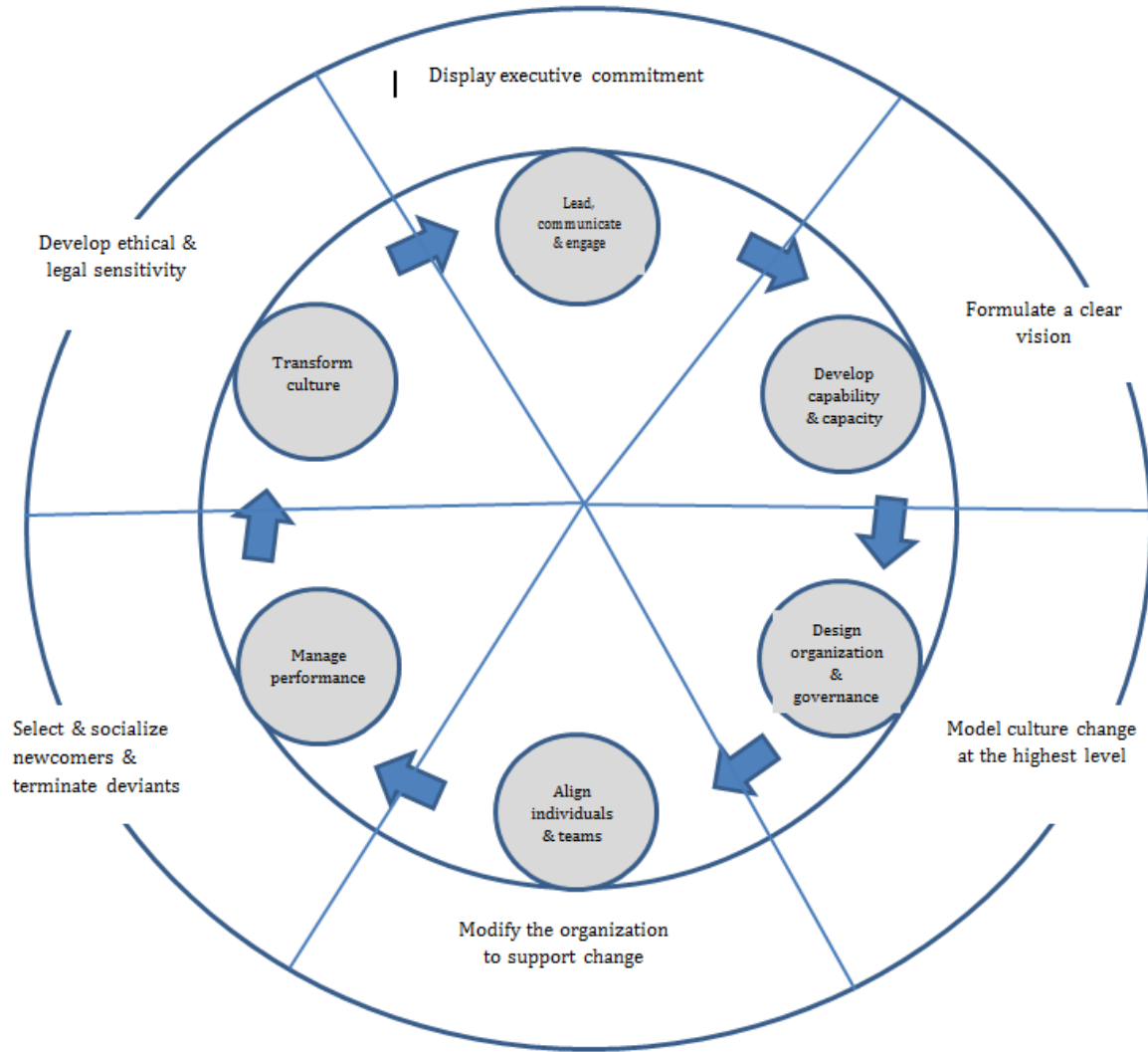
Task	Aug 2015- Dec 2015	Jan 2016 - May 2016	Aug 2016 - Dec 2016	Jan 2017- May 2017	Aug 2017- Dec 2017	Jan 2018- May 2018	Aug2018 -Dec 2018	Jan 2019 - May 2019	Aug 2019- Dec 2019
<b><u>Lead, Communicate and Engage:</u></b>									
<ul style="list-style-type: none"> <li>• <b>Phase 1 - Build trust and awareness</b></li> <li>• Attend majority of neighborhood meetings &amp; community events.</li> <li>• Listen to residents.</li> <li>• Speak with corner store owners.</li> <li>• Speak with church leaders.</li> </ul>	*	**							

<ul style="list-style-type: none"> <li>• <b>Phase 2 - Creating “small wins”:</b></li> <li>• Solutions to immediate concerns</li> <li>• Co-arrange an event.</li> <li>• Build relationship with local vendors to sell produce in Amani</li> <li>• Corner store owners &amp; residents brainstorm to bring healthy food to Amani</li> </ul>									
	Aug 2015- Dec 2015	Jan 2016- May 2016	Aug 2016- Dec 2016	Jan 2017- May 2017	Aug 2017- Dec 2017	Jan 2018- May 2018	Aug 2018 - Dec 2018	Jan 2019 -May 2019	Aug 2019- Dec 2019
<b><u>Develop capability and capacity:</u></b>									
<ul style="list-style-type: none"> <li>• <b>Phase 1: Building on knowledge of healthy foods</b></li> <li>• Healthy</li> </ul>									

<div>cooking classes</div> <ul style="list-style-type: none"><li>• Classes on shopping for healthy foods on a budget.</li><li>• Educate store owners on proper food care for produce.</li><li>• Put corner store owners in contact with potential food growers.</li></ul>									
<ul style="list-style-type: none"><li>• <b>Phase 2: Building an association</b></li><li>• Develop common vision &amp; mission on how to bring healthier food to area.</li><li>• Gain knowledge on becoming sustainable association.</li></ul>									
<b>Design organization and governance:</b>									

<ul style="list-style-type: none"> <li>Phase 1: Designing a potential business model</li> </ul>									
<ul style="list-style-type: none"> <li>Phase 2: Begin process for an association</li> </ul>									
<b>Align individuals and teams:</b>									
<ul style="list-style-type: none"> <li><b>Ensure proper support from all the stakeholders.</b></li> </ul>									
<b>Manage performance:</b> <ul style="list-style-type: none"> <li>Implement the chosen business model.</li> </ul>									
<b>Transform culture:</b>									

## B. Chart



### C. Amani Neighborhood Food Access Survey

1. Where do you go to buy your groceries? \_\_\_\_\_
2. When do you typically buy your groceries?
  - a. Mornings      b. Afternoons      c. Evenings
  - Others (*please specify*) \_\_\_\_\_
3. How often do you go to the store to buy food?
  - a. Every day      b. 2 times a week      c. Once a week      d. Twice a month      e. Hardly ever
4. Besides grocery stores, where else do you get food? (*mark all that apply*)
 

<input type="checkbox"/> Farmers Market	<input type="checkbox"/> Community garden
<input type="checkbox"/> Home garden	<input type="checkbox"/> Fast food
<input type="checkbox"/> Food Bank/Pantry	<input type="checkbox"/> Home-delivered meals
<input type="checkbox"/> Senior meal site	<input type="checkbox"/> School cafeteria
<input type="checkbox"/> Church/Community organization	<input type="checkbox"/> Pharmacies
<input type="checkbox"/> Gas Stations/Convenience Stores	<input type="checkbox"/> Big box stores (Wal-Mart, Target, etc.)

 Others (*please specify*) \_\_\_\_\_
5. How do you get to the locations where you get your food? (*mark all that apply*)
 

<input type="checkbox"/> Own vehicle	<input type="checkbox"/> Walk	<input type="checkbox"/> Bike	<input type="checkbox"/> Bus/Public transportation	<input type="checkbox"/> Carpool
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 Others (*please specify*) \_\_\_\_\_
6. How long does it take you to get to your usual grocery store (*distance one-way*)?
  - a. 0-5 minutes      b. 5-10 minutes      c. 10-20 minutes      d. 30-45 minutes      e. >45 minutes
7. On average, how many days a week do you prepare meals at home?
  - a. 1                      b. 2                      c. 3-4                      d. 5-7
8. How would you rate the quality of the fresh food sold in your local grocery store? (1=WORST, 5=BEST)
 

Fruits	1	2	3	4	5
Vegetables	1	2	3	4	5
Meats/Protein	1	2	3	4	5
Breads	1	2	3	4	5
Dairy	1	2	3	4	5
9. Are there certain foods you need that are difficult to get in your neighborhood?
 

\_\_\_\_\_No \_\_\_\_\_Yes, which

foods?\_\_\_\_\_



10. For you, what are the main problems in getting the foods you need?

\_\_\_\_Cost of Food    \_\_\_\_Time for shopping    \_\_\_\_Quality of food    \_\_\_\_Safety    \_\_\_\_Distance to the store

\_\_\_\_\_Other (*please specify*)

11. How often do you eat fresh fruits or vegetables? (*circle only one*)

a. 0-1 times/week    b. 2-4 times/week    c. once a day    d. 2-4 times/day    e. 5 or more times/day

12. What would you like to see change in your neighborhood and the community's food system?

(*choose up to three*)

\_\_\_\_ Grocery store in the neighborhood

\_\_\_\_ Green grocer/produce seller

\_\_\_\_ More farmers' markets

\_\_\_\_ More fresh food available at the neighborhood stores

\_\_\_\_ More community gardens

\_\_\_\_ Classes on cooking

\_\_\_\_ Workshops on gardening

\_\_\_\_ Classes on canning & preserving food

\_\_\_\_ More emergency food distribution locations

Others (*please specify*) \_\_\_\_\_

### ***General Demographics***

13. I am:

a. Male                      b. Female

14. Including yourself, how many people live in your household?

a. 1-2                      b. 3-4                      c. 5-6                      d. 7-8                      e. >8

15. What is your age?

a. Under 18    b. 18-30    c. 31-50    d. 51-70    e. >70

16. Circle the following if you use:

a. Food Stamps    b. WIC

17. What is your average annual household income?

a. 0 - 15,000    b. 15,001 - 25,000    c. 25,001 – 35,000    d. 35,001 – 50,000  
e. 50,000+    f. Don't know    g. No response

18. (*OPTIONAL*) Give us your impression of your neighborhood's present food needs situation. How are you involved? \_\_\_\_\_

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19. Do you have any additional comments, anything you'd like to add?

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**Thank YOU for your time and your answers!**

## D. Amani Neighborhood Food Access Survey Results

PAGE 1

Q1

[Export](#)

### Where do you go to buy your groceries?

- Answered: 11
- Skipped: 1

- Walmart
- 11/25/2015 9:19 AM [View respondent's answers](#)
- Sams
- 9/29/2015 10:15 AM [View respondent's answers](#)
- Pick n Save
- 9/29/2015 8:52 AM [View respondent's answers](#)
- Walmart
- 9/29/2015 6:50 AM [View respondent's answers](#)
- Pick N Save
- 9/28/2015 5:39 PM [View respondent's answers](#)
- Pick n Save 35th & North Ave.
- 9/28/2015 4:36 PM [View respondent's answers](#)
- Pick N Save
- 9/28/2015 1:02 PM [View respondent's answers](#)
- Various places
- 9/28/2015 11:12 AM [View respondent's answers](#)
- Pick n save
- 9/28/2015 11:10 AM [View respondent's answers](#)
- walmart
- 9/28/2015 11:02 AM [View respondent's answers](#)
- Aldi and pick and save
- 9/28/2015 10:18 AM [View respondent's answers](#)

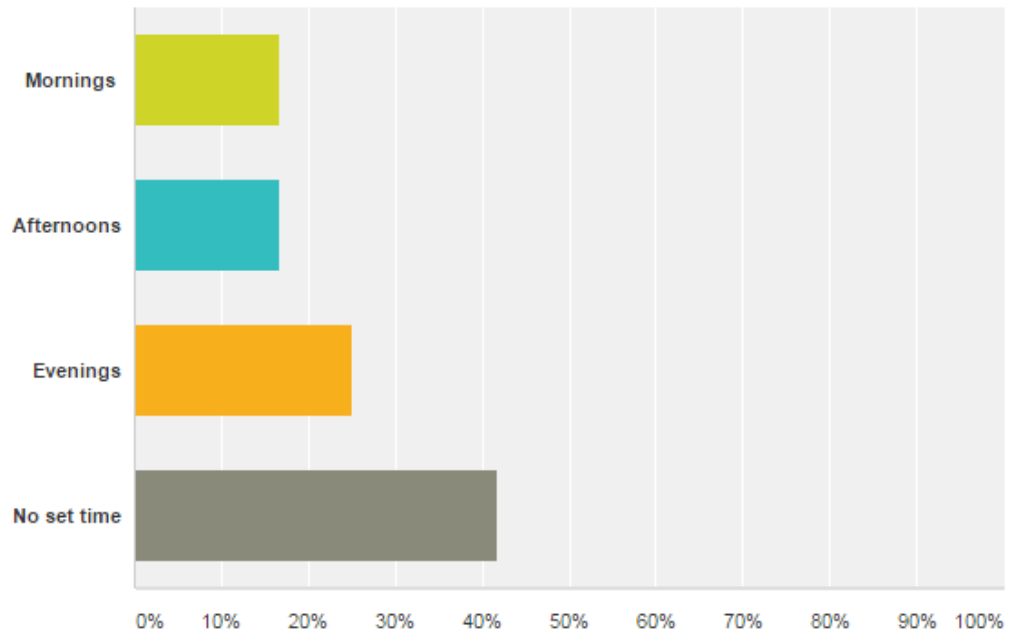
Q2

Customize

Export ▾

## When do you typically shop for food?

Answered: 12 Skipped: 0



Answer Choices ▾	Responses ▾
▾ Mornings	16.67% 2
▾ Afternoons	16.67% 2
▾ Evenings	25.00% 3
▾ No set time	41.67% 5
Total	12

Comments (0)

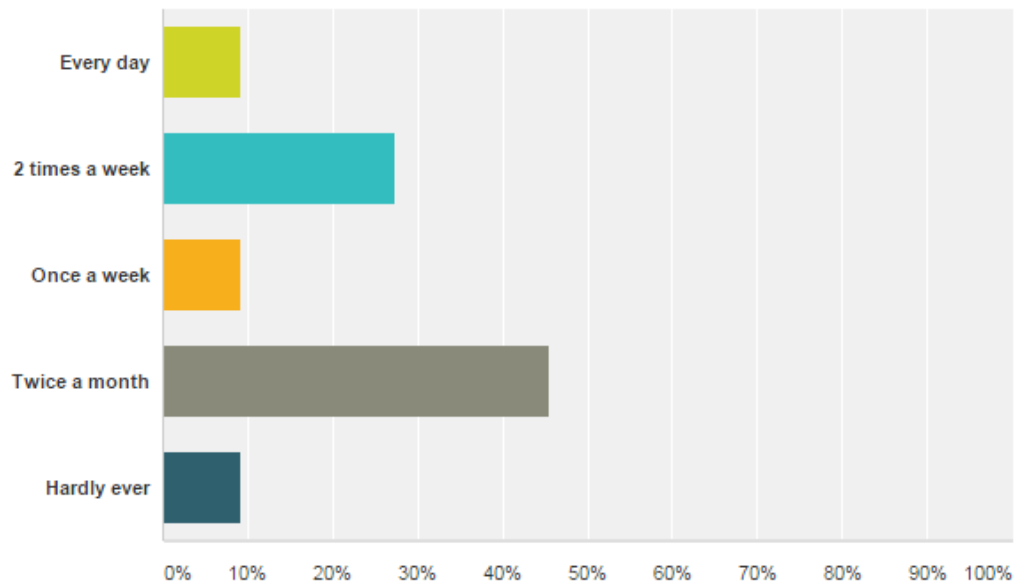
Q3

Customize

Export ▾

## How often do you go to the store to buy food?

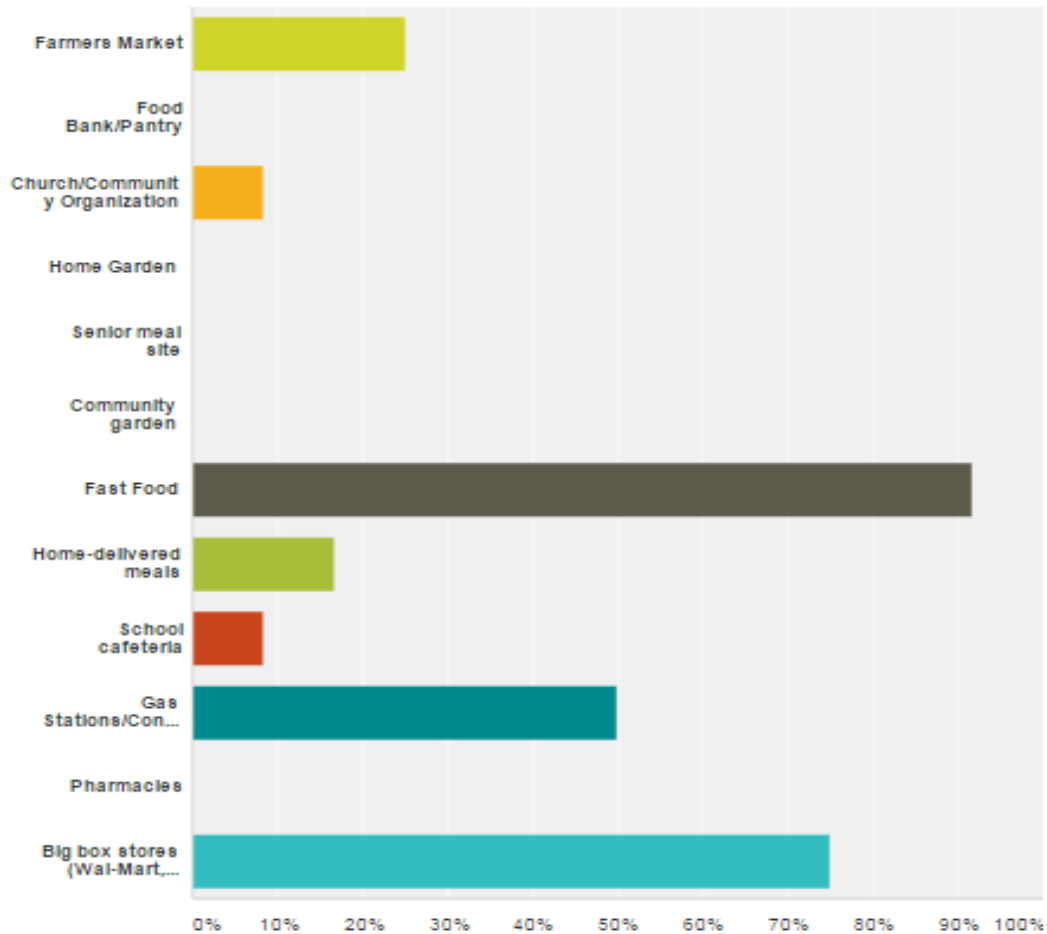
Answered: 11 Skipped: 1



Answer Choices ▾	Responses ▾
▼ Every day	9.09% 1
▼ 2 times a week	27.27% 3
▼ Once a week	9.09% 1
▼ Twice a month	45.45% 5
▼ Hardly ever	9.09% 1
Total	11

## Besides grocery stores, where else do you get food? (mark all that apply)

Answered: 12 Skipped: 0



Answer Choices ▾	Responses ▾
▾ Farmers Market	25.00% 3
▾ Food Bank/Pantry	0.00% 0
▾ Church/Community Organization	8.33% 1
▾ Home Garden	0.00% 0
▾ Senior meal site	0.00% 0
▾ Community garden	0.00% 0
▾ Fast Food	91.67% 11
▾ Home-delivered meals	16.67% 2
▾ School cafeteria	8.33% 1
▾ Gas Stations/Convenience Stores	50.00% 6
▾ Pharmacies	0.00% 0
▾ Big box stores (Wal-Mart, Target, etc.)	75.00% 9

Total Respondents: 12

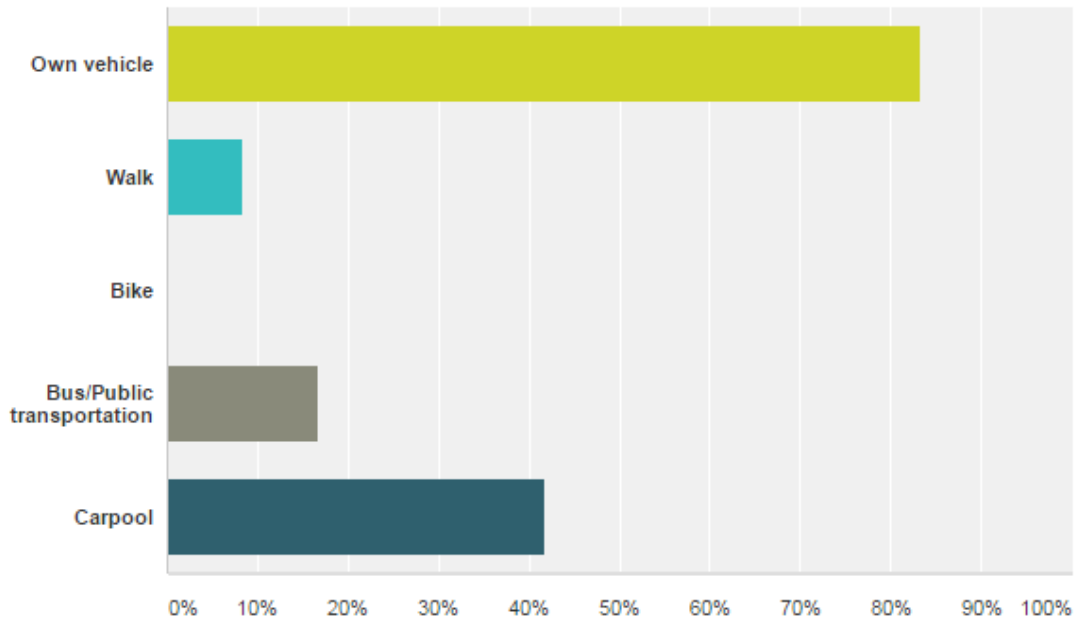
Q5

Customize

Export ▼

## How do you get to locations where you get your food? (mark all that apply)

Answered: 12 Skipped: 0



Answer Choices	Responses	
Own vehicle	83.33%	10
Walk	8.33%	1
Bike	0.00%	0
Bus/Public transportation	16.67%	2
Carpool	41.67%	5
Total Respondents: 12		

Comments (0)

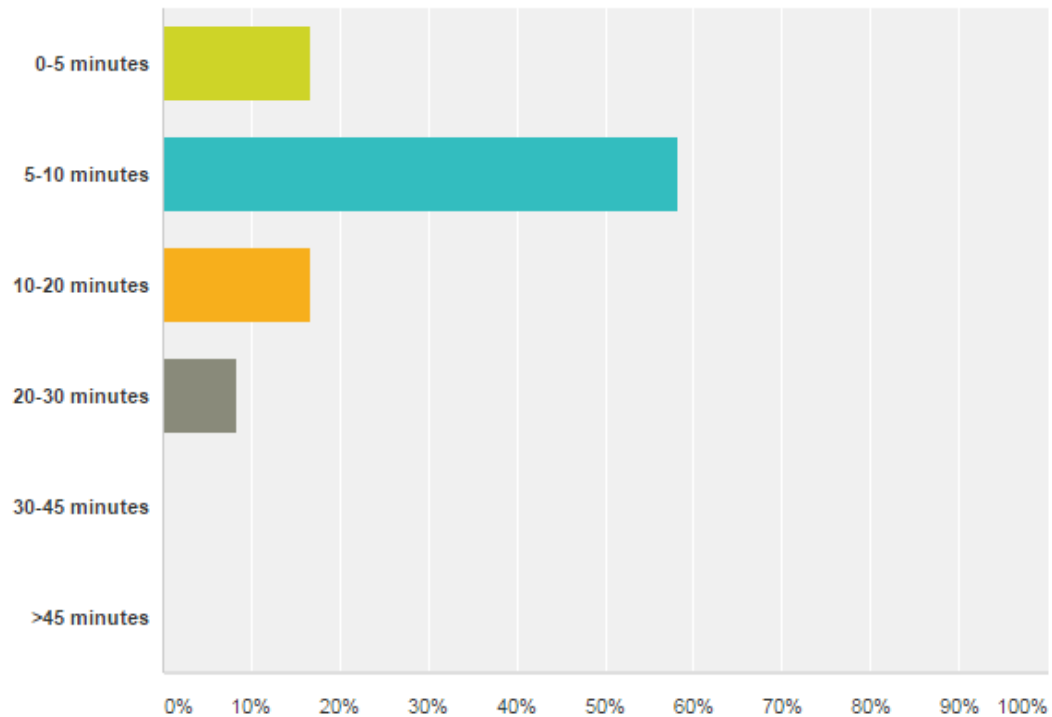
Q6

Customize

Export ▾

## How long does it take you to get to your usual grocery store (distance one-way)?

Answered: 12 Skipped: 0



Answer Choices	Responses	
0-5 minutes	16.67%	2
5-10 minutes	58.33%	7
10-20 minutes	16.67%	2
20-30 minutes	8.33%	1
30-45 minutes	0.00%	0
>45 minutes	0.00%	0
Total		12



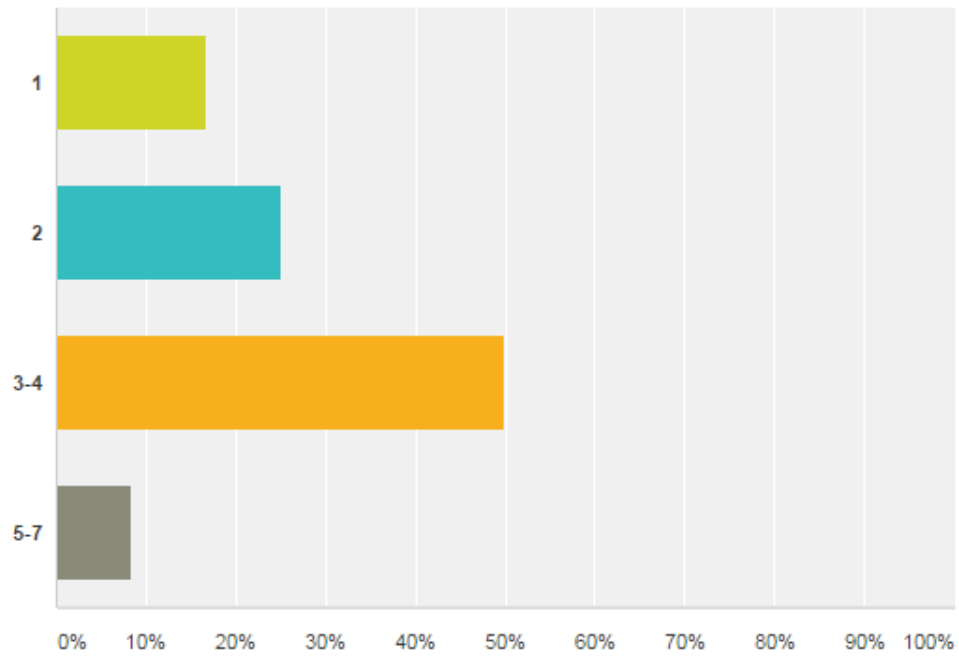
Q7

Customize

Export ▾

## On average, how many days a week do you prepare or cook meals at home?

Answered: 12 Skipped: 0



Answer Choices	Responses
1	16.67% 2
2	25.00% 3
3-4	50.00% 6
5-7	8.33% 1
Total	12

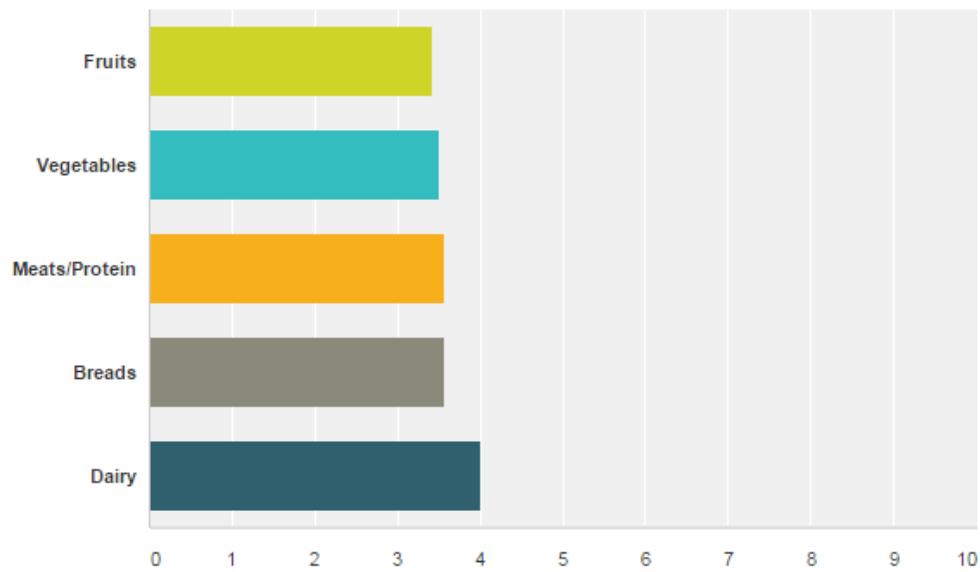
Q8

Customize

Export ▾

## How would you rate the quality of the fresh food sold in your local stores? (1=WORST, 5=BEST)

Answered: 12 Skipped: 0



	1	2	3	4	5	Total	Weighted Average
Fruits	8.33% 1	16.67% 2	16.67% 2	41.67% 5	16.67% 2	12	3.42
Vegetables	0.00% 0	25.00% 3	16.67% 2	41.67% 5	16.67% 2	12	3.50
Meats/Protein	8.33% 1	8.33% 1	16.67% 2	50.00% 6	16.67% 2	12	3.58
Breads	0.00% 0	8.33% 1	33.33% 4	50.00% 6	8.33% 1	12	3.58
Dairy	0.00% 0	8.33% 1	16.67% 2	41.67% 5	33.33% 4	12	4.00

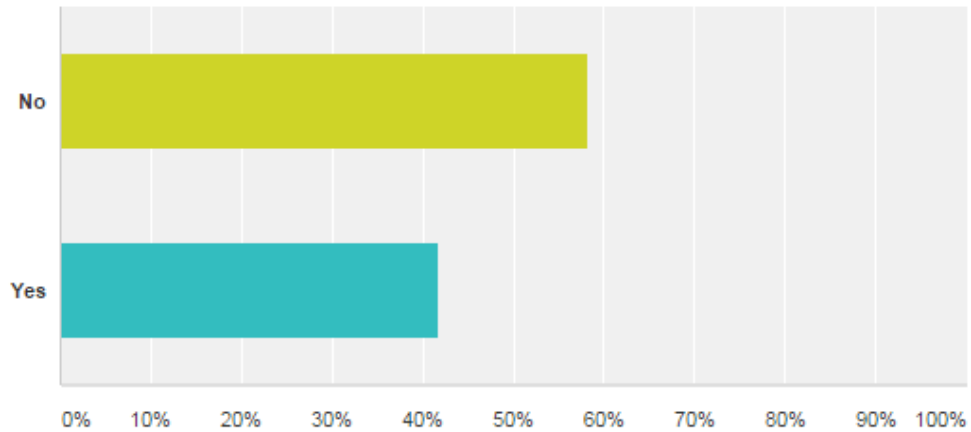
Q9

Customize

Export ▾

## Are there certain foods you need that are difficult to get in your neighborhood?

Answered: 12 Skipped: 0



Answer Choices ▾	Responses ▾	
▾ No	58.33%	7
▾ Yes	41.67%	5
Total		12

[Comments \(3\)](#)

● Responses (3)

☁ Text Analysis

📁 My Categories

Categorize as... ▾ Filter by Category ▾

Search responses 🔍 ?

Showing 3 responses

Certain fruits and vegetables or fresh fruits and vegetables

9/29/2015 6:52 AM [View respondent's answers](#)

Organic

9/28/2015 1:04 PM [View respondent's answers](#)

anything ORGANIC

9/28/2015 11:15 AM [View respondent's answers](#)

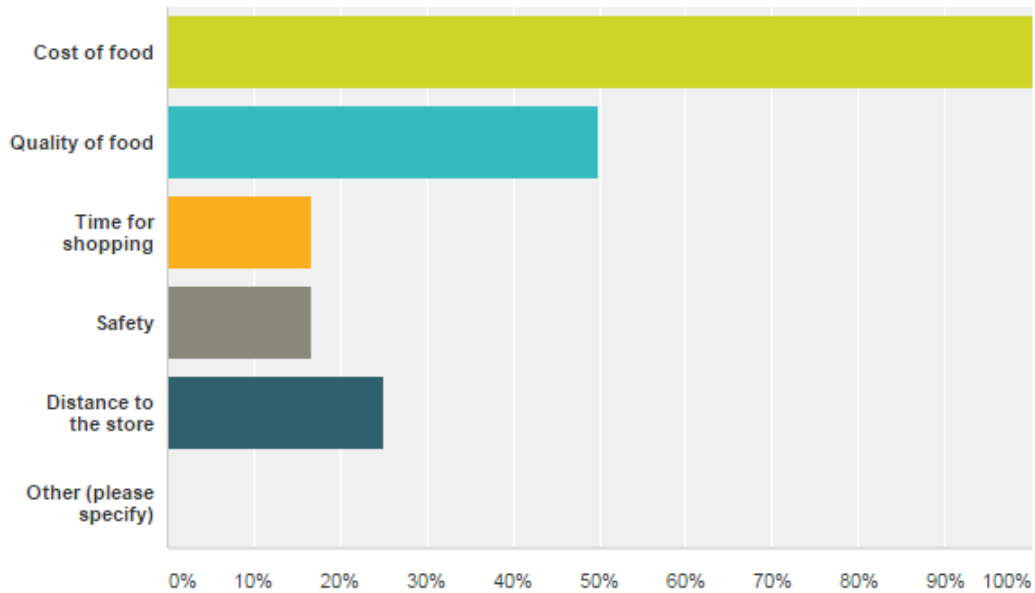
Q10

Customize

Export ▾

## For you, what are the main problems in getting the foods you need? (select all that apply)

Answered: 12 Skipped: 0



Answer Choices	Responses
Cost of food	100.00% 12
Quality of food	50.00% 6
Time for shopping	16.67% 2
Safety	16.67% 2
Distance to the store	25.00% 3
Other (please specify) <a href="#">Responses</a>	0.00% 0

● Responses (0)

☁ Text Analysis

📁 My Categories

Categorize as... ▾

Filter by Category ▾

Search responses



Showing 0 responses

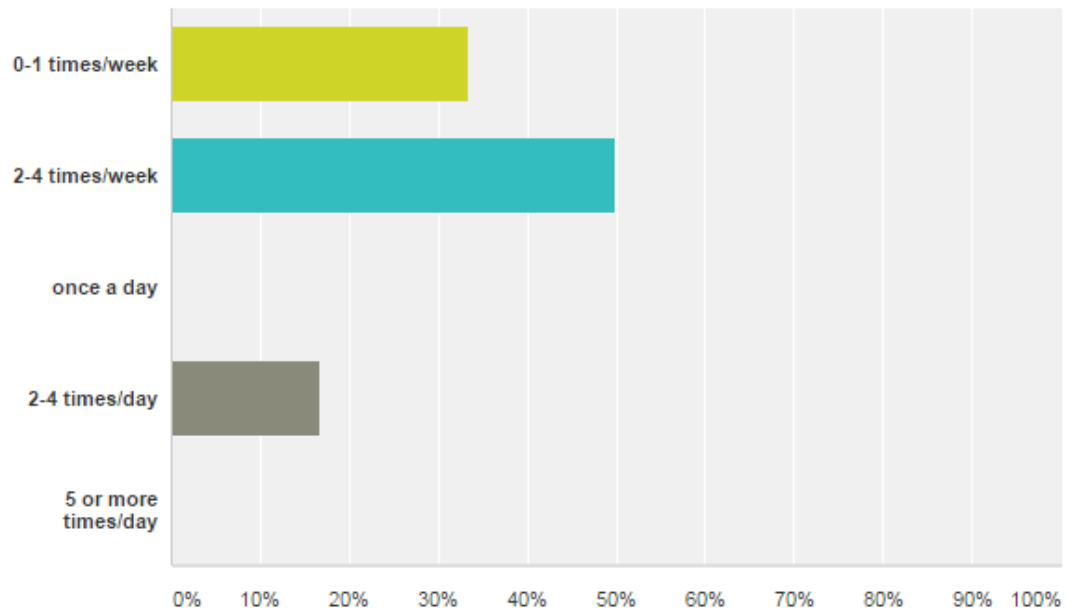
Q11

Customize

Export ▾

## How often do you eat fresh fruits or vegetables?

Answered: 12 Skipped: 0



Answer Choices	Responses	
0-1 times/week	33.33%	4
2-4 times/week	50.00%	6
once a day	0.00%	0
2-4 times/day	16.67%	2
5 or more times/day	0.00%	0
Total		12

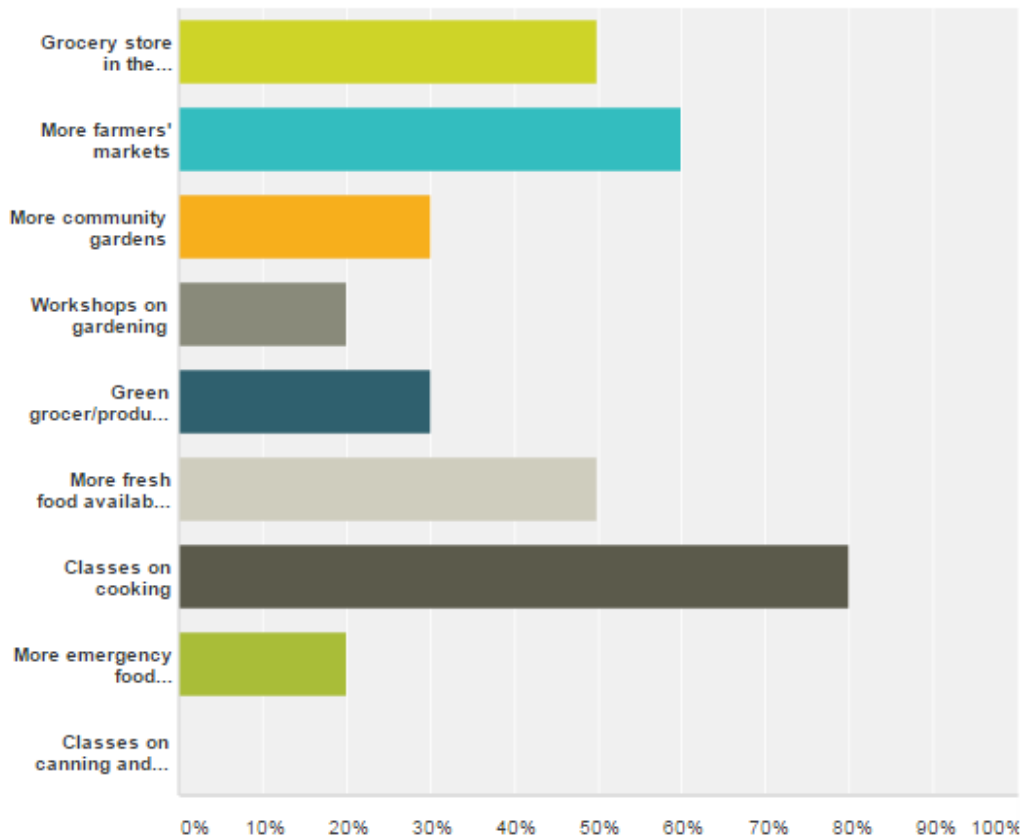
Q12

Customize

Export ▾

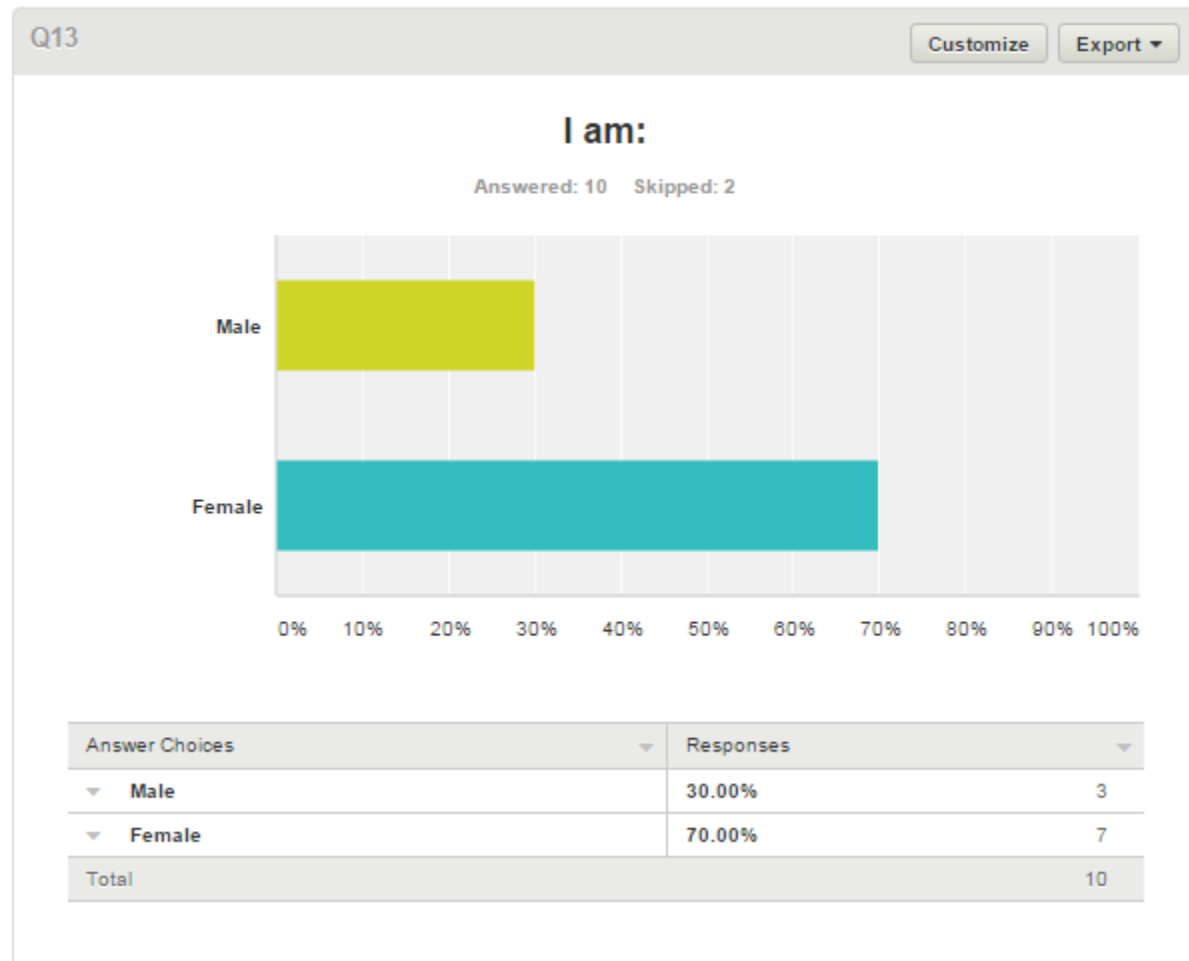
## What would you like to see change in your neighborhood and the community's food system? (choose up to three)

Answered: 10 Skipped: 2



Answer Choices ▾	Responses ▾
▼ Grocery store in the neighborhood	50.00% 5
▼ More farmers' markets	60.00% 6
▼ More community gardens	30.00% 3
▼ Workshops on gardening	20.00% 2
▼ Green grocer/produce seller	30.00% 3
▼ More fresh food available at the neighborhood stores	50.00% 5
▼ Classes on cooking	80.00% 8
▼ More emergency food distribution locations	20.00% 2
▼ Classes on canning and preserving food	0.00% 0
Total Respondents: 10	

Comments (0)



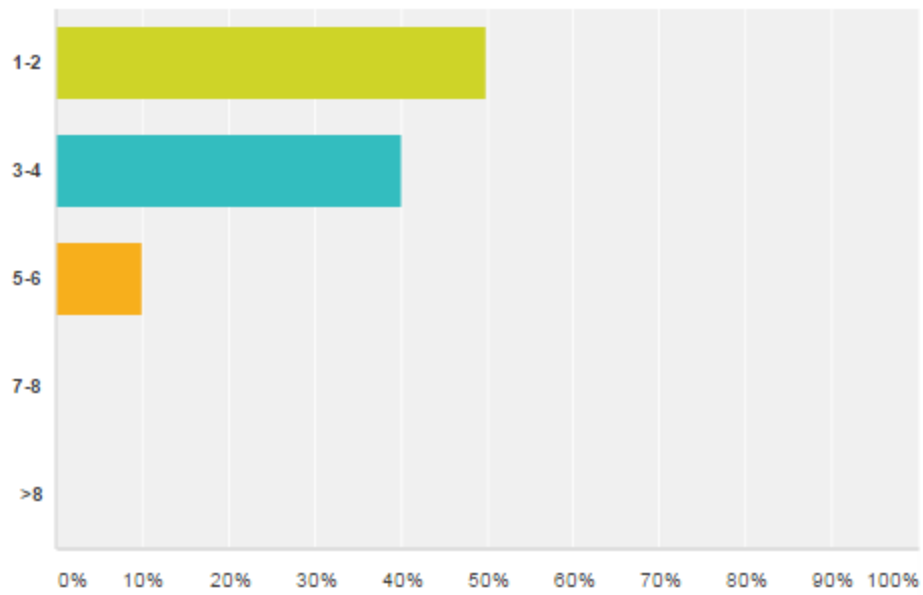
Q14

Customize

Export ▾

## Including yourself, how many people live in your household?

Answered: 10 Skipped: 2



Answer Choices ▾	Responses ▾
▼ 1-2	50.00% 5
▼ 3-4	40.00% 4
▼ 5-6	10.00% 1
▼ 7-8	0.00% 0
▼ >8	0.00% 0
Total	10

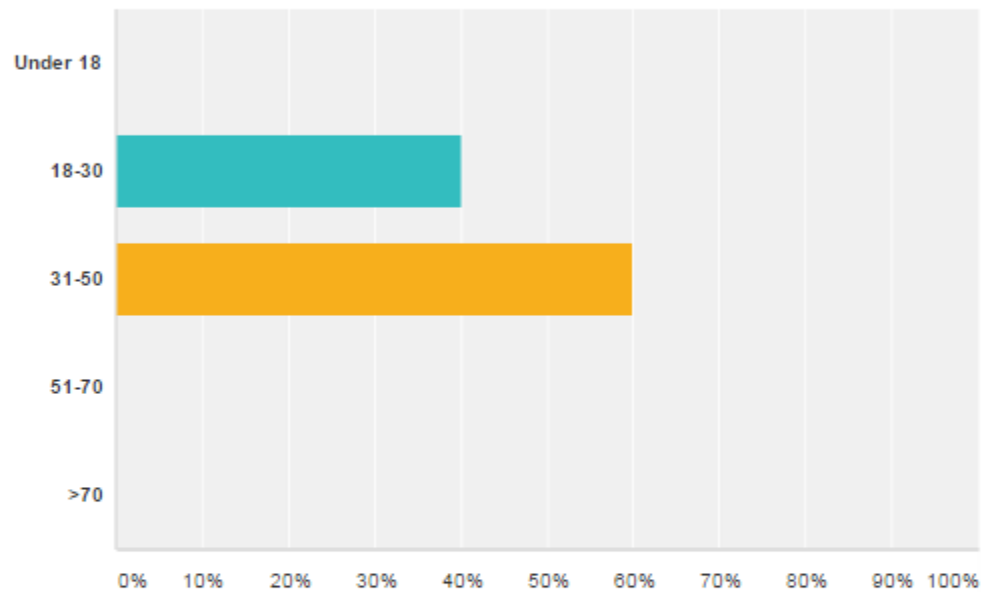


Q15

[Customize](#)[Export ▼](#)

## What is your age?

Answered: 10 Skipped: 2



Answer Choices	Responses
Under 18	0.00% 0
18-30	40.00% 4
31-50	60.00% 6
51-70	0.00% 0
>70	0.00% 0
Total	10

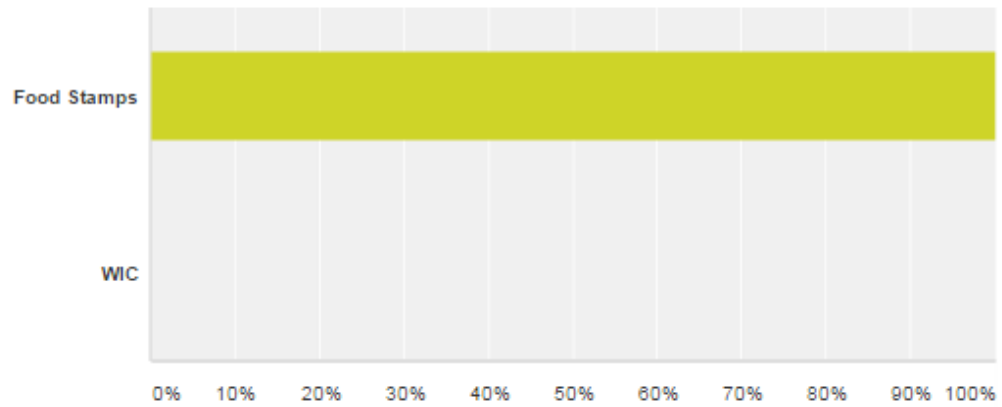
Q16

Customize

Export ▾

**Check the following if you use:**

Answered: 4 Skipped: 8



Answer Choices ▾	Responses ▾
▾ Food Stamps	100.00% 4
▾ WIC	0.00% 0
Total Respondents: 4	

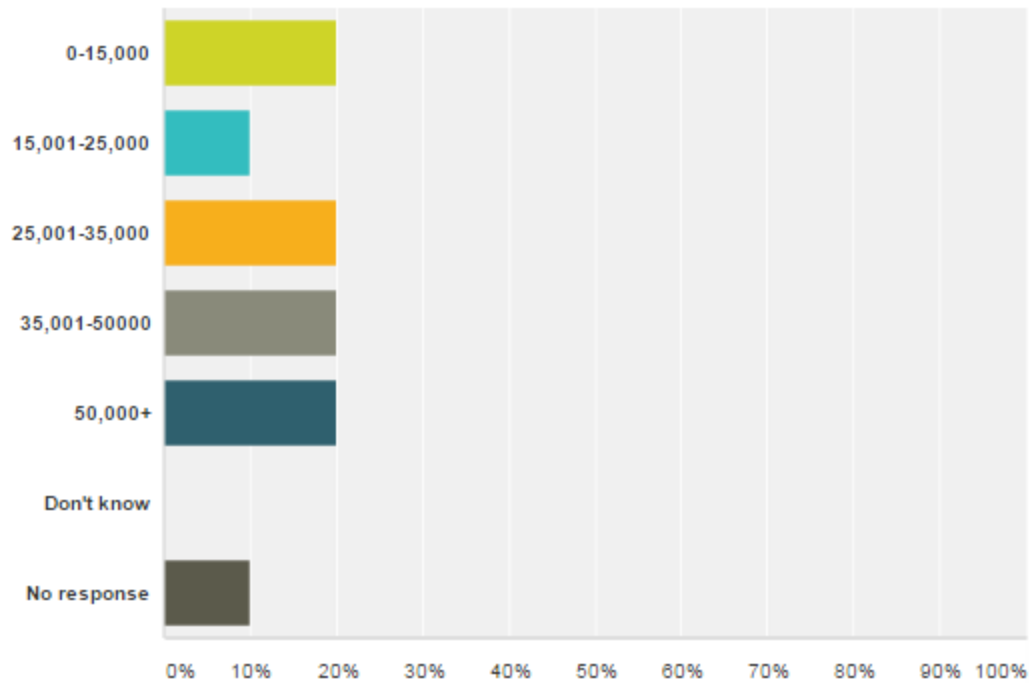
Q17

Customize

Export ▾

## What is your average household income?

Answered: 10 Skipped: 2



Answer Choices	Responses	
0-15,000	20.00%	2
15,001-25,000	10.00%	1
25,001-35,000	20.00%	2
35,001-50,000	20.00%	2
50,000+	20.00%	2
Don't know	0.00%	0
No response	10.00%	1
Total		10

Q18

Export ▾

**(OPTIONAL) Give us your impression of your neighborhood's present food needs situation. How are you involved?**

Answered: 3 Skipped: 9

● Responses (3)

☁ Text Analysis

📁 My Categories

Categorize as... ▾

Filter by Category ▾

Search responses



Showing 3 responses

The stores that's available sell the worst quality of food and the stores are in terrible conditions

9/29/2015 6:54 AM [View respondent's answers](#)

It's basically a food desert. No healthy restaurants for at least 2 miles. I live in Sherman Park area.

9/28/2015 11:18 AM [View respondent's answers](#)

Sometimes there very few selections of food.

9/27/2015 7:00 PM [View respondent's answers](#)

Q19

Export ▾

**Do you have any additional comments, anything you'd like to add?**

Answered: 2 Skipped: 10

● Responses (2)

☁ Text Analysis

📁 My Categories

Categorize as... ▾

Filter by Category ▾

Search responses



Showing 2 responses

Thank you for this survey! Spread the word!

9/28/2015 11:18 AM [View respondent's answers](#)

No

9/27/2015 7:00 PM [View respondent's answers](#)