

# LIVEWELL GREENVILLE CASE REPORT

GREENVILLE, SOUTH CAROLINA

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



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BACKGROUND

Healthy Kids, Healthy Communities National Program

With the goal of preventing childhood obesity, the Healthy Kids, Healthy Communities (HKHC) national program, funded by the Robert Wood Johnson Foundation (RWJF), provided grants to 49 community partnerships across the United States (See Figure 1). Healthy eating and active living policy, system, and environmental changes were implemented to support healthier communities for children and families. The program placed special emphasis on reaching children at highest risk for obesity on the basis of race, ethnicity, income, or geographic location.<sup>1</sup>

Project Officers from the HKHC National Program Office assisted community partnerships in creating and implementing annual workplans organized by goals, tactics, activities, and benchmarks. Through site visits and monthly conference calls, community partnerships also received guidance on developing and maintaining local partnerships, conducting assessments, implementing strategies, and disseminating and sustaining their local initiatives. Additional opportunities supplemented the one-on-one guidance from Project Officers, including peer engagement through annual conferences and a program website, communications training and support, and specialized technical assistance (e.g., health law and policy).

For more about the national program and grantees, visit [www.healthykidshealthycommunities.org](http://www.healthykidshealthycommunities.org).

Figure 1: Map of Healthy Kids, Healthy Communities Partnerships



Evaluation of Healthy Kids, Healthy Communities

Transtria LLC and Washington University Institute for Public Health received funding from the Robert Wood Johnson Foundation to evaluate the HKHC national program. They tracked plans, processes, strategies, and results related to active living and healthy eating policy, system, and environmental changes as well as influences associated with partnership and community capacity and broader social determinants of health. Reported “actions,” or steps taken by community partnerships to advance their goals, tactics, activities, or

benchmarks from their workplans, formed community progress reports tracked through the HKHC Community Dashboard program website. This website included various functions, such as social networking, progress reporting, and tools and resources to maintain a steady flow of users over time and increase peer engagement across communities.

In addition to action reporting, evaluators collaborated with community partners to conduct individual and group interviews with partners and community representatives, environmental audits and direct observations in specific project areas (where applicable), and group model building sessions. Data from an online survey, photos, community annual reports, and existing surveillance systems (e.g., U.S. census) supplemented information collected alongside the community partnerships.

For more about the evaluation, visit: [www.transtria.com/hkhc](http://www.transtria.com/hkhc).

## LIVEWELL GREENVILLE

In December 2009, the LiveWell Greenville (LWG) partnership received a four-year, \$360,000 grant as part of the HKHC national program. The partnership was focused on increasing physical activity opportunities and access to healthy foods across Greenville County in South Carolina.

YMCA of Greenville was the lead agency for the LWG partnership. The partnership and capacity building strategies included:

- **Formal Retreats and Training:** Over 80 community members and stakeholders (e.g., after school providers, child care providers, hospital representatives, school board trustees and staff, PTA, health department, health care providers, philanthropists, elected leaders, city and county government representatives, public and active transit planners, recreation providers, media representatives) attended strategic retreats to develop focus areas and form workgroups with strategic action plans to achieve policy and environmental changes. LWG provided financial support for and assisted with leadership development training for facilitators to lead workgroups on how to guide planning and implementation.
- **Community Change Agents:** LWG identified the Sterling Land Trust Board, the Nicholtown Neighborhood Association, and Russell Community Church as leaders in the target communities who could serve as change agents and assisted with capacity building for the newly formed Board.
- **Community Advisory Committees:** LWG coordinated adult and youth planning committees to guide engagement, assessment, and implementation processes aimed at strategy-specific targets.

See Appendix A: Evaluation Logic Model and Appendix B: Partnership and Community Capacity Survey Results for more information.

Along with partnership and capacity building strategies, LWG incorporated assessment and community engagement activities to support the partnership's healthy eating and active living strategies.

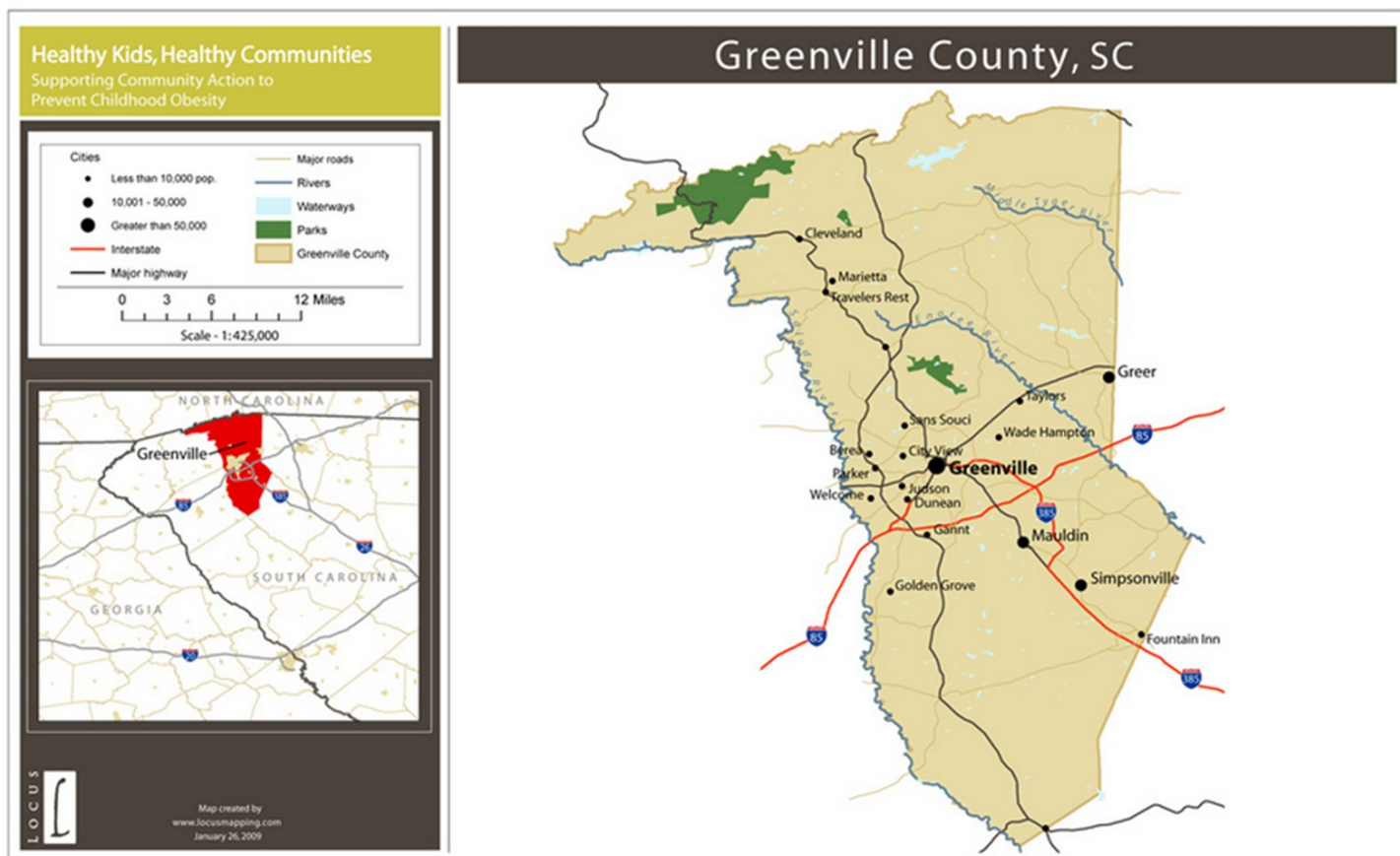
The healthy eating and active living strategies of LWG included:

- **Active Transportation:** The partnership implemented active transportation improvements aimed at increasing bicycle and pedestrian access, including physical changes to streets, construction of trails, installation of way-finding signage, and development of bike storage stations.
- **Access to Healthy Food:** The partnership increased access to affordable and nutritious produce through implementation of a farmers' market and mobile market in communities with limited access to fresh produce.
- **Nutrition and Physical Activity Standards in After School Setting (Out of School Time):** The partnership increased policy and environment standards for healthy eating and active living in out of school time centers through gold standard policies that exceeded the requirement for licensure.

**COMMUNITY DEMOGRAPHICS**

Greenville County, located in the northwest corner of South Carolina, has a population of 451,225, making it the most populated county in the state (see Figure 2).<sup>2</sup> The county is 73.8% White, 18.1% Black, and 8.1 Other. The median household income is \$48,518 and approximately 15% of the population lives below the federal poverty level.<sup>2</sup> The project focused on three primary communities: Berea, Nicholtown, and Sterling. Berea, the largest of the target communities, has a population of 14,295. Residents in Berea are mainly White (60.6%) and approximately 30% of the population lives below the poverty level.<sup>3</sup> A large proportion (25.2%) of Hispanics live in the community. Nicholtown is located about 1.5 miles from downtown, in the heart of Greenville. The community consists of 2,708 residents who are mainly African American.<sup>3</sup> In 2002, about 60% of the population had a median household income less than \$25,000. The Sterling community has a population of 10,483. Residents are mainly Black, and the median household income is \$28,101.<sup>3</sup>

**Figure 2: Map of Greenville, South Carolina**



**INFLUENCE OF SOCIAL DETERMINANTS**

**Crime**

Violent crime in Greenville County is higher than the national average. The violent crime rate is 589 per 100,000 persons in the county, while the state has a slightly higher rate (615 per 100,000) and national rates are much lower (65 per 100,000).<sup>4</sup>

Gangs are prevalent in Nicholtown, as evidenced by graffiti signs.

**Housing**

Greenville is a very transient community. In 2012, approximately 32.5% of homes in Greenville County were renter-occupied and 67.% were owner-occupied, higher than the state’s rates of 30.5% (renter), and 69.5% (owner).<sup>3</sup> The home vacancy rate was 23% in 2010.<sup>3</sup> Many abandoned lots exist throughout the community.

## Obesity

According to F as in Fat (a project of Trust for America's Health and the Robert Wood Johnson Foundation), South Carolina ranks seventh in the nation for overweight and obese adults.<sup>5</sup> Thirty percent of adults reported a Body Mass Index (BMI) equal or greater than 30, according to County Health Rankings and Roadmaps.<sup>4</sup> Approximately 28% of low-income children, aged 2-5 years of age, were reported as being either overweight or obese.<sup>6</sup> Sterling residents have a much greater percentage of obesity (45%) than residents in Greenville County, according to the Sterling Health Assessment.<sup>7</sup>

## Access to Healthy Foods

South Carolina has a lower number of healthy food retailers compared to the national average. According to the Nutrition Environment Measure Survey (NEMS), the City of Greenville has only 6 grocery stores, while there are 69 fast casual restaurants, 57 fast food restaurants, and 97 sit-down restaurants.<sup>8</sup> The Sterling community does not have any food establishments, as they are located in the outskirts of the community.

## Public Transportation

Greenville has a public transportation system that runs intermittently-only once every hour to certain communities, which is one of the reasons ridership is low. There are no bus stops located in the Sterling neighborhood. Although political support is mixed, community partners have advocated for transportation system improvements.

## Active Transportation

Several barriers to active transportation exist in the three target communities. For example, there are no crosswalks in several locations, making crossing streets dangerous. A sidewalk connecting a community center to a row of commercial buildings runs into a dead end. In the same area, in order to travel by foot, residents must walk along a retaining wall. A steep incline makes it challenging for people to access park amenities in Nicholtown. Lastly, physical barriers (e.g., the Reedy River) between communities has prevented residents from accessing a walking trail.



## LIVWELL GREENVILLE PARTNERSHIP

### Lead Agency and Leadership Teams

YMCA of Greenville was the lead agency for the LiveWell Greenville (LWG) partnership. The YMCA is one of the nation's leading nonprofit organizations focused on strengthening communities through youth development, healthy living, and social responsibility. The YMCA of Greenville is an autonomous metropolitan association governed by a Board of Directors made up of local citizens who are responsible for the policies and practices of the 11-site association.<sup>9</sup>

A coalition of community residents and organizations interested in addressing obesity rates in their community formed in 2008 and continued under several different names (e.g., Childhood Obesity Coalition, Activate Greenville) to engage a broad group of community stakeholders and organizations. In March 2010, partners were invited to attend a community forum to develop a strategic framework addressing obesity and adopted the name Healthy Kids, Healthy Greenville. During the first year of the HKHC project, the coalition engaged in a formal rebranding process. The resulting brand, LiveWell Greenville, was officially launched in 2011, as a local coalition that focused on a macro-level approaches to decreasing childhood obesity. The coalition utilized community assets to coordinate and align existing and developing community efforts toward making Greenville County a healthier place to live, work, and play by creating policies, systems, and environments.

During the rebranding process, a leadership team organized a retreat for more than 80 key public and private stakeholders and community members throughout three communities (i.e., Berea, Nicholstown, Sterling) and the surrounding Greenville County to develop a strategic community action plan addressing childhood obesity and fostering broad-scale community ownership. During this retreat, leadership team commitment and focus area assignments were coordinated for LWG coalition workgroups. A leadership team member (or, alternatively, an expert in the field with a specific workgroup) was asked to serve as the lead facilitator within each workgroup during individual monthly workgroup meetings. Routine monthly meetings were held throughout the HKHC initiative to ensure strategic movement on HKHC action plans. The leadership team provided technical assistance to the eight individual workgroups that were developed:

- **Active and Public Transit Workgroup:** Increase access to and connection between sidewalks and bike paths, improve directional signage on trails and in neighborhoods, and increase access through active public transit services to supermarkets and other healthy food retail establishments.
- **Physical Activity and Recreation Workgroup:** Increase awareness of existing parks and recreation facilities through collaborative mapping and promotions advocating parks and facilities within communities.
- **Access to Healthy Foods Workgroup (Food Policy Subcommittee):** Coordinate a network of community gardens, build new gardens, and establish mobile farmers' markets.
- **After School/Child Care Workgroup:** Implement a 'gold standard' system in centers to provide healthy activities and snacks, through provider training on healthy policy and curriculum promotion and technical assistance for sourcing, preparing, and storing nutritious snack options.
- **School Workgroup:** Assist schools in Safe Routes to School efforts and establishing healthier food fundraising, procurement practices for vendors of locally-grown foods, and inclusion in school menus.
- **Worksite Workgroup:** Implement wellness policies and environment changes to create conditions for employees to make healthy choices.
- **Healthcare Workgroup:** Implement pediatric care provider training in motivational interviewing and a referral protocol to prevent and treat overweight and obesity in primary care.
- **Faith-based Workgroup:** Cultivate faith-based environments that promote healthy choices.

### Organization and Collaboration

YMCA of Greenville provided organizational support to LWG. A new department of the Central YMCA was started to support partnership operations. Project staff (e.g., Project Director, Project Coordinator, Community Planning Coordinators) met each month to communicate task updates and maintain progress on workplan



goals and activities. Staff positions were funded differently: the Project Director was funded through HKHC, while the Project Coordinator position was funded by the YMCA. All contracted services (e.g., Community Planning Coordinators) were managed by the YMCA. In an effort to maximize resources, the Center Manager was funded through HKHC and YMCA funding, while additional project staff that were contracted to provide specific staff support functions to workgroups were funded through other grants.

### Roles

The organizational structure of LWG evolved over the course of the initiative, increasing from two core project staff in year one, (i.e., Program Director, Project Coordinator), to four project staff by year three (i.e., Community Planning Coordinator, and Community Health Manager).

The Project Director provided overall evaluation assistance and targeted assessments for the three communities, while also serving as lead facilitator of the Access to Healthy Foods workgroup. The Project Coordinator spent a majority of the time in the community, building and strengthening partner relationships.

Each Community Planning Coordinator was trained by the Project Director and Project Coordinator during separate meetings to allow for detailed discussions addressing specific tasks associated with unique community characteristics. Community Planning Coordinators followed specific workplans for their community and their role involved maintaining an ongoing presence in the community, especially during planning and early implementation phases.

Additional project staff members were contracted to work on LWG project activities. For example, one LWG project staff member worked as the Community Center Manager for the County of Greenville. Another project staff member focused on implementation of the Out of School Time (OST) workplan activities in the community (e.g., identifying, recruiting, training, providing technical assistance and resources).

### Training

Capacity building training to facilitate community action plans that target policy, system, and environment change was provided during the HKHC planning retreat in March 2010. Follow-up training for specific strategies was provided to workgroups, community organizations, partner institutions, interested resident groups, and new partners (e.g., faith-based, worksite, healthcare settings).

### Partners

LWG has more than 100 partners representing diverse sectors and settings in the community. The Sterling Land Trust, Nicholtown Neighborhood Association, and Russell Community Church were asked to serve as change agents for each community. Other key partners included:

- **Berea:** Long Branch Baptist Church, and Hispanic Alliance.
- **Sterling:** Bon Secours St. Francis Health System, and Greenville County Recreation District.

See Appendix C for a list of example partners.

## PARTNERSHIP FUNDING

As part of HKHC, grantees were expected to secure a cash and/or in-kind match equal to at least 50% of the funds received from Robert Wood Johnson Foundation (RWJF) over the entire grant period. Several funding sources were obtained to support LWG and related initiatives from private and public foundations and organizations. Several partner organizations provided in-kind support for staff time and meeting space as part of the matching funds.

The RWJF HKHC funding was the seed funding that assisted LWG in leveraging a total of approximately \$1 million dollars in grant and in-kind funding to support LWG efforts and a broader county-wide initiative. In addition to the matching funds, the partnership was successful in leveraging the following funds:

“When we talk about the value of this coalition and the value of HKHC, [it’s tough to] show the value in money that won’t ever really come to our budget, but to our partners.” - Staff

- Piedmont Health Care Foundation awarded \$136,389 in grants to LWG across the project period and an additional \$8,000 to extend project activities to healthcare and faith-based settings. This foundation directly awarded Furman University \$34,900 to conduct a Body Mass Index and school nutrition environment study in 2012 and 2013.
- The National Parks and Recreation Association awarded ACHIEVE grant funding totaling \$6,000 to Greenville Parks and Recreation Department.
- United Health Care, Long Branch Baptist Church, and City of Greenville grant funding contributed approximately \$15,000 towards partnership communications and marketing efforts.
- Community Foundation of Greenville, Hollingsworth Foundation, and other Endowment Funds were awarded to the YMCA of Greenville totaling \$100,000 in 2011-2013.
- State Farm awarded \$1,750 and TD Bank Foundation awarded \$2,500 to LWG in 2012.
- Furman University Shi Center for Sustainability contributed \$5,326 in grant funding for the Nutrition Environment Measures Survey for Greenville County.
- A Pioneering Healthier Communities Grant was awarded by YUSA in 2011 for \$20,000 to support Out of School Time activities.
- LWG received a Community Transformation Grant Small Communities Program (Centers for Disease Control and Prevention) of \$305,953 in October 2012 to continue to expand LWG’s initiatives in the school and out of school settings.
- A Healthy South Carolina Initiative Grant of \$72,000 was awarded to LWG by Eat Smart Move More South Carolina for 2012-2013. This grant will also contribute to expansion of LWG’s efforts in the school and out of school settings and to the LiveWell at Work initiative.
- The Daniel Mickel Foundation awarded a total of \$20,000 to LWG as unrestricted funds to cover operational expenses in 2012-2013.
- A grant of \$39,000 was awarded to Upstate Forever and LWG for the Safe Routes to School efforts at the Sterling School in Nicholstown for 2013.
- The partnership was awarded a large grant from Blue Cross of South Carolina that went directly to the school district to expand healthy menu options.

See Appendix D for Sources and Amounts of Funding Leveraged.

## COMMUNITY ASSESSMENT

After developing key partnerships within the communities, LWG led efforts to assess the healthy eating and active living environments.

- **Windshield Tours:** Project staff completed windshield tours in March 2010 to identify barriers and assets to healthy eating and active living in the target community of Berea.
- **Focus Groups:** Focus groups were conducted with adults and seniors in March and August 2010 to develop a list of community priorities focused on healthy environment and policy changes. Youth focus groups were conducted in August 2010 regarding after-school snacks.
- **Photovoice:** Nicholtown Girls Club created photoboards depicting their access to healthy food and activity within their community and presented their projects in Fall 2010.
- **Community Health Assessments:** A comprehensive community health assessment was completed for the Sterling community in Spring 2010. The assessment consisted of focus groups, a survey (i.e., questions from the Behavioral Risk Factor Surveillance System, Greenville Forward Health Assessment), environmental audits of the walking and biking infrastructure, and the Nutrition Environment Measures Survey (NEMS). Findings indicated structural barriers, such as high traffic speed, limited sidewalks and limited access to healthy foods (i.e., no grocery stores). Community maps were developed to show sidewalk conditions, bikeability, and food establishments within the community. Results were communicated to the leadership committee in Sterling to allow for incorporation into planning and implementation efforts aimed at policy and environmental changes.<sup>10</sup>

### Access to Healthy Food

LWG conducted assessments to better understand access to healthy foods.

- **Nutrition Environment Measures Surveys (NEMS):** The NEMS was completed in May 2010 for all food establishments in Greenville County and each municipality to define food desert areas near adult and youth residents. Reports and maps were used within the communities to assist with advocating for changes in the food environment. The County Planning Department developed maps identifying food stores, since one key finding indicated that food access was restricted to higher end grocery stores near Nicholtown. Additional NEMS were completed in December 2012 for Travelers Rest, Greer, Mauldin, and Fountain Inn with funding provided through grants from Piedmont Health Foundation and Furman University Shi Center for Sustainability.
- **Food Policy Scan:** A review of existing ordinances and codes for the cities of Fountain Inn, Greenville, Greer, Mauldin, Simpsonville, and Travelers Rest, as well as Greenville County and the State of South Carolina were completed in Fall 2012. Findings were incorporated into a searchable database of policies related to home gardens, community gardens, urban farming, and farmers' markets. In the database, policies were identified within each jurisdiction that directly or indirectly affected Greenville County's food system.
- **Healthy Vending Assessments:** Greenville County Recreation Department and Furman University were funded by Piedmont Health Foundation to conduct survey and sales data collection of machines in summer 2012. A poster was presented at the South Carolina Clinical and Translational Research Obesity Retreat at the Medical University of South Carolina on October 19, 2012.
- **Price Comparison Assessments:** Loaves and Fishes and Mill Village Farms, two non-profit partners with Good to Go Mobile Market, conducted price comparisons for fresh produce at the three most popular community shopping destinations, Aldi, Wal-Mart, and Bi-Lo, to determine affordable mobile market's prices for the Good to Go Mobile Market.
- In partnership with Furman University Shi Center for Sustainability, project staff worked with a student on a thesis project to design a three-year study on the impact of community gardens within the Gardening for Good network. Outcome measures included total garden size and pounds of food grown.
- A mobile food vending project was conducted to better understand how Greenville could formulate and implement a policy encouraging the operation of food trucks.<sup>11</sup>

## Active Transportation

LWG assisted Sterling, Nicholtown, and Berea in assessing active living environments within their communities.

- **Walking and Biking Suitability Assessments (WABSA):** Assessments were completed for community-identified areas within Sterling, Nicholtown, and Berea. Following data collection and analysis, reports and maps were provided to communities to assist with advocating for changes in the active living environments. Specifically, adult and youth residents conducted a WABSA in the Sterling community in May 2010. The County Planning Department provided preliminary maps identifying priority road segments.
- Project staff and partners assisted the City of Greenville to conduct a bicycle count assessment for a bike master plan in May 2010
- A review of completed traffic studies was used to better inform advocacy work in Berea along a large constituency corridor. Traffic volume, number of lanes, and bike traffic counts were assessed, based on recently completed traffic engineer reports, and identified a Old Buncombe Road near Berea as an ideal thoroughfare for a road diet.
- Sterling was awarded funds to conduct an engineering study of the neighborhood's infrastructure.
- In Fall 2012, a survey in the Five Forks area of Simpsonville was completed by almost 600 residents. Data was shared with the home owner associations in the community to advocate for addressing traffic issues surrounding a new school.
- In Fall 2012, the pedestrian and bicycle environment was assessed around Sterling. Project staff coordinated walking assessments for proposed infrastructure improvements by a City Council member and a City Engineer. Student tally forms were also used to assess the number of students walking and biking to Sterling School during the initial phase of Safe Routes to School programming in 2012.

## Healthy Eating and Activity Standards in Out of School Time

LWG conducted assessments to better understand healthy eating and physical activity standards in out of school time centers.

- In 2010, out of school child care center providers in Berea, Nicholtown, and Sterling were identified and mapped. Project staff and partners conducted unannounced site visits, focus groups, and interviews with out of school time staff and administrators to identify key policy and environment changes needed to upgrade healthy eating and physical activity standards. Key findings identified missing gold standard policies, barriers, and resources needed for implementation.
- Out of School providers completed a modified Nutrition and Physical Activity Self-Assessment for Childcare (NAP SACC) and Environmental and Policy Assessment Observation (EPAO) assessments to determine initial goals, action plans, and technical assistance needs for each program. Post assessments were completed in 2012 and 2013.
- A subsample of sites participated in the Pedometer Physical Activity Assessment. Reports, consisting of qualitative data of each programs' answers to questions as well as site visit observations on nutrition, physical activity, and tobacco practices and policies, were provided to LWG out of school time staff to use in goal setting and strategic planning.

## Other Assessments

LWG's Evaluation Coordinator expanded assessment efforts by bringing together a team of seven researchers and fifteen research assistants, fellows, and interns from multiple institutions to conduct additional assessments: pre/post assessments, policy assessments, environmental and park audits, and biometric, eating, and physical activity outcomes in OST/schools. For example, BMI measures were assessed in the spring and fall of each year for all 3rd, 4th, 5th, 7th and 9th grade students across the county.



## PLANNING AND ADVOCACY EFFORTS

### Community Outreach and Engagement

Engaging the community was the foundation for all LWG efforts. Building relationships with active community organizations and key community stakeholders across numerous community, government, and institutional sectors was the cornerstone of strategic workplan activities. Core leadership team members met with government officials, university representatives, city planners, department staff, foundation trustees, neighborhood associations, faith-based organizations, residents, school and out of school administrators, health care providers and administrators, businesses, nonprofits, and leaders of state and national initiatives. Example outreach activities included:

“People maintain ownership and a vested interest in actively executing the plan themselves, within their own organizations. We felt like we should do everything we could do to preserve group ownership and broader community buy-in. This is the community’s plan and we’re all going to be part of making it better.” -Staff

- **Eat Smart Move More South Carolina Regional Workshop:** LWG led a presentation on policy, system, and environmental change, community engagement, and assessment to community leaders during a regional workshop in May 2010.
- **Greenville Forward Momentum Series Discussion:** LGW co-facilitated a discussion with Piedmont Health Care Foundation representatives on the importance of policy, system, and environmental approaches to improve health and reverse the trend in childhood obesity. This discussion involved representatives from local businesses, non-profits, law offices, activists, and interested residents in May 2010.

Community Planning Coordinators directed initial engagement efforts on forming community advisory committees. Engagement activities varied to best meet the needs, preferences, and related efforts already underway within the three communities. Utilizing a community participatory engagement model, the Project Director met with key stakeholders in each community to identify any specific change agents already in place that were interested in partnering to integrate efforts for enhanced community impact. The Sterling Land Trust, Nicholtown Neighborhood Association, Russell Community Church, and Long Branch Fellowship were initially identified as key change agents within the communities.

In Sterling, flexibility in the structure of Community Planning Coordinator staffing and strategic action plans were essential to align LWG efforts with a broad health initiative already underway, which was aimed at housing and economic development by a partner, Bon Secours St. Francis Health System. A community liaison was identified to coordinate LWG efforts of supporting neighborhood planning and assessment activities, resulting in successful integration of LWG priorities into the initiative already in progress in Sterling.

The community engagement model in Nicholtown utilized the active neighborhood association by recruiting a key community leader to work as LWG’s Community Planning Coordinator. This model helped provide increased accountability for project goals.

Community engagement activities in Berea focused around the Russell Community Church and its outreach to the local community. Project staff regularly attended other community group meetings (e.g., Hispanic Alliance). Community Action Plans were broader for this community, allowing community input to develop over time. In partnership with Greenville County Planning Commission, public meetings were used as a tool to engage the community in planning efforts to define and understand resident priorities.

“The president of the neighborhood association serves on the partnership leadership team. She was also hired [as a community planning coordinator] for the project. She is a conduit to other community leaders in special interest neighborhoods and has a lot of initiative. She is the kind of person that could call up the city administrator and the mayor and they will return her phone call in two minutes!” -Staff

The partnership earmarked funding for community engagement with adults and youth in the target communities and integrated community engagement in community action plan development through community liaisons and partners. In Nicholtown, a community with active resident participation in the neighborhood association and other community boards and commissions, engagement focused around

supporting the executive committee of the neighborhood association and attending neighborhood events (e.g., Nicholtown Night Out). During the community engagement process in the Sterling community, core project staff and a key community leader carefully considered how to build an advisory committee from existing committees already active in the community, since extensive work was underway and was being funded by an LWG partner. Community outreach in Berea centered around faith-based efforts and public advocacy campaigns. For example, in Fall 2011, project staff organized a signature campaign for a petition to South Carolina Department of Transportation advocating for a road diet near the Berea community on Old Buncombe Road.

### Political Stakeholders

Elected officials were engaged in LWG directly and through community partners. The Nicholtown Neighborhood Association included government officials (e.g., city representative, school board representative). LWG met with a City Council member and the City Trails Coordinator in January 2012 to explore opportunities for a trail to improve access to Sterling School. Location ideas and cost projections were developed through this meeting and were followed up with partnership and funding action plans. A city employee was a member of the LWG Leadership Team. As the Director of Community Relations and Governmental Affairs, his input on strategic project plans was valuable to partners and project staff.

### City and County Departments

The Police Department supported LWG partners and community residents through attendance at neighborhood association meetings to update communities (e.g., crime, traffic issues) and through education and community training programs. (e.g., Annual Citizen's Training Police Academy).

LWG partners and project staff developed a strong relationship with Greenville County Parks and Recreation Department in order to align strategic planning efforts. For example, the partnership was interested in active transportation improvements. Meeting with transportation planners helped to identify and understand potential projects that could be accomplished.

The City of Greenville has 22 special needs communities that are all part of an organization called Greenville Dreams. This organization began in the 1990s by a group of people who came together to rebuild their community through attending training programs and applying for grants. These efforts led to an organized, collaborative effort that successfully received funding and resources for community building. The LWG partnership provides monthly trainings to leaders from Greenville Dreams communities, (e.g., grant writing, communicating with elected officials, leadership development) who then build capacity and advocacy within their communities.

### Greenville City and County Schools

Although not a primary focus for HKHC policy and environment changes, key decision makers in the Greenville City and County Schools provided significant support to LWG initiatives, especially in the out of school time and active transportation strategies. Early implementation of United States Department of Agriculture (USDA) nutrition standards in school menus provided significant influence in creating awareness and building momentum, and resulted in successful buy-in for LWG initiatives throughout the community. The Greenville County Schools Wellness Policy was updated in 2013 to comply with the South Carolina Student Health and Fitness Act.

## **Advocacy**

### Youth

Project staff met with Nicholtown Girls Club members over several months in 2010 to coordinate Photovoice training. Project displays were created and presented to City Council as a way to advocate for changes in the community. Additionally, LWG and partners trained youth bike club members to assist project staff with data collection and advocacy.

## Programs/Promotions

**Faith-based:** LWG partnered with Long Branch Baptist Church to develop a faith-based initiative that trained church leaders and members to improve healthy eating and active living environments and policies. The LiveWell at Worship Toolkit was developed and community engagement efforts were organized, which included a Fall Summit Conference. A nutrition policy was developed and adopted at Long Branch Baptist Church in 2010. The policy included serving healthy meals and snacks at church functions. Other faith-based promotions included a Fall Festival and a health fair.

**Healthcare:** The LWG Pediatric Toolkit was developed in partnership with key local pediatricians through letters of invitation, provider surveys, trainings, ongoing technical assistance, and professional presentations. LWG maps (e.g., trails, farmers' markets) encouraged doctors to write LWG prescriptions for families.

**Worksite:** The LWG At Work Toolkit was developed in partnership with local employers through letters of invitation, surveys, trainings, ongoing technical assistance, and presentations. An example of an LWG worksite-based program was the employee-driven City of Greer Wellness Committee which was organized with a representative from each city department.

**Parks and Play Spaces:** LWG, with the assistance of many partners, celebrated the Park Hop Campaign, which was developed to help Greenville County residents discover parks in a fun, cost-effective way that encouraged physical activity.

## Media

Launched in January 2012, the LWG website provided updates and accomplishments of the eight workgroups. LWG was also promoted through social media outlets, such as Facebook, LinkedIn, Twitter, and YouTube. E-Digests were distributed to over 1,200 subscribers.

LWG was highlighted in local news coverage, including press events, television coverage, and newspaper articles. Information about LWG efforts in Sterling and Nicholton, in partnership with The Sterling Land Trust, was printed on the front page of a Sunday edition of The Greenville News. The announcement of the Community Transformation Grant award was covered by the television stations WYFF and Fox News.

Dissemination of initiative findings and resources have included brochures and strategy-specific toolkits (e.g., LiveWell Healthy Out of School Time Toolkit), a quarterly LiveWell Greenville E-Digest, numerous presentations at the local, state, and national levels (e.g., South Carolina Clinical and Translational Research Institute, South Carolina Medication Association, Active Living Research, American Academy of Health Behavior, Foundations for a Brighter Future), and scientific papers (e.g., Journal of School Health).



Image provided by LiveWell Greenville

## ACTIVE TRANSPORTATION

LWG collaborated with community members and local organizations to increase active transportation opportunities.

### Policy, Practice, and Environmental Changes

The following policy, practice, and environmental changes occurred as a result of HKHC:

#### Trails

- In Fall 2011, the first phase of the Sterling Tiger Trail, on Dunbar Road near the Sterling Community Center, was completed.
- The Born Learning Trail was constructed in Nicholtown. Signs labeling the trail grade, learning stations for children (e.g., nature, leaves, shapes, colors, numbers), a dedicated bridge, and water fountain were constructed on the trail.
- The Sliding Rock Creek Trail was constructed in Nicholtown, which is a 1/2-mile shared use path connecting Swamp Rabbit Trail, Heritage Apartments, and the Sterling School.
- In October 2013, a mulch trail leading from Clark Street to the Sliding Rock Creek Park was installed creating greater access to the community landmark.

#### Street and Sidewalks

- In November 2012, two temporary speed bumps and a sidewalk were installed on Rebecca Street to increase safety for pedestrians and cyclists. A retaining wall was also removed from the street.
- In May 2013, way-finding signs and traffic-calming devices were installed in Nicholtown.
- Improvements were made to Minus Street, such as transitioning to a one-way street and construction of sidewalks, curbs, and gutters.
- In 2013, crosswalks and on-street parking spaces were installed in the Phillis Wheatley Parking Lot, which is space used by students walking to school.
- In 2013, crosswalks and a walking path were added to Clark Street near Webster Road to improve safe routes to school. Bicycle and pedestrian markings were also added to the shared use path, which is parallel to Clark Street.



Photo provided by LiveWell Greenville

#### Bike Stations

- In Spring 2013, a six-slot Bike Share Station was installed at the Sterling Community Center.
- A Nicholtown Bike Share storage container was installed.

For more information see Figure 3: Active Transportation Infographic.

### Complementary Programs/Promotions

Partners, community members, and youth were engaged through programs and community events.

- In April 2011, LWG, First Baptist Church, and TTR Bikes hosted the Nicholtown Bike Share Spring Fling to promote improved recreation opportunities.
- The Nicholtown Youth Bike Club was formed to provide coordinated rides twice per month and to conduct



Photo provided by Transtria LLC



bicycle maintenance classes. The club also engaged youth in advocacy activities for active transportation.

- A bike club was started in Sterling and at Berea Middle School.
- In 2012, a Walk to School Day pep rally event was held at Heritage Apartments. Following the event, children walked or biked to the Sterling Schools.

The active transportation initiatives were highlighted through local newspapers, television, and radio.

**Implementation**

Several active transportation infrastructure changes occurred as a result of HKHC in each of the target communities. Processes to begin Safe Routes to School (SRTS) in Sterling Schools began in Summer 2010. The partnership received preliminary maps of streets surrounding Hollis Academy from the County Planning Department. HKHC staff discussed conducting walkability and bikeability assessments. In Fall 2010, the Walking and Biking Suitability Assessment (WABSA) was completed. Infrastructure changes in Nicholtown around Sterling Schools were prioritized based on community input and completed assessments.



Photo provided by Transtria LLC

In addition to SRTS work, LWG, community residents, and partners met several times to discuss the planning and implementation of infrastructure changes in Sterling, Berea, and Nicholtown.

Walking trails were developed and expanded with the assistance of the Greenville County Recreation Districts, Core of Engineers, Department of Transportation, and local organizations who provided funds (e.g., Bon Secours St. Francis, State Farm). The Sterling Tiger Trail was constructed with funds from Bon Secours St. Francis Health System to connect communities to the Swamp Rabbit Trail.

Improvements were also planned and implemented for streets and sidewalks, especially those adjacent to or nearby a school. Key leaders in the community, including City Council members, the City Traffic Engineer, and the principal of Sterling School met with residents to discuss improvements that would make safe connections in the community.

- Minus Street was changed to a one-way street and sidewalks, curbs, and gutters were installed.
- Sewer upgrades were installed along Dunbar Street to Valentine Street.
- New sidewalks, traffic calming devices (e.g., speed bumps), and way-finding signs were installed in Nicholtown. The way-finding signs were created by Sterling School students. The favorite design was selected by Nicholtown residents at a monthly meeting and the winning design was incorporated into the new signage system.



Image provided by LiveWell Greenville

Upstate Forever assisted Sterling School with the implementation of a Safe Routes to School Improvement Plan that was completed in Spring 2012. SRTS efforts were also started in Berea. Community partners have been conducting meetings, collecting, and analyzing data to identify additional schools that could benefit from SRTS efforts.

To increase active transportation opportunities in the communities, a bike share system was implemented. Bike share stations were installed throughout the county to provide residents with an alternate mode of transportation and opportunity for physical activity. Several partners were involved with the effort, including

City Parks and Recreation Department (donated bikes), Scan Source (bought 12 bikes), Piedmont Health Care (secured and installed bike storage container), First Baptist Church and the City of Greenville (purchased materials for the container), Safe Kids (bought bike helmets), and Nicholtown Neighborhood Association and community members (painted and installed roof of storage container).

### Population Reach and Impact

The active transportation initiatives were targeted toward residents in Nicholtown, Sterling, and Berea. The area where the bike share program was implemented was considered a special needs community, with an average income of \$25,000 or less. Sixty youth participated in bike clubs and 22 Greenville County schools participated in the South Carolina Walk to School Day.

### Challenges and Lessons Learned

LWG and community members identified several challenges to planning and implementing active transportation changes:

- There were limited safe places to bike in the target communities.
- Community members were major advocates of transportation system improvements, but there were challenges at the state level and with the county's political climate. A road improvement project in Berea was rejected, even though there were over 400 signatures from the community expressing the need.
- Projects were stalled because of funding costs. For example, road diet plans were approved, but since the Department of Transportation did not pay for striping costs, the project was suspended.
- After a great deal of discussion, the advocacy efforts underlying LWG were not strong enough for bike and pedestrian infrastructure. There needed to be a separate agency or organization solely pursuing these infrastructure initiatives. The partnership helped recruit a local organization capable of leading this effort.

### Sustainability

LWG and partners will continue to focus on improving the active transportation environment by seeking additional funds and grants (e.g., State Farm's Safe Routes to School grant). Safe Routes to School efforts will continue and expand through bike clubs and pedestrian safety and bicycle safety training. Funds from the Community Transformation Grant will expand bike clubs into 2014.

Figure 3: Active Transportation Infographic





## ACCESS TO HEALTHY FOODS

LWG collaborated with several partners to implement community gardens and a mobile produce market.

### Policy, Practice, and Environmental Changes

The following policy, practice, and environmental changes occurred as a result of HKHC:

#### Community Gardens

- In 2011, Nicholtown Community Garden was established. A year later the garden was expanded in size.
- Community gardens were established at John Calvin Presbyterian Church and Movaview Elementary School in Berea.
- In 2011, new gardens were installed at St. Francis and San Souci with the assistance of HKHC staff and partners.
- A rain collection barrel was installed at the existing Odessa Street Garden in Fall 2010 and a shed was constructed in December 2012.
- Three community gardens were built along the Swamp Rabbit Trail.

#### Mobile Produce Markets

- A pilot satellite farmer's market was established at the Long Branch Baptist Church parking lot in Sterling on the first two Saturdays of the month throughout Summer 2010. The market was restructured and expanded under the name, Good to Grow Greenville Mobile Market.

### Complementary Programs/Promotions

#### Community Gardens

In partnership with Slow Food Upstate, LWG sponsored a Reclaiming Our Food event during Summer 2012. Over 125 people received free seeds for fall crops, fresh herbal teas, and recipes for preserving herbs. Tours of the three gardens along the Swamp Rabbit Trail were provided to participants.

Gardening for Good, Clemson Extension, and Bon Secours St. Francis Health System co-hosted an annual Community Garden Symposium. The event, which cost \$15 per person, was held at Roper Mountain Science Center to promote Gardening for Good as a central hub in Greenville.

With funding from Symmes and Jolley Foundations, Gardening for Good established a Gardening Tool Library in 2013 for community gardens in Greenville. The library provided a shared resource system in which individuals and groups could rent tools from a location in or near a low-income community for a nominal annual fee.

### Implementation

#### Community Gardens

HKHC staff and partners (e.g., Gardening for Good, Nicholtown Neighborhood Association, Furman University) provided support, motivation, and resources for community garden initiatives.

Project staff and partners developed garden documents (e.g., lease agreements, service contracts, garden rules) to encourage new community garden organizers to utilize mentors, service agreements, and local resources (e.g., leaf mulch). A local community garden network was established through a partnership with Greenville Forward, a county-wide organization. An advisory board with formalized by-laws was developed to facilitate the compilation of an inventory of gardens in Greenville. Over 70 community gardens were organized into this garden network, as of September 2012, when the network website was launched. This website served as an organizing and promotional tool for gardens to share resources and promote



Image provided by LiveWell Greenville



workshops and events.

Donations and resources were provided by several local organizations. TreesGreenville provided fruit trees to the gardens in Berea. A local design association donated and built a new garden shed. The city provided funds for rain barrels. AmeriCorps and Lowes installed the barrels and provided equipment (e.g., aprons, gloves). Community residents maintained the gardens.

### *Nicholtown Community Garden*

The garden was operational from the end of March (first planting) until fall harvest. Residents were able to pick up vegetables from the garden once each week during harvest periods, but garden rules required that residents must either be a member of the neighborhood association and pay membership dues or work in the garden. Residents recorded each time they received vegetables. There were over 88 community members who volunteered in the community garden.



Photo provided by Transtria LLC

### Produce Markets

A state-supported farmers' market was approached about establishing a satellite market in Sterling. The farmers' market partnered with Long Branch Baptist Church to begin a pilot program to provide access to affordable fresh produce. The market was held in the church parking lot the first two Saturdays of the month during Summer 2010. Community and church leaders worked with farmers' market organizers to spread the word to residents. The market sold out of produce on most Saturdays. The organizers planned to increase produce quantities, and assessed whether to open the market every week. The City of Greenville and the Greenville County Redevelopment Authority assisted with identifying sites that could host a more permanent produce market, as well as determining the feasibility of implementing mobile produce markets in partnership with urban farms.

LWG partnered with a graduate student to conduct a feasibility study for implementing a mobile market in Greenville. Interested partners were brought together to discuss the development of a mobile market. A business plan for Greenville's first mobile produce market was developed by the Mobile Market Task Force. The market, Good to Go Greenville, was launched in Summer 2013 and served two low-income minority communities (Sullivan Street neighborhood, West Greenville) every other Saturday from May until October 2013. Produce was provided by Mill Village Farms, who grows fresh organic produce and employs community youth and interns. Participation in the markets ranged from one to over 900.

### **Population Reach and Impact**

The development of community gardens and mobile markets were targeted towards residents in Sterling, Nicholtown, and Berea.

In 2013, the two-acre community garden located in Nicholtown produced approximately 2,000 pounds of food (e.g., collards, okra, asparagus, mustard salad, sweet potatoes, turnip greens) which was distributed free to volunteers, elderly, and residents with disabilities.

### Challenges

Several challenges were noted with one of the community gardens. This garden was not as successful due to low participation and community buy-in. Moreover, relationship building was needed due to distrust among one community and a local faith-based organization.

### Sustainability

Gardening for Good has sustainable funding to support the expansion of community gardens. Good to Go Greenville plans to expand its schedule and route during Summer 2014. The market plans to engage additional vendors to support a full-time mobile market at several different locations (e.g., community centers, businesses, churches).

Relationships built across the region, including that with a fellow HKHC grantee in Spartanburg, will aid in sustaining current and future efforts. There are plans to explore the development of a regional food hub to serve as a food aggregator and distributor.

## NUTRITION AND PHYSICAL ACTIVITY STANDARDS IN CHILD CARE

The LWG Healthy Out of School Time (OST) Initiative, which included assessments, action planning, and policy and environmental change commitments from OST providers, was used to improve healthy eating and physical activity standards for children, staff, and families in OST facilities. Child care centers and OST providers in Berea, Nicholtown, and Sterling were recruited to adopt a gold standard policy to provide an environment with easy access to healthy snacks and physical activity that exceeded the minimum requirements for licensure.

### Policy, Practice, and Environmental Changes

The following changes were made as a result of HKHC:

- The City of Greenville instituted a policy change incorporating healthy snacks in all city-sponsored after school programs in 2012.
- Participating OST sites (8 sites in Spring 2012, 15 sites in 2012-2013, 15 sites in 2013-2014) signed a memorandum of understanding agreeing to implement environmental and policy changes to promote healthy eating and active living including: 1) requiring staff to complete training, 2) implementing Coordinated Approach To Child Health (CATCH) Kids Club OST curriculum, 3) covering and removing vending machines during after school programming, 4) providing fresh fruits and vegetables for snack 3-5 days per week, 5) limiting sedentary time to less than 30-minute increments, and 6) incorporating at least 30 minutes of moderate-to-vigorous activity into daily programming.

Informal practice changes were implemented alongside formal initiative commitments. Brutontown Homework Centers implemented a 30-minute rule where music accompanied children during transition between homework to movement and then back to homework. Only water, Skim milk, 1% milk, and 100% juice was served to children at the Bobby Pearse Community Center. CATCH Kids Club activities were a daily part of the summer camps in Nicholtown Community Center. Staff could not access vending machines during after school activities and could not eat or drink unhealthy items in front of the children (unwritten policy at Sterling Torch).

### Complementary Programs/Promotions

Loaves and Fishes, a community program, picked up leftover bread from stores and distributed it to the community center. The driver also started picking up leftover fresh fruit and delivering it to the community center for the Fruity Fridays program.

Promotional nutrition posters were hung in the snack area for a visual aid to reinforce healthy eating habits. Several of the community centers had a communication area that was used to reinforce healthy activity. For example, one site changed the erasable sign every month to incorporate healthy eating and active living messages, such as doing 20 push-ups a week.

The After School/Child Care Workgroup developed a designation program that acknowledged sites utilizing best practices and implementing healthy policies and environments. In May 2013, Greenville News announced winners of the LiveWell OST awards and a celebration for OST partners was held in December 2013.

A celebration for pilot sites combined with orientation for new sites was held at West Greenville Community Center. A slide show featuring the eight pilot sites involved in healthy eating and physical activity was presented to 47 attendees, along with testimonials about involvement with LWG, stories about Fruity Fridays, youth reactions to CATCH activities, and healthier snack transitions.



Image provided by LiveWell Greenville

## Media/Events

Examples of media and promotional events for the LWG OST initiative included:

- In June 2012, a press conference was held to promote The Upstate Children's Museum Exhibit.
- A Greenville News story and photo of Subway and the Jared Foundation celebrity was highlighted.
- LWG partners promoted a walk on Swamp Rabbit Trail in Spring 2013.

## **Implementation**

With the support of grant funding from the Healthier South Carolina Initiative, LWG provided CATCH Kid's Club training, curriculum, and activity boxes at no charge to sites, as well as a Healthy LiveWell OST Toolkit (a 5-step guide to assist with implementation and assessment components). Other costs associated with the LiveWell OST initiative included staff training time, fresh produce for snacks, and equipment for storage and preparation of snacks.

LiveWell Healthy OST Toolkits (electronic and printed) were provided to participating sites. The toolkit included assessment, planning, and implementation resources, snack menus, after school standards and guidelines, evaluation, and celebration activities. Coaching was provided for completing initial assessments, goal setting, and developing action plans for each center. Monthly site visits were made to each center, quarterly networking sessions for administrators and staff were coordinated, and technical assistance was provided as needed. CATCH activities were built into provider calendars at least 2-3 times per week. For example, the Fruity Friday component consisted of introducing children to a different fruit (or vegetable) each month, along with education on the main nutrients and what the nutrients do for the body. Quarterly Networking Sessions for OST sites included speakers, sharing success stories, healthy snacks, activity ideas, and demonstrations.

The LWG OST initiative incorporated multiple assessments within the implementation process. Two staff members at each site were asked to complete online modified Nutrition and Physical Activity Self-Assessment of Child Care (NAP SACC) and Environmental and Policy Assessment Observation (EPAO) surveys. For sites enrolled in 2013-2014, questions on tobacco (e.g., policy, use of) were added to surveys and a subsample of sites participated in the Pedometer Physical Activity Assessment. Reports, consisting of qualitative data specific to each site's survey answers and on-site observations on nutrition, physical activity, and tobacco practices and policies, were provided to LWG OST staff to use in goal setting and strategic planning. Post-intervention EPAO site observations were completed in May 2013 at two of the fifteen sites.

CATCH Kids Club and CATCH Early Childhood Train-the-Trainer Institute (three-day trainings) were offered in South Carolina during Summer 2012. Staff from 27 Greenville County Schools after school programs were trained in the CATCH Kids Club curriculum during Summer 2012 and over 50 new site supervisors and staff were trained in Fall 2012. Trainings were provided by certified CATCH Trainers at multiple locations (e.g., school districts, Boost). A third training for YMCA sites is being planned.

## **Population Reach**

The OST initiative targeted youth attending out of school time programs in Greenville, which initially included four centers in the City of Greenville, one center in Greenville County, one YMCA, one Communities in Schools, and one Salvation Army Boys and Girls Club. The initiative was later expanded to reach additional OST programs.

## **Challenges and Lessons Learned**

LWG and OST sites and providers identified the following challenges and lessons learned:

- Initially, pilot OST sites and providers needed at least six months to understand LWG expectations and responsibilities. Having a leader that was able to work with all different types of individuals and personally connect with OST administrative and front-line staff was key to establishing professional relationships with OST partners.
- Outside of quarterly education and networking meetings, OST providers did not work together across sites



very often. Sites participating in the initiative had quarterly networking meetings and individual sites met monthly with the LWG partnership. Moving forward, the intention is to meet monthly to share information at one time.

- While all OST sites had a microwave to warm food, most OST centers did not have adequate kitchen equipment to store and prepare fresh foods. For example, in Nicholstown there was a sink and mini-refrigerator, while other centers only had access to a cooler for fresh food storage. This inadequacy limited the ability to serve fresh foods in most centers. The Salvation Army Boys and Girls Club Croc Center received funding from McDonald's to pay for operations for its after school program and therefore had access to a full kitchen.

### Sustainability

Moving forward, there will be a focus on expanding the after school interventions to sites already associated with LWG (i.e., Communities in Schools, Salvation Army, Greenville Recreation Department, YMCA). Although the goal was originally to expand into 19 additional schools, Greenville County School District will be implementing the LiveWell Healthy OST initiative at 48 out of 50 of their Early Childhood Centers and after school programs. Future plans include extending the initiative into the school day county-wide and then expanding into other southern and northern municipalities in Greenville. Nine interested faith community sites have been recruited to begin the LiveWell Healthy OST initiative and an experienced LWG project site, (i.e., Brutontown), has agreed to serve as a mentor for the Greenville County Recreation Department.

Live Well will collaborate with Boost, an after-school program partner, to explore future policy initiatives such as promoting the use of local food preparation.

## SUSTAINABILITY OF THE PARTNERSHIP AND INITIATIVE

The LWG Leadership Team was developed to not only drive community level change, but also ensure the sustainability of project efforts through Greenville county-level support. LWG will continue the work started with HKHC. The LWG Leadership Team has transitioned into a directing board for LWG. In addition, an advisory board of top-tier management officials from partner organizations meet annually to stay informed and engaged in the collaborative effort.

### Community Interest

One unanticipated result of LiveWell Greenville is the ripple effect that has resulted. The previous Activate Greenville Advisory Committee emerged into a leadership body for a much broader county-wide coalition. The policy, systems, and environmental approaches to affecting the health within communities has gained tremendous support across community, institutional, and political stakeholder organizations, which in turn, provides a much broader partnership to support these change efforts across community settings (e.g., after school centers, parks, churches). Additional staffing is necessary to support both the county-wide work as well as LWG work in the three targeted communities. This unanticipated ripple effect provides evidence of growing sustainability through a much broader degree of ownership and involvement in creating healthier communities throughout Greenville.

### Grassroots Leadership

Each targeted community has a specific group spearheading the grassroots efforts to influence policies and environmental change. Also, each of the specific projects (i.e., gardens, Safe Routes to Schools, out of school facilities, faith-based settings) has an action plan in place with funding available to ensure changes are implemented.

### Flexible and Expandable Workplan

The biggest challenge faced by LWG was the initial slow pace of project activities. Because RWJF HKHC funding was the initial funding received, relationship building and careful strategic movements were necessary. The time required to identify existing leadership, as well as gain understanding and trust of these groups was extensive, and planning and implementation of policy and environmental goals were delayed to the second year. Once planning and implementation began, it became a priority to extend project activities to the county level as well. The flexible structure of LWG resulting from these challenges allow for greater sustainability.

### City and County Merger

The Greenville County Council voted in June 2013 to dissolve the County Recreation District Board of Directors and to create a Department of Greenville County Government. This former structure had previously exempted residents of four cities (Greenville, Greer, Simpsonville, Mauldin) from paying taxes to support the county parks and recreation facilities, though residents could use them. This change is expected to increase property tax bills for home owners in these four cities by \$20, and decrease property taxes by \$10 for county residents. Aggressive annexation policies by the cities were one of the reasons supporting the merger. The merger will provide a more sustainable flow of funding for recreation facilities.

### Future Funding

Funding has been established for continuation of LWG through federal, state, and local dollars. The Community Transformation Grant received by LWG in September 2012 will fund efforts until December 2014. To ensure sustainability of LWG efforts beyond 2014, LWG has completed extensive revenue projections, examining the level of funding needed to adequately cover operations. A Director of Development will be hired in Spring 2014 to develop a three-year, \$30,000 commitment from local foundations and corporations in attempt to rotate anchor grant commitments across multiple years to ensure continued operations funding. Grant requests will also be submitted to the W.K. Kellogg Foundation, Mary Reynolds Babcock Foundation, The Duke Endowment, and others.

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**APPENDIX A: EVALUATION LOGIC MODEL**

In the first year of the grant, this evaluation logic model identified short-term, intermediate, and long-term community and system changes for a comprehensive evaluation to demonstrate the impact of the strategies to be implemented in the community. This model provided a basis for the evaluation team to collaborate with the LiveWell Greenville partnership to understand and prioritize opportunities for the evaluation. Because the logic model was created at the outset, it does not necessarily reflect the four years of activities implemented by the partnership (i.e., the workplans were revised on at least an annual basis).

The healthy eating and active living strategies of the LiveWell Greenville partnership included:

- *Active Transportation*: The partnership implemented active transportation improvements aimed at increasing bicycle and pedestrian access, including physical changes to streets, construction of trails, installation of way-finding signage, and development of bike storage stations.
- *Access to Healthy Food*: The partnership increased access to affordable and nutritious produce through implementation of a farmers' market and mobile market in communities with limited access to fresh produce.
- *Nutrition and Physical Activity Standards in After School Setting (Out of School Time)*: The partnership increased policy and environment standards for healthy eating and active living in out of school time centers through gold standard policies that exceeded the requirement for licensure.

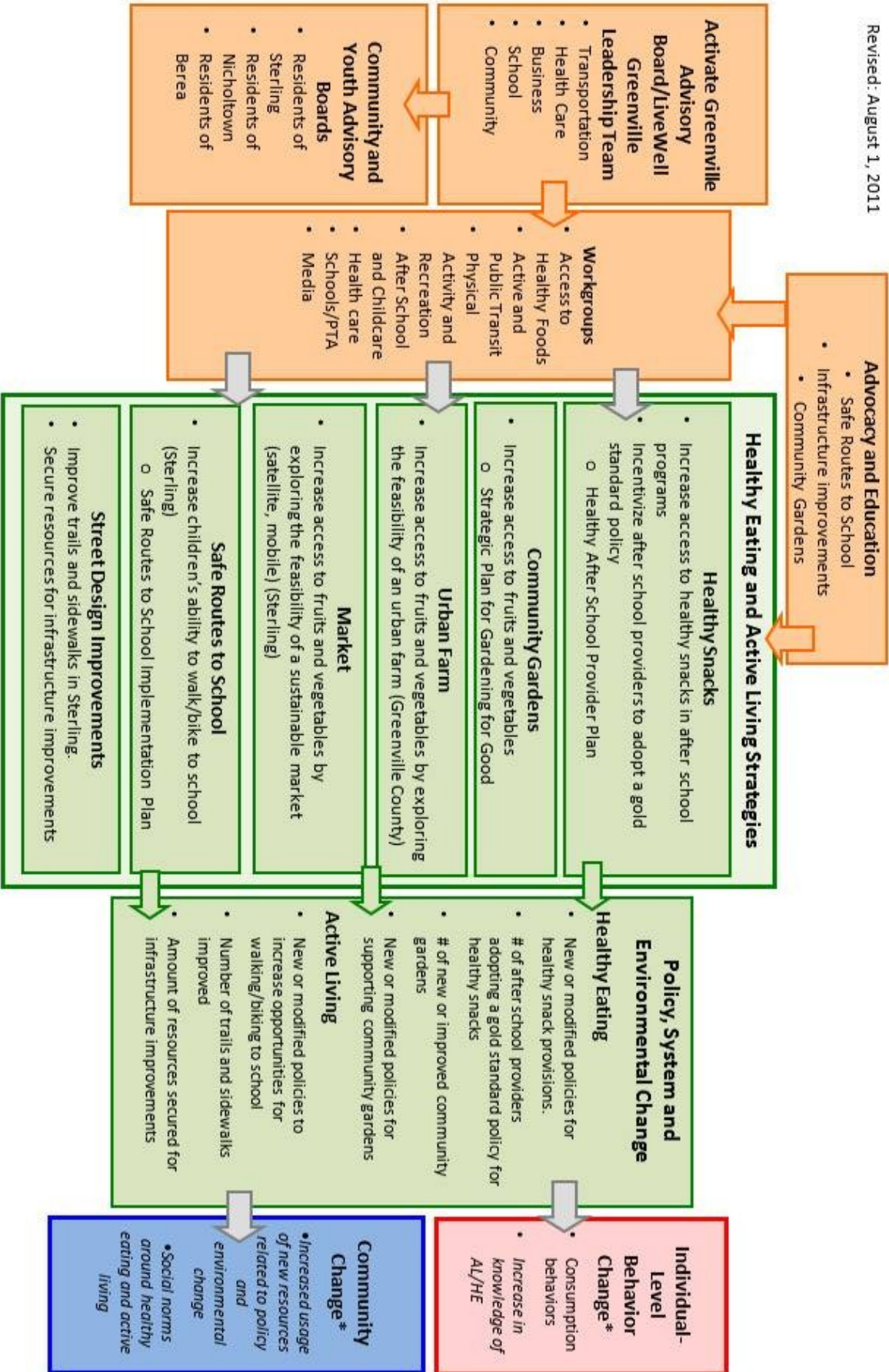


APPENDIX A: EVALUATION LOGIC MODEL

# Greenville, SCHKHC Logic Model

YMCA of Greenville

Revised: August 1, 2011



## APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

### Partnership and Community Capacity Survey

To enhance understanding of the capacity of each community partnership, an online survey was conducted with project staff and key partners involved with the LiveWell Greenville partnership during the final year of the grant. Partnership capacity involves the ability of communities to identify, mobilize, and address social and public health problems.<sup>1-3</sup>

#### Methods

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design,<sup>4</sup> an 82-item partnership capacity survey solicited perspectives of the members of the LiveWell Greenville partnership on the structure and function of the partnership. The survey questions assisted evaluators in identifying characteristics of the partnership, its leadership, and its relationship to the broader community.

Questions addressed respondents' understanding of LiveWell Greenville in the following areas: structure and function of the partnership, leadership, partnership structure, relationship with partners, partner capacity, political influence of partnership, and perceptions of community members. Participants completed the survey online and rated each item using a 4-point Likert-type scale (strongly agree to strongly disagree). Responses were used to reflect partnership structure (e.g., new partners, committees) and function (e.g., processes for decision making, leadership in the community). The partnership survey topics included the following: the partnership's goals are clearly defined, partners have input into decisions made by the partnership, the leadership thinks it is important to involve the community, the partnership has access to enough space to conduct daily tasks, and the partnership faces opposition in the community it serves. The survey was open between September 2013 and December 2013 and was translated into Spanish to increase respondent participation in predominantly Hispanic/Latino communities.

To assess validity of the survey, evaluators used SPSS to perform factor analysis, using principal component analysis with Varimax with Kaiser Normalization (Eigenvalue >1). Evaluators identified 15 components or factors with a range of 1-11 items loading onto each factor, using a value of 0.4 as a minimum threshold for factor loadings for each latent construct (i.e., component or factor) in the rotated component matrix.

Survey data were imported into a database, where items were queried and grouped into the constructs identified through factor analysis. Responses to statements within each construct were summarized using weighted averages. Evaluators excluded sites with ten or fewer respondents from individual site analyses but included them in the final cross-site analysis.

#### Findings

##### Structure and Function of the Partnership (n=5 items)

A total of 38 individuals responded from LiveWell Greenville partnership. Of the sample, 25 were female (66%) and 13 were male (34%). Respondents were between the ages of 18-25 (4, or 10%), 26-45 (17, or 45%), 46-65 (11, or 29%), or 66 or over (6, or 16%). Survey participants were also asked to provide information about race and ethnicity. Respondents identified with one or more from the following race and ethnicity categories: African American, American Indian/Alaskan Native, Asian, Native Hawaiian/Pacific Islander, White, Other race, Hispanic or Latino, Not Hispanic or Latino, Ethnicity unknown/unsure, or Refuse to provide information about race or ethnicity. Of the 41 responses, 63% were White, 29% were African American, and 5% were American Indian/Alaskan Native. No other races or ethnicities were identified.

Respondents were asked to identify their role(s) in the partnership or community. Of the 49 identified roles, 16 were representative of the Community Partnership Lead (33%) and 11 were Community Partnership Partners (23%). Ten respondents self-identified as Community Leaders (20%), and eight as Community Members (16%). Individuals participating in the survey also identified their organizational

## APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

affiliation. Twenty-four percent of respondents (n=9) indicated affiliation to a faith- or community-based organization, while six (16%) claimed affiliation to neighborhood organizations, five (13%) to local government (city, county), and three (8%) to schools/school district. Eight respondents (21%) affiliated with other types of organizations not listed as response options. The remaining seven respondents affiliated to a university or research/evaluation organization (2, or 5%), advocacy organizations (2, or 5%), health care organizations (2, or 5%), and child care or afterschool organizations (1, or 3%).

### Leadership (n=8 items)

All responses showed agreement or strong agreement (100% total) to statements suggesting that the partnership had an established group of core leaders who had the skills to help the partnership achieve its goals. Responses also indicated that participants in the survey felt the core leadership is organized and retains the skills to help the partnership and its initiatives succeed. Most respondents strongly agreed or agreed (98%), while a few (1%) disagreed or did not know (1%) that leaders worked to motivate others, worked with diverse groups, showed compassion, and strived to follow through on initiative promises. Responses to the survey showed at least one member of the leadership team lived in the community (97% agree/strongly agree). When asked if they agreed with statements suggesting that at least one member of the leadership team retained a respected role in the community, 100% of respondents agreed or strongly agreed.

### Partnership Structure (n=24 items)

Respondents generally felt that the partnership adequately provided the necessary in-kind space, equipment and supplies for partners to conduct business and meetings related to partnership initiatives (79% agree/strongly agree). Yet, 3% disagreed and 18% felt unsure provision of space and equipment was sufficient. Most (92%) also agreed that the partnership has processes in place for dealing with conflict, organizing meetings, and structuring goals, although 6% responded “I don’t know”, indicating a lack of familiarity in this area, and 2% felt these processes were not established. Partnership members (leadership and partners) were generally perceived by respondents to be involved in other communities and with various community groups, bridging the gaps between neighboring areas and helping communities work together (90%), though 8% did not know and slightly less than 2% did not agree.

Though the majority (81%) of respondents indicated agreement with statements about the partnership’s effectiveness in seeking learning opportunities, developing the partnership, and planning for sustainability, 11% of responses disagreed, and 7% were not aware of partnership activities specific to development and sustainability.

### Relationship with Partners (n=4 items)

Ninety-seven percent of responses to statements about leadership and partner relationships were positive (agree/strongly agree), indicating that the majority of respondents felt the partners and leadership trusted and worked to support each other.

### Partner Capacity (n=18 items)

Nearly all responses (96% agree/strongly agree) indicated that respondents felt partners possess the skills and abilities to communicate with diverse groups of people and engage decision makers (e.g., public officials, community leaders). Furthermore, 100% of individuals responding to the survey felt that partners were dedicated to the initiative, interested in enhancing a sense of community, and motivated to create change.

## APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

### Political Influence of Partnership (n=2 items)

Respondents felt that the leadership is visible within the community, with 87% of responses supporting statements that the leadership is known by community members and works directly with public officials to promote partnership initiatives. Seven percent of respondents disagreed and an additional 7% were not sure about the leadership's role with community members and public officials.

### Perceptions of Community and Community Members (n=22 items)

Statements suggesting that the community was a good place to live, with community members who share the same goals and values, help each other, and are trustworthy were supported by 92% of survey responses, while 2% of respondents disagreed and 5% indicated a lack of knowledge about these community attributes. Respondents also strongly supported suggestions that community members help their neighbors, but may take advantage of others if given the opportunity (93% agree/strongly agree). In contrast, respondents were less convinced that community members would intervene on behalf of another individual in their community in cases of disrespect, disruptive behavior, or harmful behavior. While 65% agreed or strongly agreed, 28% disagreed/strongly disagreed. Six percent of responses indicated that some respondents did not know how community members would act in these situations.

Most survey participants (95%) felt community members were aware of the partnership's initiatives and activities. Ninety-five percent of respondents agreed that the partnership equally divides resources among different community groups in need (e.g., racial/ethnic minorities, lower-income), though five percent did not know.

Overall, respondents agreed or strongly agreed that partners and members of the community maintained active involvement in partnership decisions and activities (95%), and also agreed that partners and residents have the opportunity to function in leadership roles and participate in the group decision-making process (97%).

### References

1. Goodman RM, Speers MA, McLeroy K, et al. Identifying and defining the dimensions of community capacity to provide a basis for measurement. *Health Educ Behav.* Jun 1998;25(3):258-278.
2. Israel BA, Schulz AJ, Parker EA, Becker AB. Review of community-based research: assessing partnership approaches to improve public health. *Annu Rev Public Health.* 1998;19:173-202.
3. Roussos ST, Fawcett SB. A review of collaborative partnerships as a strategy for improving community health. *Annu Rev Public Health.* 2000;21:369-402.
4. Baker E, Motton F. Is there a relationship between capacity and coalition activity: The road we've traveled. American Public Health Association 131st Annual Meeting. San Francisco, CA; 2003.



APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

# Partnership and Community Capacity Survey

## Respondent Summary

Community Partnership

**Greenville**

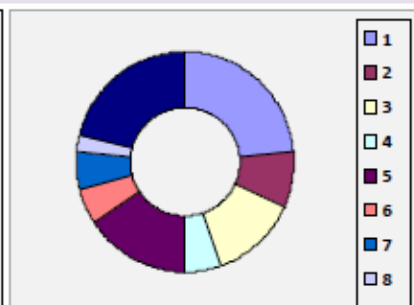
Respondents (n= 38 )

### Respondent Characteristics

Gender		Identified Race/Ethnicity				Identified Role	
Female	25	American Indian or Alaskan Native	2	Hispanic or Latino	0	Community Partnership Lead	16
Male	13	Asian	0	Not Hispanic or Latino	1	Community Partnership Partner	11
No response	0	White	26	Don't know/ Unsure ethnicity	0	Community Leader	10
Age Range		African American/ Black	12	Refused to identify ethnicity	0	Community Member	8
18-25	4	Pacific Islander/ Native Hawaiian	0	Other ethnicity	0	Public Official	0
26-45	17					Other role	4
46-65	11						
66+	6						
No response	0						

### Type of Affiliated Organization

Faith- or Community Based Organization	9	23.7%	(1)
School (district, elementary, middle, high)	3	7.9%	(2)
Local Government Agency (city, county)	5	13.2%	(3)
University or Research/Evaluation Organization	2	5.3%	(4)
Neighborhood Organization	6	15.8%	(5)
Advocacy Organization	2	5.3%	(6)
Health Care Organization	2	5.3%	(7)
Child Care or Afterschool Organization	1	2.6%	(8)
Other	8	21.1%	(10)
No response	0	0.0%	(999)



### Partnership and Community Capacity Data

#### Provision of required space and equipment

Participants provided level of agreement to statements indicating the community partnership provided adequate space, equipment, and supplies to conduct business and meetings.

Strongly agree	44.15%	Strongly disagree	0.58%
Agree	34.80%	I don't know	17.84%
Disagree	2.34%	No response	0.29%

#### Partner skills and communication

Participants provided level of agreement to statements supporting partner skills and ability to communicate with and engage multiple types of people (e.g., public officials, community leaders).

Strongly agree	61.48%	Strongly disagree	0.00%
Agree	35.17%	I don't know	1.67%
Disagree	1.20%	No response	0.48%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

Community and community members			
Participants provided level of agreement to statements suggesting the communities are good places to live, and that community members are helpful, can be trusted, and share the same goals or values.			
Strongly agree	44.26%	Strongly disagree	0.24%
Agree	48.09%	I don't know	5.26%
Disagree	0.96%	No response	1.20%
Partner and community involvement			
Participants provided level of agreement to statements indicating partners and the community were actively involved in partnership activities, meetings, and decisions.			
Strongly agree	62.63%	Strongly disagree	0.00%
Agree	32.11%	I don't know	0.00%
Disagree	2.63%	No response	2.63%
Partner and partnership development			
Participants provided level of agreement to statements suggesting the partnership and its partners seek ways learn, develop, and enhance sustainability.			
Strongly agree	35.26%	Strongly disagree	0.53%
Agree	46.32%	I don't know	6.84%
Disagree	10.53%	No response	0.53%
Partnership structure, organization, and goals			
Participants provided level of agreement to statements suggesting partnership has processes in place related to structure, meeting organization, and goals.			
Strongly agree	59.65%	Strongly disagree	0.00%
Agree	32.89%	I don't know	5.70%
Disagree	1.75%	No response	0.00%
Relationship between partners and leadership			
Participants provided level of agreement to statements indicating the leadership and partners trust and support each other.			
Strongly agree	70.39%	Strongly disagree	0.66%
Agree	26.97%	I don't know	1.97%
Disagree	0.00%	No response	0.00%
Community members intervene			
Participants provided level of agreement to statements indicating that community members can be counted on intervene in instances where someone is disrespectful, disruptive, or harmful to another community member.			
Strongly agree	27.19%	Strongly disagree	8.77%
Agree	37.72%	I don't know	6.14%
Disagree	19.30%	No response	0.88%
Leadership motivation			

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

Participants provided level of agreement to statements suggesting the leadership is motivated to help others, work with diverse groups, shows compassion, and follows through.

Strongly agree	74.34%	Strongly disagree	0.00%
Agree	23.68%	I don't know	1.32%
Disagree	0.66%	No response	0.00%

Community member and partner participation

Participants provided level of agreement to statements indicating that community members and partners have opportunities to serve in leadership roles and participate in group decision-making.

Strongly agree	73.68%	Strongly disagree	0.00%
Agree	22.81%	I don't know	1.75%
Disagree	1.75%	No response	0.00%

Involvement in other communities

Participants provided level of agreement to statements suggesting leadership and partners are involved in other communities and various community groups, and help communities work together.

Strongly agree	58.55%	Strongly disagree	0.00%
Agree	30.92%	I don't know	7.89%
Disagree	1.97%	No response	0.66%

Community member willingness to assist

Participants provided level of agreement to statements suggesting most community members help neighbors and solve community problems. It also suggested some community members may take advantage of others.

Strongly agree	65.13%	Strongly disagree	0.00%
Agree	28.29%	I don't know	1.97%
Disagree	1.32%	No response	3.29%

Core leadership and leadership skills

Participants provided level of agreement to statements suggesting the community partnership has a core leadership group organizing efforts, and that leaders have the skills to help the partnership achieve its goals.

Strongly agree	75.00%	Strongly disagree	0.00%
Agree	25.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

Partner motivation

Participants provided level of agreement to statements indicating that partners won't give up in their efforts to create change and increase sense of community through the partnership.

Strongly agree	65.79%	Strongly disagree	0.00%
Agree	34.21%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

Visibility of leadership

Participants provided level of agreement to statements suggesting the leadership is known in the community and works with public officials.

Strongly agree	51.32%	Strongly disagree	0.00%
Agree	35.53%	I don't know	6.58%
Disagree	6.58%	No response	0.00%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

Leadership lives in the community			
Participants provided level of agreement to a statement indicating that at least one member of the leadership resides within the community.			
Strongly agree	78.95%	Strongly disagree	0.00%
Agree	18.42%	I don't know	0.00%
Disagree	2.63%	No response	0.00%
Leadership has a respected role in the community			
Participants provided level of agreement to a statement that suggests at least one member of the leadership team has a respected role in the community.			
Strongly agree	84.21%	Strongly disagree	0.00%
Agree	15.79%	I don't know	0.00%
Disagree	0.00%	No response	0.00%
Community partnership initiatives are known			
Participants provided level of agreement to a statement suggesting that community members are aware of the partnership's initiatives and activities.			
Strongly agree	42.11%	Strongly disagree	0.00%
Agree	52.63%	I don't know	0.00%
Disagree	2.63%	No response	2.63%
Division of resources			
Participants provided level of agreement to a statements suggesting that resources are equally divided among different community groups (e.g., racial/ethnic, lower income).			
Strongly agree	63.16%	Strongly disagree	0.00%
Agree	31.58%	I don't know	5.26%
Disagree	0.00%	No response	0.00%



APPENDIX C: LIVEWELL GREENVILLE PARTNERS

Organization/Institution	Partner
Business/Industry/Commercial	Greenlink
	Greenville Chamber of Commerce
	Greenville Hospital System
	Local child care centers/providers
	Lowes
Civic Organizations	Americorps
	United Way of Greenville County
Colleges/Universities	Clemson University
	Furman University
	Greenville Technical College
Community Residents	Nicholtown Girls Club
	Nicholtown Neighborhood Association
Government Organizations	City of Greenville
	County of Greenville
	Greenville County Health Department
	Greenville County Planning Commission
	Greenville County Recreation District
Other Community-Based Organizations	Bon Secours St. Francis Health System
	Loaves and Fishes
	Meals on Wheels
	Mill Village Farms
	Momentum Bike Club
	Slow Food Upstate
	Sterling Land Trust
	Trees Greenville
	Upstate Forever
	YMCA of Greenville
Faith-Based Organization	First Baptist Church
	Longbranch Baptist Church
	Russell Presbyterian
Policy/Advocacy Organization	Communities in Schools
	Gardening for Good
	Greenville County First Steps
	Greenville County Medical Society
	Greenville Forward
	Hispanic Alliance
	Safe Kids
	South Caroline Business Coalition on Health
	South Carolina Safe Routes to School
	Ten at the Top
Foundation	Jolley Foundaiton
	Piedmont Health Care Foundation
	Symmes Foundation
Schools	Greenville County Schools/Trustee/Staff

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue			
Community Partnership	Greenville		
Resource source	Year	Amount	Status
Business	Matching funds		
	2010		Annual total \$3,750.00
		\$3,750.00	Accrued
	2011		Annual total \$10,750.00
		\$8,250.00	Accrued
		\$2,500.00	Accrued
	2012		Annual total \$2,500.00
		\$2,500.00	Accrued
	2014		Annual total \$40,000.00
		\$40,000.00	Accrued
Sum of revenue generated by resource source		\$57,000.00	
Individual/private donor	Year		
	Matching funds		
	2012		Annual total \$1,750.00
		\$1,750.00	Accrued
Sum of revenue generated by resource source		\$1,750.00	
Local government	Year		
	Matching funds		
	2010		Annual total \$22,500.00
		\$3,750.00	Accrued
		\$2,500.00	Accrued
		\$8,750.00	Accrued
		\$2,500.00	Accrued
		\$5,000.00	Accrued
	2011		Annual total \$20,000.00
		\$5,000.00	Accrued
		\$4,750.00	Accrued
		\$5,250.00	Accrued
		\$2,500.00	Accrued
		\$2,500.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Greenville		
Resource source			Amount	Status
	2012			Annual total
				<b>\$14,750.00</b>
			\$2,500.00	Accrued
			\$5,000.00	Accrued
			\$4,750.00	Accrued
			\$2,500.00	Accrued
		Other		
	2011			Annual total
				<b>\$2,000.00</b>
			\$2,000.00	Accrued
Sum of revenue generated by resource source			<b>\$59,250.00</b>	
National government		Year		
		Matching funds		
	2010			Annual total
				<b>\$17,854.00</b>
			\$17,854.00	Accrued
	2011			Annual total
				<b>\$6,000.00</b>
			\$6,000.00	Accrued
	2012			Annual total
				<b>\$20,000.00</b>
			\$20,000.00	Accrued
	2014			Annual total
				<b>\$305,953.00</b>
			\$305,953.00	Accrued
Sum of revenue generated by resource source			<b>\$349,807.00</b>	
Foundation		Year		
		HKHC funds		
	2010			Annual total
				<b>\$82,386.00</b>
			\$15,249.00	Accrued
			\$3,079.00	Accrued
			\$3,900.00	Accrued
			\$60,158.00	Accrued
	2011			Annual total
				<b>\$97,033.00</b>
			\$4,466.00	Accrued
			\$360.00	Accrued
			\$17,000.00	Accrued
			\$1,500.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Greenville	
Resource source	Amount	Status	
	\$4,730.00	Accrued	
	\$4,000.00	Accrued	
	\$64,977.00	Accrued	
2012		Annual total	\$89,864.00
	\$16,900.00	Accrued	
	\$4,283.00	Accrued	
	\$68,681.00	Accrued	
2013		Annual total	\$90,198.00
	\$10,000.00	Accrued	
	\$1,068.00	Accrued	
	\$4,000.00	Accrued	
	\$3,500.00	Accrued	
	\$71,630.00	Accrued	
Matching funds			
2010		Annual total	\$30,000.00
	\$5,000.00	Accrued	
	\$25,000.00	Accrued	
2011		Annual total	\$50,000.00
	\$5,000.00	Accrued	
	\$45,000.00	Accrued	
2012		Annual total	\$123,889.00
	\$12,500.00	Accrued	
	\$5,000.00	Accrued	
	\$6,889.00	Accrued	
	\$10,000.00	Accrued	
	\$34,500.00	Accrued	
	\$55,000.00	Accrued	
2014		Annual total	\$100,652.64
	\$25,000.00	Accrued	
	\$4,200.00	Accrued	
	\$3,250.00	Accrued	
	\$2,500.00	Accrued	



APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Greenville	
Resource source		Amount	Status
		\$702.64	Accrued
		\$10,000.00	Accrued
		\$55,000.00	Accrued
Sum of revenue generated by resource source		\$664,022.64	
Non-profit organization		Year	
Matching funds			
	2010		Annual total \$37,233.90
		\$10,174.00	Accrued
		\$1,094.00	Accrued
		\$2,000.00	Accrued
		\$600.00	Accrued
		\$3,600.00	Accrued
		\$15,000.00	Accrued
		\$2,023.36	Accrued
		\$633.75	Accrued
		\$108.79	Accrued
		\$2,000.00	Accrued
	2011		Annual total \$28,600.15
		\$1,094.00	Accrued
		\$2,000.00	Accrued
		\$10,174.00	Accrued
		\$2,000.00	Accrued
		\$2,023.36	Accrued
		\$600.00	Accrued
		\$5,000.00	Accrued
		\$2,000.00	Accrued
		\$108.79	Accrued
		\$3,600.00	Accrued
	2012		Annual total \$27,633.90
		\$2,023.36	Accrued
		\$108.79	Accrued
		\$3,600.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Greenville	
Resource source		Amount	Status
		\$10,174.00	Accrued
		\$2,500.00	Accrued
		\$2,500.00	Accrued
		\$2,500.00	Accrued
		\$633.75	Accrued
		\$2,500.00	Accrued
		\$1,094.00	Accrued
	2014		Annual total \$17,000.00
		\$10,000.00	Accrued
		\$7,000.00	Accrued
	Other		
	2011		Annual total \$7,500.00
		\$7,500.00	Accrued
Sum of revenue generated by resource source		\$117,967.95	
School	Year		
	Matching funds		
	2010		Annual total \$4,411.92
		\$647.92	Accrued
		\$264.00	Accrued
		\$3,500.00	Accrued
	2011		Annual total \$4,411.92
		\$647.92	Accrued
		\$264.00	Accrued
		\$3,500.00	Accrued
	2012		Annual total \$23,237.92
		\$647.92	Accrued
		\$264.00	Accrued
		\$4,500.00	Accrued
		\$5,000.00	Accrued
		\$7,500.00	Accrued
		\$5,326.00	Accrued
Sum of revenue generated by resource source		\$32,061.76	

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Greenville	
Resource source		Amount	Status
Other	Year		
Matching funds	2012		Annual total \$12,300.00
		\$7,300.00	Accrued
		\$5,000.00	Accrued
	2014		Annual total \$18,865.06
		\$8,190.00	Accrued
		\$300.00	Accrued
		\$643.60	Accrued
		\$938.10	Accrued
		\$8,734.60	Accrued
		\$58.76	Accrued
Other	2011		Annual total \$8,000.00
		\$8,000.00	Accrued
Sum of revenue generated by resource source		\$39,165.06	
Grand Total			\$1,321,024.41