

LIVE HEALTHY BALDWIN CASE REPORT

MILLEDGEVILLE, GEORGIA

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



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BACKGROUND

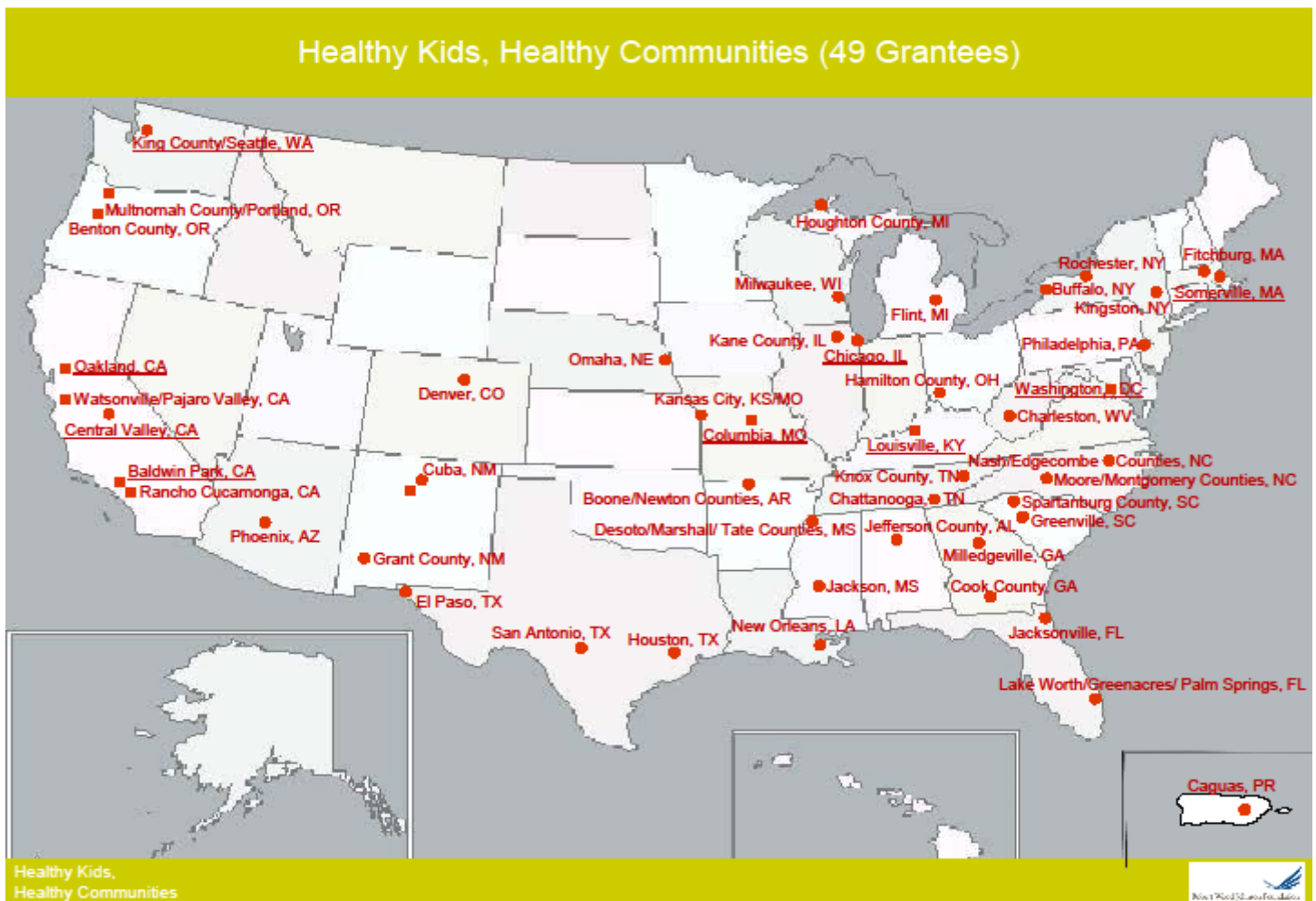
Healthy Kids, Healthy Communities National Program

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 (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.¹

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.

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.

Live Healthy Baldwin

In December 2009, Live Healthy Baldwin received a four-year, \$360,000 grant as part of the HKHC national program. The partnership focused on increasing healthy eating and active living in Baldwin County, specifically in the City of Milledgeville. There are over 45,000 residents in Baldwin County and over 17,000 residents live in the Milledgeville area.

Georgia College and State University was the lead agency for Live Healthy Baldwin. Led by Project Director, Jim Lidstone, the partnership consisted of community residents and over 15 organizations, agencies, and businesses in Baldwin County.

The partnership and capacity building strategies of the partnership included:

- **Student Involvement:** Live Healthy Baldwin actively engaged students attending Baldwin County Schools and the local colleges and universities in many of the HKHC initiatives, including Safe Routes to School and community gardens.
- **Leadership Teams:** The partnership was divided into leadership teams to focus on each of the HKHC initiatives (e.g., gardens, Safe Routes to School).

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, the Live Healthy Baldwin partnership incorporated assessment and community engagement activities to support the partnership and the healthy eating and active living strategies.

The healthy eating and active living strategies of Live Healthy Baldwin included:

- **Active Transportation:** The partnership worked to increase active transportation in the community through developing a Complete Streets policy, pursuing Bicycle Friendly Community designation, and implementing a Safe Routes to School program and infrastructure changes.
- **Trails and Greenways:** Live Healthy Baldwin worked to develop a pedestrian and bicycle path along Fishing Creek and to garner support to construct a rail-trail from Milledgeville to Macon.
- **Community and School Gardens:** To increase healthy eating in the community, the partnership collaborated with the Milledgeville Community Garden Association, Baldwin County Schools, New Beginnings Worship Center, and youth to establish community gardens on city- and county-owned land.
- **Nutrition Assistance:** Live Healthy Baldwin worked to increase access to healthy foods by accepting Supplemental Nutrition Assistance Program (SNAP) through Electronic Benefit Transfer (EBT) at the Fall Line Farmers' Market.
- **Other Healthy Eating Strategies:** To improve healthy eating in after-school and summer feeding programs, the partnership worked to implement nutrition standards and a farm-to-school program. In addition, the partnership started the initial plan for establishing a Central Georgia Food Policy Council.

COMMUNITY DEMOGRAPHICS

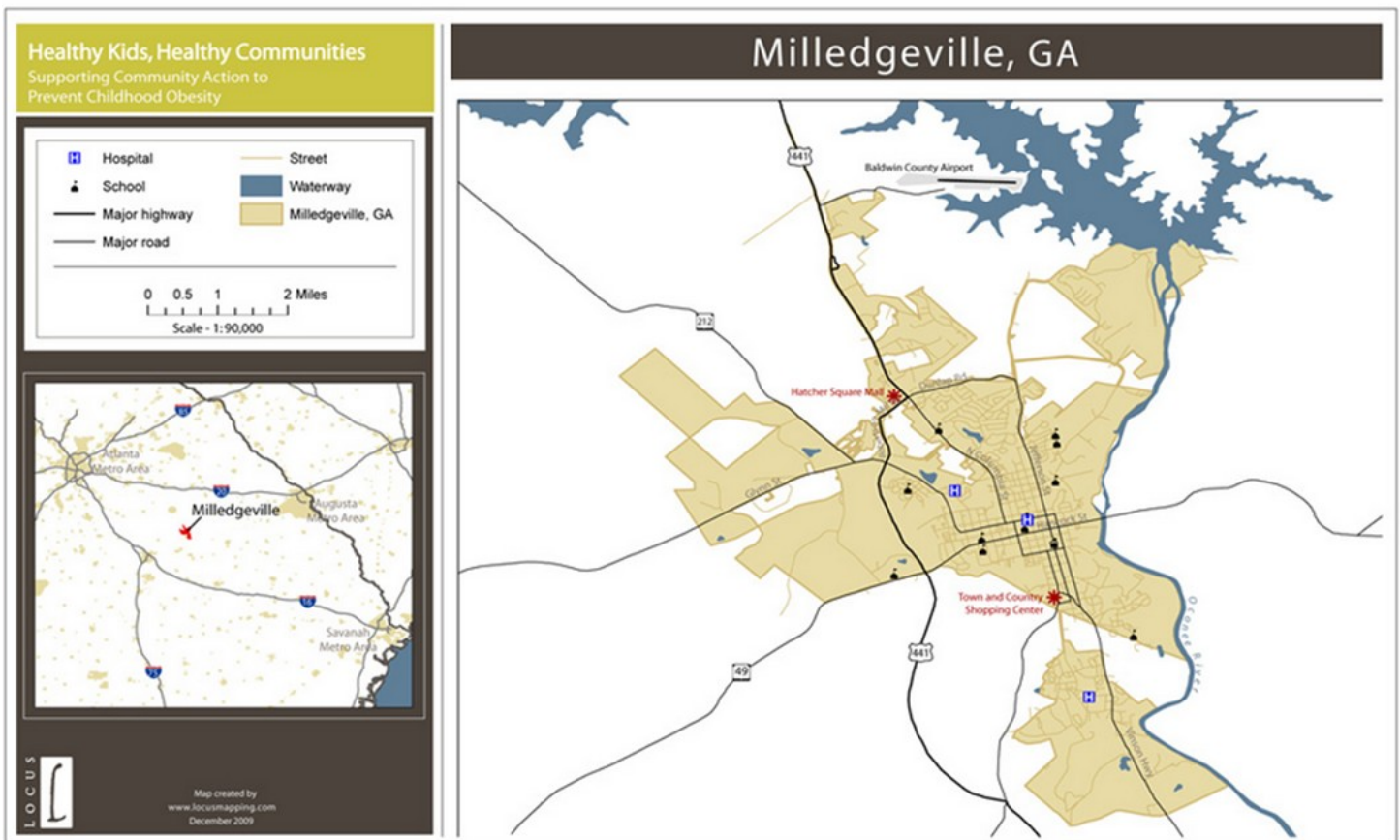
Baldwin County, with a population of 45,720, is located in the center of Georgia. The rural county’s population is mainly white (54.9%) and black (41.5%). Approximately 27.2% of the population is below the federal poverty level and the per capita income is \$17,953 (see Table 1 for demographic information).² The project predominantly focuses on the City of Milledgeville, which is located in Baldwin County (see Figure 2). The city, bordered by the Oconee River, is comprised of mainly white (53.4%) and black (42.2%) residents. The federal poverty level is much higher in the city (43.3%) than Baldwin County and the state of Georgia (16.5%). Milledgeville’s per capita income is \$12,487.²

The City of Milledgeville has a downtown area that includes Georgia College and State University, a major asset in the community. Another asset, the Oconee River, flows east of the downtown area and provides numerous recreational opportunities for residents and tourists.

Table 1: Milledgeville, Georgia Demographics, 2010²

Community	Population	% Below Poverty	Race/Ethnicity			% Language Other than English
			Black	White	Hispanic	
Baldwin County	45,720	27.2%	41.5%	54.9%	2.0%	4.3%
Milledgeville	17,715	43.3%	42.2%	53.4%	2.3%	5.1%

Figure 2: Map of Milledgeville, Georgia³



INFLUENCE OF SOCIAL DETERMINANTS

Economic Climate

Since 1999, Milledgeville has experienced the second largest drop in median household income of all United States communities with populations greater than 20,000.⁴ Before HKHC started, a major employer in the

community closed causing a loss of over 400 jobs. Most recently, a plant announced it plans to close, which would cost the community over 200 jobs.⁵ According to the 2013 RWJF County Health Rankings and Roadmaps, Baldwin County has an unemployment rate much higher (13.7%) than the national (5.0%) and state of Georgia (9.8%) rates.⁶

Public Transportation

Public transportation has been a major challenge in Milledgeville, as it is very limited in the community. Several major state highways run through the city, and it is difficult to get around without an automobile. Six of the county public schools are centrally located in the city and isolated from neighborhoods, because the highways make it impossible for youth to walk or bike. Federal funding for public transportation is available for rural communities, but there are regulations causing each trip to cost about \$9.00. Additionally, the local college has a transportation system, but it is only open to students and employees. A transportation committee is looking into other potential options for the county and city.

Access to Healthy and Affordable Foods

Access to healthy and affordable foods is a challenge for some low-income residents. The large grocery stores are located in the more affluent neighborhoods, while only two remain where many low-income citizens reside. With no public transportation, the stores are difficult to reach.

Obesity Rates

Georgia is the 20th most obese state in the nation. According to the RWJF County Health Rankings and Roadmaps, 31% of adults are obese in Baldwin County.⁶ Approximately 60% of third-graders in the county are considered obese.⁷

LIVE HEALTHY BALDWIN PARTNERSHIP

Lead Agency and Leadership Teams

The Center of Health and Social Issues in the College of Health Sciences at Georgia College and State University was the lead agency for Live Healthy Baldwin. Georgia College and State University is a public liberal arts university located in Milledgeville. Founded in 1889, there are about 6,700 students (85% undergraduate) attending the university. The mission of the Center of Health and Social Issues is “to improve the health and residents of Central Georgia through collaborative campus/community partnerships to provide research and education concerning contemporary health problems and social issues.”⁸



Live Healthy Baldwin was formed as a result of HKHC. The partnership, which was originally comprised of 15 organizations, agencies, and businesses in Baldwin County, focused on reversing the childhood obesity epidemic. The partnership was divided into five leadership teams to focus on: developing gardens in schools and in the community; implementing policies to accept Supplemental Nutrition Assistance Program (SNAP) vouchers at the local farmers’ market; providing healthy snacks in summer and after-school programs; seeking Safe Routes to School funding and constructing the Fishing Creek Community Trail; and pursuing the Bicycle Friendly Community designation. In the last two years of the grant, the focus shifted slightly to include increasing capacity of the Southside Community Garden and school gardens; establishing a Central Georgia Food Policy Council; increasing access to locally grown foods for those receiving SNAP benefits; establishing a community garden and edible walking trail at the Collins P. Lee Recreation Center in the Harrisburg neighborhood; creating Farm to School/ Garden to School programs; seeking funding for SRTS infrastructure changes; constructing Phase I of Fishing Creek Trail; passing a Complete Streets policy; obtaining Bicycle Friendly Community designation; and garnering support for a 33-mile rail-trail that would connect Milledgeville and Macon.

The partnership held regular meetings and included some of the following core partners: Community Healthy Works, Oconee River Greenway Foundation, The Bicycling Club of Milledgeville, Milledgeville Community Garden Association, First Presbyterian Church, The City of Milledgeville, Baldwin County Parks and Recreation Department, Georgia Military College, The New Beginning Worship Center, Oconee Regional Medical Center, Baldwin County Health Department, and the YES program. New partners were added throughout the HKHC initiative. See Appendix C for a list of partners.

Community Outreach and Engagement

The organizations involved in the Live Healthy Baldwin partnership were comprised of community members who had a vested interest in the HKHC initiatives. Community members were also actively engaged in the leadership teams, which focused on either healthy eating or active transportation. Youth, parents, teachers, Housing Authority residents, resident-led associations/clubs, and others were involved in the planning and implementation of the many HKHC initiatives.

Promotions

The Live Healthy Baldwin initiative was promoted through several avenues, including community events, local news, social media, posters, and word of mouth. The partnership was asked to share its work at the Southern Obesity Summit and at the Annual Central Georgia Regional Health Summit. In addition, it shared information with the Rotary Club International of Milledgeville and Community Food Guide and Video.

Each of the specific HKHC initiatives (e.g., community gardens, Bicycle Friendly Community designation) were promoted through several different avenues that are explained in subsequent sections.

PARTNERSHIP FUNDING

Several funding sources were obtained to support the HKHC initiatives. Grants or funds were received from private and public foundations or organizations. 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 partner organizations provided in-kind support for staff time and meeting space as part of the matching funds. For additional funding information, see Appendix D: Sources and Amounts of Funds Leveraged.

Live Healthy Baldwin secured \$1,248,286 over the four-year grant period, which exceeded the required 50% match. Cash, grants, or in-kind support was provided by several organizations, such as the Oconee Regional Medical Center, Oconee River Greenway Foundation, Arthur Blank Foundation, Lowes Home Improvement, Milledgeville Community Garden Association, and Georgia College.

Community and School Garden

The following funds were examples of those received to support the garden initiative:

- Fiskars Orange Thumb Community Grant (\$2,000) was used for gardens.
- Lowes Community Toolbox Grant (\$4,000) provided funds for the Oak Hill and Eagle Ridge school gardens.
- Georgia Forestry Commission Making the Shade Grant (\$4,000) was provided for the Eagle Ridge Elementary garden.
- The Knight Community Foundation grant (\$13,350) was received to install a community garden and edible walking trail at the Collings P. Lee Recreation Center.
- Ritz Carlton provided a donation (\$1,000) to improve the Southside Community Garden.

Active Transportation/Trails

The following funds were examples of those received to support active transportation in the community:

- Georgia Bikes grant (\$1,500) was received for bicycle promotion.
- The Georgia Department of Transportation Safe Routes to Schools Infrastructure Grant (\$500,000) was received.
- The Georgia Department of Natural Resources Recreation Trails Program provided a donation (\$100,000) for the Fishing Creek Community Trail.

COMMUNITY ASSESSMENT

The Live Healthy Baldwin partnership completed several assessments of the nutrition and physical activity environments in Baldwin County. Georgia College Sociology, Community Health, and Geography students led or supported the assessments such as focus groups and asset maps. The findings were shared at partnership meetings, and presentations were made to community groups.

The partnership conducted the following general assessments:

- **Physical Activity Surveys:** In February 2010, the partnership set up a Live Healthy Baldwin display booth at the Greenway Arbor Day event. Partners distributed approximately 75 surveys to community members to capture opportunities and barriers to physical activity in Milledgeville.
- **Student Surveys:** Approximately 60 students in the Youth Enrichment Services of Baldwin County (YES Program), which is an academic enrichment program, were surveyed about physical activity and healthy eating opportunities and barriers.
- **Student Focus Groups:** In 2010, two focus groups were conducted with Oak Hill Middle School students to gain an understanding of their concerns about physical activity and healthy eating. Each group contained approximately 11 to 12 students.
- **Parent Focus Groups:** Focus groups were conducted in 2010 with parents at Midway Elementary School about access to healthy food.
- **Physical Activity Inventory:** Students from the Grassroots Community Organizing class conducted an inventory of the physical activity assets in the Southside and Harrisburg neighborhoods in 2010.

In addition, the partnership conducted topic-specific assessments to guide planning and implementation of the HKHC initiatives.

Nutrition Standards

The partnership, with the assistance of a Georgia College Graduate Assistant, conducted nutrition assessments at the Baldwin County after-school program sites with a goal to improve the quality of snacks.

- **Vending Machine Audit:** In 2010, vending machine audits were conducted at the Boys and Girls Club and Walter B. Williams Recreation Center.
- **Nutritional Analysis:** An analysis of the snack menus for the YES Program, Early College, and High Achievers was conducted in May 2010.

Gardens

- **Resident Focus Groups:** A focus group was conducted with eight participants at the New Beginning Worship Center, the site of the community garden.

Active Transportation

- The partnership assessed how many youth walked or biked to school on a daily basis. Out of 3,000 youth, none used active transportation to get to school.
- A contractor, Be Bike Friendly Inc., assessed the bicycle friendliness of Milledgeville.

ACTIVE TRANSPORTATION

Live Healthy Baldwin worked on several initiatives to increase opportunities for active transportation in Baldwin County.

Policy, Practice, and Environmental Changes

The following policy change occurred as the result of HKHC:

- A Complete Streets Ordinance was passed in May 2013.

Complementary Programs/Promotions

Live Healthy Baldwin, along with partners, held numerous events in the community to promote active transportation.

- An annual April Fools bike ride, hosted by the Bicycling Club of Milledgeville and the Rotary Club of Milledgeville, was held in Milledgeville. The ride consisted of 6 routes that varied from 8 to 73 miles long.
- A Complete Streets Summit was held to educate decision-makers on the Complete Streets policy.
- On March 6, 2013, 2,160 students from Oak Hill Middle School, Eagle Ridge Elementary, and the Early Learning Center participated in Georgia Walk to School Day.
- On October 9, 2013, more than 3,000 students walked during the International Walk to School Day at three elementary schools, the middle school, and Early Learning Center.



Photo provided by Live Healthy Baldwin

In addition to the events, active transportation was promoted through local news and social media. The Milledgeville Union-Recorder published articles supporting Complete Streets in January and May of 2013. A Facebook page was also created for the Rails to Trails project, and the Central Georgia Rails to Trails Association webpage was updated with recent news and photos.

Implementation

Live Healthy Baldwin worked to increase opportunities for active transportation by adopting a Complete Streets policy, pursuing Bicycle Friendly Community designation, and applying for Safe Routes to School funding. Mayor Bentley and City Manager Barry Jarrett supported the initiatives.

Complete Streets Policy

Live Healthy Baldwin held a public forum in March 2012 with 12 participants to discuss increasing bicycle ridership in Milledgeville. The conclusion of the forum was that a Complete Streets policy was needed to ensure that multi-modal transportation accommodations would be included in future street construction and renovation projects.

A Complete Streets policy was drafted by the Bicycling Club of Milledgeville. The policy proposed to remove truck traffic from the downtown Milledgeville area by creating an alternate route. Green Street served as a model complete street in the policy as it had sharrows and low speed limits for safe bicycling. The Complete Streets policy was presented to the Chamber of Commerce Transportation Committee. The Committee approved the policy and passed it to the Chamber Board, who passed the document to the City Council. After submission to City Council, the mayor appointed the Mayor's Bicycle/Pedestrian Advisory Committee to review the ordinance and to provide recommendations for revisions. The Advisory Committee consisted of

representatives from Live Healthy Baldwin, City Council, Bicycling Club of Milledgeville, Oconee River Greenway Authority, Georgia College Transportation Director, Baldwin County Board of Education, Oconee Regional Medical Center, and the Middle Georgia Regional Commission. City Council meetings, presenting the policy, were well-attended by community members and cycling enthusiasts. In May 2013, the City Council voted unanimously to pass the Complete Streets policy.

Bicycle Friendly Community

The community expressed interest in pursuing bicycle friendliness in Milledgeville about five years ago and many changes occurred since that year. Live Healthy Baldwin decided to apply for Bicycle Friendly Community designation from the League of American Bicyclists (LAB), which was an advocacy group focused on educating the community and supporting policy changes that promoted bicycling and other transportation alternatives. The program evaluated communities for bicycle friendliness using five criteria: engineering, encouragement, education, enforcement, and evaluation. The program consisted of different levels (e.g., Gold, Silver) of bicycle friendliness.⁹

A preliminary Bicycle Friendly Scorecard was completed in 2010, and it was determined that Milledgeville lacked in education, enforcement, and evaluation. Results of the scorecard and benefits of attaining the Bicycle Friendly Community Designation were shared with key decision-makers. A community forum was also held, and approximately 35 people attended including the County Commissioner, Chief of Police, and the Director of Baldwin County Parks and Recreation.



Photo provided by Live Healthy Baldwin

In 2012, three subcommittees were created to address the weak areas (e.g., education) and additional assessments were completed. Results were shared with the City of Milledgeville in June 2012, and the partnership requested to establish a formal transportation committee. Although the transportation committee was not developed, the partnership collaborated with the Partners for Progress Transportation Committee, which included representation from almost all necessary sectors. In October 2012, a contract between Live Healthy Baldwin and a Be Bike Friendly consultant was executed. The Bicycle Friendly Community Report Card was completed and shared with the Be Bike Friendly consultant. Interviews were held and results were shared with partners and key stakeholders. The Mayor provided consent to proceed with the application on behalf of the City of Milledgeville. The partnership is currently working to submit the final application in February 2014.

Safe Routes to School

In 2010, a Safe Routes to School (SRTS) Committee was developed, which consisted of the HKHC Project Director, Assistant School Superintendent, SRTS Resource Center, an Oak Hill Middle School teacher and Athletic Director, and Parent Teacher Organization. The committee collaborated with the Baldwin County middle school and all four elementary schools on the SRTS initiative. The partnership secured funding from the Georgia Department of Transportation Safe Routes to School program (\$500,000) to connect the schools to residential property. All Baldwin County Schools were built in one location, except for one school that was separated by a highway bypass, making it unsafe to walk. The proposed trail would connect the schools by going under the bypass. The infrastructure changes are expected to be complete in 2016.

Population Reach

The active transportation initiatives were targeted toward residents of Baldwin County. The SRTS component was specifically aimed at students in the Baldwin County School District.

Challenges

Live Healthy Baldwin and community members identified the following challenges:

- The City of Milledgeville lacked bicycling accommodations, which was challenging, especially for youth

and college students. Students and residents often chained bikes to benches, light posts, and fire hydrants.

- Project timelines were slightly delayed for establishing a bicycle committee because the City Planner position was vacant for awhile.

Sustainability

Live Healthy Baldwin will continue working on the active transportation initiatives past the HKHC grant period. Funds for SRTS infrastructure will help move forward plans to connect the Baldwin County Schools. In addition, the partnership planned to submit an application for Bicycle Friendly Community designation in February 2014, which will help encourage the community to continue improving the active transportation environment.

COMMUNITY TRAILS

Live Healthy Baldwin worked to develop a pedestrian and bicycle path along Fishing Creek and to garner support to construct a rail-trail from Milledgeville to Macon.

Policy, Practice, and Environmental Changes

- Phase I of the Fishing Creek Community Trail, which was 1.5 miles of looped trails, was completed in November 2013.

Complementary Programs/Promotions

On November 22, 2013, Live Healthy Baldwin collaborated with Oconee River Greenway Authority and Milledgeville/Baldwin County Chamber of Commerce to hold a ribbon cutting for Phase I of the Fishing Creek Community Trail. Approximately 30 people attended including the Mayor, Public Works Director, City Manager, and several City Council members and County Commissioners.

Clean-up days were held in January and February 2013 for a portion of the proposed rail-trail near the recreation complex, Mattie Wells Elementary School, and Graystone Point area in Jones County. Numerous bags of trash and trailer loads of old tires were removed during the clean-up.



Photo provided by Live Healthy Baldwin

Implementation

Fishing Creek Community Trail

Live Healthy Baldwin, in collaboration with the Oconee River Greenway Authority and Foundation, worked to plan an Americans with Disabilities Act (ADA) compliant pedestrian and bicycle path along Fishing Creek. The partnership developed a three-phase plan to develop the trail that would travel from the Oconee River Greenway, past the Georgia Military College and Georgia College and State University to the Baldwin County Board of Education property and along six out of seven of the Baldwin County Schools. The trail would pass through Hamp Brown Bottom (an historic African-American community) and behind Wray Homes (a low-income neighborhood managed by the Milledgeville Housing Authority). The completed trail would have six to seven access points.

The Georgia Department of Natural Resources Recreation Trails Program provided \$100,000 toward the Fishing Creek Community Trail. The Oconee River Greenway Authority Board of Directors authorized a \$25,000 match for the grant.

In December 2012, the Phase I project was presented to several potential contractors. Twelve contractors attended a pre-bid meeting at the beginning of 2013. Five final sealed bids were accepted and read by the Executive Director of Oconee River Greenway. Phillips Brothers Construction was the lowest bid and was therefore accepted to begin construction in March after permits were received. The Phase I section of the trail was eight feet wide and made of concrete to withstand any flooding. The 1.5-mile trail was completed in November 2013.

Rail-Trail

Live Healthy Baldwin collaborated with nearby counties to receive support for a 33-mile rail to trail that would connect Milledgeville to Macon. The partnership reviewed the existing Central Georgia Rails to Trails Association bylaws in January 2013. After finding that 30% of Board Members were inactive, letters and phone calls were made to determine each member's interest in moving forward. All but two members expressed desire to continue. After voting on new members, the board met to draft a strategic plan based on materials provided by the Rails to Trails Conservancy Toolbox. Presentations and public forums were held in Baldwin County, Macon/Bibb County, and Jones County to gain support to develop the proposed rail to trail.

Population Reach

The Fishing Creek Community Trail and rail to trail targeted residents of Baldwin County and residents of nearby counties (e.g., Jones, Macon).

Challenges

The Live Healthy Baldwin partnership experienced a few challenges with planning and implementation of the Fishing Creek Trail and rail to trail.

- The partnership received notification from the Georgia Department of Natural Resources that the proposal for Phase II of the Fishing Creek Community Trail was denied because the Georgia College and State University Foundation was not eligible. The proposal was revised and resubmitted under Georgia College.
- Proposed sections of the trail were on private property, which delayed the project timeline.
- Extremely wet weather caused the completion of the Fishing Creek Trail to be pushed back from June to September 2013.
- The Department of Natural Resources Recreational Trails Program grant submission was delayed until Spring 2014 due to staff turnover.

Sustainability

Live Healthy Baldwin, Oconee River Greenway Authority, Georgia Military College, Baldwin County, contractors, and community volunteers will help move construction for Phase II and III forward, while maintaining existing trails (e.g., Fishing Creek, Oconee River Greenway). The partnership has contracted with an architectural and engineering firm to draft a master plan and cost estimate for the trail.

Once the cost estimate is complete, Live Healthy Baldwin will collaborate with the Oconee River Greenway to submit a grant that would provide additional support for Phase II of the Fishing Creek Community Trail. Georgia College and the Milledgeville/Baldwin County Economic Development Authority expressed interest in supporting the project with cash and in-kind contributions. Live Healthy Baldwin and the Oconee River Greenway Foundation also plan to help fund the project.

COMMUNITY AND SCHOOL GARDENS

To increase healthy eating in the community, Live Healthy Baldwin established community gardens on city- and county-owned land.

Policy, Practice, and Environmental Changes

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

- Live Healthy Baldwin, in collaboration with the Milledgeville Community Garden Association, Baldwin County Schools, and New Beginning Worship Center implemented the four-acre Southside Community Garden at the New Beginning Worship Center, which included a children's area, beneficial insect garden, and 30 12x12 plots.
- Georgia College students constructed a greenhouse at the Southside Community Garden in March 2012.
- Youth and adult leaders from the River of Life Youth Group refurbished playground equipment at the Southside Community Garden in July 2012.
- In 2012, an irrigation system and gutter and rain barrel catchment system were installed at the Southside Community Garden.
- An eight-foot deer fence was installed around the Southside Community Garden in April 2013.
- Four school gardens were established in Milledgeville. In 2012, the Environmental Science Club added 24 garden beds at the Garden on the Hill, located at the Oak Hill Middle School.
- A garden and edible walking trail were built at the Collins P. Lee Center by Live Healthy Baldwin, the Milledgeville Community Garden Association, and residents of the Harrisburg community.
- In 2013, irrigation pipes, hydrants, and an eight-foot deer fence were installed at the Collins P. Lee Recreation Center garden.



Photos provided by Live Healthy Baldwin



For more information see Figure 3: Community Garden Infographic.

Complementary Programs/Promotions

The Milledgeville Community Garden Association hosted composting workshops (e.g., tree pruning, home gardening), lasagna garden demonstrations, and canning classes. The garden association promoted the initiative through the training opportunities and events, such as the April Fool's Ride.

Several garden work days were held throughout the community. A workday and potluck were held in the summer of 2012 for the Southside Community Garden. In addition, Live Healthy Baldwin, Milledgeville Community Garden Association, and Milledgeville/Baldwin County Chamber of Commerce held grand openings at a few of the community gardens. Gardening efforts were advertised through local newspaper, promotional fliers, radio interviews, and the local community magazine, Milledgeville Magazine.

Implementation

Live Healthy Baldwin collaborated with several local partners to establish community and school gardens in Baldwin County, specifically in the City of Milledgeville. The Milledgeville Community Garden Association led a majority of the garden planning, installation, and maintenance. The partnership worked to increase access to healthy foods by creating or expanding gardens at the New Beginnings Worship Center, Collins P. Lee Recreation Center (Harrisburg Neighborhood), Central State Hospital, and Oak Hill Middle School. The partnership also supported neighborhoods (e.g., Wray Homes, Graham Homes) that hoped to start a garden.

The Milledgeville Community Garden Association established and approved garden rules. The association also taught the community to prepare garden beds in “lasagna” style, which was cardboard or newspaper layered with topsoil/compost, layered with mulch. Workshops and planting days were led by the association. During planting days, the garden plots were installed and seeds (e.g., tomatoes, squash), trees, and bushes (e.g., blueberry) were planted. In addition to the creation of gardens, the partnership installed amenities (e.g., greenhouse, fence, irrigation system) and refurbished playground equipment.

The gardens were funded through several different sources, including grants, donations, and fundraisers. For example, the Georgia College Community College students raised funds to purchase fruit trees for the Southside Community Garden. Georgia Power provided more than 30 truckloads of mulch. Donations of seeds, plants, and materials were provided by T-Bone Nursery, T&S Hardwoods, Kennedy & Sons Tree Service, Lockerly Arboretum, Methodist Med, Horse Dreams Youth Ranch, Southside Equipment, Kiwanis Club, L&L Farm Mart, Lowes, and Duckworth Feed and Supply. Membership costs for the community gardens ranged from \$0 to \$20 for a 12x12 foot plot.



Photo provided by Live Healthy Baldwin



Photo provided by Live Healthy Baldwin

Population Reach

Residents of Baldwin County were targeted by the community garden initiative.

Challenges

Live Healthy Baldwin experienced a few challenges to planning and implementing community gardens.

- Unpredictable weather patterns and events caused challenges. The Southside Community Garden greenhouse was damaged during a storm shortly after it was completed, which required the plastic sheeting to be replaced. The

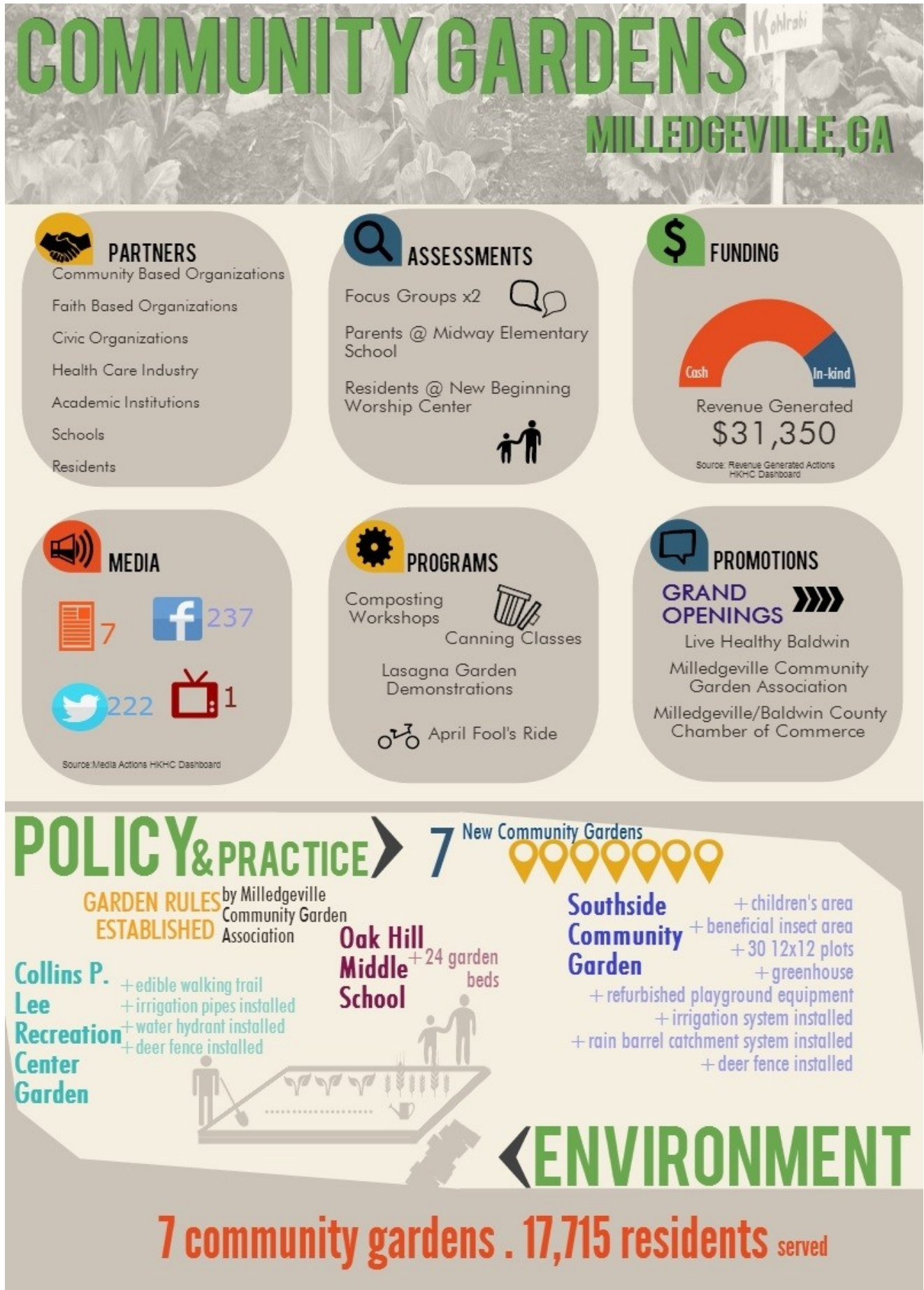
summer drought left the soil around Graham Homes in poor quality, which put the gardening project on hold.

- There were challenges to getting water at the Southside Community Garden. Water access was not provided until a year after a meter was installed.
- The pastor of the New Beginnings Worship Center informed the partnership that if church membership grew a parking lot would have to be built were the Southside Community Garden was located. The partnership decided to discontinue the garden in January 2013 and focus on a new proposed site, Evergreen Baptist Church.
- Live Healthy Baldwin planned to support community gardening in the Milledgeville Housing Authority; however, residents expressed concern for space, transportation, and security. The efforts ended after a key resident passed away.

Sustainability

The gardens were managed or maintained by organizations, paid staff, volunteers, and students. Garden managers were hired in 2013 to sustain a few of the garden sites. Teachers, parents, and Eco Club members will continue to run the Oak Hill Middle School garden. Baldwin County will maintain the grounds at Collins P. Lee Recreation Center, which includes mowing and trimming shrubbery. Volunteers have offered to keep the edible walking trail clear of debris.

Figure 3: Community Garden Infographic



NUTRITION ASSISTANCE

Live Healthy Baldwin worked to increase access to healthy foods by accepting Supplemental Nutrition Assistance Program (SNAP) through Electronic Benefit Transfer (EBT) at the Fall Line Farmers' Market.

Policy, Practice, and Environmental Changes

- Electronic Benefit Transfer (EBT) signs were created and distributed to vendors of the Fall Line Farmers' Market in April 2013.
- In May 2013, signs advertising the Fall Line Farmers' Market were purchased for light poles near the market.
- Acceptance of EBT and Supplemental Nutrition Assistance Program (SNAP) at the Fall Line Farmers' Market went into effect on October 4, 2013.



Photo provided by Live Healthy Baldwin

Complementary Programs/Promotions

Local newspapers, Baldwin Bulletin and Milledgeville Union-Recorder, published stories about the EBT acceptance at the Fall Line Farmers' Market. EBT acceptance was also advertised through the market newsletter, Facebook, fliers, and word of mouth.

Implementation

Live Healthy Baldwin worked with the Fall Line Farmers' Market located at the First Presbyterian Church, to accept SNAP and EBT. The market provided produce and products that were locally grown within 100 miles of Milledgeville. Held on Friday evenings from May to November, the number of vendors varied from 16 to 20.

In February 2013, SNAP and EBT procedures were reviewed from other markets, such as Mulberry Street Market. The Milledgeville Community Garden Association was the fiscal agent for the Fall Line Farmers' Market, so it led the effort for getting EBT. In March 2013, the group decided to work with BB&T Bank to open an EBT account. In the spring, market volunteers completed a training through the U.S. Department of Agriculture on the use of EBT. Vendors were then trained in April, July, and October. The partnership created signs saying, "We Gladly Accept Market Tokens Here!" and distributed them to vendors.

Signs were also created for light poles surrounding the market. A trail launch of SNAP and EBT took place in August, as a local family was invited to use their benefits at the market. The family was offered a two-for-one deal for participating. The trail was successful and the full launch went into effect on October 4, 2013.



Photo provided by Live Healthy Baldwin

Population Reach

The initiative was targeted to low-income residents of Baldwin County who received SNAP/EBT benefits.

Challenges

Live Healthy Baldwin experienced the following challenges while working to increase access to healthy foods:

- A conflict arose between the Fall Line Farmers' Market Board - which no longer exists - and First Presbyterian Church. Despite efforts to resolve the conflict, some vendors decided to start another market.
- Vendors of the Tuesday Market, another market located in Milledgeville, perceived the Fall Line Farmers'

LIVE HEALTHY BALDWIN

Market as competition, even though the market ran on a different day and had a different mission (e.g., provide locally grown produce).

- The Tuesday market was reluctant to accept SNAP/ EBT, and the project never moved past receiving the permit from U.S. Department of Agriculture.

Sustainability

The Fall Line Farmers' Market plans to continue accepting SNAP benefits. The partnership hopes to apply for the Wholesome Wave (a non-profit organization) funding to offer double coupon incentives for SNAP recipients.



Photo provided by Live Healthy Baldwin

OTHER HEALTHY EATING STRATEGIES

Live Healthy Baldwin worked to improve after-school and summer feeding programs by implementing nutrition standards and a farm/garden-to-school program. In addition, the partnership started the initial planning for establishing a Central Georgia Food Policy Council.

Policy, Practice, and Environmental Changes

- Produce harvested from the school garden was incorporated into the school food program.
- Guidelines were amended in the after-school and summer feeding programs. For example, birthday treats were no longer allowed at Head Start, outside vendors were no longer allowed at the high school, and bake sales were not allowed during meal times.

Complementary Programs/Promotions

The health department funded nutrition classes called “The Kids Kitchen,” which exposed children to a variety of foods. Funding was cut, and Georgia College students took over the sessions as part of a service learning project.

Live Healthy Baldwin collaborated with the Georgia Health Policy Center and Community Health Works to host a State and Regional Food Summit in Macon in July 2011. More than 150 participants attended the meeting.



Photo provided by Live Healthy Baldwin

Implementation

Nutrition Standards and Farm/Garden-to-School

Live Healthy Baldwin worked to improve nutrition offerings in after-school and summer feeding programs by implementing a farm-to-school or garden-to-school program. Since the start of HKHC, a lot of work was done to increase healthier snacks in after-school programs. Produce harvested from the school garden was used for the school’s food program. Additionally, new guidelines prohibited students from bringing unhealthy treats from home, and outside vendors were no longer permitted in the high school. The school’s nutrition director was fully committed to purchasing local foods for the programs.

A \$40,000 U.S. Department of Agriculture Farm-to-School Planning Grant was submitted, but not funded. Due to the challenges, the partnership and Community Health Works planned to lead the establishment of a regional food hub for the local universities, hospitals, restaurants, and school systems.

Food Policy Council

In July 2013, a steering committee was established to help create a Central Georgia Food Policy Council. The committee consisted of representatives from Live Healthy Baldwin, Community Health Works, Macon Roots, Mercer University and North Central Health District, International Farmers’ Market, and Keep Jones Beautiful. Preliminary meetings were held, and Community Health Works agreed to host the Georgia Food Policy Council pending identification of a funding source. The Georgia Department of Public Health agreed to provide \$5,000 to each regional food policy council. The council decided to follow strategies in the Georgia Food Policy work plan; however, the committee had not reconvened as of December 2013 to discuss moving forward.

Population Reach and Impact

The Farm-to-School/Farm-to-Garden initiative was targeted toward students attending after-school and summer programs at Baldwin County Schools. The school district’s summer feeding program served over 10,000 meals in a few months.

The development of a food policy council would affect all Baldwin County residents.

Challenges

Live Healthy Baldwin experienced the following challenges while planning and implementing healthy eating initiatives in the community:

- There was turnover in the Baldwin County School Nutrition Director position, which slightly delayed the initiative.
- The School Nutrition Director was committed to providing local produce, but the supply was not meeting the demand. Twelve farmers were supplying produce, and they were not able to keep up with the need of the school district.

Sustainability

Baldwin County Schools plan to start the process of updating their wellness plan while continuing to provide local produce when available. In addition, the partnership is working on the idea of establishing a regional food hub to increase availability of produce in the community.

The partnership will continue working to establish a Central Georgia Food Policy Council.

SUSTAINABILITY OF THE PARTNERSHIP AND INITIATIVE

Live Healthy Baldwin will continue working on the HKHC initiatives through volunteers, in-kind support from local organizations, and future funding. The partnership received funding (\$325,000) from the Healthcare Georgia Foundation to continue efforts for three more years. Funding (\$10,000) was also received from the Arthur Blank Foundation to engage in childhood obesity prevention over the next three years. The funds will allow the partnership to focus on a specific underserved neighborhood.

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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 Live Healthy Baldwin 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 Live Healthy Baldwin partnership included:

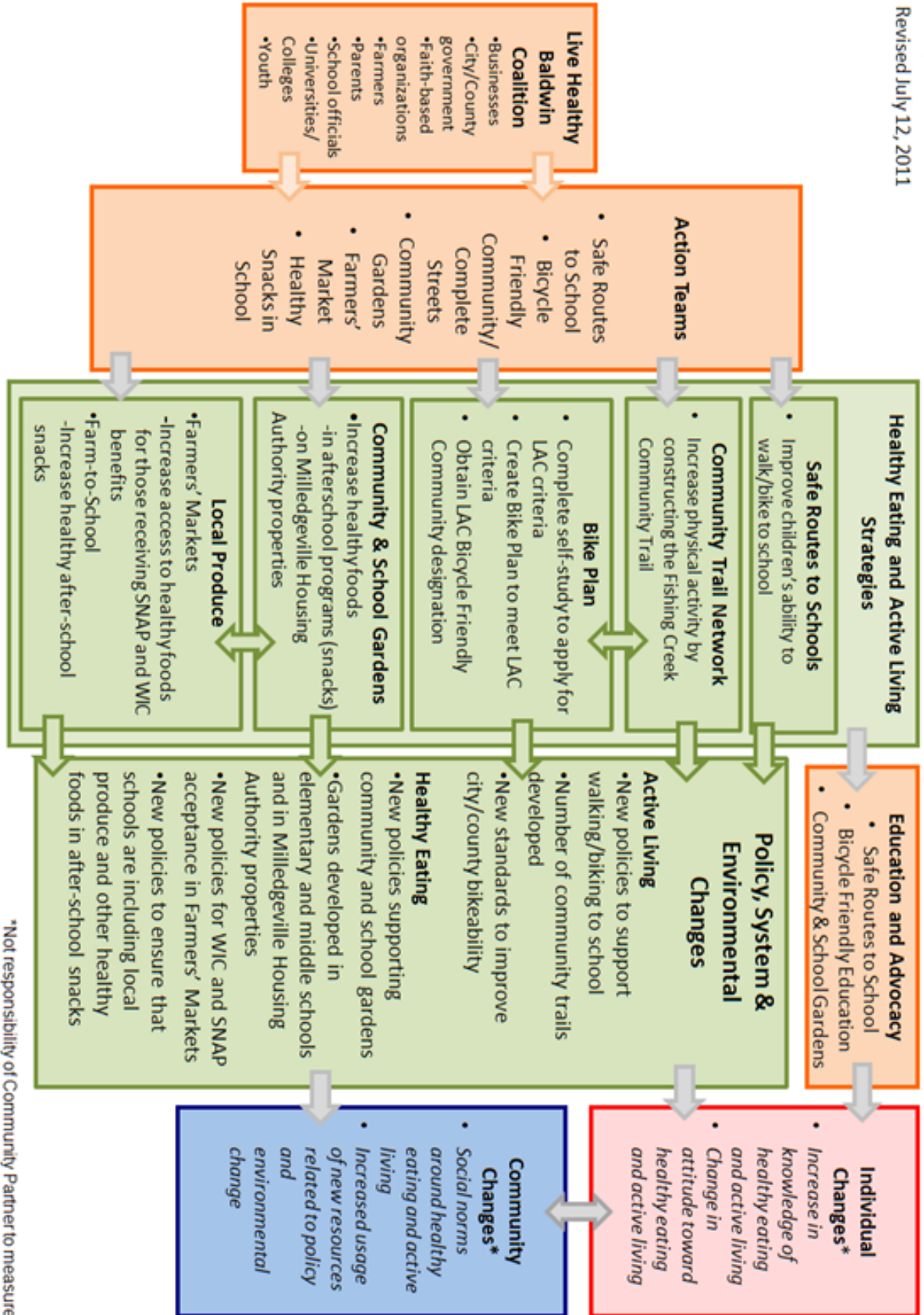
- **Active Transportation:** The partnership worked to increase active transportation in the community through developing a Complete Streets policy, pursuing Bicycle Friendly Community designation, and implementing a Safe Routes to School program and infrastructure changes.
- **Trails and Greenways:** Live Healthy Baldwin worked to develop a pedestrian and bicycle path along Fishing Creek and to garner support to construct a rail-trail from Milledgeville to Macon.
- **Community and School Gardens:** To increase healthy eating in the community, the partnership collaborated with the Milledgeville Community Garden Association, Baldwin County Schools, New Beginnings Worship Center, and youth to establish community gardens on city- and county-owned land.
- **Nutrition Assistance:** Live Healthy Baldwin worked to increase access to healthy foods by accepting Supplemental Nutrition Assistance Program (SNAP) through Electronic Benefit Transfer (EBT) at the Fall Line Farmers' Market.
- **Other Healthy Eating Strategies:** To improve healthy eating in after-school and summer feeding programs, the partnership worked to implement nutrition standards and a farm-to-school program. In addition, the partnership started the initial plan for establishing a Central Georgia Food Policy Council.

APPENDIX A: EVALUATION LOGIC MODEL

Milledgeville, GA, HKHC Logic Model

Georgia College and State University Foundation, Inc.

Revised July 12, 2011



*Not responsibility of Community Partner to measure.

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 Live Healthy Baldwin 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.¹⁻³

Methods

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design,⁴ an 82-item partnership capacity survey solicited perspectives of the members of the Live Healthy Baldwin 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 Live Healthy Baldwin 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 27 individuals responded from Live Healthy Baldwin partnership. Of the sample, 11 were female (41%) and 16 were male (59%). Respondents were between the ages of 18-25 (2, or 7%), 26-45 (10, or 37%), 46-65 (13, or 48%), or 66 or older (2, or 7%). 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 27 responses, 74% were White, and 22% were African American/Black. Four percent did not know or were unsure of ethnicity, and no other races or ethnicities were identified.

Respondents were asked to identify their role(s) in the partnership or community. Of the 46 identified roles, six were representative of the Community Partnership Lead (13%) and 14 were Community Partnership Partners (30%). Six respondents self-identified as Community Leaders (13%), nine as Community Members (20%), and five as Public Officials (11%). Six respondents (13%) self-identified with other roles

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

not specified in the response options. Individuals participating in the survey also identified their organizational affiliation. Twenty-two percent of respondents (n=6) indicated affiliation with a University or Research/Evaluation Organization, 22% of respondents (n=6) indicated affiliation with Schools/School District, and 22% indicated affiliation with other types of organizations not specified (n=6). Eleven percent claimed affiliation with a Local Government Agency (city/county) (n=3), and 7% indicated affiliation with an Advocacy Organization (n=2). The remaining four respondents associated with a Faith- or Community Based Organization (1, or 4%), a Neighborhood Organization (1, or 4%), a Health Care Organization (1, or 4%), and a Child Care or Afterschool Organization (1, or 4%).

Leadership (n=8 items)

The majority of responses showed agreement or strong agreement (98% 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. Respondents agreed or strongly agreed (100%) that leaders worked to motivate others, worked with diverse groups, showed compassion, and strived to follow through on initiative promises. Ninety-six percent of the responses showed agreement or strong agreement that at least one member of the leadership team lived in the community, while 4% disagreed. 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 (75% agree/strongly agree). Yet, 1% of respondents disagreed and 24% felt unsure provision of space and equipment was sufficient. Most (83%) also agreed that the partnership has processes in place for dealing with conflict, organizing meetings, and structuring goals; although 12% responded “I don’t know”, indicating a lack of familiarity in this area, and 4% 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 (87%), though 7% disagreed or strongly disagreed, and 6% did not know.

Though the majority (66%) of respondents indicated agreement with statements about the partnership’s effectiveness in seeking learning opportunities, developing the partnership, and planning for sustainability, 27% of responses disagreed or strongly disagreed, and 7% were not aware of partnership activities specific to development and sustainability.

Relationship with Partners (n=4 items)

Ninety-nine 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). While, 3% disagreed or strongly disagreed that partners possess these necessary skills and abilities, 95% 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.

Political Influence of Partnership (n=2 items)

Respondents felt that the leadership is visible within the community, with 95% of responses supporting statements that the leadership is known by community members and works directly with public officials to

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

promote partnership initiatives.

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 83% of survey responses, while 12% 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 (92% 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 67% agreed or strongly agreed, 27% 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 (89%) felt community members were aware of the partnership's initiatives and activities; however, 7% disagreed and 4% did not know if community members were aware. Eight-two percent of respondents agreed that the partnership equally divides resources among different community groups in need (e.g., racial/ethnic minorities, lower-income), though 18% disagreed and felt resources were not equally distributed.

Overall, respondents agreed or strongly agreed that partners and members of the community maintained active involvement in partnership decisions and activities (98%), and also agreed that partners and residents have the opportunity to function in leadership roles and participate in the group decision-making process (95%).

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APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Partnership and Community Capacity Survey Respondent Summary

Community Partnership

Milledgeville

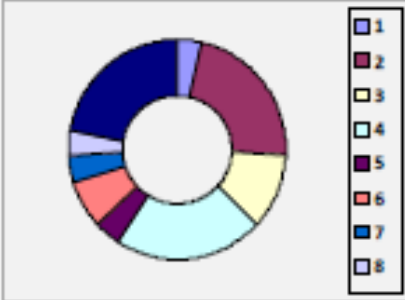
Respondents (n= 27)

Respondent Characteristics

Gender		Identified Race/Ethnicity				Identified Role	
Female	11	American Indian or Alaskan Native	0	Hispanic or Latino	0	Community Partnership Lead	6
Male	16	Asian	0	Not Hispanic or Latino	0	Community Partnership Partner	14
No response	0	White	20	Don't know/ Unsure ethnicity	1	Community Leader	6
Age Range		African American/ Black	6	Refused to identify ethnicity	0	Community Member	9
18-25	2	Pacific Islander/ Native Hawaiian	0	Other ethnicity	0	Public Official	5
26-45	10					Other role	6
46-65	13						
66+	2						
No response	0						

Type of Affiliated Organization

Faith- or Community Based Organization	1	3.7%	(1)
School (district, elementary, middle, high)	6	22.2%	(2)
Local Government Agency (city, county)	3	11.1%	(3)
University or Research/Evaluation Organization	6	22.2%	(4)
Neighborhood Organization	1	3.7%	(5)
Advocacy Organization	2	7.4%	(6)
Health Care Organization	1	3.7%	(7)
Child Care or Afterschool Organization	1	3.7%	(8)
Other	6	22.2%	(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	27.57%	Strongly disagree	0.00%
Agree	46.91%	I don't know	24.28%
Disagree	1.23%	No response	0.00%

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	32.66%	Strongly disagree	0.34%
Agree	62.63%	I don't know	2.02%
Disagree	2.36%	No response	0.00%

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	21.89%	Strongly disagree	0.67%
Agree	60.94%	I don't know	5.05%
Disagree	11.11%	No response	0.34%
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	33.33%	Strongly disagree	0.00%
Agree	64.44%	I don't know	0.74%
Disagree	0.74%	No response	0.74%
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	9.63%	Strongly disagree	3.70%
Agree	56.30%	I don't know	7.41%
Disagree	22.96%	No response	0.00%
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	38.27%	Strongly disagree	0.00%
Agree	44.44%	I don't know	12.35%
Disagree	4.32%	No response	0.62%
Relationship between partners and leadership			
Participants provided level of agreement to statements indicating the leadership and partners trust and support each other.			
Strongly agree	43.52%	Strongly disagree	0.00%
Agree	54.63%	I don't know	0.93%
Disagree	0.93%	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	13.58%	Strongly disagree	7.41%
Agree	53.09%	I don't know	6.17%
Disagree	19.75%	No response	0.00%
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	62.96%	Strongly disagree	0.00%
Agree	37.04%	I don't know	0.00%
Disagree	0.00%	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	48.15%	Strongly disagree	0.00%
Agree	46.91%	I don't know	0.00%
Disagree	3.70%	No response	1.23%

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	35.19%	Strongly disagree	0.93%
Agree	51.85%	I don't know	6.48%
Disagree	5.56%	No response	0.00%

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	50.93%	Strongly disagree	0.00%
Agree	40.74%	I don't know	4.63%
Disagree	3.70%	No response	0.00%

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	53.70%	Strongly disagree	0.00%
Agree	44.44%	I don't know	0.00%
Disagree	0.00%	No response	1.85%

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	17.28%	Strongly disagree	0.00%
Agree	77.78%	I don't know	1.23%
Disagree	2.47%	No response	1.23%

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	38.89%	Strongly disagree	0.00%
Agree	55.56%	I don't know	1.85%
Disagree	3.70%	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	62.96%	Strongly disagree	0.00%
Agree	33.33%	I don't know	0.00%
Disagree	3.70%	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	62.96%	Strongly disagree	0.00%
Agree	37.04%	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	25.93%	Strongly disagree	0.00%
Agree	62.96%	I don't know	3.70%
Disagree	7.41%	No response	0.00%
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	3.70%	Strongly disagree	0.00%
Agree	77.78%	I don't know	0.00%
Disagree	18.52%	No response	0.00%

APPENDIX C: LIVE HEALTHY BALDWIN PARTNER LIST

Live Healthy Baldwin	
Organization/Institution	Partner
Business/Industry/Commercial	Central State Hospital
	Lowes Home Improvement
	Milledgeville/Baldwin County Chamber of Commerce
	Oconee Regional Medical Center
Colleges/Universities	Georgia College and State University*
	Georgia Military College
Community Residents	Milledgeville Community Garden Association
	Parents and Youth
Government Organizations	Baldwin County
	Baldwin County Commission
	Baldwin County Cooperative Extension
	Baldwin County Health Department
	Baldwin County Parks and Recreation
	City of Milledgeville
	City of Milledgeville Development Authority
Other Community-Based Organizations	First Presbyterian Church
	New Beginning Worship Center
	Oconee River Greenway Authority and Foundation
Policy/Advocacy Organization	Bicycling Club of Milledgeville
Schools	Baldwin County Schools
	Baldwin County Board of Education

*Denotes the lead agency for the partnership.

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue			
Community Partnership	Milledgeville		
Resource source	Year	Amount	Status
Business			
Matching funds			
	2010		Annual total \$7,560.00
		\$5,000.00	Accrued
		\$2,000.00	Accrued
		\$560.00	Accrued
	2011		Annual total \$9,500.00
		\$5,000.00	Accrued
		\$500.00	Accrued
		\$4,000.00	Accrued
	2012		Annual total \$7,000.00
		\$1,000.00	Accrued
		\$1,000.00	Accrued
		\$5,000.00	Accrued
	2013		Annual total \$5,000.00
		\$5,000.00	Accrued
Other			
	2012		Annual total \$500.00
		\$500.00	Accrued
	2013		Annual total \$3,000.00
		\$3,000.00	Accrued
Sum of revenue generated by resource source		\$32,560.00	
Individual/private donor			
Matching funds			
	2010		Annual total \$1,500.00
		\$1,250.00	Accrued
		\$250.00	Accrued
	2011		Annual total \$700.00
		\$500.00	Accrued
		\$200.00	Accrued
Sum of revenue generated by resource source		\$2,200.00	

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Milledgeville	
Resource source		Amount	Status
Local government			
	Year		
	Matching funds		
	2010		Annual total \$2,000.00
		\$2,000.00	Accrued
	2012		Annual total \$3,140.00
		\$640.00	Accrued
		\$2,500.00	Accrued
	Other		
	2013		Annual total \$4,000.00
		\$500.00	Accrued
		\$2,000.00	Accrued
		\$1,500.00	Accrued
Sum of revenue generated by resource source		\$9,140.00	
State government			
	Year		
	Matching funds		
	2010		Annual total \$30,000.00
		\$30,000.00	Accrued
	2011		Annual total \$24,000.00
		\$20,000.00	Accrued
		\$4,000.00	Accrued
	2012		Annual total \$270,000.00
		\$250,000.00	Accrued
		\$20,000.00	Accrued
	2013		Annual total \$60,000.00
		\$60,000.00	Accrued
	Other		
	2009		Annual total \$100,000.00
		\$100,000.00	Accrued
	2012		Annual total \$250.00
		\$250.00	Accrued
	2013		Annual total \$5,000.00
		\$5,000.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Milledgeville	
Resource source		Amount	Status
Sum of revenue generated by resource source		\$489,250.00	
Foundation	Year		
HKHC funds			
	2009		Annual total \$64,988.64
		\$731.93	Accrued
		\$55,826.29	Accrued
		\$1,129.67	Accrued
		\$337.68	Accrued
		\$6,963.07	Accrued
	2010		Annual total \$103,265.43
		\$24,000.00	Accrued
		\$3,000.00	Accrued
		\$1,769.50	Accrued
		\$2,100.00	Accrued
		\$3,200.00	Accrued
		\$63,695.93	Accrued
		\$5,500.00	Accrued
	2011		Annual total \$81,831.38
		\$779.45	Accrued
		\$200.00	Accrued
		\$1,192.60	Accrued
		\$70,891.68	Accrued
		\$8,767.65	Accrued
	2012		Annual total \$113,654.13
		\$12,177.23	Accrued
		\$6,564.00	Accrued
		\$25,000.00	Accrued
		\$2,058.30	Accrued
		\$1,537.82	Accrued
		\$66,316.78	Accrued
Matching funds			
	2010		Annual total \$31,823.00

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Milledgeville		
Resource source			Amount	Status
			\$2,000.00	Accrued
			\$25,000.00	Accrued
			\$4,823.00	Accrued
	2011			Annual total
			\$2,000.00	Accrued
				Annual total
	2012			Annual total
			\$2,000.00	Accrued
			\$4,915.00	Accrued
	2013			Annual total
			\$4,915.00	Accrued
			\$2,000.00	Accrued
		Other		
	2010			Annual total
			\$2,000.00	Accrued
	2013			Annual total
			\$10,000.00	Accrued
			\$325,000.00	Accrued
Sum of revenue generated by resource source			\$748,392.58	
Non-profit organization		Year		
		Matching funds		
	2010			Annual total
			\$1,000.00	Accrued
			\$2,000.00	Accrued
			\$1,318.00	Accrued
	2012			Annual total
			\$1,500.00	Accrued
			\$100.00	Accrued
			\$2,000.00	Accrued
Sum of revenue generated by resource source			\$7,918.00	
School		Year		
		Matching funds		
	2010			Annual total
				\$36,861.00

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership	Milledgeville		
Resource source		Amount	Status
		\$1,272.00	Accrued
		\$2,502.00	Accrued
		\$2,500.00	Accrued
		\$12,004.00	Accrued
		\$3,927.00	Accrued
		\$4,522.00	Accrued
		\$1,900.00	Accrued
		\$1,737.00	Accrued
		\$1,247.00	Accrued
		\$4,500.00	Accrued
		\$750.00	Accrued
	2011	Annual total	\$48,291.00
		\$1,158.00	Accrued
		\$1,031.00	Accrued
		\$789.00	Accrued
		\$1,118.00	Accrued
		\$2,378.00	Accrued
		\$1,322.00	Accrued
		\$594.00	Accrued
		\$3,927.00	Accrued
		\$750.00	Accrued
		\$11,786.00	Accrued
		\$23,438.00	Accrued
	2012	Annual total	\$12,052.00
		\$5,580.00	Accrued
		\$545.00	Accrued
		\$1,250.00	Accrued
		\$3,927.00	Accrued
		\$750.00	Accrued
	2013	Annual total	\$22,085.00
		\$11,621.00	Accrued
		\$1,287.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership	Milledgeville		
Resource source		Amount	Status
		\$4,500.00	Accrued
		\$3,927.00	Accrued
		\$750.00	Accrued
Sum of revenue generated by resource source		\$119,289.00	
Other	Year		
Matching funds			
	2010		Annual total \$23,832.00
		\$23,832.00	Accrued
	2011		Annual total \$22,977.00
		\$22,977.00	Accrued
	2012		Annual total \$37,917.00
		\$36,542.00	Accrued
		\$350.00	Accrued
		\$1,025.00	Accrued
	2013		Annual total \$21,790.00
		\$21,790.00	Approved
Sum of revenue generated by resource source		\$106,516.00	
N/A	Year		
Matching funds			
	2009		Annual total \$63,000.00
		\$63,000.00	Accrued
Sum of revenue generated by resource source		\$63,000.00	
Grand Total			\$1,578,265.58