

# HEALTHY KIDS, HEALTHY CUBA

## CASE REPORT

CUBA, NEW MEXICO

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



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## BACKGROUND

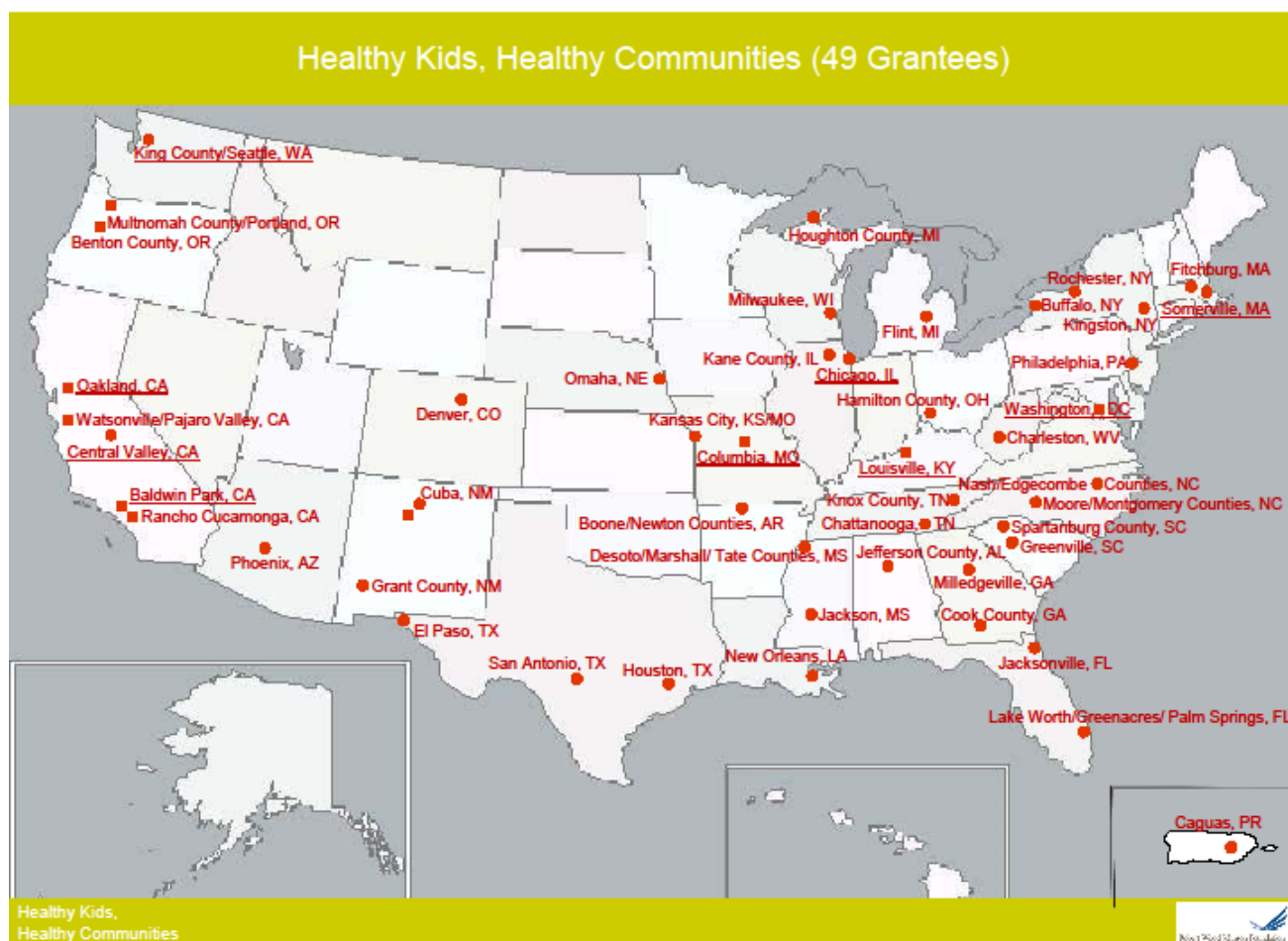
### Healthy Kids, Healthy Communities National Program

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.<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).

### Healthy Kids, Healthy Cuba Partnership

In December 2009, Healthy Kids, Healthy Cuba partnership received a four-year, \$360,000 grant as part of the HKHC national program. The HKHC partnership focused on the Village of Cuba and Ojo Encino. The Prevention Research Center was the lead agency for the Healthy Kids, Healthy Cuba partnership. The partnership and capacity building strategies of the partnership included:

- **Community Champions:** In rural Cuba, there were many community champions that served as the change agents to create policy, system, and environmental change approaches, as well as programs to support these efforts.
- **Youth Engagement:** Healthy Kids, Healthy Cuba made it a goal to focus on engaging youth to create changes in the community. One particular organization, AMI Kids, served as a local alternative school that provided troubled youth with the opportunity to develop confidence and competencies in vital life skills and educational areas to assist them in making better choices. The youth were actively involved with clean-up days at the garden and trails, selling water at the Sandoval County Fair, working at the farmers’ market, and more.

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

Along with partnership and capacity building strategies, the Healthy Kids, Healthy Cuba 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 Healthy Kids, Healthy Cuba partnership included:

- **Parks and Recreation:** Increased opportunities for residents living in Cuba to be active through the development of a walking path around St. Francis of Assisi Park, park improvements (e.g., new basketball courts, baseball field, playground), and new equipment in a 24-hour fitness center.
- **Active Transportation:** Created a safer pedestrian environment through sidewalk improvements made to U.S. Highway 550, the primary route connecting Albuquerque to northwestern New Mexico and Colorado, running through the Village of Cuba. Additionally, an activity bus was started to support youth living in outlying areas attending Cuba schools.
- **Farmers’ Markets:** Established a farmers’ market in Cuba on Saturdays with an Electronic Benefit Transfer (EBT) machine that accepted nutrition assistance programs including Women, Infant, and Children (WIC) coupons and Supplemental Nutrition Assistance Program (SNAP).
- **Community Gardens:** Expanded a community garden (originally built in 2007) and established garden practices including the use of organic gardening methods and an informal agreement with the American Legion Home for use of its land and building.
- **Healthy Vending:** Adopted a healthy vending policy at the Sandoval County Fairgrounds allowing water to be sold for a cheaper price than sugar-sweetened beverages. This policy expanded to include healthy vending for all events held on the fairgrounds.

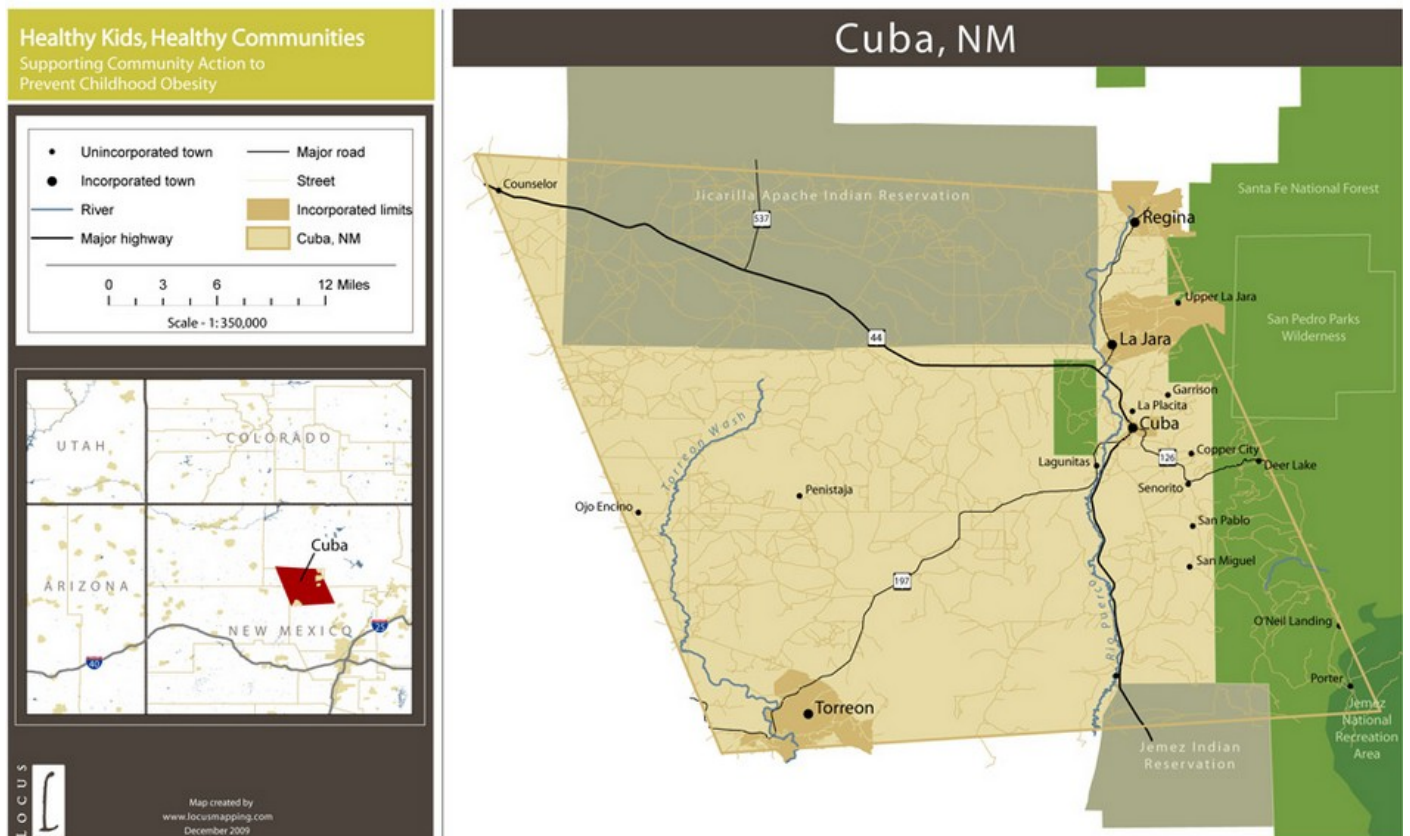
COMMUNITY DEMOGRAPHICS

Cuba, New Mexico is a rural hub with an approximate radius of 60 miles located in Sandoval County. The Village of Cuba has about 800 residents. The area to the north includes small villages (e.g., Gina), and counties (e.g., Rio Arriba County, Gallina), and extends into the three most eastern sections of the Navajo Indian Reservation which include the lowest income residents among the Native American population. The population seems to be getting older, with many of younger residents leaving due to the lack of economic opportunities, with the timber mines closing and the logging industry completely shutting down. About 8,800 people live within a 35-mile radius of the village of Cuba. According to U.S. Census data, the unemployment rate in Cuba is 17.5%, much higher than the unemployment rates in Sandoval County (6.6%) and New Mexico (7.3%). Additional demographic information is found in Table 1.

Table 1: Demographics for Sandoval County, Cuba, and Ojo Encino, New Mexico

Community	Population	African American	Hispanic / Latino	White	Asian/ Pacific Islander	American Indian/ Native American	Percent living below poverty line
Sandoval County <sup>2</sup>	131,561	2.1%	35.1%	68%	1.5%	12.9%	12.4%
Cuba <sup>3</sup>	731	0.5%	45.8%	48.6%	0.8%	24.6%	28.7%
Ojo Encino <sup>2</sup>	688	0.3%	4.7%	1.6%	0.0%	93.6%	N/A

Figure 2: Map of Cuba, New Mexico<sup>4</sup>



## INFLUENCE OF SOCIAL DETERMINANTS

### Employment

The biggest employers in Cuba are schools, government (state, county, and forestry), and a private clinic. There are very few businesses and no daycare options in the Cuba area. Child care is needed for young moms to be able to seek employment.

### School Demographics

Nearly 100% of students enrolled in Cuba Independent School District are eligible for free and reduced-price lunch. There is also a backpack program offered for students who do not have access to food at home. Food from Road Runner Food Bank is used in the backpack program. Project partners report a high number of referrals from teachers for students to the backpack program.

### Transportation

U.S. Highway 550 is the main connector to Cuba and surrounding rural areas. This highway runs through the middle of Cuba and often has many large trucks transporting goods and logging trucks traveling to Colorado and the western part of New Mexico. Highway 550 is the only major route that goes north. The traffic is a benefit and a challenge to Cuba as it has positive implications on the local economy, but presents challenges for residents crossing the highway without a car.

### HEALTHY KIDS, HEALTHY CUBA PARTNERSHIP

#### Lead Agency and Leadership Teams

The Prevention Research Center (PRC) in the Health Sciences Center at the University of New Mexico was established in 1995 and served as the lead agency for Healthy Kids, Healthy Cuba. The PRC had projects across the state within single communities and multiple communities (i.e., up to 16), depending on the project.

Community champions were big assets to the work being accomplished in Cuba. Momentum for active living and healthy eating prevention efforts in Cuba had been occurring since 1980, when one community champion of Cuba, also serving as a family physician, directed and founded a non-profit organization called Nacimiento Community Foundation (NCF). Nacimiento Community Foundation was a social service agency that served as a fiscal agent for HKHC initiatives and developed grant opportunities.

In 2009, the family physician in Cuba formed the Step Into Cuba Alliance to promote healthy lifestyles and prevent chronic disease by providing walkways, trails, and social support for walking and hiking in Cuba. This Alliance, and the Prevention Research Center served as the primary partners for Healthy Kids, Healthy Cuba.

Healthy Kids, Healthy Cuba was a complement to the existing active living efforts of the Prevention Research Center and Step Into Cuba Alliance in that it extended the target population to children and broadened the focus to incorporate nutrition standards and healthy food access.

Cuba, New Mexico was a high-need and resource-poor area in which researchers, practitioners, and community leaders realized the importance of collaborating across projects to ensure resources were maximized to support the entire community. Therefore, coordination and communication around different project goals were key across Healthy Kids, Healthy Cuba partnership, Step Into Cuba Alliance, Nacimiento Community Foundation, and Prevention Research Center. Some key personnel involved with the HKHC project included:

- The Director of the Prevention Research Center, who had been with the PRC for 37 years working on school-based health centers on the reservations and building relationships with these smaller rural communities. She lived in Cuba and provided oversight to the project.
- The Project Director position worked at the PRC supporting day-to-day project oversight and implementation.
- The Project Coordinator worked locally in Cuba and was a resident of Cuba. This position was funded under the PRC and it split time on multiple projects. Having this position in the community was instrumental for building relationships and pushing work forward.
- The Executive Director of NCF wrote grants to support programs, attended meetings, provided financial oversight for NCF, offered accounting expertise for the Cuba Farmers' Market, and provided technical support for the Market Manager position (e.g., posting positions and interviewing candidates). The Executive Director also assisted with the Cuba Community Garden by taking responsibility for running the financials, tracking spending, and writing grants for sustaining the garden.
- Full- and part-time staff were often hired to work on programs with specific grant funding. For example, two employees (one full-time and one part-time) and two contractors were hired to promote walking and trails in Cuba.

Both the Project Director and Project Coordinator positions had turnover along with a key instrumental member of the farmers' market, which briefly stifled momentum in the community. See Appendix C for a list of all partners.

#### Organization and Collaboration

The Step Into Cuba Alliance served as an established and active community coalition focused on the same issues included in the HKHC project. The representatives involved with HKHC already attended the meetings, therefore, HKHC activities were planned during the Step into Cuba Alliance meetings. Separate meetings were scheduled for the different target areas including community gardens and farmers' markets. Planning committees were formed in those areas to aid the decision-making process.



### PARTNERSHIP FUNDING

As part of the HKHC initiative, grantees were expected to secure a cash and/or in-kind match equal to at least 50% of what was provided by Robert Wood Johnson Foundation over the entire grant period. Through community engagement and capacity building efforts, Healthy Kids, Healthy Cuba generated over \$281,421 in cash and in-kind resources from local, regional, state, and national sources.

- Mid-Regional Council of Governments Transportation Planner provided \$4,320 in consulting services.
- Step Into Cuba Alliance Coordinator and Nacimiento Community Foundation Director provided \$132,116 of staff time.
- The Continental Divide Trail Alliance donated the time to design and install a kiosk to post HKHC partner announcements (\$2,500).
- Land rental was donated for Monday Cuba Farmers' Market meetings (\$1,500).
- Hunger Grow Away donated fruit trees for the Native American communities (\$4,621).
- The Prevention Research Center provided \$49,654 in cash or in-kind for staff time, graduate students, office space, an architectural planner, a transportation planner, to support the Market Manager position, market canvas bags, on-call personnel in Cuba to perform market tasks, to purchase promotional signs for the market, and to support the healthy vending project.
- The McCune Foundation, a local foundation, awarded a \$5,000 grant to hire a transportation planner to work with the Village of Cuba on the U.S. Highway 550 safety improvement project.
- New Mexico Farmers' Marketing Association provided a \$1,710 grant to support the marketing and promotion of the Cuba Farmers' Market.
- The New Mexico Department of Agriculture awarded the Cuba Farmers' Market \$5,000 to expand its marketing and promotion efforts, grower technical assistance, and to support the Cuba schools' Culinary Arts program.
- Native American community partners received \$65,000 from Wal-Mart Foundation and \$10,000 from New Mexico Department of Agriculture in 2013 to establish a mobile farmers' market.

See Appendix D: Sources and Amounts of Funding Leveraged for more information.

## COMMUNITY ASSESSMENT

### Farmers' Markets

Dot surveys and counts were conducted every year at the farmers' market to report the number of attendees and locations of residency, as well as information about frequency of purchasing and amount of money spent at the market. The questions for the dot surveys were developed in collaboration with the planning committee members. Attendance increased from 35 customers each market day to 174 between 2010 and 2013. Approximately 36% of respondents lived in Cuba, and the rest lived in a neighboring town. Thirty-five percent of respondents shopped at the farmers' market on a weekly basis.

The partnership conducted farmers' market environmental audits at three locations (i.e., Cuba, Farmington, Corrales) to understand market characteristics (e.g., signage, access) along with fruit and vegetable characteristics (e.g., availability, quality, quantity). See Appendix E for a full report. Some key findings included:

- The Cuba Farmers' Market was open Wednesdays, May through October. The Farmington Growers' Market was open Tuesdays and Wednesdays, June through October. The Corrales Growers' Market was open year-round, on Sundays and Wednesdays.
- All three markets accepted WIC benefits. The Cuba Farmers' Market and the Farmington Growers' Market were temporarily not accepting SNAP benefits.
- The Corrales Growers' Market and the Farmington Growers' Market offered discounts through the Senior Farmers' Market Nutrition Program. The Corrales Growers' Market also offered discounts through its enhancement program.
- High-fiber, whole grain foods, lean meats/fish/poultry, and other healthier foods were available at the Corrales Growers' Market and the Farmington Growers' Market.
- Sweet foods with minimal nutritional value were available at the Corrales Growers' Market and the Farmington Growers' Market. The Corrales Growers' Market offered high-fat prepared meal items.
- Twenty-one different vegetables were available at the Corrales Growers' Market, seven different vegetables were available at the Cuba Farmers' Market, and three different vegetables were available at the Farmington Growers' Market.
- The majority of the produce was of good quality.

### Active Transportation

A Health Impact Assessment for Highway 550 in 2010 was facilitated by the former Project Coordinator, former Project Director, Epidemiologist, and Anthropologist, and designed to document traffic activity on Highway 550, resident input, environmental audits, and pedestrian counts. Recommendations from the Health Impact Assessment were environmental changes, adding pedestrian signage, crosswalks, speed signs, and sidewalks.<sup>5</sup> Pedestrian counts were conducted three times each year at three sites (i.e., park path, road through the park, Highway 550 corridor). A national counting protocol was adapted for use to guide these counts. A report of the findings highlighted the need for improvements including sidewalks, traffic calming, and other pedestrian supports.<sup>5</sup>

The Village of Cuba was targeted by the Department of Transportation for a drainage study valued at over \$200,000 to assess the status of the drainage in Cuba. Due to a change in federal transportation funding (MAP21), the funds that were allocated for the second phase of sidewalk construction were reallocated, and this study determined the next appropriate steps for Cuba to address the walkability of the Village.

In May and September 2010, community members and UNM PRC staff positioned themselves at three locations in Cuba near two major roadways (U.S. 550 and NM 126) and in the Village of Cuba's St. Francis of Assisi Park to count pedestrian and bicyclists. The UNM PRC and community members repeated the counts at the same locations in May, July, and October, 2011. The data showed changes in walking and bicycling in the community over time as improvements were made to make the roads and sidewalks in Cuba safer and more attractive for pedestrians. The information can also assist in planning and implementing ideas and

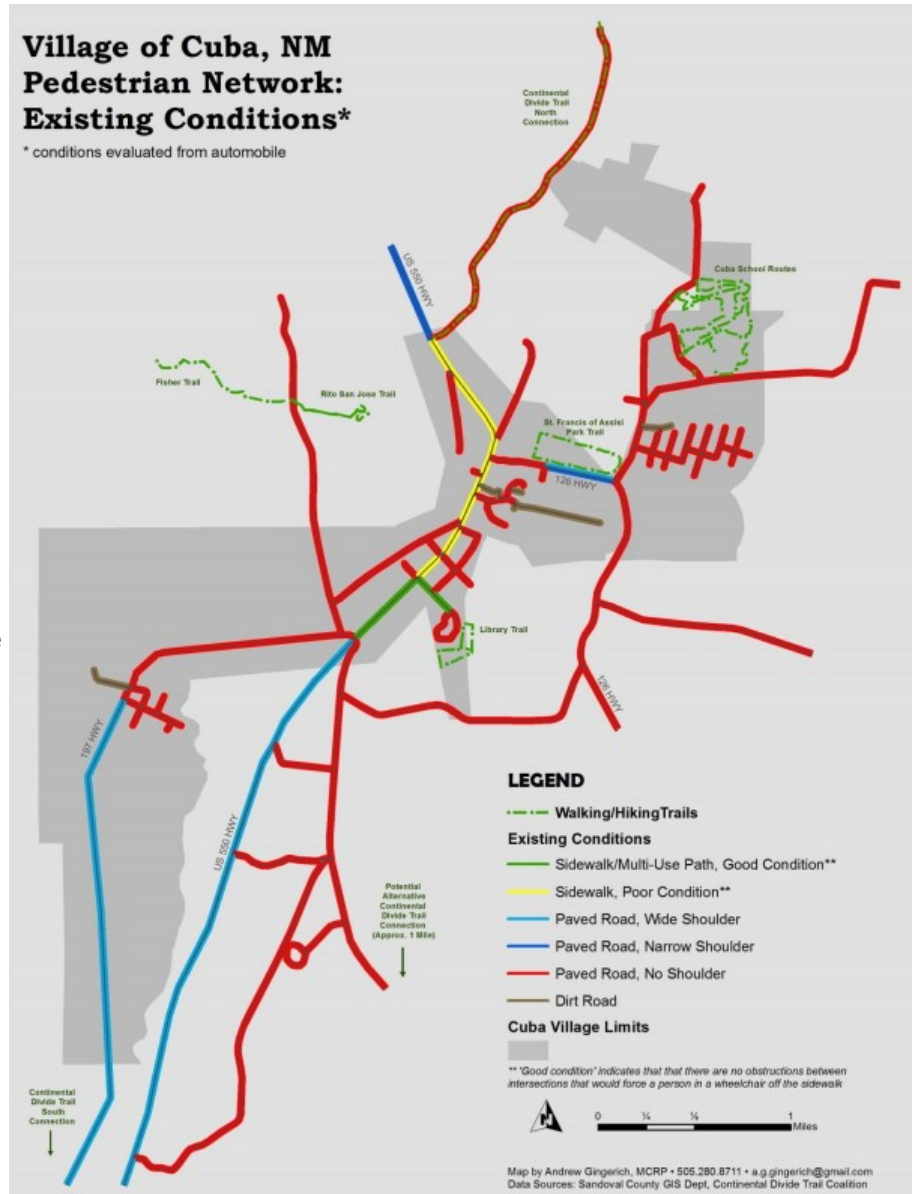
improvements for the benefit of Cuba and other communities nationwide. The results were reported to the Village Council and the community.

In the summer and fall of 2012, a brief assessment of the pedestrian network in Cuba was conducted using an environmental audit method. A map of the environment was created to show where existing pedestrian networks were located (see Figure 4).<sup>6</sup>

**Parks and Play Spaces**

A Park Improvement Survey was developed to gather information from community residents including basic demographics, point of access to the park, distance traveled to the park, and distance from residence to park. In addition, questions were asked about what improvements residents would like to see at their park. Surveys were administered at multiple locations using participation incentives such as free nutritious snacks, water, and a t-shirt. A three-panel display of the proposed park improvements was developed for residents to provide additional feedback.

**Figure 3: Map of Cuba Pedestrian Network**



## PLANNING AND ADVOCACY EFFORTS

### Community Outreach and Engagement

Community and stakeholder input was gathered during charrettes held during park workshops about ideas for improving the pedestrian environment. Approximately 20-30 community members participated, and follow-up meetings were held to review the information and suggestions given during the workshops.

Nacimiento Foundation and the Cuba Community Garden visited AMI Kids to show appreciation for all the hard work and help the students provided at the food pantry, community garden, and farmers' market. The students helped the food pantry by loading the heavy boxes of food for older patrons, setting up tents and tables, collecting data for the farmers' market, and providing much needed labor at the community garden. The students were presented awards as an appreciation of the community and treated to an array of delicious and healthy snacks.

### Advocacy

In 2011, Healthy Kids, Healthy Cuba worked with the Mayor and Village Council, as well as the Step Into Cuba Alliance to advocate for and build momentum toward making U.S. Highway 550 safer and more pedestrian-friendly. Two public meetings were held to provide information and gather public input about a Sidewalk Improvement Project. As a result, the New Mexico Department of Transportation incorporated safety recommendations into their sidewalk designs so that pedestrians would feel safer and more comfortable walking along the new stretch of sidewalk.

In 2011, the Village of Cuba Mayor and Council approved a plan to advocate for and implement a project to provide a safe pedestrian connection between U.S. 550, the Village of Cuba St. Francis of Assisi Park, and the Cuba Independent Schools campus. This project would provide a safe route for children, school staff, and community members to walk to the school campus and increase pedestrian access to recreation facilities in St. Francis of Assisi Park. Furthermore, this project would greatly enhance the already emerging network of sidewalks and trails in and around the Village of Cuba.

### Programs/Promotions

In collaboration with Hasbídító, a youth development organization in a Native community bordering Cuba, and a local elementary school in connection with New Mexico Collaboration to End Hunger-Summer Lunch Program, the Healthy Kids, Healthy Cuba partnership supported an eight-week Summer Lunch program that provided lunches for 200 students during the summer months and \$500 to the school/community garden program.

Hasbídító worked with the partnership to identify an alternative to providing youth food through the Summer Lunch program, which was at jeopardy in 2013. A neighboring school, one hour away, delivered the meals to the chapter house to feed residents who applied for the Summer Food program. A community kitchen is being constructed in the Ojo Encino community.

Healthy Kids, Healthy Cuba funded Hunger Grow Away (HGA) to provide technical assistance for gardening projects. HGA was a local non-profit organization with expertise in horticultural therapy and gardening. HGA donated over 200 fruit trees to Hasbídító and helped plant three gardens at nearby elementary schools. The partnership also paid for representatives from Hasbídító to travel to the Leupp Family Farm in Arizona to learn how to grow produce in difficult weather conditions.

A collaboration between the Cuba Farmers' Market and Hasbídító allowed one of the market growers to provide technical assistance to the Native growers on extending the growing season and saving water.

### FARMERS' MARKETS

Healthy Kids, Healthy Cuba wanted to create access to healthy foods for residents living in Cuba and the surrounding areas with an emphasis on lower-income populations.

#### Policy, Practice, and Environmental Changes

The Cuba Farmers' Market started in 2010 with 4 vendors and increased to 16 vendors in 2013. There were six vendors selling at the market on a regular basis. The market accepted Women, Infants, and Children (WIC), Senior Farmer's Market Nutrition Program (SFMNP), and Supplemental Nutrition Assistance Program (SNAP). SNAP was the only market-wide policy accepted by all vendors. Each individual vendor had the option of accepting WIC and SFMNP.

A 40-mile radius was used to define the farmers' market vendor area around Cuba that included neighboring communities of Gallina, Coyote, Regina, La Jara, Torreon, Encino, and Lindren.

The Village of Cuba provided the electricity, restrooms, and space at no cost to the Cuba Farmers' Market.

#### Complementary Programs/Promotions

During WIC voucher pick-up time at the market, recipes were shared to encourage residents to utilize the WIC vouchers at the market. Festival events were held at the market to entice community members to experience the market with activities for youth, music, and food.

In 2012, solicitation letters were sent to local businesses and community members and a spring social event was held to raise funds for the market. These funds would pay a part-time manager to assist in accepting and encouraging use of nutrition assistance programs (i.e., SNAP, WIC, and SFMNP), and the set-up and take down of the market.

An outreach plan was implemented, including flyers promoting the market and special events, a logo development process, a children's poster contest, and articles for the Cuba News.

#### Implementation

In June 2010, the Cuba Farmers' Market Management Team presented to Cuba Village Council and gained approval for St. Francis of Assisi Park to be the location for a market. The Cuba Farmers' Market was run and organized by a part-time Market Manager who worked approximately eight hours each week. If there was a festival scheduled, the Market Manager worked more hours. Additionally, the Market Manager attended meetings every two weeks. Market staff and managers set-up and tear-down duties needed to be shared across interested volunteers in order to prevent burdening only a few volunteers.

The farmers' market was usually open on Saturday mornings from 9 AM to 12 PM, July 7 through October 27. There were occasional farmers' markets on Wednesdays located next to the town post office, and scheduled other days for vendors with religious obligations on Saturdays.

Several procedures and policies used at the farmers' market followed New Mexico's Farmers' Market Association, and others were individual market policies. The market did not allow any re-selling of items and only produce grown within a 40-mile radius could be sold. A vendor packet containing information about rules and procedures at the market was distributed to all vendors. Vendor fees increased from \$15 in 2010 to \$50 in 2011, which included a booth at the market for the entire year. For a one day only fee, vendors paid \$3. Vendors also paid an additional \$5 fee to the Village of Cuba to sell goods at the market.

Market shoppers used a token system to make purchases from the vendors and then the vendors were reimbursed for their tokens at the end of the market day. In 2013, WIC farmers' market voucher distribution started taking place monthly at the Cuba Farmers' Market. A 30-minute mandatory training was conducted for all vendors who decided to accept SNAP, WIC, and SFMNP benefits.

A food display table was set up during market hours with attention-grabbing freebies (e.g., helium balloons, apples on sticks). These items encouraged a donation to support the market activities. Canvas shopping bags were donated to the market and were offered to customers for a small donation. Donations were utilized



to assist in sustaining market costs.

In 2010, a second market day was piloted on Mondays on donated land located between the Nacimiento Community Foundation building and the Cuba Post Office.

Throughout the HKHC project, youth from AMI Kids worked 111 volunteer hours; 48 of which were at the Cuba Farmers' Market with set-up and take-down.

### Population Reach

Through evaluation efforts to understand the population being served by the Cuba Farmers' Market, it was identified that 64% of customers lived outside of Cuba; therefore, the population reached by the farmers' markets included Cuba residents and surrounding areas (e.g., Ojo Encino, Rio Arriba County, Gallina, Gina).

### Population Impact

The first season of the Cuba Farmers' Market averaged more than 35 customers each market day. The second season count was between 75 and 100 almost every Saturday. In 2013, attendance increased to 174 customers each market day. The increase in customers attracted more vendors to the market and expanded the variety of produce offered.

After the Cuba Farmers' Market opened, a local grocery store increased the number and types of fruits and vegetables offered in the store. Although this may not be directly related to the work of the farmers' market, it was a culture shift that occurred within Cuba as the demand for healthier foods increased.

### Challenges

The market was not located along the main road, and if there were other events at the park, some reported that the market was overlooked. A vendor who had a large amount of produce also set up a farm stand at the Subway in town.

Farm vendors were hesitant to share their sales information with the Market Manager, so it was difficult to estimate sales figures. There was some confusion about differences in fees to the Village of Cuba for produce vendors and craft vendors. Vendors who sold anything other than produce could be charged \$25 instead of just \$5. Because there were two different committees managing produce and crafts, there was some discrepancy.

Well, I think one unintended snowball effect was when the farmers' market opened. So there's one grocery store in Cuba that is relatively small and they started carrying more fruits and vegetables and put up a sign that said, 'Come here for your fruits and vegetables!' So it was a business decision, but [it] also benefited the "small rural community to have access to that type of food." — Staff

The EBT machine was returned, because the process was lengthy and there were technical and mechanical problems. It took approximately two months for vendors to get approved for EBT payments, so they stopped trying. A major challenge for the farmers' market vendors accepting WIC vouchers was the strict and precise instructions for stamping and filling out the voucher to be fully reimbursed. Some farm vendors were not fully reimbursed or not reimbursed at all. They became so frustrated that they stopped accepting WIC as a form of payment.

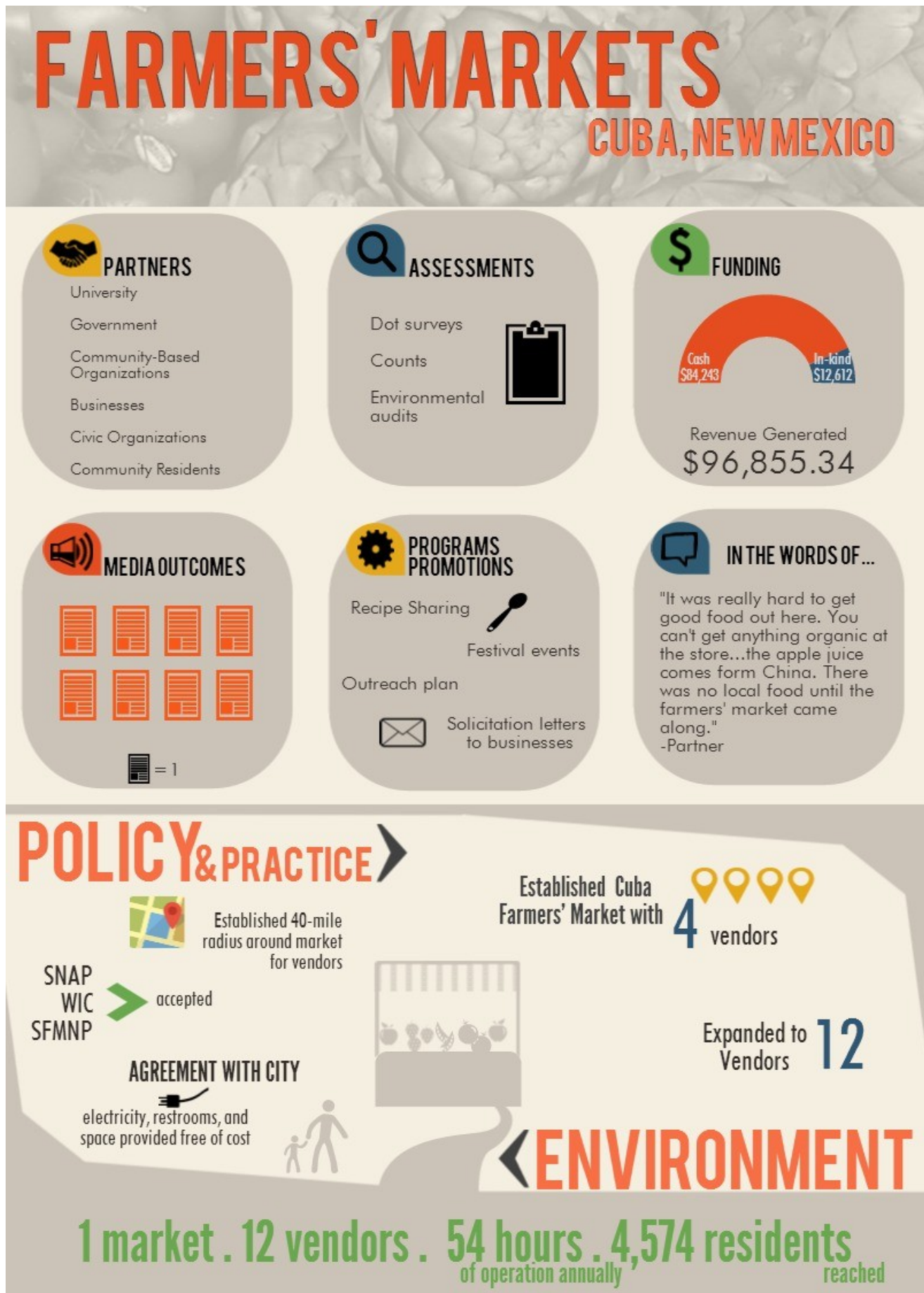
High staff turn-over within the paid Market Manager position influenced project activities. There were three different Market Managers within one year. The HKHC Project Director and Project Coordinator had to take over interim market responsibilities until a new Market Manager could be hired.

### Sustainability

Early on in the HKHC grant, Hasbídító in Ojo Encino Group and Rio Puerco Alliance discussed a mobile market to link produce from the Cuba Farmers' Market to the Ojo Encino Reservation. At the end of HKHC, funding was finally received to launch the Tri-Community Mobile Farmers' Market in June 2014.

For additional information, see Figure 4: Farmers' Market Infographic.

Figure 4: Farmers' Markets Infographic



## COMMUNITY GARDENS

Healthy Kids, Healthy Cuba intended to expand the Cuba Community Garden to include youth and other residents in Cuba and Navajo reservations.

### Policy, Practice, and Environmental Changes

The Cuba Community Garden added 7 new plots in 2013, expanding to hold 35 plots. Four of the plots were not in use, so there were 31 active plots in 2013.

Although there was an agreement established with the former Superintendent of Cuba schools to create a sister garden to the Cuba Community Garden, it remained on hold until more discussions could take place with the new Superintendent and Garden Manager to gauge interest and commitment.

There was an informal agreement with the American Legion Home for use of its land and building. Therefore, the time frame for use of these resources was described as “until there is a disagreement.”

An informal policy discouraged the growth of perennials on the land due to the need to rotate plants each year to prevent bugs and to allow time for the soil to replenish the nutrients available from season to season. A community garden leader strategically rotated plants accordingly.

Efforts were made to accommodate community garden members who relied on wheelchairs to get around including creating raised-bed gardens and clearing the ground of rocks and other obstacles that prevented access from the entrance to the assigned garden plots.

The Village of Cuba donated the water for the Cuba Community Garden to alleviate one of the major garden costs which would have been a prohibitive barrier for the garden leaders or community residents with garden plots.

A partnership with Hasbídító and Hunger Grow Away helped establish three gardens put in nearby elementary schools.

### Complementary Programs/Promotions

A garden map was created to help gardeners find their plots. Several garden events and promotions were designed to increase awareness of the community garden.

- The Cuba Community Garden Haunted House offered an evening of spooky fun for kids and grown-ups and was also a fundraiser for the garden.
- A Harvest Festival was designed to increase awareness and promote participation in the community garden. Two new families signed up for garden beds.
- Several articles published in the local newspaper and one in the New York Times supported the Cuba Community Garden events and expansion.

### Implementation

Cuba Community Garden started in 2007. A partnership goal focused on continuing to expand the garden. The Garden Manager and other community members brought in community resources (e.g., garden bed materials and labor) through partnerships with community organizations. For example, AMI Kids provided manure, and Department of Transportation donated used guard rails to be repurposed into raised-bed garden containers.

Decisions were made by the Executive Committee when community garden leaders were not present at meetings.

Community garden champions took innovative approaches to secure donated materials for the garden.

- A local food pantry donated left-over produce that had gone bad to use as compost.
- Fifty straw bales were donated to the Cuba Community Garden for use in building more raised beds.
- A local mechanic built water hydrant mechanisms to assist with watering.



- A local tree-trimming co-op donated bark chips.
- Walmart provided a discount on ground cloth.
- New Mexico Department of Transportation provided old guard rails used on streets at a reduced cost.

Although community garden champions procured many types of donations and resources for the garden, there was an ongoing need for funding to purchase and install a watering system. Water hoses were used for short-term until a larger system was installed. The hose material stretched and cracked when certain procedures were not followed. Garden leaders decided to charge users when a hose needed to be replaced in effort to ensure gardeners were following guidelines for using the hose.

The American Legion Home allowed the community garden members to store their lawn mower in a building on the property. A separate lock and key were used that not all members had access to due to the expense incurred if the mower needed to be replaced or repaired.

Accommodations were made to allow members in wheelchairs access to the garden area including removal of rocks and other ground debris impeding access to the entrance and garden area. Also, the actual gardens were planted in raised beds rather than garden beds made out of bales of hay that were lower to the ground. AMI youth helped by removing all the rocks on the ground in the garden area, especially along the walking path and around garden areas used by individuals in wheelchairs. Easy access to the watering hose was also provided.

Although donating extra produce and/or planting a food pantry garden plot were considered by community garden members and organizers as good ideas during the planning stage, addressing resource needs (e.g., new hoses) and individual member food needs were higher short-term priorities.

Garden members, community volunteers and HKHC staff prepared for the growing seasons including weeding the garden beds, raking, trimming, and mowing the grounds, and construction of two new raised garden beds. Over the span of HKHC, youth from AMI Kids worked 63 hours at the Cuba Community Garden, providing assistance with garden clean-up days.

### Population Reach

Reports on the number of personal gardens had increased in the Cuba area which could help explain some of the lower participation rates at the community garden. Anecdotal information from AMI youth indicated that youth participants were teaching their families about what they learned in the community garden and starting personal gardens at home. Tracking efforts were needed to

determine whether there were changes in the

number of other gardens in the community. There were approximately 23 beds and 17 gardeners for the 2011 season. During that season, membership in the Cuba Community Garden grew at such a rapid rate that the garden was in need of more raised beds and there was a waiting list. HKHC staff were able to help acquire some donations of supplies to build some additional beds and to help with the submission of a small grant application for funds to support the garden. This year, a garden bed was also dedicated to grow produce to sell at the local farmers' market to raise funds for the community garden.

### Challenges

A short growing season due to freezing temperatures into early summer weeks posed challenges to growers in Cuba. Community members worked together to educate one another about how to extend the growing



Source: Transtria LLC

season through use of hoop houses, which protect the plants from extreme weather conditions. Other uncontrollable challenges for farmers and the community gardens were a long-term draught and a grasshopper invasion which resulted in less produce.

Support for developing a school garden was being assessed through a questionnaire sent out at the school. There were some concerns about the potential for competition to develop if there were two gardens. Community garden champions were open to supporting the school garden as a sister garden and flexible on the use of one garden as a learning garden.

### Lessons Learned

Concerns about using guardrails made out of galvanized steel, tires, and hay bales as raised bed containers were researched and addressed by garden organizers. There were no health hazards that would be passed into the produce by growing food in soil within these types of raised garden containers.

Use of garden drape material kept the plants approximately ten degrees warmer, protecting them from frost, but also allowing sunlight through, decreasing the amount of labor involved in taking the cover on and off. Experimentation with covered crops produced many successful crops (e.g., oat crop) and use of 'vetch' helped to cut down on the level of weed growth in the raised bed gardens.

To address the challenge of guardrails and tires getting hot during high summertime temperatures, hoses and connectors were purchased to cool off these containers. Garden leaders planned to install in-ground hoses for a permanent water system with future funding.

## ACTIVE TRANSPORTATION

U.S. Highway 550 was a primary route connecting Albuquerque to northwestern New Mexico and Colorado and ran through the Village of Cuba, which served as a commercial center for the area. Residents within Cuba and the surrounding areas visited Cuba to access food, mail, and health services.

Prior to Healthy Kids, Healthy Cuba, the U.S. 550 corridor had no traffic lights, stop signs, crosswalks, or sidewalks. The Village of Cuba along with the Step Into Cuba Alliance worked with the Department of Transportation to take a lead role on pedestrian improvements on U.S. 550.

It took a lot of time to cross U.S. Highway 550 and it was not considered safe. Often times, residents would drive a car across the street rather than try to walk. The sidewalk and road conditions were significantly torn up in Cuba on Highway 550, due in part to the highway and road snow scrapers that were used to remove heavy snow accumulations.

### Policy, Practice, and Environmental Changes

Two phases of sidewalk improvements were planned around U.S. Highway 550. The first phase of the work was completed in Spring 2012. The environmental changes included 1.06 miles of sidewalk improvements through Cuba and buffers in between the street and the sidewalk that were constructed and landscaped with trees.

An after-school activity bus was started for Cuba Independent schools to provide essential transportation for children living in outlying Native communities.

### Complementary Programs/Promotions

A University of New Mexico planning student was recruited through the Prevention Research Center to work on a Safe Routes to School funded project with a Cuba middle school. This student pilot tested newly developed pedestrian safety curriculum that was integrated into classroom subjects and included hands-on activities.

In 2010, the partnership worked with Cuba schools for the Walk and Roll to School event to promote walking and biking to school in Cuba. Additionally, a Safe Routes to School curriculum was developed by a University of New Mexico planning student working with the School of Public Health. The curriculum was designed to provide hands-on activities integrated into classroom lesson plans for math (e.g., sidewalk measurement to calculate concrete cost estimate), science, social studies (e.g., urban history around transit), and English (e.g., how to present ideas in a persuasive speech about Safe Routes to School).

### Implementation

Because Cuba was on the edge of district boundaries, the relationship between the village government staff and state government staff within the street and transportation department was dependent on the history and relationships.

Partner recruitment efforts included inviting a staff planner from the Regional Planning Organization for the mid-region area to attend a workshop focused on determining how to create pedestrian access around U.S. Highway 550 in Cuba. This transportation planner was able to provide resources and ideas about enhancing the pedestrian environment in Cuba. There was a strong connection between the Village of Cuba and Sandoval County that had been established through meetings around the Sandoval County Fair. The Mid-Region Council of Governments Traffic Planner provided consultation on the traffic calming and pedestrian safety project.

The partnership hired a consultant to facilitate the logistical process for planning and implementing a policy



change to construct sidewalks in Cuba along the section of Highway 550 that divided the town. This consultant was hired with experience working for the New Mexico Department of Transportation as a bike and pedestrian staff member.

A 550 workgroup was formed to support pedestrian improvements, design, plan, evaluate, and gather community input. Adding a crosswalk and/or a yield sign was a requested pedestrian safety improvement across Highway 550. There were only two other crosswalks in Cuba; one was old and fading and the other was located in a different section of town.

The New Mexico Department of Transportation took part in the planning of the pedestrian environment improvements, but its role was minor in the beginning. A staff member from the New Mexico Department of Transportation was a resident in Cuba and attended some meetings.

The Department of Transportation took steps to keep project costs low including completing the design process within the department instead of contracting out this component. The department provided landscaping and installed lights within the Highway 550 project scope. Although this was a small step towards meeting pedestrian needs, it showed a subtle shift from the department's focus on auto transit to also include pedestrian transit. Continued education efforts and younger staff filling older, retired staff positions made this possible.

The pedestrian improvement project was broken into two phases.

### Phase 1

During Phase 1 of the U.S. Highway 550 project, sidewalks were constructed in areas where no sidewalks were present. The original plan was to renovate the existing narrow (i.e., 2.5 feet) sidewalks that were difficult to walk on due to the addition of large utility holes and the number of driveway cutouts put in for the businesses. Because of the expense of renovating the sidewalks and moving the utilities, it was decided Phase 1 would be a demonstration project to build sidewalks where there were none existing. This would show residents what sidewalks would look like throughout the rest of the planned areas. Also during Phase 1, buffers were constructed and landscaped with trees.

### Phase 2

Proposed improvements would include access to park trails near Highways 197 and 550. However, funding restrictions were limited to U.S. or state highway improvements, so creating access to trails would need to be paid through other funding (e.g., parks and recreation funds).

The Safe Highways 197 and 550 project focused on increasing safety for residents who lived on reservation land along Highway 550 and hitched rides along the highway to get to and from Cuba. Therefore, street improvements would increase the safety for pedestrians to make ride connections along this route.

The transit street design safety project plan was modified to provide a paved built-out area leading to the side of the road near the reservation to offer an alternative to standing in the dirt or mud on the side of the road while hitching a ride to and from the Village of Cuba.

### **Population Reach**

The Highway 550 pedestrian safety projects have the potential to impact all pedestrians, but also the truck drivers as they would have a safer drive through Cuba.

### **Challenges**

Installing street crossings was on the list of possible pedestrian improvements. However, it was not a Department of Transportation priority because the department was staffed with road engineers who were more experienced with road planning to maximize safety and street conditions for automobile traffic, not pedestrians.

Department of Transportation staff were reluctant to put together a plan that required slowing down truck traffic along U.S. Highway 550 in and around Cuba to accommodate a pedestrian crosswalk because of their competing need to ensure truck safety.

Sidewalk improvements created challenges with some business owners who had access to the roadway along the full length of their lot. After the sidewalk improvements were complete, they would have a sidewalk with driveway cut-outs. Business owners were concerned this change in the amount of street access would negatively impact their business. The Department of Transportation talked with these business owners to inform them that the sidewalks were being installed, but the state could accommodate cutouts the business owners wanted.

A major challenge for institutionalizing the Safe Routes to School curriculum was the lack of school support. Only one teacher enthusiastically supported the curriculum, whereas the other teachers and principal seemed to be reluctantly doing a favor for the college student spearheading the project. More work was needed to build a relationship within the school system.

The after-school activity bus for Cuba independent schools provided essential transportation for children and was created with funding from an after-school tutoring program. Unfortunately, transitions in the school superintendent position put the after-school tutoring program and activity bus in jeopardy, and the sustainability of this initiative was unknown.

### Sustainability

The maintenance for the sidewalk improvements in Cuba near Highway 550 are the responsibility of the state. The landscaping within the buffer area is the responsibility of the village's Public Works Department, which is made up of two part-time employees. The state is responsible for maintenance of state roads and state facilities (e.g., sidewalks) unless it is part of an off-road project or adjacent trail. In many off-road cases, the state will work out an agreement with the jurisdiction to have the local jurisdiction maintain it because the state does not want to take responsibility for tasks such as shoveling the snow, etc. If it is actually a separate facility with a little bit of landscaping between, then the state also tends to develop an agreement with the jurisdiction so the community will take over maintenance.

## PARKS AND PLAY SPACES

Healthy Kids, Healthy Cuba worked with the Village of Cuba to make park improvements and conduct a process to gather community input to learn what features residents wanted in the park.

### Policy, Practice, and Environmental Changes

A one-mile trail was created around the perimeter of St. Francis of Assisi Park, a 26-acre park. Additionally, baseball field improvements were made, including a dugout, bleachers, and safety amenities (e.g., lighting). Two new basketball courts and a new playground were built. Aesthetic improvements were also made to the park such as the addition of trees and shrubs. Finally, fitness center improvements were made with the remodeling of a 55,000 square foot building with new weights, mirrors, televisions, and aerobic machines (e.g., treadmills).

### Complementary Programs/Promotions

A park display board was created to share the plan for the park redesign and gather community input on the design elements. Additional funding was needed to complete the park redesign. Other improvements envisioned in the next five years were trail improvements so that residents could access the trail year-round, and older youth-oriented park amenities such as a small-scale skateboard park and sand volleyball court. The display was presented at many different locations around the Village of Cuba (e.g., Village offices, the senior center, the post office, the electrical co-op, Eiswalt Center).

### Implementation

The Director of the Parks and Recreation Department worked part-time and was employed by the local police department as a part-time dispatcher. The Director ran the fitness center on Tuesdays and Thursdays and coordinated a Youth Conservation Corps summer baseball league.

The AmeriCorps National Civilian Community team of volunteers performed trail work and applied mulch to the St. Francis of Assisi Park's trees. The Department of Parks and Recreation received funding to maintain the park properties through a Gross Receipts Tax in Cuba, a request to the legislature, and small-scale fundraising events (e.g., summer softball tournament held to fund basketball hoops, backboards).

When planning new park design elements, cost was considered when deciding to build a new basketball court or repairing an old court. It would cost more money to repair the old court; therefore, new courts were installed.

The Cuba Department of Parks and Recreation had a fitness center which received grant funding through Sandoval County submitted by the Chief of the Cuba Police Department to develop exercise facilities for police officers. Approximately \$10,000 in funding was received to pay for exercise equipment and televisions. Fitness center usage fees were \$10 per month which helped pay for utilities. Residents who paid the fee had 24-hour access to the fitness center through use of an entry code lock system which also tracked usage data. Youth were told to leave the facility by 9 PM. It was estimated that 20 people used the fitness center during the summer months.

### Challenges

Due to the reliance on a graduate student coordinating the map creation for the park design project, many files and hours of work were lost when this graduate student moved to a different state after graduation. The project budget could not fund another staff member to recreate this work, and the momentum in the park planning and community feedback process diminished.

### Sustainability

Maintenance of the fitness center (e.g., cutting the grass) was usually done by volunteers, but occasionally city authorities cut the grass. While the previous Mayor and village council did not support or prioritize the development of a walking trail or village park, the current Mayor provided his political support for these initiatives. The partnership will use the information identified from the community input process to create a parks master plan and apply for funding to continue to make park improvements.

## HEALTHY VENDING— FAIRGROUNDS

Healthy Kids, Healthy Cuba, in partnership with the Sandoval County Fair Board and Manager decided to pursue a healthy vending policy at the fairgrounds to allow access to healthy foods and beverages at affordable prices.

### Policy, Practice, and Environmental Changes

The Sandoval County Fair Board agreed to require fair vendors to price water less than soda. Sandoval County Fairgrounds committed to include healthy vending language in fairground vendor lease agreements.

### Implementation

The Sandoval County Fair was held once every year from a Wednesday to the following Sunday in early August. The general public could attend for \$10 (e.g., rodeo, cook-off), and the event ended with a half-day of fair activities on Sunday. There was a total of four food and beverage vendors at the Sandoval County Fair. The Sandoval County Fair Board agreed to ask vendors to sell water for less than soda, but the amount to charge was left to the discretion of each vendor.

Two fair vendors representing the 4-H Clubs in Cuba and Torreon both sold water for less than they sold soda. Because the Torreon 4-H Club had to pay for three meals a day for each of the children while they camped during the fair, this group chose to set the price of water at \$0.75 cents, whereas the Cuba 4-H Club which did not have to camp, set the price for water at \$0.50. Both groups set the price for soda at \$1.

Requests were made to write the policy during a board meeting stating the details about pricing water less than soda during the Sandoval County Fair, because some vendors did not charge less than soda and the prices varied.

In April 2011, the Sandoval County Fair Board passed a motion to support the HKHC healthy vending pilot project at the 2011 Fair. The board contacted the food vendors to try to engage them in the project by offering the vendors technical assistance from the nutritionist. The nutritionist worked with the vendors to devise a healthy food option, and HKHC subsidized the difference in cost. The Board also placed flyers around the fair advertising the healthy food options and place an advertisement in the fair newspaper that was distributed widely throughout the county. A member of the Board expressed an interest in selling healthy food options at the event she attended in July to advertise the fair. At that event, she also promoted that the fair would have healthy food options for the 2011 season.

After meeting with the Sandoval County Fairgrounds Manager, it was agreed that the Sandoval County Fairgrounds would include language in vendor lease agreements for all events on fairground property to support and encourage healthier food and beverage options and pricing policies (e.g., selling bottled water for less than soda). This policy change expanded beyond the County Fair events to include all events.

### Lessons Learned

A food preparation and storage area for cutting up and storing fresh fruit at the fair was needed for the vendors to sell fresh produce. Parents had donated produce and cut it up on Monday for the upcoming fair, but the fruit had gone bad by the time the fair opened on Thursday, and it had to be thrown away.

The amount of water sold exceeded expectations and the vendors ran out of water and had to purchase additional water at a local retail location. One of the 4-H club leaders was surprised to see youth purchase two bottles of water for a dollar, rather than choosing a soda.

The biggest challenge for the 4-H Club as a vendor at the Sandoval County Fair was the amount of time it took to prepare all the food beforehand. The club did not have access to a food preparation area and was confined to small work areas with limited equipment.

### Sustainability

With the healthy food and beverage policy adopted at the Sandoval County Fairgrounds, implementation of the policy will be key to sustaining this change. The Fair Board has been very supportive of offering healthier options.

## SUSTAINABILITY OF THE PARTNERSHIP AND INITIATIVE

Project staff turnover created timeline challenges due to the amount of time it took for a new staff member to build rapport within the community. Project leaders started to recruit staff from within the community, because community partners had more favorable attitudes toward community members compared to people from other outside areas.

Project staff members who lived and worked in the community and had existing relationships seemed to build new relationships more quickly than people who were not from the local community. However, staff and partners who have been in the community for many years could also pose unexpected challenges. For example, if there was a past disagreement on an issue or if current perception about community priorities differed among project staff, community partners, and community residents, project activities and partner development could be negatively impacted.

The Sandoval County Fairgrounds Manager had been a community champion for the healthy vending fairgrounds initiative. Recently, the Manager received another large grant to create a community kitchen on the fairgrounds. This ongoing support from local champions is critical to the success of work in Cuba and the surrounding rural areas.

New partnership connections were established through the farmers' market connection with Hasbídító, a community development organization that provided grower technical assistance to market growers. The interest in this type of technical assistance was extremely high, and as a result, other organizations such as Rio Puerco Alliance and Quivira were involved indirectly with Healthy Kids, Healthy Cuba activities.

Core project staff in New Mexico were trying to continue HKHC initiatives during the project time period. However, there is a 10-month lapse (January 2014 through October 2014) between funding streams that pay a large portion of the salaries of core leadership staff. Two strategies to fill this funding include utilizing graduate students and applying smaller funding streams to keep the work moving forward, but on a much smaller scale.

“We've seen the response that the local community has towards these things. They're responding in a really good way. It's been slow, but...the people in this area, they've seen people coming in here...”we're going to do this...and change your lives! It lasts for a little while, [and] then it just goes away. So people tend not to trust programs that are brought in. When you bring in programs that have meaning to people, [that] make a connection, that's important because it brings in our culture. And that's what's been happening...the farmers' market has been instrumental in that.”  
—Resident

For ongoing work focused in the Village of Cuba, it will be important to consider the proximity of the project staff to the location of the community of focus. For HKHC, most project staff were based in Albuquerque. The Project Director faced many challenges not being located in the community, especially a small, rural community. Additional environmental and policy change may have been achieved with additional funding for either the Project Director to spend more time in the community or more on-the-ground staff to actually work in the community.

### Future Funding

The University of New Mexico Prevention Research Center included the Village of Cuba in its renewal application to the Centers for Disease Control and Prevention to continue to evaluate the community-wide Step Into Cuba program and incorporate the food system focus that was previously absent from this work.



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## APPENDIX A: HEALTHY KIDS, HEALTHY CUBA EVALUATION LOGIC MODEL

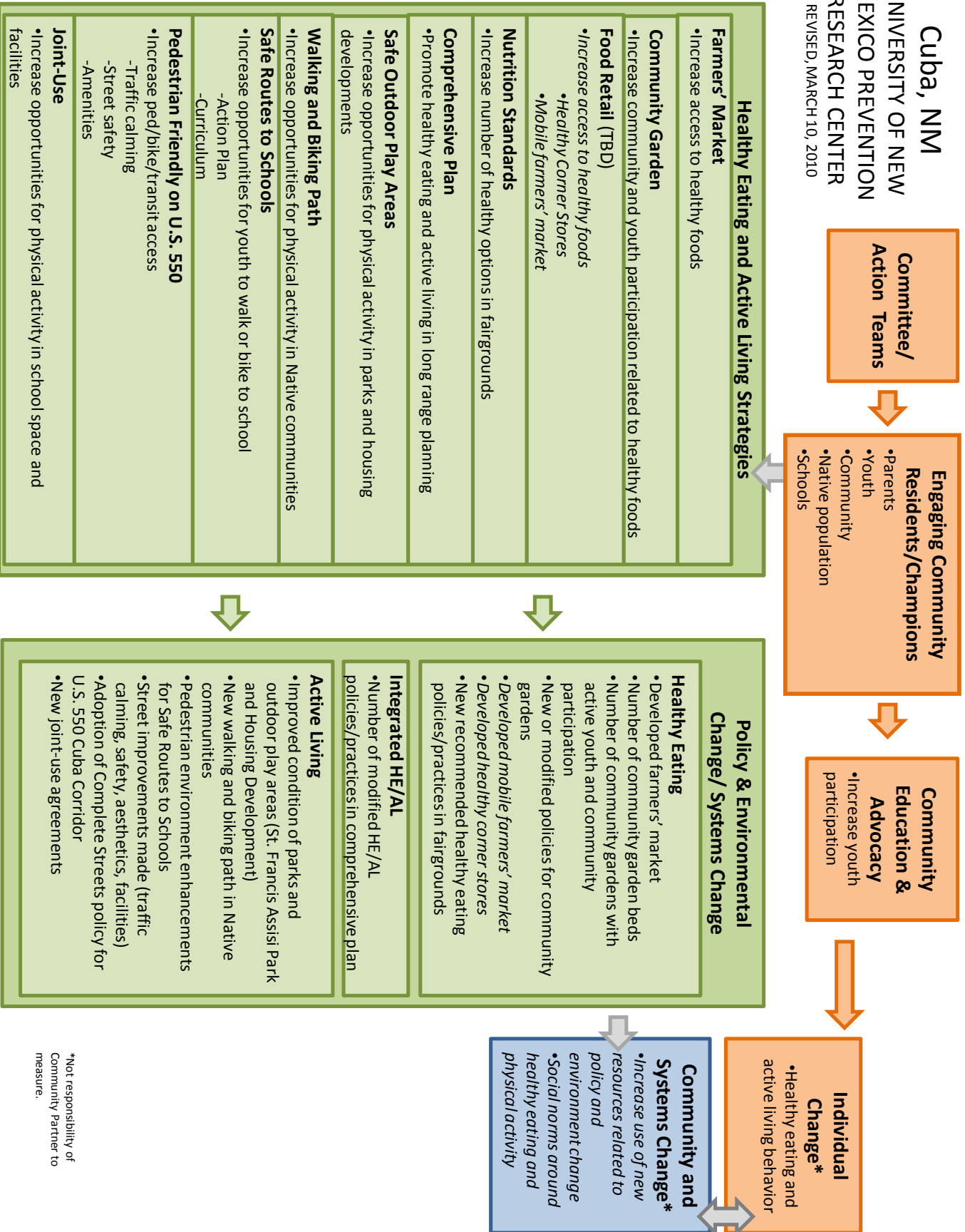
In the first year of the grant, this evaluation logic model identified short-term, intermediate, and long-term community and system changes for a comprehensive evaluation to demonstrate the impact of the strategies to be implemented in the community. This model provided a basis for the evaluation team to collaborate with the Healthy Kids, Healthy Cuba 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 Healthy Kids, Healthy Cuba partnership included:

- *Parks and Recreation*: Increased opportunities for residents living in Cuba to be active through the development of a walking path around St. Francis of Assisi Park, park improvements (e.g., new basketball courts, baseball field, playground), and new equipment in a 24-hour fitness center.
- *Active Transportation*: Created a safer pedestrian environment through sidewalk improvements made to U.S. Highway 550, the primary route connecting Albuquerque to northwestern New Mexico and Colorado, running through the Village of Cuba. Additionally, an activity bus was started to support youth living in outlying areas attending Cuba schools.
- *Farmers' Markets*: Established a farmers' market in Cuba on Saturdays with an Electronic Benefit Transfer (EBT) machine that accepted nutrition assistance programs including Women, Infant, and Children (WIC) coupons and Supplemental Nutrition Assistance Program (SNAP).
- *Community Gardens*: Expanded a community garden (originally built in 2007) and established garden practices including the use of organic gardening methods and an informal agreement with the American Legion Home for use of its land and building.
- *Healthy Vending*: Adopted a healthy vending policy at the Sandoval County Fairgrounds allowing water to be sold for a cheaper price than sugar-sweetened beverages. This policy expanded to include healthy vending for all events held on the fairgrounds.

APPENDIX A: HEALTHY KIDS, HEALTHY CUBA EVALUATION LOGIC MODEL

Cuba, NM  
 UNIVERSITY OF NEW MEXICO PREVENTION RESEARCH CENTER  
 REVISED, MARCH 10, 2010



\*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 Healthy Kids, Healthy Cuba 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 Healthy Kids, Healthy Cuba 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 Healthy Kids, Healthy Cuba 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 11 individuals responded from Healthy Kids, Healthy Cuba partnership. Of the sample, 9 were female (82%) and 2 were male (18%). Respondents were between the ages of 26-45 (n=3, or 27%), 46-65 (n=7, or 64%), and 66 or older (n=2, 18%). Seventy-five percent of respondents identified themselves as White, 8% as Asian, and 17% as Hispanic or Latino. No other races or ethnicities were identified.

Respondents were asked to identify their role(s) in the partnership or community. Of the 20 identified roles, five were representative of the Community Partnership Lead (25%) and four were Community Partnership Partners (20%). Three respondents self-identified as Community Partnership Leaders (15%) and six as Community Members (30%). Two respondents identified other roles (10%). Individuals participating in the survey also identified their organizational affiliation. Respondents represented a wide variety of organizations, with 18% associating with faith- or community-based organizations (n=2) and 18% associating with university or research/evaluation organizations (n=2). One respondent was associated to each of the following organization types: schools/school districts, local government agency, health care organizations, and neighborhood organizations. None of the respondents represented advocacy organizations or child care or afterschool organizations.

## APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

### Leadership (n=8 items)

Overall, responses showed agreement or strong agreement (91% 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 strongly agreed or agreed (93%) that leaders worked to motivate others, work with diverse groups, and strived to follow through on initiative promises. These statements also showed that leaders were perceived to have shown compassion to the community members with whom they worked. Responses to the survey showed the belief that at least one member of the leadership team lived in the community (100% 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)

While 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 (71% agree/strongly agree), 26% of respondents felt unsure provision of space and equipment was sufficient. Most (67%) agreed that the partnership has processes in place for dealing with conflict, organizing meetings, and structuring goals, although 8% responded “I don’t know”, indicating a lack of familiarity in this area, and 17% 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 (84%).

Though the majority (60%) of respondents indicated agreement with statements about the partnership’s effectiveness in seeking learning opportunities, developing the partnership, and planning for sustainability, 40% of respondents did not believe the partnership engaged in activities specific to development and sustainability.

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

Ninety-three percent of responses to statements about leadership and partner relationships were positive (agree or 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 (88% 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, 85% 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 unanimously felt that the leadership is visible within the community, with 100% of responses supporting statements that the leadership is known by community members and works directly with public officials to promote partnership initiatives. Eleven percent of survey participants responded “I don’t know” to these statements.

### 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 69% of survey responses, while 28% did not agree with these statements. Respondents also strongly supported suggestions that community members help their neighbors, though respondents also agreed that some community members may take advantage of others if given the chance (91% agree/strongly agree). 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 58% agreed or strongly agreed, 36% d

## APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

disagreed/strongly disagreed. The remaining 6% of responses indicated that some respondents did not know how community members would act in these situations.

Most survey participants (92%) felt community members were aware of the partnership's initiatives and activities. Fifty-five percent of respondents agreed that the partnership equally divides resources among different community groups in need (e.g., racial/ethnic minorities, lower income), while 45% 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 (87%), and also agreed that residents and partners have the opportunity to function in leadership roles and participate in the group decision-making process (92%).

### References

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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.

## Partnership and Community Capacity Survey Respondent Summary

### Community Partnership

**Cuba**

Respondents (n= 11 )

### Respondent Characteristics

Gender		Identified Race/Ethnicity				Identified Role	
Female	9	American Indian or Alaskan Native	0	Hispanic or Latino	2	Community Partnership Lead	5
Male	2	Asian	1	Not Hispanic or Latino	0	Community Partnership Partner	4
No response	0	White	9	Don't know/ Unsure ethnicity	0	Community Leader	3
Age Range		African American/ Black	0	Refused to identify ethnicity	0	Community Member	6
18-25	0	Pacific Islander/ Native Hawaiian	0	Other ethnicity	0	Public Official	0
26-45	3					Other role	2
46-65	6						
66+	2						
No response	0						

### Type of Affiliated Organization

Faith- or Community Based Organization	2	18.2%	(1)
School (district, elementary, middle, high)	1	9.1%	(2)
Local Government Agency (city, county)	1	9.1%	(3)
University or Research/Evaluation Organization	2	18.2%	(4)
Neighborhood Organization	1	9.1%	(5)
Advocacy Organization	0	0.0%	(6)
Health Care Organization	1	9.1%	(7)
Child Care or Afterschool Organization	0	0.0%	(8)
Other	3	27.3%	(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	27.27%	Strongly disagree	0.00%
Agree	43.43%	I don't know	26.26%
Disagree	2.02%	No response	1.01%

#### 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	33.06%	Strongly disagree	0.00%
Agree	55.37%	I don't know	0.83%
Disagree	10.74%	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	21.49%	Strongly disagree	1.65%
Agree	47.11%	I don't know	3.31%
Disagree	26.45%	No response	0.00%
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	50.91%	Strongly disagree	0.00%
Agree	36.36%	I don't know	0.00%
Disagree	12.73%	No response	0.00%
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	9.09%	Strongly disagree	9.09%
Agree	50.91%	I don't know	0.00%
Disagree	30.91%	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	33.33%	Strongly disagree	0.00%
Agree	33.33%	I don't know	7.58%
Disagree	16.67%	No response	9.09%
Relationship between partners and leadership			
Participants provided level of agreement to statements indicating the leadership and partners trust and support each other.			
Strongly agree	45.45%	Strongly disagree	0.00%
Agree	47.73%	I don't know	0.00%
Disagree	6.82%	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	9.09%	Strongly disagree	9.09%
Agree	48.48%	I don't know	6.06%
Disagree	27.27%	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	43.18%	Strongly disagree	0.00%
Agree	50.00%	I don't know	0.00%
Disagree	6.82%	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	45.45%	Strongly disagree	0.00%
Agree	45.45%	I don't know	0.00%
Disagree	9.09%	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	36.36%	Strongly disagree	0.00%
Agree	47.73%	I don't know	6.82%
Disagree	9.09%	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	45.45%	Strongly disagree	0.00%
Agree	45.45%	I don't know	0.00%
Disagree	9.09%	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	40.91%	Strongly disagree	0.00%
Agree	50.00%	I don't know	0.00%
Disagree	9.09%	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	15.15%	Strongly disagree	3.03%
Agree	69.70%	I don't know	0.00%
Disagree	12.12%	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	45.45%	Strongly disagree	0.00%
Agree	54.55%	I don't know	0.00%
Disagree	0.00%	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	54.55%	Strongly disagree	0.00%
Agree	45.45%	I don't know	0.00%
Disagree	0.00%	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	54.55%	Strongly disagree	0.00%
Agree	45.45%	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	36.36%	Strongly disagree	0.00%
Agree	54.55%	I don't know	0.00%
Disagree	9.09%	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	9.09%	Strongly disagree	0.00%
Agree	45.45%	I don't know	0.00%
Disagree	45.45%	No response	0.00%

APPENDIX C: HEALTHY KIDS, HEALTHY CUBA PARTNER LIST

Type	Partner
Business/Industry/ Commercial	LaMontañita Co-op
	Pedestrian/Bike Transportation Planner Consultant
	Safety Expert/Planner, Bike/Pedestrian Planner
Civic Organization	Hunger Grow Away
Colleges/Universities	University of New Mexico Health Sciences Center Prevention Research Center*
	University of New Mexico Community and Regional Planning
Government Organizations	Mid-Region Council of Governments
	National Park Service
	New Mexico Department of Transportation
	Sandoval County Fairgrounds Board/Manager
	Village Council and Mayor of Cuba
Other Community-Based Organizations	Nacimiento Community Foundation
	Cuba Farmer’s Market Planning Committee
	Cuba Regional Economic Development Organization
	New Mexico Farmer’s Marketing Association
	Step Into Cuba Alliance
Other Research Organization	Hunger Grow Away, Native non-profit
Other Youth Organization	Hasbíditó
Policy/Advocacy Organizations	New Mexico Collaboration to End Hunger
	Alliance for a Healthier Generation
Schools	Cuba School District
	Cuba Schools Wellness Director, Cuba Elementary School

\* Denotes lead agency for the Healthy Kids, Healthy Cuba partnership

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue			
Community Partnership	Cuba		
Resource source	Year	Amount	Status
Individual/private donor			
Matching funds	2010		Annual total
		\$1,500.00	Accrued
Other	2012		Annual total
		\$1,315.00	Accrued
	2013		Annual total
		\$1,553.00	Accrued
Sum of revenue generated by resource source		\$4,368.00	
Local government			
Matching funds	2010		Annual total
		\$1,080.00	Accrued
	2011		Annual total
		\$1,080.00	Accrued
	2012		Annual total
		\$1,080.00	Accrued
	2013		Annual total
		\$1,080.00	Accrued
Sum of revenue generated by resource source		\$4,320.00	
State government			
Other	2013		Annual total
		\$5,000.00	Accrued
		\$10,000.00	Accrued
Sum of revenue generated by resource source		\$15,000.00	
Foundation			
HKHC funds	2009		Annual total
		\$9,258.12	Accrued



APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Cuba		
Resource source			Amount	Status
			\$33,029.00	Accrued
	2011			Annual total
				\$33,029.00
			\$33,029.00	Accrued
	2012			Annual total
				\$33,029.00
			\$33,029.00	Accrued
	2013			Annual total
				\$33,029.00
			\$33,029.00	Accrued
		Other		
	2013			Annual total
				\$65,000.00
			\$65,000.00	Accrued
Sum of revenue generated by resource source			\$561,968.40	
Non-profit organization		Year		
	Matching funds			
	2010			Annual total
				\$2,500.00
			\$2,500.00	Accrued
	2011			Annual total
				\$3,091.94
			\$875.00	Accrued
			\$500.00	Accrued
			\$1,716.94	Accrued
	2012			Annual total
				\$11,328.00
			\$1,254.00	Accrued
			\$10,074.00	Accrued
	2013			Annual total
				\$1,650.00
			\$1,650.00	Approved
		Other		
	2012			Annual total
				\$500.00
			\$500.00	Accrued
Sum of revenue generated by resource source			\$19,069.94	
School		Year		
	Matching funds			
	2010			Annual total
				\$11,824.00
			\$1,750.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership	Cuba		
Resource source	Amount	Status	
	\$10,074.00	Accrued	
2011		Annual total	\$12,871.65
	\$40.00	Accrued	
	\$367.31	Accrued	
	\$2,002.00	Accrued	
	\$10,287.12	Accrued	
	\$175.22	Accrued	
2012		Annual total	\$1,378.00
	\$500.00	Accrued	
	\$378.00	Accrued	
	\$500.00	Accrued	
2013		Annual total	\$11,074.00
	\$10,074.00	Accrued	
	\$1,000.00	Accrued	
Other			
2010		Annual total	\$2,016.00
	\$2,016.00	Accrued	
2013		Annual total	\$1,110.00
	\$1,110.00	Accrued	
Sum of revenue generated by resource source	\$40,273.65		
Other	Year		
Matching funds	2011	Annual total	\$100.00
	\$100.00	Accrued	
Sum of revenue generated by resource source	\$100.00		
Grand Total			\$645,099.99





Healthy Kids, Healthy Cuba  
Cuba, New Mexico

Farmers' Market  
Environmental Audit

**Summary Report**

Prepared by Transtria LLC



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## **BACKGROUND**

Healthy Kids, Healthy Communities (HKHC) is a national program of the Robert Wood Johnson Foundation (RWJF) whose primary goal is to implement healthy eating and active living policy, system, and environmental change initiatives that can support healthier communities for children and families across the United States. Healthy Kids, Healthy Communities places special emphasis on reaching children who are at highest risk for obesity on the basis of race/ethnicity, income, and/or geographic location.

Cuba, New Mexico was selected as one of 49 communities to participate in HKHC, and the University of New Mexico Prevention Research Center is the lead agency for their community partnership, Healthy Kids, Healthy Cuba. Cuba has chosen to focus its work broadly on policy and environmental change that include: community gardens, farmers' markets, parks and play spaces, and active transportation. Transtria LLC, a public health evaluation and research consulting firm located in St. Louis, Missouri, is funded by the Robert Wood Johnson Foundation to lead the evaluation and dissemination activities from April 2010 to March 2014. For more information about the evaluation, please visit [www.transtria.com](http://www.transtria.com).

In order to better understand the impact of their work on farmers' markets, representatives from the Healthy Kids, Healthy Cuba partnership chose to participate in the enhanced evaluation data collection activities. This supplementary evaluation focuses on the six cross-site HKHC strategies, including: parks and play spaces, active transportation, farmers' markets, corner stores, physical activity standards in childcare settings, and nutrition standards in childcare settings. Communities use two main methods as part of the enhanced evaluation, direct observation and environmental audits. Cuba chose to collect data on farmers' markets using the environmental audit method.

## **METHODS**

### **Farmers' Market Environmental Audit**

The farmers' market environmental audit tool was modified from three existing environmental audit tools including the Farmers' Market Vendor Evaluation (created by Monika Roth), Farmers' Market Evaluation, Mystery Shopping-Farmers' Market (created by marketumbrella.org), and Nutrition Environment Measurement Survey-NEMS (created by Glanz et al.). Environmental audits assess the presence or absence of different features as well as the quality or condition of the physical environment. The tool captures overall market operations (e.g., months, days and hours of operation, accessibility, government nutrition assistance programs), vendor display areas (e.g., space and equipment), product signage and pricing (e.g., clear signs, unit and price labeled, discounts for larger sales), frozen/canned fruits and vegetables (e.g., quantity and variety of frozen or canned fruits and vegetables), other foods (e.g., availability of healthier options and foods with minimal nutritional value) and the availability, pricing, quality, and quantity of fresh fruits and vegetables.

Each audit tool was completed for one farmers' market. Three markets were selected near Cuba, New Mexico for data collection to understand the similarities and differences between the markets available. An Evaluation Officer from Transtria LLC trained community members and partnership staff on proper data collection methods. Data collection was completed between June 15, 2013 and June 29, 2013. One Transtria staff

member entered the data and a second Transtria staff member conducted validity checks to ensure accuracy of the data. A total of 2625 data points were checked and 5 errors were found (99.8 % correct).

## RESULTS

### *Operations*

The Cuba Farmers' Market was open May through October on Wednesdays between 9:00 AM and 12:00 PM. The Farmington Growers' Market was open two days per week during June through October (Tuesdays 4:00 PM – 6:00 PM, Wednesdays 8:00 AM – 12:00 PM). Data were collected for The Corrales Growers' Market in June, when the market operated on Sundays from 9:00 AM – 12:00 PM (*Regular* Corrales Growers' Market). Although data were not collected other times, the Corrales Growers' Market operated year round on three different market schedules. The *Regular* Corrales Growers' Market operated between April 28<sup>th</sup> and November 3<sup>rd</sup> each year, on Sundays from 9:00 AM – 12:00 PM. Between July 10<sup>th</sup> and October 2<sup>nd</sup> each year, The *Regular* Corrales Growers' Market operated a second day each week, on Wednesday afternoons from 3:00 PM – 6:00 PM. The *Winter* Corrales Growers' Market operated on the first Sunday of the month between December and March, from 11:00 AM until 1:00 PM (see Appendix A, Table 1 and Table 2).

All three markets in Cuba featured an accessible entrance and ample room to maneuver around the market. An on-site market manager, information booth/table, legible signs identifying the market, and seating for patrons were available at all three markets. Both, The Cuba Farmers' Market and The Farmington Growers' Market, offered adjacent on-street parking and an adjacent parking lot. An adjacent parking lot to the Corrales Growers' Market was available, but not adjacent on-street parking. Other events and activities, such as live music and/or yoga, were regularly featured at The Corrales Growers' Market and occasionally featured at The Farmington Growers' Market (see Appendix A, Table 1).

All three farmers' markets provided assistance for low-income customers through WIC, SNAP, and/or EBT benefits, and other discounts. The Cuba Farmers' Market and The Farmington Growers' Market accepted WIC benefits. The Cuba Farmers' Market was temporarily unable to accept SNAP/EBT benefits due to a transition with the market manager position, and the SNAP benefits were reported to be 'on hold this season' at The Farmington Growers' Market. The Corrales Growers' Market only accepted WIC benefits, not SNAP or EBT benefits. The Corrales Growers' Market and The Farmington Growers' Market offered additional discount benefits through the senior farmers' market nutrition program (SFMNP), and The Corrales Growers' Market also offered discounts through their enhancement program (see Appendix A, Table 1).

### *Vendor Characteristics*

Each of the three farmers' markets offered different number and types of vendors. A total of four vendors participated at The Cuba Farmer's Market; two vendors exclusively sold fresh produce, one vendor sold produce and other products, and the Cuba Community Garden vendor only sold plants. Twenty-four vendors participated at The Corrales Growers' Market; one vendor exclusively sold fresh produce and seven vendors sold produce and other products, including plants. Sixteen vendors at The Corrales Growers' Market did not sell produce; it should be noted that one auditor reported The Corrales

Growers' Market is 'ag only, no crafts'. The Farmington Growers' Market had a total of seven vendors, with no vendors who exclusively sold produce. One vendor sold both produce and other products, and six vendors sold no produce at The Farmington Growers' Market. All vendors at The Cuba Farmers' Market and The Farmington Growers' Market had sufficient amount of produce for their space and maintained clean, well-organized displays. One auditor reported that some, not all, of the vendors at The Cuba Farmers' Market maintained clean, well-organized displays. However, no vendors displayed visible signs with their farm, grower, or business name at The Cuba Farmers' Market, while most of the vendors displayed visible signs at The Farmington Growers' Market. Some or most of the vendors at The Corrales Growers' Market had a sufficient amount of produce for their space; displayed visible signs with their farm, grower, or business name; and kept clean, well-organized displays. Power cords were not used at The Cuba Farmers' Market or The Farmington Growers' Market. Power cords used at The Corrales Growers' Market were not taped down to prevent tripping (see Appendix A, Table 3).

Most vendors at The Farmington Growers' Market, and some of the vendors at The Cuba Farmers' Market and The Corrales Growers' Market had products (fresh produce) identified by name. Some of the vendors at The Corrales Growers' Market and The Farmington Growers' Market had clear signs documenting prices, with units appropriately labeled by some of the vendors from The Corrales Growers' Market and most of the vendors at The Farmington Growers' Market. The vendors at The Cuba Farmers' Market provided neither clear signs documenting prices nor appropriately labeled units. Some vendors at The Corrales Growers' Market and The Farmington Growers' Market, while none of the vendors at The Cuba Farmers' Market, offered discounts for larger sales (see Appendix A, Table 3).

#### *Availability of Nutrient-Dense and Minimally Nutritious Food*

Canned and frozen fruits and vegetables were not available at any of the three farmers' markets in Cuba. Both, The Corrales Growers' Market and The Farmington Growers' Market, sold other nutrient-dense foods, such as high-fiber, whole grain foods and lean meats/fish/poultry. Additionally, The Corrales Growers' Market sold eggs and granola, and The Farmington Growers' Market sold salsa. Both, The Corrales Growers' Market and The Farmington Growers' Market sold minimally nutritious sweet foods, and The Corrales Growers' Market sold regular to high-fat prepared meals (breakfast burritos). Goat's milk was available at The Corrales Growers' Market; the three markets did not sell any other type of milk. The Cuba Farmers' Market did not sell additional nutrient-dense or minimally nutritious foods (see Appendix A, Table 4).

#### *Availability, Quality, and Cost of Fresh Produce*

A variety of fresh vegetables were sold at the three farmers' markets; fresh fruit was not sold at any of the farmers' markets. Among the three farmers' markets, The Corrales Growers' Market sold the most variety of fresh vegetables (n=21), including artichokes, collard greens, kale, romaine lettuce, onions, radishes, spinach, bok choy, swiss chard, sugar snap peas, snow peas, arugula, fava beans, wild spinach, fennel, bean sprouts, chicory, escarole, mustard greens, lettuce mix, and 'European salad'. Seven different fresh vegetables were sold at The Cuba Farmers' Market, as well as a variety of fresh herbs. The only fresh vegetables sold at The Farmington Growers' Market were Swiss chard and two varieties of kale. All of the fresh vegetables sold at The Corrales Growers' Market and The Farmington Growers' Market were of good quality. Data were not

reported for quality of the produce sold at The Cuba Farmers' Market (see Appendix A, Table 5).

Fresh vegetables were sold in units per bag or box, bunch, or pound and prices varied across the three farmers' markets from \$1.00 - \$5.00. The least expensive vegetables were kale (\$1.00 per bunch) and swiss chard (\$1.00 per bunch) sold at The Farmington Growers' Market, wild spinach (\$1.00 per small bag) sold at The Corrales Growers' Market, and beets (\$1.50 per bunch) sold at The Cuba Farmers' Market. The most expensive vegetables were bean sprouts (\$5.00 per 8 ounces) and sugar snap peas (reported as \$5.00 per bag and \$5.00 per pound), both sold at The Corrales Growers' Market. Other expensive vegetables sold at The Corrales Growers' Market included artichokes (\$4.00 per pound), romaine lettuce (\$4.00 per box/bag), spinach (\$4.00 per box/bag), and snow peas (\$4.00 per box/bag). The most expensive vegetables sold at The Cuba Farmers' Market were romaine lettuce and spinach (each \$3.00 per box/bag) (see Appendix A, Table 5).

### **Key Takeaways**

- The Cuba Farmers' Market was open Wednesdays, May through October. The Farmington Growers' Market was open Tuesdays and Wednesdays, June through October. The Corrales Growers' Market is open year round, on Sundays or Wednesdays.
- All three markets accepted WIC benefits. The Cuba Farmers' Market and The Farmington Growers' Market were temporarily not accepting SNAP benefits.
- The Corrales Growers' Market and The Farmington Growers' Market offered discounts through the senior farmers' market nutrition program. The Corrales Growers' Market also offered discounts through their enhancement program.
- High-fiber, whole grain foods, lean meats/fish/poultry, and other healthier foods were available at The Corrales Growers' Market and The Farmington Growers' Market.
- Sweet foods with minimal nutritional value were available at The Corrales Growers' Market and The Farmington Growers' Market and The Corrales Growers' Market offered regular-high-fat prepared meal items.
- Twenty-one different vegetables were available at The Corrales Growers' Market, seven different vegetables were available at The Cuba Farmers' Market, and three different vegetables were available at The Farmington Growers' Market.
- The majority of the produce was of 'good' quality.

**Appendix A.**

**Table 1: Characteristics of Three Farmers' Markets in Cuba, New Mexico**

	<b>Cuba Farmers' Market</b>	<b>Corrales Growers' Market</b>	<b>Farmington Growers' Market</b>
<i>Overall Market</i>			
Months of operation: January		X	
Months of operation: February		X	
Months of operation: March		X	
Months of operation: April		X	
Months of operation: May	X	X	
Months of operation: June	X	X	X
Months of operation: July	X	X	X
Months of operation: August	X	X	X
Months of operation: September	X	X	X
Months of operation: October	X	X	X
Months of operation: November		X	
Months of operation: December		X	
Days of operation: Sunday		See table	
Days of operation: Tuesday			4PM-6PM
Days of operation: Wednesday	9AM-12PM	See table	8AM-12PM
Frequency of operation: 1 day a week	X	See table	
Frequency of operation: 2-6 days a week		See table	X
Features: Accessible entrance	X	X	X
Features: Room to maneuver around market	X	X	X
Features: On-site market manager	X	X	X
Features: Legible signs to identify market	X	X	X
Features: Seating	X	X	X
Features: Events/activities		X	
Features: Information booth/table	X	X	X
Features: Parking lot adjacent to market	X	X	X
Features: On-street parking adjacent to market	X		X
Market accepts WIC/SNAP/EBT	X	X	X
Other discount		X	

**Table 2: Corrales Growers' Market Operation Schedule**

<b>Corrales Grower's Market - Days/Hours of Operation</b>		
Regular Market	Sunday, 9am-12pm	April 28-November 30
Regular and Wednesday Market	Sunday, 9am- 12pm AND Wednesday, 3pm-6pm	August-October
Winter Market	First Sunday of Month, 11am-1pm	December-March

**Table 3: Vendor Characteristics of Three Farmers' Markets in Cuba, New Mexico**

	<b>Cuba Farmers' Market</b>	<b>Corrales Growers' Market</b>	<b>Farmington Growers' Market</b>
<i>Vendor characteristics</i>			
Number of vendors who sell only produce	2	1	0
Number of vendors who sell produce and other products	1	7	1
Number of vendors who sell no produce	1	16	6
Amount of produce sufficient for vendor space: Some vendors		*	
Amount of produce sufficient for vendor space: Most vendors		*	
Amount of produce sufficient for vendor space: All vendors	X		X
Visible signs with farmers'/businesses' name: No vendors	X		
Visible signs with farmers'/businesses' name: Some vendors		*	
Visible signs with farmers'/businesses' name: Most vendors		*	X
Clean and well-organized displays: Some vendors	*	*	
Clean and well-organized displays: Most vendors		*	
Clean and well-organized displays: All vendors	*		X
Power cords taped down to prevent tripping: No vendors	N/A	X	N/A
<i>Product signage and pricing (for fresh fruits/vegetables only)</i>			
Products are identified by name: Some vendors	X	X	
Products are identified by name: Most vendors			X
Clear signs document the price: No vendors	X		
Clear signs document the price: Some vendors		X	X
Units are appropriately labeled: No vendors	X		
Units are appropriately labeled: Some vendors		X	
Units are appropriately labeled: Most vendors			X
Discounts for larger sales: No vendors	X		
Discounts for larger sales: Some vendors		X	X

\*1 of the 2 auditors chose this option



**Table 4: Availability of Nutrient-Dense and Minimally Nutritious Foods**

	<b>Cuba Farmers' Market</b>	<b>Corrales Growers' Market</b>	<b>Farmington Growers' Market</b>
<i>Canned/frozen fruits/vegetables</i>			
No canned fruits available	X	X	X
No canned vegetables available	X	X	X
No frozen fruits available	X	X	X
No frozen vegetables available	X	X	X
<i>Other foods</i>			
High-fiber, whole grain foods		X	X
Healthier foods: Lean meats, fish, poultry		X	X
Healthier foods: Other		X	X
Foods with minimal nutritional value: Sweet foods		X	X
Foods with minimal nutritional value: Regular to high-fat prepared meals		X	
Milk sold at market		X	
Whole or Vitamin D milk		X**	

\*\*Goat's milk

**Table 5: Availability, Quality, and Cost of Fresh Produce at Three Farmers' Markets in Cuba, New Mexico**

Produce Item	Cuba Farmers' Market				Corrales Growers' Market				Farmington Growers' Market			
	Price	Unit	Quality	Quantity	Price	Unit	Quality	Quantity	Price	Unit	Quality	Quantity
<i>Vegetables:</i>												
Artichokes					\$4.00*	Per lb.	Good	Some				
Collard Greens					\$3.00	Box/bag or Bunch	Good	Few/Some				
Kale	\$2.00	Bunch		Some	\$3.00	Box/bag	Good	Some	\$1.00	Bunch	Good	Some
Lettuce - Romaine	\$3.00	Box/bag		Some	\$4.00	Box/bag	Good	Few/Some				
Onions					\$3.00	Bunch	Good	Few				
Radishes					\$3.00	Bunch	Good	Some				
Spinach	\$3.00	Box/bag		Some	\$4.00	Box/bag	Good	Few				
Bok Choy	\$2.00	Bunch		Some	\$3.00	Per lb.	Good	Some				
Swiss Chard	\$2.00	Bunch		Some	\$3.00	Box/bag or Bunch	Good	Some	\$1.00	Bunch	Good	Some
Beets	\$1.50	Bunch		Some								
Sugar Snap Peas					\$5.00	Per lb. or Box/bag	Good	Few				
Fava Beans					\$3.00	Per lb.		Some				
Bean Sprouts					\$5.00	Per 8 oz.(1/2 lb.)	Good	A lot				
Snow Peas					\$4.00	Box/bag	Good	Few				
Arugula					\$3.00	Bunch	Good	Some				
Wild Spinach					\$1.00	Box/Bag (small bag)	Good	Some				
Fennel					\$3.00	Bunch	Good	Few				

\*1 of the 2 auditors selected this option

Other vegetables available at Corrales Grower's Market: fava beans (\$3, pound, some); bean sprouts (\$5, pound, a lot, \$5 per 8 oz); snow peas (\$4, box/bag, few); garlic (\$1, each, good, some); arugula (\$3, bunch, some); chicory, escarole, arugula, mustard greens, lettuce mix, 'European salad'

Herbs available at Cuba Farmers' Market: dill, thyme, sage, tarragon, basil (all \$0.50, bunch, few)

## Appendix B