

HEALTHY KIDS, HEALTHY COMMUNITIES GRANT COUNTY CASE REPORT

GRANT COUNTY, NEW MEXICO

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



ACKNOWLEDGMENTS

Support for this evaluation was provided by a grant from the Robert Wood Johnson Foundation (#67099). Transtria LLC led the evaluation and dissemination activities from April 2009 to March 2014. Representatives from Healthy Kids, Healthy Communities Grant County partnership actively participated in the evaluation planning, implementation, and dissemination activities. This case report is a synthesis of information collected through multiple evaluation methods as part of a collaborative, community-based approach to evaluation.

We are grateful for the collaboration with and support from the Robert Wood Johnson Foundation (Laura Leviton, PhD and Tina Kauh, PhD), the Washington University Institute for Public Health (Ross Brownson, PhD), the Healthy Kids, Healthy Communities (HKHC) National Program Office (Casey Allred; Rich Bell, MCP; Phil Bors, MPH; Mark Dessauer, MA; Fay Gibson, MSW; Joanne Lee, LDN, RD, MPH; Mary Beth Powell, MPH; Tim Schwantes, MPH, MSW; Sarah Strunk, MHA; and Risa Wilkerson, MA), the HKHC Evaluation Advisory Group (Geni Eng, DrPH, MPH; Leah Ersoylu, PhD; Laura Kettel Khan, PhD; Vikki Lassiter, MS; Barbara Leonard, MPH; Amelie Ramirez, DrPH, MPH; James Sallis, PhD; and Mary Story, PhD), the Social System Design Lab at Washington University in St. Louis (Peter Hovmand, PhD), the University of Memphis (Daniel Gentry, PhD), and Innovative Graphic Services (Joseph Karolczak).

Special thanks to the many individuals who have contributed to these efforts from Transtria LLC, including Evaluation Officers (Tammy Behlmann, MPH; Kate Donaldson, MPH; Cheryl Carnoske, MPH; Carl Filler, MSW; Peter Holtgrave, MPH, MA; Christy Hoehner, PhD, MPH; Allison Kemner, MPH; Jessica Stachecki, MSW, MBA), Project Assistants (James Bernhardt; Rebecca Bradley; Ashley Crain, MPH; Emily Herrington, MPH; Ashley Farrell, MPH; Amy Krieg; Brandye Mazdra, MPH; Kathy Mora, PhD; Jason Roche, MPH; Carrie Rogers, MPH; Shaina Sowles, MPH; Muniru Sumbeida, MPH, MSW; Caroline Swift, MPH; Gauri Wadhwa, MPH; Jocelyn Wagman, MPH), additional staff (Michele Bildner, MPH, CHES; Daedra Lohr, MS; Melissa Swank, MPH), Interns (Christine Beam, MPH; Skye Buckner-Petty, MPH; Maggie Fairchild, MPH; Mackenzie Ray, MPH; Lauren Spaeth, MS), Transcriptionists (Sheri Joyce; Chad Lyles; Robert Morales; Vanisa Verma, MPH), and Editors (Joanna Bender and Julie Claus, MPH).

This material may be reproduced or copied with permission from Healthy Kids, Healthy Communities Grant County, Robert Wood Johnson Foundation, the Healthy Kids, Healthy Communities National Program Office, or Transtria LLC. Citation of the source is appreciated.

Cover photographs: Transtria, LLC and HKHC Dashboard

Suggested citation:

Donaldson, K, Brennan LK. *Healthy Kids, Healthy Communities Grant County* . St. Louis, MO: Transtria LLC; 2014. <http://www.transtria.com/hkhc>. Accessed <Month Day, Year>.

For more information about the evaluation aims, methods, analyses, or products, please contact Laura Brennan (laura@transtria.com) or Allison Kemner (akemner@transtria.com).

TABLE OF CONTENTS

Background	4-5
Community Demographics	6
Influence of Social Determinants	7
Healthy Kids, Healthy Communities Grant County Partnership	8
Community Assessment	9-10
Planning and Advocacy Efforts	11
Healthy Eating and Active Living Strategies	
Active Transportation	12-14
Access to Healthy Food	15
Tables	
Table 1: Grant County, NM Demographics	6
Figures	
Figure 1: Map of Healthy Kids, Healthy Communities Partnerships	4
Figure 2: Map of Grant County, New Mexico	6
Figure 3: Southwest New Mexico Regional Drive Time Map	7
Figure 4: Silver City, NM Sidewalk and Curb Assessment	9
Figure 5: Active Transportation Infographic	14
Appendices	
Appendix A: HKHC Grant County Evaluation Logic Model	17
Appendix B: Partnership and Community Capacity Survey Results	19
Appendix C: Partner List	26
Appendix D: Sources and Amounts of Funding Leveraged	27

BACKGROUND

Healthy Kids, Healthy Communities National Program

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

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

For more about the national program and grantees, visit www.healthykidshealthycommunities.org.

Figure 1: Map of Healthy Kids, Healthy Communities Partnerships



Evaluation of Healthy Kids, Healthy Communities

Transtria LLC and Washington University Institute for Public Health received funding from the Robert Wood Johnson Foundation to evaluate the HKHC national program. They tracked plans, processes, strategies, and results related to active living and healthy eating policy, system, and environmental changes as well as

influences associated with partnership and community capacity and broader social determinants of health. Reported “actions,” or steps taken by community partnerships to advance their goals, tactics, activities, or benchmarks from their workplans, formed community progress reports tracked through the HKHC Community Dashboard program website. This website included various functions, such as social networking, progress reporting, and tools and resources to maintain a steady flow of users over time and increase peer engagement across communities.

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

For more about the evaluation, visit www.transtria.com/hkhc.

Healthy Kids, Healthy Communities Grant County

In 2009, Healthy Kids, Healthy Communities Grant County (HKHC Grant County) was established under the direction of the Grant County Community Health Council. The Grant County Community Health Council was managed by the Gila Regional Medical Center, which was considered the fiscal agent for the partnership. The Grant County Community Health Council acted as a health and wellness planning group for Grant County, and members of the council were appointed by the Grant County Commission. There were over 20 partners associated with the partnership including non-profit organizations, advocacy groups, county and city government staff, elected officials, and community residents.

The partnership and capacity building strategies of the partnership included:

- **Food Policy Council:** Grant County adopted a resolution in 2010 to establish the Grant County Food Policy Council. In 2013, the council identified three priority areas related to food needs assessment planning, local food production, and water rights.

See Appendix A: HKHC Grant County Evaluation Logic Model and Appendix B: Partnership and Community Capacity Survey Results for additional information.

Along with partnership and capacity building strategies, the HKHC Grant County 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 HKHC Grant County included:

- **Active Transportation:** HKHC Grant County collaborated to implement environmental changes and update planning documents and zoning code to support active transportation throughout Grant County. The partnership also established a Walking School Bus program to encourage youth to walk to school on a regular basis.
- **Access to Healthy Food:** The partnership collaborated to increase access to healthy food at grocery stores and farmers’ markets throughout Grant County. New markets were created and a county-wide accounting system was created to establish food assistance program access at area farmers’ markets. HKHC Grant County also partnered with a local grocery store owner to implement healthy check-out lanes at two stores.

COMMUNITY DEMOGRAPHICS

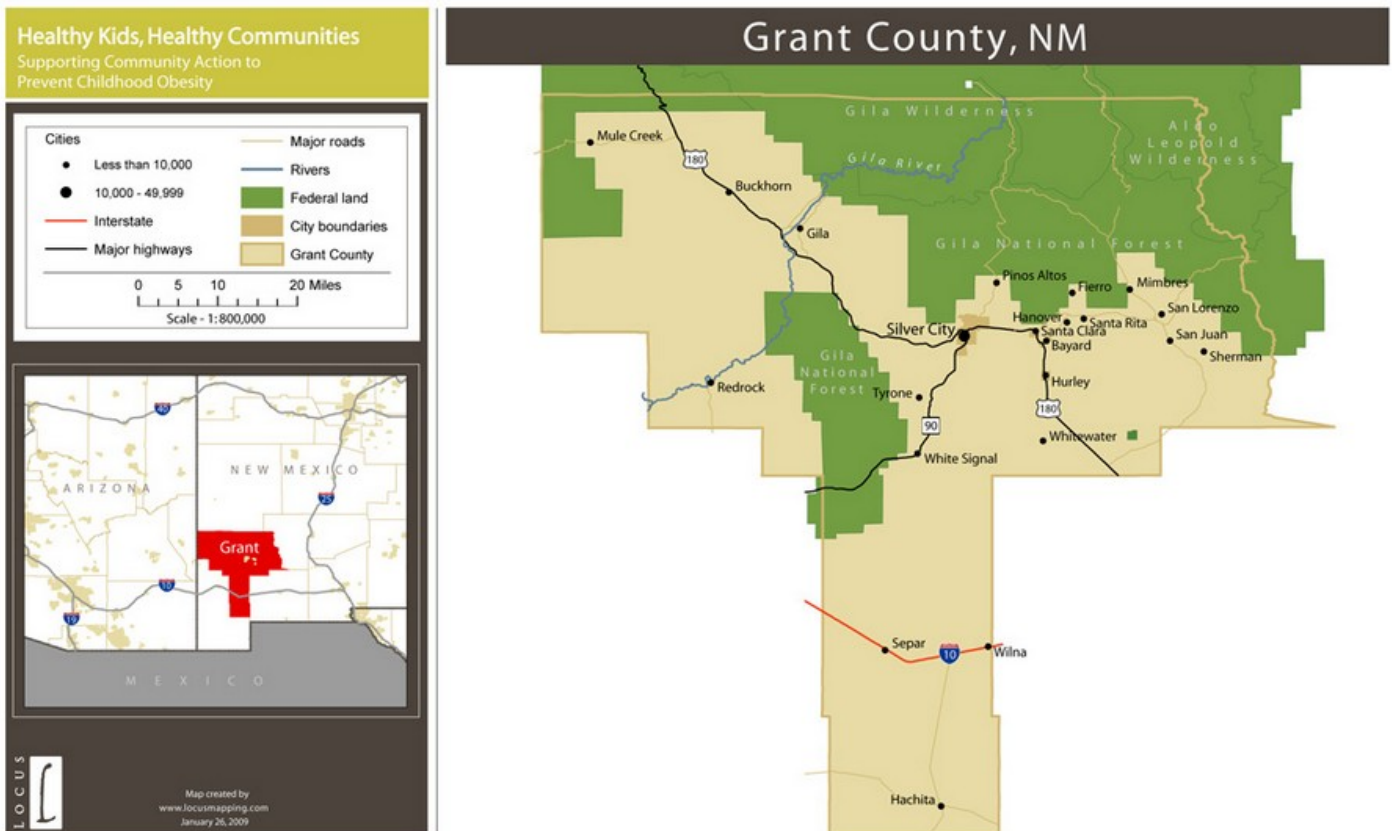
Grant County, located in the southwest corner of New Mexico, is surrounded by natural beauty. Situated amongst the rugged beauty of mountains, forest, and grassland, Grant County is home to Gila National Forest and the Gila and Mimbres Rivers (Figure 2). Grant County’s biggest asset also serves as its biggest challenge; poverty, isolation, and a lack of infrastructure to harness the surrounding environment have led to high obesity rates and a lack of access to healthy eating and physical activity opportunities.

Grant County’s nearly 30,000 residents are sparsely populated across the county’s 3,900 square miles with over half of the residents living in small towns and villages far from the more populated towns of Silver City and Bayard⁴ (Table 1).

Table 1: Grant County, NM Demographics

	Population	Hispanic / Latino (of any race)	White	Some Other Race	Poverty Rate	Per Capita Income	Median Household Income
Grant County ^{2,3}	29,514	48.3%	84.9%	9.6%	16.6%	\$21,726	\$36,925
Silver City ^{2,3}	10,315	52.4%	81.6%	12.4%	20.6%	\$20,084	\$29,558
Bayard ^{2,3}	2,328	83.1%	76.8%	76.8%	15.9%	\$14,816	\$29,141
Hurley ^{2,3}	1,918	59.1%	65.1%	33.6%	13.6%	\$22,014	\$21,989
Santa Clara ^{2,3}	1,463	85.3%	48.5%	40.3%	33.5%	\$12,452	\$13,899

Figure 2: Map of Grant County, NM⁴



INFLUENCE OF SOCIAL DETERMINANTS

Grant County's isolated, rural location limited access to qualified contractors for infrastructure projects and increased costs and access to fresh produce because of the distance from urban centers and food producers (see Figure 3).

Some staff relocated to Grant County for their role with the partnership. These staff members noted that it took time to build trust and establish relationships with local organizations and government staff, and this delay impeded the progress of partnership initiatives.

Active Transportation

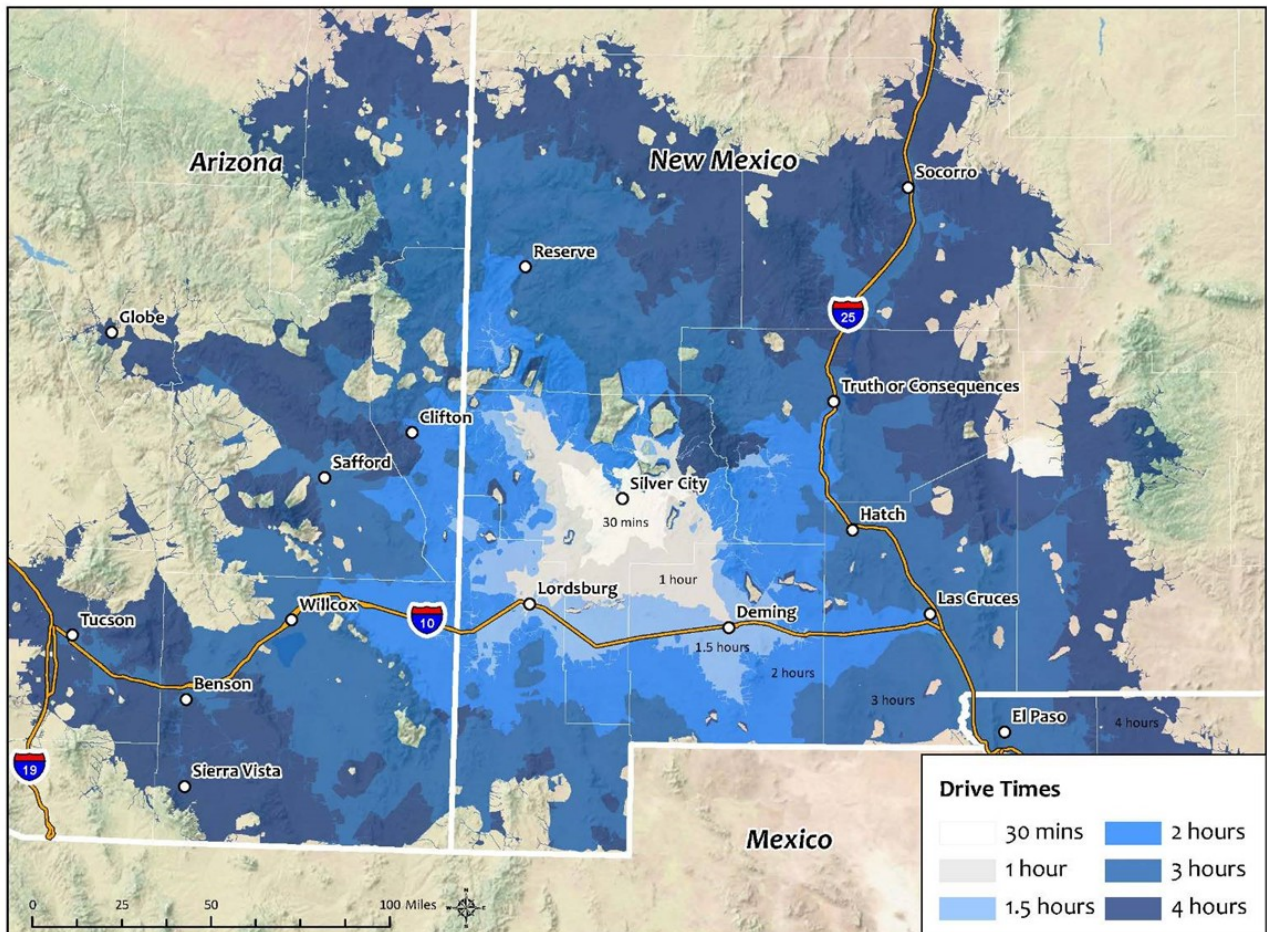
The streets in Grant County were narrow because they were originally built for horses, rather than cars. The street design made infrastructure changes (e.g., sidewalks, Complete Streets) difficult to implement because some changes would require moving homes that were close to the road.

In the recent past, portions of Grant County referred to as "colonias" (colonies) lacked basic infrastructure, including water and sewage systems. At one point in Silver City's history, the city decided to mandate sidewalks in a colonia and required property owners to build them. Due to this past mandate, many people in the area were skeptical of any policy to implement sidewalks out of fear that something similar would happen again.

Schools

Free or reduced-price lunches were offered to over 90% of the children in the Silver School District and 100% in the Cobre School District. As a result, the school lunch program had trouble making enough money to provide healthy options with so few children paying the full cost for lunch.

Figure 3: Southwest New Mexico Regional Drive Time Map⁵



Created: May, 2011
Source: US Census, 2009 Shapefiles; Background Image from US National Park Service
Projection: NAD 1983 StatePlane New Mexico West

HEALTHY KIDS, HEALTHY COMMUNITIES PARTNERSHIP GRANT COUNTY

Lead Agency and Leadership Teams

Led by the Grant County Community Health Council, organizations and stakeholders had been working in the community to address obesity for many years. The Grant County Community Health Council's Fitness and Nutrition Community Action Committee (FAN-C) had been collaborating since 2007 to improve healthy eating and physical activity opportunities in area schools, restaurants, parks, and open spaces for children and adults. In 2009, Healthy Kids, Healthy Communities Grant County (HKHC Grant County) was established, also under the direction of the Grant County Community Health Council. The Grant County Community Health Council was managed by the Gila Regional Medical Center, which was considered the fiscal agent for the partnership. The Grant County Community Health Council acted as a health and wellness planning group for Grant County, and members of the council were appointed by the Grant County Commission.



**HEALTHY KIDS
HEALTHY COMMUNITIES
GRANT COUNTY**

“I think what’s happened over the last 18 months, HKHC has become just one of the partners at the table at FAN-C versus being seen as the organizing entity of FAN-C and I think they started to develop their own capacity and really start to grow so they could continue after the grant.” -Partnership staff

HKHC Grant County had strong ties and overlap with FAN-C, but HKHC Grant County was created to specifically address childhood obesity. There were over 20 partners associated with the partnership including non-profit organizations, advocacy groups, county and city government staff, elected officials, and community residents (see Appendix C for a list of all partners). The partnership established a board that met monthly. Initially, FAN-C acted as a community action group for the HKHC Grant County board, but did not officially merge into one partnership because FAN-C focused many of its efforts on elderly residents.

Due to crossover between members and heavy involvement in HKHC Grant County meetings, FAN-C ceased its monthly meetings in 2011.

Significant staff transitions occurred throughout the project (three Project Directors, two Project Coordinators, and two Assistant Project Coordinators), with a new Project Director, Project Coordinator, and Assistant Project Coordinator hired in 2012. Grant County HKHC also staffed a media specialist to coordinate the partnership's publications and press releases as part of its communications plan. The new Project Director, concerned with the crossover and duplication between HKHC Grant County and FAN-C, advised the Project Coordinator to once again separate the groups. As FAN-C reestablished itself, HKHC Grant County became a representative within FAN-C and no longer conducted full partnership meetings but instead cultivated project-specific relationships with partners and community members.

A former Project Coordinator and a key Silver City leader had a difference of perspective on the partnership's approach and collaboration in the community. Although progress was made on the partnership's strategies, the tension impeded the sustainability of early partnership healthy eating and active living policy and environmental change efforts.

Funding

As part of the HKHC program, grantees were expected to secure a cash and/or in-kind match to equal at least 50% of the RWJF funds over the entire grant period. External factors limited the partnership's ability to obtain additional funding. New Mexico has a limited number of foundations and those in existence often have either a small amount of funds available or require a larger target population of its grantees. Even with these challenges, HKHC Grant County was able to secure additional funding from Wells Fargo Bank (\$1,000), New Mexico Farm to Table (two grants for a total of \$1,685), and the United Way (\$8,000). For additional funding information, see Appendix D: Sources and Amounts of Funding Leveraged.

Sustainability of the Partnership and Initiative

Select HKHC Grant County staff members transitioned to part-time staff, and some accepted new positions outside of Grant County at the end of the HKHC project. Remaining staff continued to seek additional funds to sustain the partnership's efforts. Minimal funding was secured to continue nutrition education and grocery tours on a limited basis.

COMMUNITY ASSESSMENT

General Assessments

In 2010, several assessments were conducted by the partnership to prioritize workplan strategies and inform key stakeholders. Assessments included:

- Key informant interviews with 30 key elected officials, city and county government staff, and school administrators about barriers to healthy eating and active living.
- Resident interviews with 12 families on access to healthy food and healthy eating behavior.
- Three focus groups with key stakeholders on the built environment and recreation opportunities. Topics included joint use agreements, parks and play spaces, trails, and perception of safety.

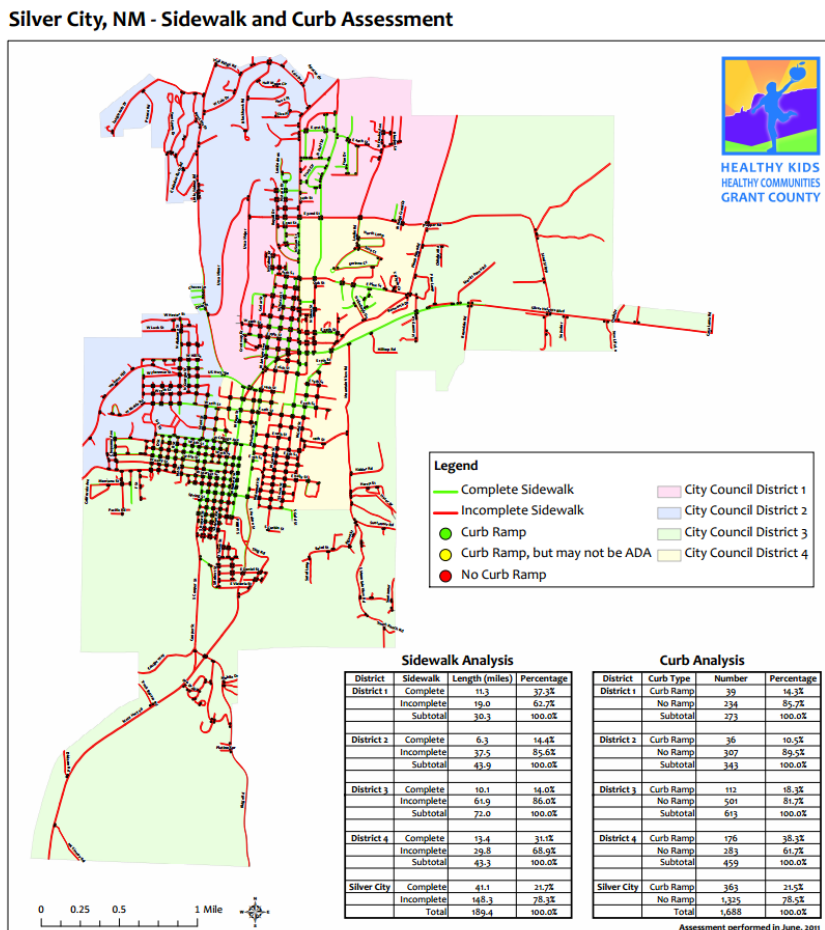
Parks and Play Spaces

Grant County HKHC completed a recreational facilities map for Grant County.

Active Transportation

The partnership conducted a walkability audit to take inventory and map the presence or lack of a connected sidewalk network on all streets, American Disabilities Act (ADA) curb ramps at all intersections, and major sidewalk obstructions that could not be easily removed (e.g., utility lines, large trees, walls). The results and Geographic Information Systems (GIS) maps were presented to Silver City Planning Department staff members (Figure 6). The Planning Department intended to incorporate the results into future planning products (e.g., Complete Streets, Pedestrian and Bicycle Master Plans). The results were also presented to the Silver City Mayor and City Council, but concerns were raised that the audit did not distinguish between routine gaps in coverage and areas that would require major infrastructure changes to build sidewalks because of the existing street design.

Figure 4: Silver City, NM Sidewalk and Curb Assessment



Access to Healthy Food

Local Food Assessment Report

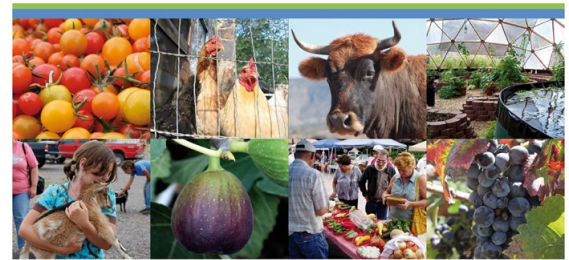
HKHC Grant County and the Volunteer Center completed a Local Food Assessment Report in 2012. The report looked at access and affordability, consumer purchasing, environmental and economic conditions, barriers and opportunities for the Grant County local food system. The report utilized the key informant interviews and resident interviews from the general assessment and then conducted:

- Focus groups with area food producers to determine perceptions, barriers, and opportunities for local food production.
- Three surveys on local food production with producers and food vendors.
- GIS mapping of the local food system.

Findings were reported for local food, public health, and quality of life; availability and affordability; consumer purchasing patterns; land suitability and soils; climate and watershed; labor; market size and growth potential; perceptions about scaling up production; political climate and community support; and policies and plans referencing local food systems. The report highlighted environmental barriers and concluded that additional research was needed to fully understand the local food system in Grant County. Specific results can be found in the Local Food Assessment Report on the Grant County Food Policy website.⁵



2012 Local Food Assessment Report
Grant County, New Mexico

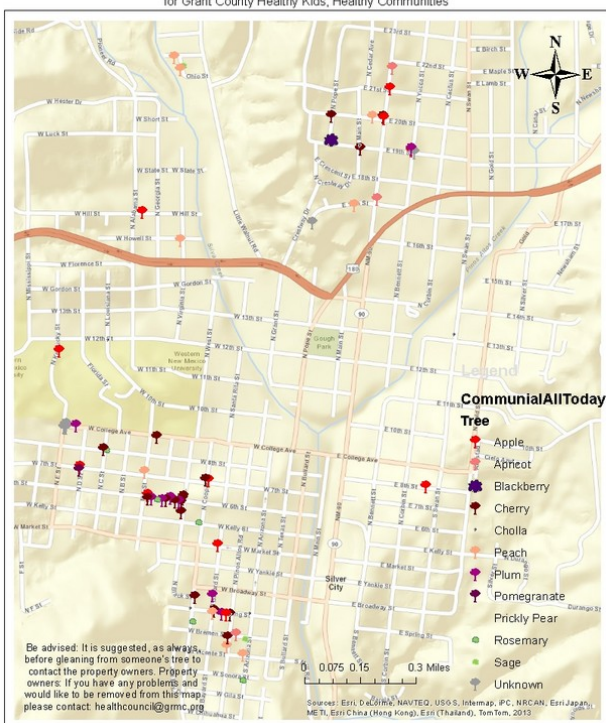


Source: Grant County Food Policy Council⁵

Fruit Tree Mapping

The partnership collaborated with Western New Mexico University's Natural Sciences Department to map publically accessible fruit trees in the Silver City area. The purpose of the mapping project was to increase awareness of communal fruit trees and to encourage residents to share fruit from private property. A foot survey was conducted in 2013 by partnership staff and 769 trees and edibles were mapped, 231 of which were on public property. The fruit tree map was included in the Silver City Community Forestry Plan. The partnership intends to continue the mapping in 2014.

Silver City Communal Fruit Trees 2013
by Ali Jensen & Kendra Milligan
for Grant County Healthy Kids, Healthy Communities



Fruit Tree Mapping. Photo source: HKHC Dashboard

PLANNING AND ADVOCACY EFFORTS

Community Outreach and Engagement

Leadership and Advocacy Training

HKHC Grant County partnered with Hidalgo Medical Services to host a leadership and advocacy program for community residents in 2011 and 2012. The partnership adapted HKHC's Central Valley leadership and advocacy curriculum for use in Grant County. The 12-week program was designed to empower residents to advocate for improvements to the built environment for active living and healthy eating. As a result of the program, one resident advocated for increased physical activity in school curriculum.

HKHC Grant County provided support to a leadership and advocacy workshop during Forward New Mexico's math and science summer camp. The workshop trained youth to advocate for healthy eating and active living and connected them to projects that looked at health problems in the community.

Planning and Advocacy

Food Policy Council

Grant County adopted a resolution in 2010 to establish the Grant County Food Policy Council. The council served as an advisory board to the Grant County Commission. The council was designed to fit the needs of small, rural communities, and served as a model for other small communities looking to create Food Policy Councils. The Food Policy Council in Grant County was established to modify and improve existing Grant County food policy and infrastructure.

The council struggled to conduct business because of its inability to meet quorum and conflicts between council member's perspectives regarding access to healthy food. HKHC Grant County served on the Food Policy Council to allow the council to meet quorum. In 2013, the council elected new members, adopted new bylaws, and determined priority areas. Specifically, the council focused on local food access for area schools, storage and distribution challenges for small and local farming operations, support and advocacy for farm and agriculture infrastructure, and county water rights for mines and farms. The council also aimed to reduce or eliminate duplication of work by serving as the convener for stakeholders invested in food policy issues. The Food Policy Council continued to be challenged by local participation and differing perspectives. Moving forward, the Grant County Food Policy Council will continue to meet alongside a new regional Food Policy Council staffed by Hidalgo Medical Services, which will incorporate other Southwest New Mexico counties.

Farm to School Pilot

Starting in 2011, HKHC Grant County partnered with Farm to School to bring local fruit and vegetables to students of the Cobre and Silver City School Districts. The school districts utilized United States Department of Agriculture's Fresh Fruit and Vegetable Snack Program to fund the pilot. In 2011, over 1,000 students in both school districts received fresh, local vegetables, and 750 students from the Cobre School District received fresh vegetables from area farmers. The partnership also provided nutrition education and toured a local farm as part of the program. HKHC Grant County partner Silver City Food Cooperative helped store the vegetables and assisted with bookkeeping.



Farm to School Pilot. Photo source: HKHC Dashboard

Programs and Promotions

HKHC Grant County created a communications plan in 2011 to guide media efforts associated with its workplan efforts. The partnership's media specialist developed and distributed publications, press releases, and flyers. The partnership also created social media pages to showcase its efforts and engage the community around specific initiatives (i.e. Grant County Grow, Glean, and Share Facebook page).

ACTIVE TRANSPORTATION

HKHC Grant County collaborated to implement environmental changes and update planning documents and zoning code to support active transportation throughout Grant County.

Policy, Practice, and Environmental Changes

Active Transportation policy, practice, and environmental changes included:

- The City of Bayard Comprehensive Plan was adopted in 2012. The updated plan included the Trail Feasibility Plan for Spoke One of the Copper Trail System.
- The Silver City Land Use and Zoning Code was updated in 2010 to support community gardens, farmers' markets, trails, and Complete Streets.
- The Silver City Greenways and Big Ditch Master Plan was adopted in 2013.
- HKHC Grant County partner, Grant County Bicycle Advocacy Group, installed 32 sharrows (shared-lane marking) and "Share the Road" signs on county roads where the shoulder was narrow, or when a bike lane ended (i.e., ten sharrows on Cottage San Road, six on Ridge Road, six on North Swan Street and ten on Racetrack Road at the county line).
- A crosswalk sign on Hope Street was relocated to increase visibility as a result of amendments to Silver City Street Design Code to permit signage, bike lanes, and car blocks. HKHC Grant County was not involved in amending the code but cited the code when requesting the sign relocation.

See Figure 5: Active Transportation Infographic for additional information.

Programs and Promotions

Walking School Bus Program

The partnership coordinated a Walking School Bus program for Bayard Elementary School in the Cobre School District. Partnership staff members trained adult volunteers and high school students to lead the Walking School Bus. Twenty elementary school students participated in the program in the fall of 2013. A plan was created, and additional volunteers were recruited by the adult volunteers to sustain the program in response to the enthusiasm of the students.

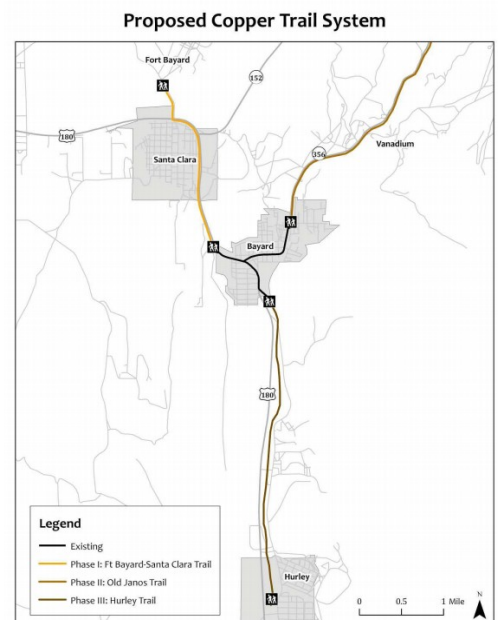
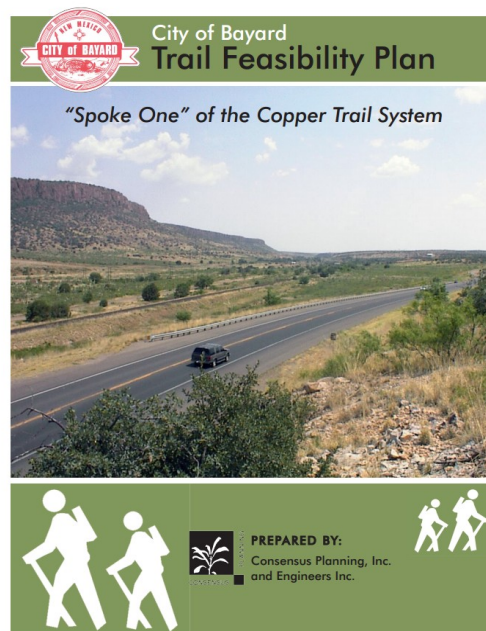
Trails

HKHC Grant County partnered with the Grant County Trails Group to create a physical activity prescription program and trail guide for Grant County. The trail guide and prescription program materials were given to area physicians to distribute to patients.

Implementation

Copper Trail System

HKHC Grant County partnered with the City of Bayard, the Village of Santa Clara, and Grant County to seek funding to build out portions of a proposed Copper Trail system. The Copper Trail System was a proposed multi-modal trail system off of the Trail of the Mountain Spirits Byway. The plan consisted of three spokes that would connect



Source: HKHC Dashboard

Santa Clara, Vanadium, and Hurley to Bayard.

The City of Bayard, in collaboration with the Southwest Council of Governments, received a Community Development Block Grant to update the City of Bayard Comprehensive Plan and conduct a feasibility plan for Spoke One of the Copper Trail System. The plan provided trail design recommendations and estimated costs for Spoke One, an approximately .59 mile trail along Highway 180 from Bayard to Santa Clara. The City of Bayard Trail Feasibility Plan was completed and included in the City of Bayard Comprehensive Plan update in 2012.

With the completed feasibility plan, Grant County and the cities of Bayard and Santa Clara sought funding from the New Mexico Department of Transportation to support the construction of Spoke One, but the municipalities were unable to obtain matching funds to complete the proposal.

[Silver City Land Use and Zoning Code](#)

HKHC Grant County provided recommendations to Silver City Planning Commission to amend the Silver City Land Use and Zoning Code to clearly define trails, community gardens, and farmers' markets; permit the development of community gardens in all zones; support local agriculture; and add language to support Complete Streets where feasible. The amended language was adopted by Silver City Town Council in December 2010. As a result of language in the amended code, Silver City hired a new city planner to develop a pedestrian and bicycle master plan.

[Silver City Greenways and Big Ditch Master Plan](#)

HKHC Grant County provided input to the Silver City Planning Department and its contracted architects on recommended trail locations for the master plan. The plan was adopted by Silver City Town Council in May 2013, and outlined planning, implementation, and potential funding sources for a greenways system and Big Ditch park.

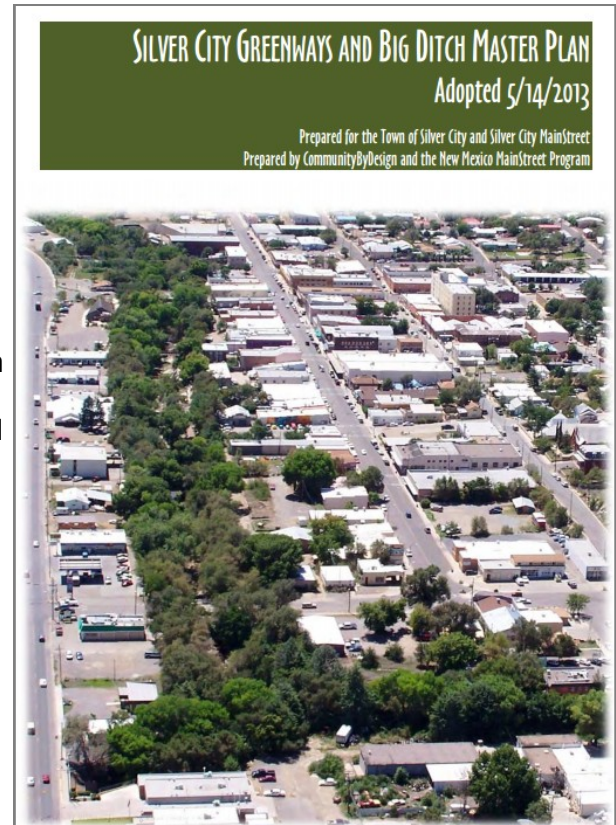
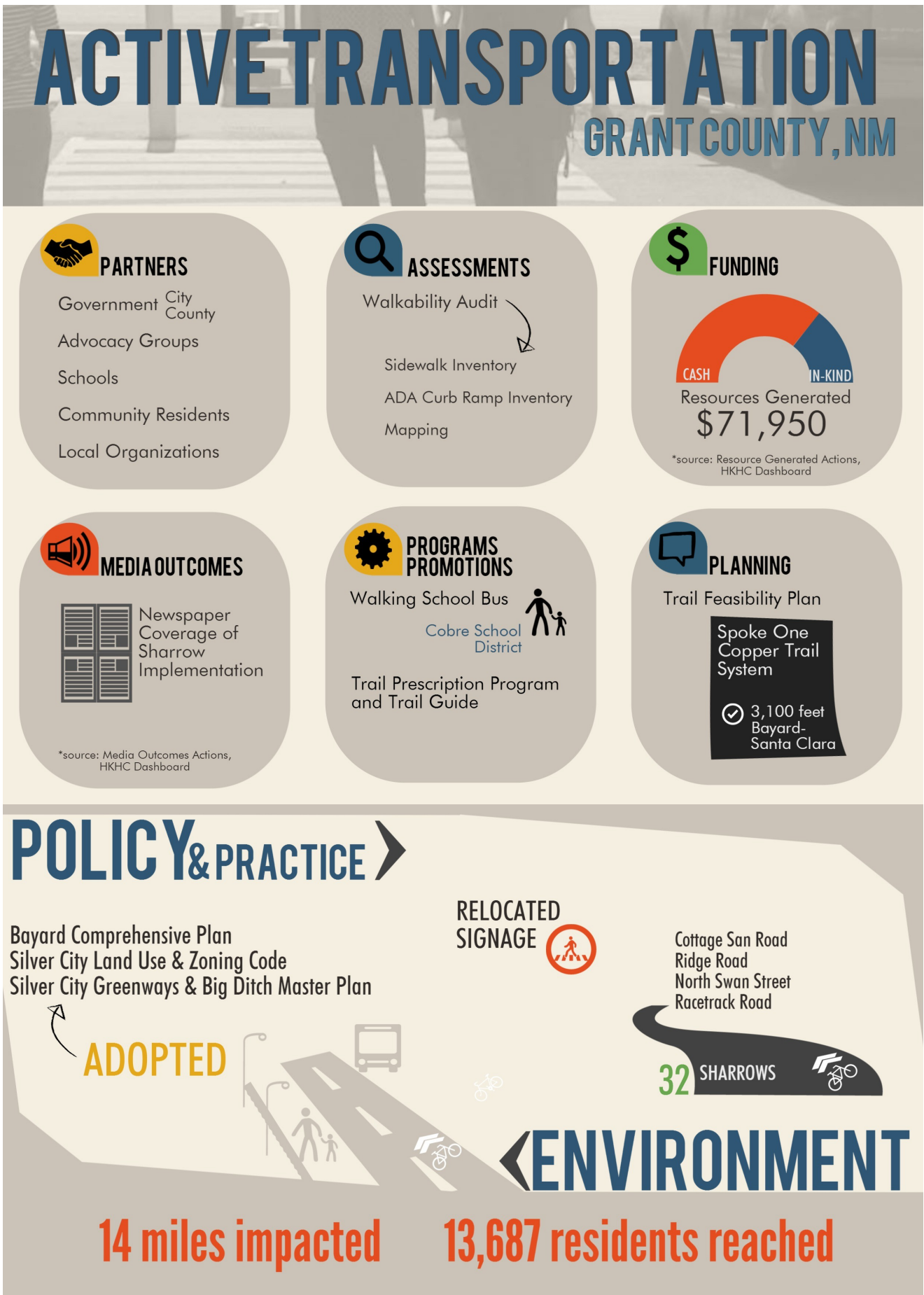


Photo source: Town of Silver City⁷

Figure 5: Active Transportation Infographic



ACCESS TO HEALTHY FOOD

The partnership collaborated to increase access to healthy food at grocery stores and farmers' markets throughout Grant County.

Policy, Practice, and Environmental Changes

Access to Healthy Food policy, practice, and environmental changes included:

- New farmers' markets were established in Bayard, Silver City, and Mimbres.
- A county-wide SNAP/EBT accounting system was established at the Volunteer Center of Grant County for area farmers' markets.
- Supplemental Nutrition Assistance Program and Electronic Benefit Transfer (SNAP/EBT) access was implemented at the Bayard, Silver City, Mimbres farmers' markets.
- Healthy check-out lanes were established at two grocery stores.

Complementary Programs/Promotions

Farmers' Market Transportation

HKHC Grant County sponsored a bus route to transport residents to the Silver City Farmers' Market in response to the closing of the Bayard Farmers' Market in 2012. The public bus system did not operate on Saturdays which prevented residents who relied on public transportation from visiting the farmers' market. Silver City Farmers' Market distributed market coupons to passengers to encourage utilization of the service.

Implementation

Farmers' Markets

HKHC Grant County collaborated to support the creation of new farmers' markets in Grant County. Partnership staff members helped develop bylaws for the Bayard Farmers' Market, served on the Board of Directors for the Silver City Farmers' Market, and provided promotional support for all three markets. Grant County HKHC partner, The Volunteer Center of Grant County, established a county-wide accounting system to allow area farmers' markets to accept and process SNAP/EBT payments and partnered with each market to place an EBT machine on-site. The Bayard farmers' market closed in 2012. In 2011, over \$2,000 in SNAP benefits were spent purchasing fresh local food at farmers' markets, a 28% increase from 2010.

Healthy Check-Out

HKHC Grant County partnered with W & N Enterprises to implement healthy check-out lanes at its two Food Basket grocery stores. The lanes featured healthy food items (e.g., water, juice, nuts, dried fruit, granola bars) and family-friendly products (e.g., crossword puzzles) rather than candy, sugar-sweetened beverages, and tabloid magazines. Area after-school and summer program children designed signs to identify the lanes, and partnership staff trained Food Basket employees on implementation and maintenance of the lanes.



Healthy Check-out Lane. Photo source: Transtria

REFERENCES

1. Healthy Kids, Healthy Communities National Program Office. *Home and About*, 2009. <http://www.healthykidshealthycommunities.org/> Accessed February 28, 2014.
2. U.S. Census Bureau. *2010 Census*. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml> Accessed March 1, 2014.
3. U.S. Census Bureau. *2007-2011 American Community Survey*. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml> Accessed January 13, 2014.
4. Healthy Kids, Healthy Communities National Program Office, *Grant County*, 2009. <http://www.healthykidshealthycommunities.org/communities/grant-county-nm> Accessed January 13, 2014.
5. Grant County Food Policy Council. *Local Food Assessment Report*, 2012. <http://gcfoodpolicycouncil.org/documents/> Accessed January 28, 2014
6. Grant County Healthy Kids, Healthy Communities. *Silver City Sidewalk and Curb Assessment*, 2011. <http://www.grantcountykhkc.com/Interactive%20Sidewalk%20Map.pdf> Accessed February 28, 2014
7. Town of Silver City. *Silver City Greenways and Big Ditch Master Plan*, 2013. http://www.townofsilvercity.org/r/town_of_silver_city_NM.php?r=67,k6af3 Accessed February 15, 2014

APPENDIX A: HKHC GRANT COUNTY EVALUATION LOGIC MODEL

In the first year of the grant, this evaluation logic model identified healthy eating and active living strategies with associated 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 Grant County HKHC 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).

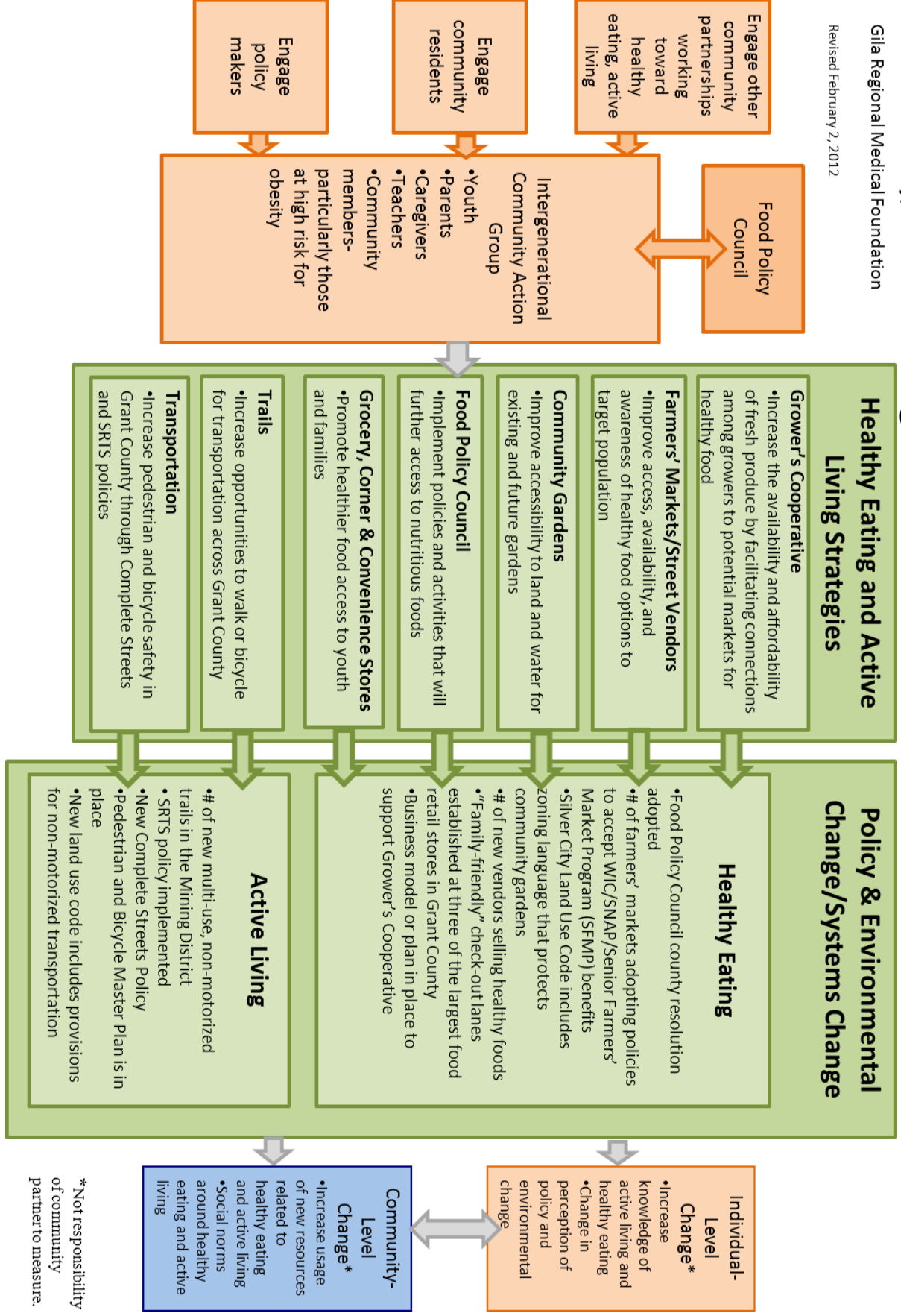
The healthy eating and active living strategies of Grant County HKHC partnership included:

- *Active Transportation:* HKHC Grant County collaborated to implement environmental changes and update planning documents and zoning code to support active transportation throughout Grant County. The partnership also established a Walking School Bus program to encourage youth to walk to school on a regular basis.
- *Access to Healthy Food:* The partnership collaborated to increase access to healthy food at grocery stores and farmers' markets throughout Grant County. New markets were created and a county-wide accounting system was created to establish food assistance program access at area farmers' markets. HKHC Grant County also partnered with a local grocery store owner to implement healthy check-out lanes at two stores.

Grant County, NM HKHC Logic Model

Gila Regional Medical Foundation

Revised February 2, 2012



*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 the Healthy Kids, Healthy Communities Grant County (HKHC Grant County) partnership during the final year of the grant. Partnership capacity involves the ability of communities to identify, mobilize, and address social and public health problems.¹⁻³

Methods

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design⁴, an 82-item partnership capacity survey solicited perspectives of the members of the HKHC Grant County 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 HKHC Grant County 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 15 individuals responded from HKHC Grant County partnership. Of the sample, 13 were female (87%) and 2 were male (13%). Respondents were between the ages of 18-25 (1, or 7%), 26-45 (6, or 40%), 46-65 (6, or 40%), or 66 or over (2, or 13%). Survey participants were also asked to provide information about race and ethnicity. Respondents identified with one or more from the following race and ethnicity categories: African American, American Indian/Alaskan Native, Asian, Native Hawaiian/Pacific Islander, White, Other race, Hispanic or Latino, Not Hispanic or Latino, Ethnicity unknown/unsure, or Refuse to provide information about race or ethnicity. Of the 15 responses, 73% were White, and 27% were 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 27 identified roles, five were representative of the Community Partnership Lead (18%) and ten were Community Partnership Partners (37%). Four respondents self-identified as Community Partnership Leaders (15%), seven as Community Members (26%), and one as a Public Official (4%). Individuals participating in the survey also identified their organizational affiliation. Forty percent of respondents (n=6) indicated affiliation to a health care organization, while two (13%) claimed affiliation to schools/school district. Five respondents (33%) affiliated with other types of organizations not listed as response options. The remaining two respondents affiliated with a faith- or community-based organization (1, or 7%), and local government (city, county) (1, or 7%).

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

7%). No respondents affiliated with a university or research/evaluation organization, neighborhood association, advocacy organization, or child care or afterschool organization.

Leadership (n=8 items)

The majority of responses showed agreement or strong agreement (93% total) to statements suggesting that the partnership had an established group of core leaders who had the skills to help the partnership achieve its goals. Responses also indicated that participants in the survey felt the core leadership is organized and retains the skills to help the partnership and its initiatives succeed. Most respondents strongly agreed or agreed (89%), while some (6%) strongly disagreed or did not know (5%) that leaders worked to motivate others, worked with diverse groups, showed compassion, and strived to follow through on initiative promises. Responses to the survey showed at least one member of the leadership team lived in the community (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, 87% of respondents agreed or strongly agreed and 13% did not know.

Partnership Structure (n=24 items)

Respondents generally felt that the partnership adequately provided the necessary in-kind space, equipment and supplies for partners to conduct business and meetings related to partnership initiatives (95% agree/strongly agree). Yet, 5% felt unsure provision of space and equipment was sufficient. Most (83%) also agreed that the partnership has processes in place for dealing with conflict, organizing meetings, and structuring goals, although 12% responded “I don’t know”, indicating a lack of familiarity in this area, and 5% 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 (93%), though 5% did not know and 2% did not agree.

Though the majority (68%) of respondents indicated agreement with statements about the partnership’s effectiveness in seeking learning opportunities, developing the partnership, and planning for sustainability, 23% of responses disagreed, and 9% were not aware of partnership activities specific to development and sustainability.

Relationship with Partners (n=4 items)

Though 6% of respondents disagreed, 93% of responses to statements about leadership and partner relationships were positive (agree/strongly agree), indicating that the majority of respondents felt the partners and leadership trusted and worked to support each other.

Partner Capacity (n=18 items)

Nearly all responses (94% 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, 89% of individuals (11% disagreed) responding to the survey felt that partners were dedicated to the initiative, interested in enhancing a sense of community, and motivated to create change.

Political Influence of Partnership (n=2 items)

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

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

Statements suggesting that the community was a good place to live, with community members who share the same goals and values, help each other, and are trustworthy were supported by 80% of survey responses,

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

while 10% of respondents disagreed and 10% indicated a lack of knowledge about these community attributes. Respondents also strongly supported suggestions that community members help their neighbors, but may take advantage of others if given the opportunity (92% agree/strongly agree). In contrast, respondents were less convinced that community members would intervene on behalf of another individual in their community in cases of disrespect, disruptive behavior, or harmful behavior. While 58% agreed or strongly agreed, 29% disagreed/strongly disagreed. Thirteen percent of responses indicated that some respondents did not know how community members would act in these situations.

Most survey participants (86%) felt community members were aware of the partnership's initiatives and activities; however, 7% disagreed and 7% did not know if community members were aware. Seventy-three percent of respondents agreed that the partnership equally divides resources among different community groups in need (e.g., racial/ethnic minorities, lower-income), though 20% disagreed and felt resources were not equally distributed and 7% did not know.

Overall, respondents agreed or strongly agreed that partners and members of the community maintained active involvement in partnership decisions and activities (80%), and also agreed that partners and residents have the opportunity to function in leadership roles and participate in the group decision-making process (89%).

References

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

Partnership and Community Capacity Survey Respondent Summary

Community Partnership

Grant County

Respondents (n= 15)

Respondent Characteristics

Gender		Identified Race/Ethnicity				Identified Role	
Female	13	American Indian or Alaskan Native	0	Hispanic or Latino	4	Community Partnership Lead	5
Male	2	Asian	0	Not Hispanic or Latino	0	Community Partnership Partner	10
No response	0	White	11	Don't know/ Unsure ethnicity	0	Community Leader	4
Age Range		African American/ Black	0	Refused to identify ethnicity	0	Community Member	7
18-25	1	Pacific Islander/ Native Hawaiian	0	Other ethnicity	0	Public Official	1
26-45	6					Other role	0
46-65	6						
66+	2						
No response	0						

Type of Affiliated Organization

Faith- or Community Based Organization	1	6.7%	(1)
School (district, elementary, middle, high)	2	13.3%	(2)
Local Government Agency (city, county)	1	6.7%	(3)
University or Research/Evaluation Organization	0	0.0%	(4)
Neighborhood Organization	0	0.0%	(5)
Advocacy Organization	0	0.0%	(6)
Health Care Organization	6	40.0%	(7)
Child Care or Afterschool Organization	0	0.0%	(8)
Other	5	33.3%	(10)
No response	0	0.0%	(999)

	1
	2
	3
	7
	10

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	34.07%	Strongly disagree	0.00%
Agree	60.74%	I don't know	5.19%
Disagree	0.00%	No response	0.00%

Partner skills and communication

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

Strongly agree	24.85%	Strongly disagree	0.00%
Agree	69.09%	I don't know	3.64%
Disagree	2.42%	No response	0.00%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

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	22.42%	Strongly disagree	0.61%
Agree	58.18%	I don't know	10.30%
Disagree	8.48%	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	25.33%	Strongly disagree	0.00%
Agree	64.00%	I don't know	5.33%
Disagree	5.33%	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	17.33%	Strongly disagree	1.33%
Agree	50.67%	I don't know	9.33%
Disagree	21.33%	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	25.56%	Strongly disagree	2.22%
Agree	56.67%	I don't know	12.22%
Disagree	3.33%	No response	0.00%
Relationship between partners and leadership			
Participants provided level of agreement to statements indicating the leadership and partners trust and support each other.			
Strongly agree	23.33%	Strongly disagree	3.33%
Agree	70.00%	I don't know	0.00%
Disagree	3.33%	No response	0.00%
Community members intervene			
Participants provided level of agreement to statements indicating that community members can be counted on intervene in instances where someone is disrespectful, disruptive, or harmful to another community member.			
Strongly agree	13.33%	Strongly disagree	11.11%
Agree	44.44%	I don't know	13.33%
Disagree	17.78%	No response	0.00%
Leadership motivation			

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

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	31.67%	Strongly disagree	6.67%
Agree	56.67%	I don't know	5.00%
Disagree	0.00%	No response	0.00%
Community member and partner participation			
Participants provided level of agreement to statements indicating that community members and partners have opportunities to serve in leadership roles and participate in group decision-making.			
Strongly agree	35.56%	Strongly disagree	2.22%
Agree	44.44%	I don't know	8.89%
Disagree	8.89%	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	23.33%	Strongly disagree	0.00%
Agree	70.00%	I don't know	5.00%
Disagree	1.67%	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	30.00%	Strongly disagree	0.00%
Agree	61.67%	I don't know	8.33%
Disagree	0.00%	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	30.00%	Strongly disagree	3.33%
Agree	63.33%	I don't know	0.00%
Disagree	3.33%	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	28.89%	Strongly disagree	0.00%
Agree	60.00%	I don't know	0.00%
Disagree	11.11%	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	20.00%	Strongly disagree	0.00%
Agree	66.67%	I don't know	13.33%
Disagree	0.00%	No response	0.00%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

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	40.00%	Strongly disagree	0.00%
Agree	60.00%	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	40.00%	Strongly disagree	0.00%
Agree	46.67%	I don't know	13.33%
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	13.33%	Strongly disagree	0.00%
Agree	73.33%	I don't know	6.67%
Disagree	6.67%	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	20.00%	Strongly disagree	0.00%
Agree	53.33%	I don't know	6.67%
Disagree	20.00%	No response	0.00%

APPENDIX C: PARTNER LIST

Grant County HKHC	
Organization/Institution	Partner
Business/Industry/Commercial	La Montanita W & N Enterprises (Market Basket Stores)
Colleges/Universities	New Mexico State University- Dept. of Geography Spatial Applications Research Center Grant Co. Extension Service College of Agriculture, Consumer and Environmental Sciences University of NM Health Sciences Center Department of Pediatrics-Envision New Mexico Initiative Western New Mexico University Natural Sciences Department
Government Organizations	City of Bayard Grant County Grant County Board of Commissioners New Mexico Department of Health Silver City Planning Department Southwest New Mexico Council of Governments Southwest Regional Transit District U.S. Department of Transportation, Federal Highway Administration National Scenic Byways Program Village of Santa Clara
Foundation	Gila Regional Medical Center Foundation
Other Community-Based Organizations	Bayard Farmers' Market Casa de la Cultura Farm to Table Gila Resources Information Project Grant County Trails Group Grant County Community Health Council Hidalgo Medical Services Forward New Mexico Mimbres Farmers' Market Silver City Farmers' Market The Volunteer Center of Grant County The Wellness Coalition
Policy/Advocacy Organization	Walkability Accessibility Advocacy Group/ Bicycle Advocacy Group (WAAG/BAG)
Schools	Cobre School District Silver School District

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue			
Community Partnership	Grant County		
Resource source	Amount	Status	
Business	Year		
Matching funds			
	2010	Annual total	\$500.00
		\$500.00	Accrued
	2011	Annual total	\$500.00
		\$500.00	Accrued
	2012	Annual total	\$700.00
		\$500.00	Accrued
		\$200.00	Accrued
	2013	Annual total	\$700.00
		\$500.00	Accrued
		\$200.00	Accrued
Other			
	2009	Annual total	\$1,000.00
		\$1,000.00	Accrued
	2010	Annual total	\$100.00
		\$100.00	Accrued
	2011	Annual total	\$8,800.00
		\$400.00	Accrued
		\$400.00	Accrued
		\$8,000.00	Accrued
	2014	Annual total	\$1,000.00
		\$1,000.00	Accrued
Sum of revenue generated by resource source		\$13,300.00	
Individual/private donor	Year		
Other			
	2010	Annual total	\$800.00
		\$800.00	Accrued
	2011	Annual total	\$1,000.00
		\$1,000.00	Accrued
	2013	Annual total	\$300.00

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED, cont.

Community Partnership	Grant County		
Resource source		Amount	Status
		\$100.00	Accrued
		\$200.00	Accrued
Sum of revenue generated by resource source		\$2,100.00	
Local government	Year		
	Matching funds		
	2010		Annual total \$3,883.00
		\$3,883.00	Accrued
	2011		Annual total \$4,728.00
		\$3,883.00	Accrued
		\$845.00	Accrued
	2012		Annual total \$6,073.00
		\$3,883.00	Accrued
		\$1,500.00	Accrued
		\$690.00	Accrued
	2013		Annual total \$4,483.00
		\$600.00	Accrued
		\$3,883.00	Accrued
	Other		
	2010		Annual total \$1,750.00
		\$500.00	Accrued
		\$1,250.00	Accrued
	2011		Annual total \$10,200.00
		\$10,000.00	Accrued
		\$200.00	Accrued
Sum of revenue generated by resource source		\$31,117.00	
State government	Year		
	Matching funds		
	2010		Annual total \$2,000.00
		\$1,000.00	Accrued
		\$1,000.00	Accrued
	2011		Annual total \$2,500.00
		\$1,500.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED, cont.

Community Partnership	Grant County		
Resource source		Amount	Status
		\$1,000.00	Accrued
	2013		Annual total
		\$1,500.00	Accrued
			Annual total
			\$1,500.00
			Accrued
			Annual total
			\$1,000.00
			Accrued
			Annual total
			\$7,000.00
Sum of revenue generated by resource source			
National government	Year		
	2011		Annual total
		\$50,000.00	Accrued
			Annual total
			\$50,000.00
			Accrued
			Annual total
			\$50,000.00
Sum of revenue generated by resource source			
Foundation	Year		
	1977		Annual total
		\$0.00	Accrued
			Annual total
			\$70,274.00
	2009		Annual total
		\$1,456.00	Accrued
		\$43,228.00	Accrued
		\$4,332.00	Accrued
		\$675.00	Accrued
		\$5,243.00	Accrued
		\$3,100.00	Accrued
		\$9,504.00	Accrued
		\$2,736.00	Accrued
	2010		Annual total
		\$4,335.00	Accrued
		\$9,504.00	Accrued
		\$210.00	Accrued
		\$3,907.00	Accrued
		\$1,081.00	Accrued
		\$69,152.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED, cont.

Community Partnership	Grant County		
Resource source		Amount	Status
		\$4,940.00	Accrued
	2011		Annual total \$94,086.00
		\$9,504.00	Accrued
		\$54,695.00	Accrued
		\$2,643.00	Accrued
		\$2,794.00	Accrued
		\$9,058.00	Accrued
		\$784.00	Accrued
		\$13,020.00	Accrued
		\$488.00	Accrued
		\$1,100.00	Accrued
	2013		Annual total \$101,304.00
		\$6,000.00	Accrued
		\$5,803.00	Accrued
		\$9,504.00	Accrued
		\$350.00	Accrued
		\$1,048.00	Accrued
		\$4,319.00	Accrued
		\$999.00	Accrued
		\$73,281.00	Accrued
Sum of revenue generated by resource source		\$358,793.00	
Non-profit organization	Year		
Matching funds			
	2010		Annual total \$72,521.05
		\$2,240.00	Accrued
		\$3,000.00	Accrued
		\$16,070.00	Accrued
		\$1,500.00	Accrued
		\$4,800.00	Accrued
		\$3,600.00	Accrued
		\$750.00	Accrued
		\$4,166.65	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED, cont.

Community Partnership	Grant County	Amount	Status
Resource source		\$4,564.20	Accrued
		\$1,600.00	Accrued
		\$8,880.20	Accrued
		\$21,350.00	Accrued
2011		Annual total	\$72,160.00
		\$1,250.00	Accrued
		\$10,000.00	Accrued
		\$3,000.00	Accrued
		\$500.00	Accrued
		\$2,240.00	Accrued
		\$17,320.00	Accrued
		\$21,350.00	Accrued
		\$3,600.00	Accrued
		\$3,600.00	Accrued
		\$4,800.00	Accrued
		\$3,000.00	Accrued
		\$1,500.00	Accrued
2012		Annual total	\$63,179.00
		\$3,000.00	Accrued
		\$1,000.00	Accrued
		\$17,000.00	Accrued
		\$500.00	Accrued
		\$3,089.00	Accrued
		\$3,600.00	Accrued
		\$2,240.00	Accrued
		\$3,600.00	Accrued
		\$4,800.00	Accrued
		\$3,000.00	Accrued
		\$21,350.00	Accrued
2013		Annual total	\$62,393.00
		\$2,983.00	Accrued
		\$500.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED, cont.

Community Partnership	Grant County	Amount	Status
Resource source		\$3,000.00	Accrued
		\$21,350.00	Accrued
		\$3,600.00	Accrued
		\$2,240.00	Accrued
		\$3,600.00	Accrued
		\$4,800.00	Accrued
		\$17,320.00	Accrued
		\$3,000.00	Accrued
	Other		
	2010		Annual total \$800.00
		\$800.00	Accrued
	2011		Annual total \$25,050.00
		\$250.00	Accrued
		\$2,000.00	Accrued
		\$10,000.00	Accrued
		\$1,500.00	Accrued
		\$3,000.00	Accrued
		\$800.00	Accrued
		\$5,000.00	Accrued
		\$2,500.00	Accrued
	2014		Annual total \$8,000.00
		\$8,000.00	Accrued
Sum of revenue generated by resource source		\$304,103.05	
School	Year	Amount	Status
	Matching funds		
	2010		Annual total \$10,200.00
		\$9,700.00	Accrued
		\$500.00	Accrued
	2011		Annual total \$10,425.00
		\$9,700.00	Accrued
		\$75.00	Accrued
		\$500.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED, cont.

Community Partnership	Grant County			
Resource source		Amount	Status	
		\$150.00	Accrued	
	2012		Annual total	\$9,965.00
		\$9,700.00	Accrued	
		\$265.00	Accrued	
	2013		Annual total	\$9,850.00
		\$75.00	Approved	
		\$75.00	Approved	
		\$9,700.00	Accrued	
Other				
	2011		Annual total	\$6,000.00
		\$6,000.00	Accrued	
	2013		Annual total	\$850.00
		\$850.00	Accrued	
Sum of revenue generated by resource source		\$47,290.00		
Other	Year			
Matching funds				
	2010		Annual total	\$2,000.00
		\$2,000.00	Accrued	
	2011		Annual total	\$1,000.00
		\$1,000.00	Accrued	
	2012		Annual total	\$1,000.00
		\$1,000.00	Accrued	
	2013		Annual total	\$1,000.00
		\$1,000.00	Accrued	
Other				
	2010		Annual total	\$200.00
		\$200.00	Accrued	
	2011		Annual total	\$100.00
		\$100.00	Accrued	
	2013		Annual total	\$685.23
		\$685.23	Accrued	
Sum of revenue generated by resource source		\$5,985.23		

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED, cont.

Community Partnership	Grant County	
Resource source	Amount	Status
Grand Total		\$819,688.28