

HEALTH ACTION PARTNERSHIP CASE REPORT

JEFFERSON COUNTY, ALABAMA

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



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BACKGROUND

Healthy Kids, Healthy Communities National Program

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

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

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

Figure 1: Map of the 49 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.

Health Action Partnership

The Health Action Partnership (HAP) was established in 2007 as a collaborative effort of Jefferson County Department of Health, United Way of Central Alabama (UWCA), Community Foundation of Greater Birmingham, and University of Alabama-Birmingham School of Public Health. HAP was created as a result of a community health assessment conducted by Jefferson County Department of Health. With the advent of HKHC funding, the partnership expanded partner relationships and became more formally focused on policy, systems, and environmental changes.

UWCA was the lead agency for HAP. The partnership and capacity building strategies of the partnership included:

- **Community Engagement:** The HAP identified a community core of individuals interested in supporting HKHC work. These community members participated in HAP initiatives that were of specific interest to them.
- **Food Policy Council:** Greater Birmingham Community Food Partners collaborated with the HAP to establish themselves as a Food Policy Council. A Food Charter was developed, which defined a vision for the local food system.

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

Along with partnership and capacity building strategies, the HAP 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 the HAP included:

- **Comprehensive Planning:** HAP provided input and recommendations for the draft and adoption of the Birmingham City Comprehensive Plan and updates to the Jefferson County Zoning Code.
- **Active Transportation:** HAP collaborated to develop and support the adoption and implementation of the Red Rock Ridge & Valley Trail System, Complete Streets resolutions, and Safe Routes to School policy and environmental changes throughout Jefferson County. As a result of its Safe Routes to School efforts, three school districts adopted comprehensive school wellness policies.
- **Access to Healthy Food:** HAP collaborated to support the adoption of a Birmingham Urban Agriculture Ordinance and the creation of after-school and mobile farmers’ markets in the partnership’s target neighborhoods. Access to healthy food strategies were identified from the Community Healthy Living Index (CHLI) assessment and residents’ desire for improved access to and availability of fresh, local food.
- **Child Care Nutrition and Physical Activity Standards:** Jefferson County Board of Health established regulations to ensure all child care centers met minimum health and safety standards, including stipulations for nutrition and physical activity.

COMMUNITY DEMOGRAPHICS

Jefferson County is the largest county in Alabama, with a population of 658,466.² The county seat is Birmingham, Alabama’s largest city, with a population of 212,237.² Twenty-seven percent of children in Jefferson County live in poverty.³ Alabama has the fifth highest obesity rate in the United States.⁴

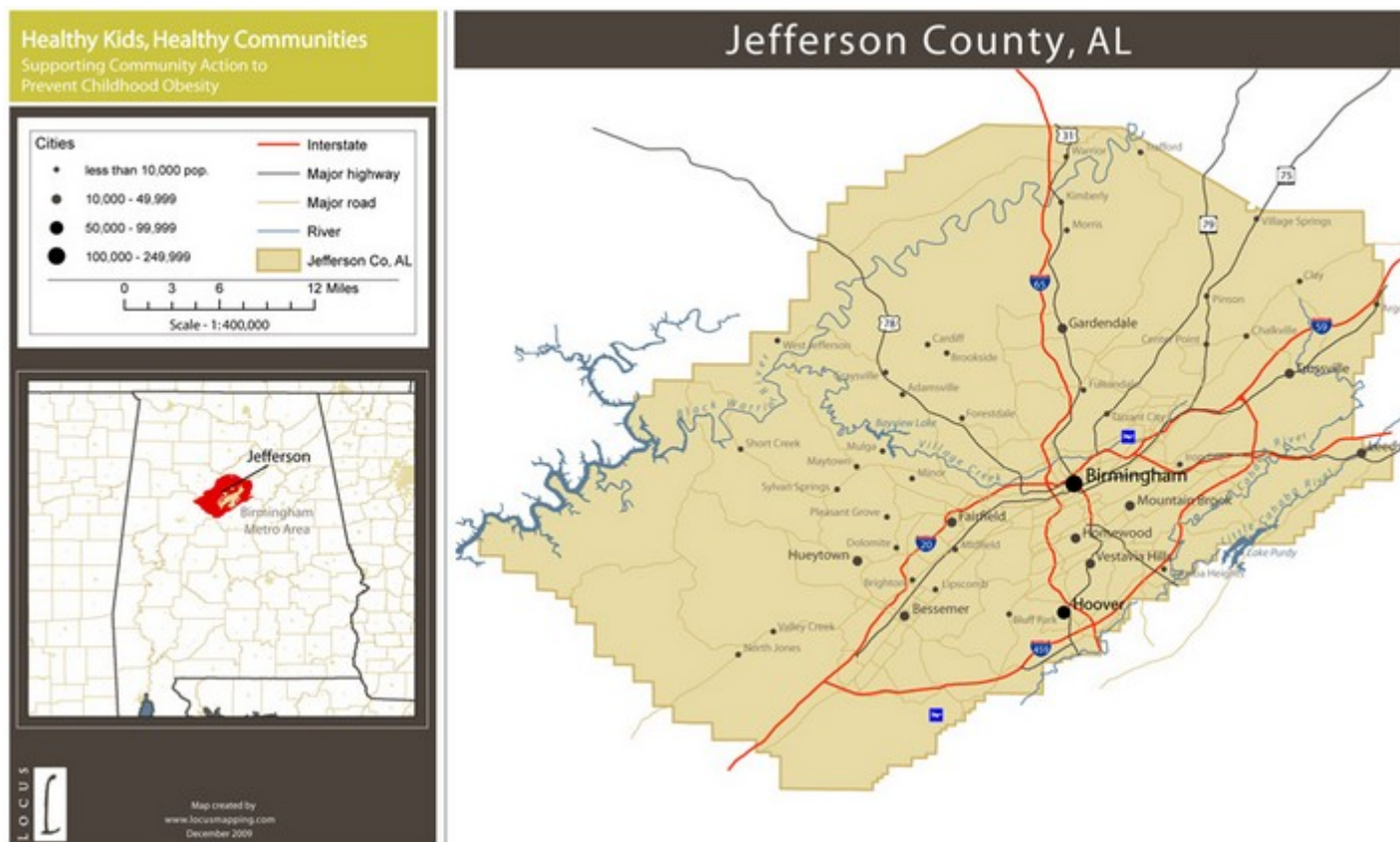
To address these disparities, the partnership focused its efforts in three neighborhoods — East Lake and West End in Birmingham and the near suburb of Homewood. Families in these neighborhoods have limited access to healthy food, public transit, and safe places to be active.

- The East Lake neighborhood is beset by high rates of poverty, unemployment, and under-performing public schools.⁵
- The West End neighborhood has a population of 16,707. The neighborhood has a higher percentage of minorities and lower educational attainment than greater Birmingham.⁶
- Homewood is located in southeastern Jefferson County and has a population of 25,167.²

Table 1: Jefferson County, AL Demographics

	Population	African American	Hispanic/Latino (of any race)	White	Poverty Rate	Per Capita Income	Median Household Income
Jefferson County ^{2,3}	658,466	42.0%	3.9%	53.0%	16.2%	\$26,962	\$45,750
Birmingham ^{2,3}	212,205	73.4%	3.6%	22.3%	27.3%	\$19,962	\$31,898
Homewood ^{2,3}	25,167	17.3%	7.3%	74.6%	10.8%	\$30,114	\$61,436

Figure 2: Map of Jefferson County, AL⁵



INFLUENCE OF SOCIAL DETERMINANTS

Environment

In April 2011, a devastating tornado swept through Tuscaloosa and Birmingham. All partnership activities were temporarily suspended as UWCA and community partners responded to the disaster. HAP resumed partnership activities several months later, but the impact of the tornado influenced the partnership's efforts moving forward. Rebuilding and community revitalization efforts are ongoing.

Local Government

Jefferson County is comprised of 35 municipalities, each with its own political structure which took time to navigate. Historical segregation and a recent statewide immigration law influenced the partnership's ability to build relationships in the community.

In November 2011, Jefferson County declared bankruptcy, making implementation of new initiatives difficult. Over the next few months, Jefferson County reduced its budget and staff considerably. Filing for bankruptcy and struggling with budget were specific challenges to the partnership's built environment initiatives. Jefferson County was unable to finance new construction or allocate funding for maintenance needs.

Schools

There are 12 school districts in Jefferson County, each with its own political structure. Differences between districts presented a challenge to adopting and implementing policy, practice, and environmental changes since each district had to be individually approached. The school districts in Jefferson County struggled with budget cuts resulting from the county's bankruptcy. School districts had to tighten their budgets, and funding for health and wellness initiatives was often among the first to be cut.

In June 2012, the Alabama Department of Education assumed control of the Birmingham School District due to the Birmingham Board of Education's inability to reach a budget consensus. As a result of the takeover, a new school board and president were appointed and many schools were consolidated. The transitions were challenging to the partnership because of the relocation of many school champions and disruption of program and policy work to HAP partners. Teacher layoffs and budget cuts made school district staff hesitant to take on extra wellness activities.

Access to Food

A 2010 study found that more than a third of Birmingham residents live in a food desert, including over 23,000 children. Families in these areas have limited access to grocery stores, and many live closer to unhealthy food choices than healthy ones.⁷

HEALTH ACTION PARTNERSHIP

Lead Agency and Leadership Teams

The Health Action Partnership (HAP) was established in 2007 as a collaborative effort of Jefferson County Department of Health, United Way of Central Alabama (UWCA), Community Foundation of Greater Birmingham, and University of Alabama-Birmingham School of Public Health. HAP was created as a result of a community health assessment conducted by Jefferson County Department of Health. There were over 80 member organizations of HAP that worked to improve access to healthy eating and active living. HAP received Communities Putting Prevention to Work (CPPW) funding alongside its HKHC funding.



United Way of Central Alabama was the lead agency for HAP. UWCA was established in 1920 and was one of the largest offices in the country, raising approximately \$38 million every year. United Way offices were traditionally set up around income, access to services, education, early child care, and health. This gave strength to the UWCA in leading a partnership effort like HKHC. UWCA's long history in the area was an asset to the partnership because of its strong community ties. UWCA served a five-county area and funded many local agencies in the area. This gave the agency knowledge about the strengths and focuses of many local organizations, and facilitated efficient and effective collaboration with these organizations to advance the partnership's work. Since UWCA was not explicitly a public health entity, it was able to bring a wider variety of partners to the conversation surrounding strategies, including many corporate partners.



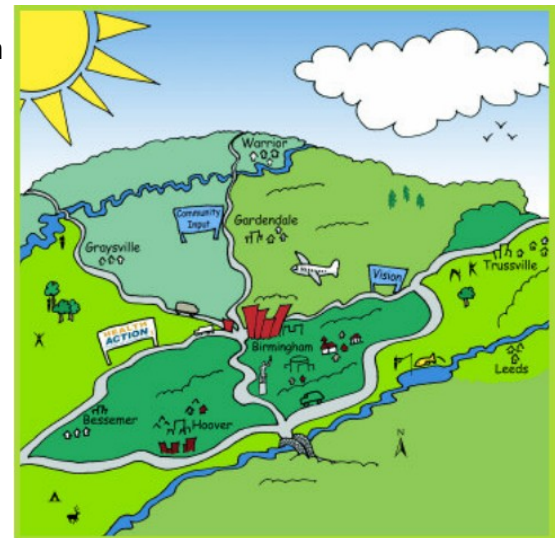
HKHC Jefferson County logo⁵

The Project Director and Project Coordinator were staff members of the lead agency. The original Project Director had a degree in journalism and had previously worked in the marketing department for Cooking Light magazine, managing large corporate partnerships. Her communication skills were helpful to the partnership. The Project Director transitioned to a new role during the fourth year of funding and the Project Coordinator took over as Project Director. The Project Coordinator began working with the partnership at the beginning of the second year of the grant and at the start of her employment at UWCA. She provided representation and staff support from UWCA to HAP and served as part of the communications committee for the Healthy Children and Youth Workgroup.

The founding members of the partnership (i.e., Jefferson County Department of Health, UWCA, Community Foundation of Greater Birmingham, University of Alabama-Birmingham), were key partners for the HKHC initiative and provided funding and in-kind support to the partnership (see Appendix C for a full list of partners). Additional UWCA staff provided some in-kind support to the partnership, including meetings for specific tasks, planning, and collaboration. The President and CEO was on the leadership team and helped establish the current partnership structure. Several Jefferson County Department of Health employees served as partnership staff through in-kind support. They served as a part of the goal groups, informed partnership strategies and priorities, and worked to align community partners with current goals and strategies of the partnership, specifically the Complete Streets and Safe Routes to School initiatives.

Organization and Sustainability

HAP was originally organized into goal groups defined by the Jefferson County "Our Community's Roadmap to Health" assessment report. The report identified goals related to mental health, livable/walkable communities, and childhood obesity. HKHC funding allowed HAP to expand and strengthen the existing partnership, expand and collaborate with numerous local, community-based partnerships (e.g., area schools, neighborhood



Our Community's Roadmap to Health⁹

associations, grassroots non-profits), and become more formally focused on policy, practice, and environmental changes. HKHC supported partners' ability to focus specifically on strategies to decrease childhood obesity.

The HKHC initiative established four strategic areas to guide its work: building public will and support, improving access to healthy food, increasing physical activity through built environment, and improving health standards in child care and after-school programs.

In year three of the HKHC project, the partnership recognized the need to bring in grassroots organizations working in very specific areas, in addition to the large community partners. This shift in strategy and workplan came as HAP realized that its role was better served in long-term planning and facilitating relationships and resources, rather than engaging in implementation.

The Project Director collaborated with partners from Jefferson County Department of Health and Community Foundation of Greater Birmingham to develop Articles of Collaboration which established a more formal partnership and leadership structure. The restructuring formalized and outlined the functionality of the partnership, including leadership, chair terms, operating guidelines, and definitions of leadership roles. The process also included identifying a leadership team and building capacity for future work in four specific areas: healthy food access, healthy children and youth, livable communities, and smoke-free environments.

Rather than naming a specific leader of HAP, the Articles of Collaboration created a leadership team to guide the partnership. A chair was chosen by election to run leadership meetings, but was not the overall leader of the partnership. Leadership team members participated on a volunteer basis. One seat on the leadership team was opened for current partnership members' votes, and the rest of the leadership team was comprised of representatives from areas of work that were deemed integral to the future of the partnership. Many of these leaders came from the leadership team of the CPPW grant. Other leaders were suggested by community partners.

This new framework solidified the path to continue partnership efforts after HKHC funding. HAP designed its initiatives to be scalable and replicable to ensure sustainability. Additionally, UWCA formed a new department of Community Impact, which focused on issues related to healthy eating and active living. There was dedicated funding to support staff for this work and UWCA intended to apply for additional funding in the four focus areas. Jefferson County Department of Health, the Community Foundation of Greater Birmingham, and UWCA committed to provide ongoing staff support to ensure the sustainability of the partnership.

"There's not very much of the HKHC work that will just stop at the end of the grant... I'm really happy about that. I think we're going to transition from being an HKHC site and a lot of people honestly won't know." - Partnership staff

Many of the HKHC projects and initiatives will be supported by HAP and partners moving forward, including implementation of the Red Rock Ridge & Valley Trail System Master Plan, Safe Routes to School of Central Alabama, implementation of the Birmingham Comprehensive Plan, Complete Streets advocacy, before- and after-school wellness policies, and urban agriculture outreach.

HAP priority groups (e.g., Livable Communities, Healthy Food Choices, and Healthy Children & Youth) will continue HKHC-related projects, including increasing healthy food access, implementing infrastructure supportive of walking and biking, and healthy eating and physical activity standards at area YMCAs.

"We have such a wide variety of folks represented within the partnership, and obviously those strengths inform the larger goal and bring great diversity to the conversation." –Partnership Staff

PARTNERSHIP 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. The Jefferson County Health Department received Communities Putting Prevention to Work (CPPW) grant funding during the HKHC grant period and partnered with the United Way of Central Alabama, Fresh Water Land Trust, and HAP. The partners utilized HKHC funding for community assessment and strategy-specific planning and implementation (e.g., Safe Routes to School) and utilized CPPW funds for infrastructure improvements and complementary initiatives (e.g., child care strategy).

Sources of matching and additional funding included:

- Communities Putting Prevention to Work (\$6.3 million) for policy and environmental changes to improve nutrition and physical activity.
- Community Foundation of Greater Birmingham funding (\$80,000) in cash match for HKHC efforts.
- Jefferson County Department of Health funding (\$20,000) in cash match for HKHC efforts.
- Jefferson County Department of Health funding (\$4,500) for HKHC community meetings and Walking School Bus materials.
- Cooking for a Cause funding (\$15,000) from an event hosted by United Way Young Leaders Society.
- Break 'n Bread funding (\$5,000) from a food event coordinated by Birmingham Originals.
- Kresge Arts grant (\$6,500) for a Photovoice project documenting HAP's Safe Routes to School/Walking School Bus initiative.
- Safe Routes to School of Central Alabama received \$700 for equipment from AARP.
- Transportation Investment Generating Economic Recovery (TIGER) II grant (\$10 million) for implementation of the Red Rock Ridge & Valley Trail System.
- Transportation Alternatives Program funding (\$527,000) awarded to the City of Birmingham to implement part of the Red Rock Ridge & Valley Trail System in the East Lake neighborhood. Funding will support a sidewalk connection between East Lake Park and Ruffner Mountain Nature Center, pedestrian signage, bike lane striping, and American Disabilities Act (ADA) curb ramps. HAP assisted with the proposal and selected the area for implementation.
- Alabama Department of Transportation Safe Routes to School non-infrastructure grant (\$150,000) for SRTS activities and policy efforts. UWCA applied for funding and Regional Planning Commission of Greater Birmingham served as the fiscal agent for the grant. Funding continues through May 2015.
- Alabama Department of Transportation funding (\$440,000) for sidewalk infrastructure in three Jefferson County communities (i.e., Bessemer, Chalkville, Pleasant Grove).
- Transportation Alternatives Program funding (\$500,000) for improved infrastructure to support walking and biking to school for Leeds City Schools.

In addition, the Birmingham Rotary Club committed to raising \$2 million for implementation of the Red Rock Ridge & Valley Trail System Master Plan.

For additional funding information, see Appendix D: Sources and Amounts of Funding Leveraged.

COMMUNITY ASSESSMENT

The partnership dedicated much of the first year of the project to conduct a Community Healthy Living Index (CHLI) assessment in the three target neighborhoods. Sixty assessments were conducted with over 300 community members to assess availability and access to healthy eating and active living in their neighborhoods. The assessments identified challenges and desires around the implementation of policy, systems, and environmental changes; allowed the partnership to identify community gaps between organizations and residents; and identified specific projects for future work.

“...the beauty I think of HKHC...when you start at the assessment level, and you can lift them – you build support, you build trust, and when you get to a place where you’re able to tell it in a way that you would’ve never dreamt possible.” –Partnership Staff

- Residents desired a safe neighborhood to support active living. As a result, the partnership pursued Safe Routes to School, a Walking School Bus program, Complete Streets policies, and a Jefferson County Greenway Master Plan.
- Residents identified a lack of access and availability to fresh, affordable produce. As a result, the partnership pursued a Food Policy Council, an urban agriculture ordinance, and after-school and mobile markets.

Additionally, as a result of the CHLI assessment, 40 sites in East Lake, West End, and Homewood made specific action plans to improve nutrition and physical activity for their neighborhoods. Partnership staff found that this work was invaluable to building relationships in their targeted communities and led to the most successful initiatives of the partnership.

Active Transportation

Participants in the Walking School Bus program conducted a Photovoice assessment to identify barriers and assets along their route to school. HAP utilized a Kresge Arts grant to purchase cameras for the students to use. Students documented vacant and blighted homes and property, overgrown property, trash, and infrastructure in disrepair along their route. The photographs were used to create a video and advocacy brochure to advocate for active transportation policy and environmental changes (e.g., Safe Routes to School policies and programs, Complete Streets, street maintenance).

As a result of the CHLI results and Photovoice project, HAP developed a community-based walkability and blight assessment to collect additional data on the built environment surrounding schools. The tool was developed to provide community residents an additional method to gather data of their environment and to collect data in support of a School Safety Zone Ordinance. Data collected will be used to develop maps and reports to present to key stakeholders. HAP partner Safe Routes to School of Central Alabama took responsibility for the continued development of the tool and conducted a pilot assessment at Hemphill Elementary to support the drafting of the ordinance. Partners mapped delinquent property and land use around the school.

Child Care Nutrition and Physical Activity Standards

With support from CPPW funding and in collaboration with UWCA’s Success by Six program, the partnership conducted 100 assessments using the Nutrition and Physical Activity Self Assessment for Child Care (NAP SACC) tool to inform its child care health and wellness efforts. Three of the centers were located in the target neighborhoods. After completing the assessments, participating centers set goals for improving their nutrition and physical activity environments. The partnership also completed a survey of 56 child care centers to identify what vendors they use for food services.

PLANNING AND ADVOCACY EFFORTS

Community Outreach and Engagement

At the beginning of HKHC, HAP was comprised mostly of large organizations. As part of the partnership assessment and planning activities, partners identified smaller grassroots organizations, initiatives, and community members active in the community and invited them to collaborate alongside the larger organizations. The expanded collaboration was key to the partnership's success.

Active Transportation

In 2010, the Health Action Partnership, in collaboration with Freshwater Land Trust and Jefferson County Department of Health, initiated a community engagement planning process, Our One Mile, to create a greenway master plan for the region. The 18-month visioning process solicited community input on trails, sidewalks, and parks to develop routes for the master plan. An online forum and 40 meetings were conducted, and 3,000 Jefferson County residents participated in the process. The campaign resulted in the Red Rock Ridge & Valley Trail System Master Plan, which proposed over 200 miles of shared use greenways and trails and over 600 miles of street-based bicycle and pedestrian pathways.

Planning and Advocacy

Food Policy Council

Partnership staff met with Greater Birmingham Community Food Partners members to advocate for and educate members on the need and benefits of a Birmingham-Jefferson County Food Policy Council. The open forum allowed participants to discuss the local food system and ways to be more involved in the process. With support from HAP, the Greater Birmingham Community Food Partners decided to reorganize themselves as a Food Policy Council and expand their membership to include community gardeners, students, and residents. Local food policies were identified, and the Council established a formal structure and created a charter which defined the Council's vision for a healthy food system in Jefferson County. There were 21 seats on the Council, including 8 appointed positions and 13 at-large seats filled through an application process. The Food Policy Council hosted annual Food Summits to increase awareness and support of the local food system and supported HAP efforts, including an urban agriculture ordinance.

Land Use

The state of Alabama passed Senate Bill 38 in May 2013 that expanded the authority of the Alabama Land Bank Authority, amended requirements for tax delinquent properties, and allowed for the establishment of local land banks. In response to the bill, Jefferson County worked to establish a land bank. HKHC staff initiated conversations with the office of the Mayor of Birmingham and were directed to develop the land bank. HAP advocated for community revitalization, food access, and greenways to be priority uses of the land bank. In particular, HAP worked to make a connection between its urban agriculture work and the land bank, and to ensure transparency in the process for community members who wanted to lease vacant land. The land bank structure and organization were slated to be established in 2014.

School Safety Zone Ordinance

With assessment results from Hemphill Elementary, a School Safety Zone ordinance was drafted by HAP partners. The proposed policy highlighted the importance of the physical environment for student health,



Our One Mile Campaign. Photo source: HKHC Dashboard



Our One Mile Campaign. Photo source: HKHC Dashboard

stated that the city should support the improvement of the built environment with increased maintenance in school zones, and outlined the creation of an inter-departmental advisory committee to implement the ordinance. The drafted ordinance was scheduled to be presented to the Birmingham City Council in 2014.

Programs and Promotions

The HAP Wellness Policy Team hosted a Wellness Summit attended by representatives from 12 school districts. Based on the schools' feedback on what they needed to create comprehensive wellness policies, the taskforce developed a child wellness toolkit that was distributed to the school districts. Jefferson County Department of Health staff plan to continue to support the annual Wellness Summit.

HAP collaborated with the Children's Policy Council of Jefferson County to develop a toolkit for after-school program coordinators to promote healthier food and drink choices, increased physical activity, and reduced screen time.

COMPREHENSIVE PLANNING

HAP provided input and recommendations for the draft and adoption of the Birmingham City Comprehensive Plan and updates to the Jefferson County Zoning Code.

Policy, Practice, and Environmental Changes

- An updated Birmingham City Comprehensive Plan was adopted by the Birmingham City Council in 2013.
- A SmartCode Floating Overlay District amendment to the Jefferson County Zoning Code was adopted by the Jefferson County Commission for unincorporated areas of the county in 2010.

Implementation

Birmingham City Comprehensive Plan

The City of Birmingham began drafting a new City Comprehensive Plan in 2011. A HAP partner, the Conservation Alabama Foundation, led the efforts to ensure the comprehensive plan included provisions for healthy eating and active living. Conservation Alabama Foundation advocated for the inclusion of urban agriculture and Complete Streets. The first update since 1961, the 20-year plan incorporated many of the partnership's strategies and initiatives (e.g., Complete Streets, Safe Routes to School, increasing food access, improving community safety, and increased coordination between the City of Birmingham and collaborative partnerships). HKHC staff were invited to participate in the Comprehensive Plan Implementation Committee to support the implementation of the healthy eating and active living components of the plan.



Birmingham City Comprehensive Plan.¹⁰

SmartCode

A SmartCode Floating Overlay District amendment was added to the Jefferson County Zoning Code to combine planning, zoning, subdivision regulations, urban design, public works standards, and basic architectural controls into one document. The code encouraged compact, mixed-use development that would support walkability and bikeability. The amended code was designed to facilitate building in a manner that was consistent with the Jefferson County Comprehensive Plan but was optional for developers. The code was open to public comment prior to adoption by the Jefferson County Commission. The amended code applied to unincorporated Jefferson County. HAP hoped to encourage incorporated Jefferson County municipalities to adopt the code.

ACTIVE TRANSPORTATION

HAP collaborated to develop and support the adoption and implementation of the Red Rock Ridge & Valley Trail System, Complete Streets resolutions, and Safe Routes to School policy and environmental changes throughout Jefferson County. As a result of its Safe Routes to School efforts, three school districts adopted comprehensive school wellness policies.

Policy, Practice, and Environmental Changes

Active transportation policy, practice, and environmental changes included:

- The Red Rock Ridge & Valley Trail System (RRR&V Trail System) Master Plan was adopted as the greenway master plan for Jefferson County in 2012.
- The first part of the RRR&V Trail System Master Plan, Enon Ridge Multimodal Corridor and Civil Rights Complete Streets project, was completed in January 2014. Four and a half miles of interconnected Complete Streets and trails were installed, which included bike lanes, sidewalks, and share-the-road signage.
- The RRR&V Trail System Master Plan was adopted by the City of Birmingham as the master plan for greenway implementation in December 2013.
- Complete Streets Resolutions were adopted by the cities of Birmingham, Bessemer, Homewood, Pleasant Grove, Midfield in 2011 and 2012.
- Three school districts (i.e., Jefferson County, Bessemer City, Leeds City) adopted school wellness policies that included Safe Routes to School (SRTS) language.
- The cities of Bessemer and Pleasant Grove adopted Safe Routes to School Resolutions.

See Figure 4: Active Transportation Infographic for additional information.

Complementary Programs and Promotions

Safe Routes to School

The Health Action Partnership, in collaboration with United Way of Central Alabama, the Jefferson County Department of Health, Regional Planning Commission of Greater Birmingham, the YMCA of Greater Birmingham and Birmingham City Schools launched the Safe Routes to School of Central Alabama in 2010. The initiative was launched in response to resident feedback from the CHLI assessments. The programs were designed to provide safe opportunities for children to be active and increased community engagement. Partners hosted volunteer trainings and promotion events prior to launching a Walking School Bus program at three Birmingham schools. Over the course of the HKHC project, walking programs (i.e., Walking School Bus, International Walk to School Day) expanded, and in 2013, over 500 children across three school districts participated in weekly or periodic walking events. The Walking School Bus program and International Walk to School Days were implemented and sustained by parents, teachers, and community members.



Walking School Bus¹¹

HAP utilized funding from an Alabama Department of Transportation non-infrastructure grant to develop an SRTS of Central Alabama website and social media pages to provide resources for communities interested in establishing an SRTS program.

Complete Streets

HAP participated in several Pop-up Project events. Pop-up Project aimed to inspire long term change in Birmingham by implementing tactical urbanism and Complete Streets concepts.¹²

Implementation

Red Rock Ridge & Valley Trail System Master Plan

In 2010, the Community Foundation of Greater Birmingham brought together key stakeholders to discuss the current state of greenway plans in the city. The group identified the need for a greenway master plan, and the Freshwater Land Trust took the lead on drafting what became the RRR&V Trail System Master Plan. Through the Our One Mile community engagement process, the plan received substantial public support. The RRR&V Trail System Master Plan was unveiled in 2012 with participation from the Birmingham Mayor. The plan emphasized connectivity and access to active transportation in its planned 200 miles of shared-use greenways and trails and over 600 miles of street-based bicycle and pedestrian pathways (Figure 3).

Jefferson County received a \$10 million Transportation Investment Generating Economic Recovery (TIGER) grant in 2012 to fund the implementation of the Red Rock Ridge & Valley Trail System. The plan will be implemented in seven phases. The first phase, the Enon Ridge Multimodal Corridor and Civil Rights Complete Streets project broke ground in May 2013 and was completed in January 2014.

The City of Birmingham utilized the RRR&V Trail System Master Plan as part of its 33.6-mile "Roads to Recovery" initiative to rebuild roads with a Complete Streets approach that were damaged by a 2011 tornado and adopted it as its greenway master plan.

Complete Streets

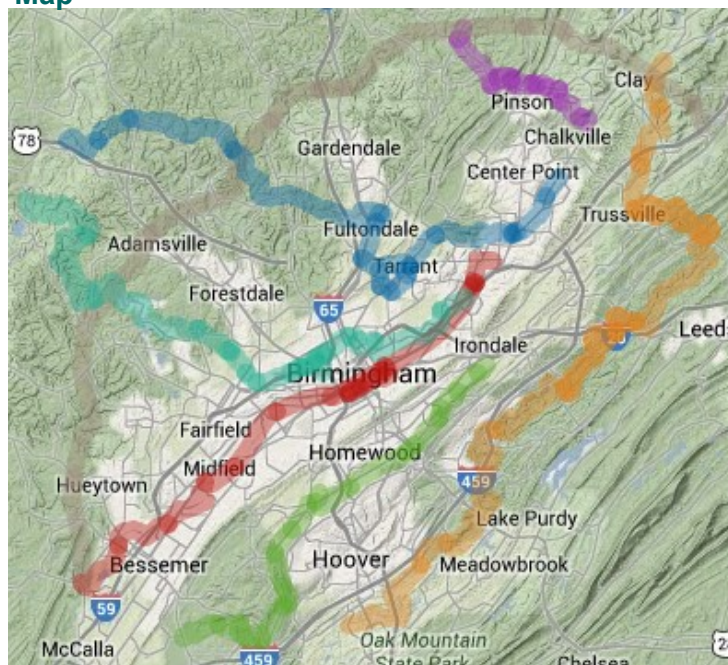
HAP partner Conservation Alabama led the partnership's Complete Streets efforts. Partners provided assistance drafting the Complete Streets resolutions, advocating for their adoption to city councils and planning commissions throughout Jefferson County, and provided training on Complete Streets principles. Conservation Alabama coordinated a series of technical assistance meetings between planning and engineering departments and elected officials to advocate for Complete Streets. The HAP Project Director was a member of the Regional Planning Commission's active transportation committee. The Active Transportation Committee made and presented recommendations for a Complete Streets Policy to the City of Birmingham Planning Commission. The City of Birmingham Complete Streets Policy was adopted in 2011. In 2012, the National Complete Streets Coalition's nationwide analysis recognized the Birmingham Complete Streets Policy for its safe, smart transportation policy language.

Safe Routes to School

HAP, in collaboration with the Jefferson County Department of Health, the Children's Policy Council, and Jones Valley Urban Farm, advocated for school wellness policies in all of Jefferson County's 12 school districts. HAP established a School Wellness Policy Team to address the partnership's goals related to school wellness. The team solicited technical assistance from the National Association for State Boards of Education, the Alabama Department of Health, the State Department of Education, and Alliance for a Healthier Generation to identify 11 policies related to healthy eating and active living that the team deemed essential for inclusion in school wellness policies. The school wellness policies included SRTS, after-school wellness, and Farm to School language. The SRTS language included how the responsible school district would work with the appropriate municipal government departments to support policy and environmental changes for Safe Routes to School.

The team presented its proposed policies to the targeted schools and provided technical assistance to those that committed to enhancing their wellness policies. Technical assistance was provided to six school districts, with three of those school districts (i.e., Jefferson County, Bessemer City, Leeds City) adopting School

Figure 3: Red Rock Ridge & Valley Trail System Map¹³



Wellness Policies. Technical assistance included detailed policy review with school district wellness committees to review existing policies and made recommendations for amended policy language.

Reach and Impact

The implementation of the RRR&V Trail System Master Plan was planned to reach low- to moderate-income areas of Birmingham with the poorest health outcomes first. The City of Birmingham planned to offer programs and promotions to increase awareness and utilization of the trails.

The School Wellness Policies adopted in the Jefferson County, Bessemer City, and Leeds City school districts reached over 40,000 students. Unintended benefits of the Safe Routes to School efforts in school wellness policies resulted in the adoption of policy language to support in-school and after-school activity and nutrition, nutrition guidelines for school-sponsored events and fundraisers, and staff wellness. The Alabama Department of Education had been reviewing the partnership's school wellness technical assistance process as a potential model for the state. UWCA staff will continue to support school wellness policy efforts moving forward.

Challenges and Sustainability

Safe Routes to School

The Alabama Department of Transportation funded an SRTS coordinator position for two years. The position and state support were assets to the success of the partnership's SRTS initiatives. In 2013, the State of Alabama eliminated statewide SRTS funding which terminated dedicated funding to municipalities from the Alabama Department of Transportation. As a result, schools in the HAP target neighborhoods struggled to find the 20% match required for most other funding sources.

Locally, the partnership's efforts resulted in the SRTS initiative becoming a joint initiative of UWCA and the Regional Planning Commission. Funding from Alabama Department of Transportation was allocated by the SRTS of Central Alabama for a full-time SRTS Coordinator.

Transportation Alternatives Program (TAP) funding was awarded to support ongoing SRTS projects in East Lake and outlying areas, and the cities of Leeds and Bessemer received funding for sidewalks around schools. HAP and SRTS of Central Alabama staff continued to provide technical assistance to schools seeking additional funding for Safe Routes to School efforts and built environment changes. To date, staff assisted municipalities and community teams to secure over \$1 million in funding for environmental changes in school zones.

Complete Streets

HKHC staff established an integrated infrastructure committee to provide technical assistance on Complete Streets implementation. The committee included City of Birmingham departments and other HAP members.

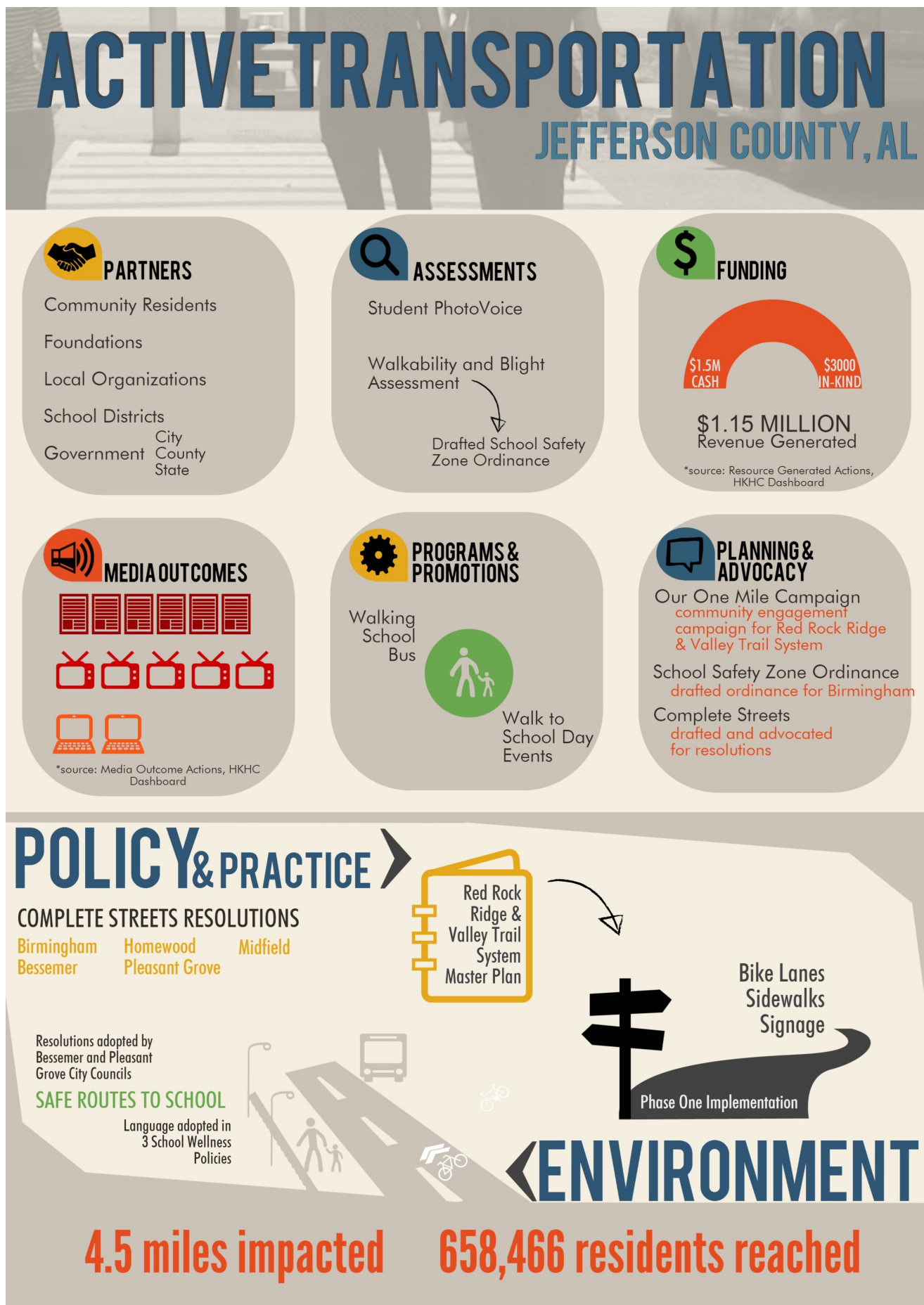
Red Rock Ridge & Valley Trail System Master Plan

TIGER and TAP funding awarded to Jefferson County will continue to support implementation of the RRR&V Trails System Master Plan. The Birmingham Rotary Club committed to raising \$2 million for the project. Construction is underway for the remaining six phases, and to date, over \$12 million in built environment improvements have been implemented with CPPW and TIGER funding.



SRTS of Central Alabama Website.¹⁴

Figure 4: Active Transportation Infographic



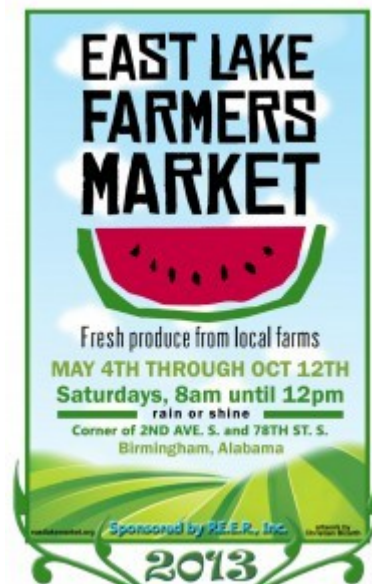
ACCESS TO HEALTHY FOOD

HAP collaborated to support the adoption of a Birmingham Urban Agriculture Ordinance and the creation of after-school and mobile farmers' markets in the partnership's target neighborhoods. Access to healthy food strategies were identified from the CHLI assessment and residents' desire for improved access to and availability of fresh, local food.

Policy, Practice, and Environmental Changes

Access to healthy food policy, practice, and environmental changes included:

- Three new farmers' markets were established: an after-school market in West End, a mobile market in East Lake, and a farm stand in Railroad Park.
- The new farmers' markets in West End and East Lake and the existing East Lake Saturday market began accepting Supplemental Nutrition Assistance Program (SNAP) and Electronic Benefit Transfer (EBT) payments.
- An Urban Agriculture Ordinance was adopted by the Birmingham City Council in 2013.



East Lake Farmers' Market Advertisement¹⁵

Complementary Programs/Promotions

HAP hosted or supported several events or programs to promote healthy eating, including Food Summit in 2010, Mo' Greens Please: Collard Cookoff, A Soup to Remember, Seed2Plate, Cooking for a Cause, Food Day, Growing Together Community Garden class, and the Urban Food Project.

The East Lake Mobile Market offered cooking demonstrations, after-school snacks, and nutrition classes at its elementary school market stops.

Implementation

East Lake Mobile Market

A local non-profit organization, Promoting Empowerment and Enrichment Resources (PEER), was established in 2005 to promote and support access to healthy food and provide preventive health services in the East Lake neighborhood. PEER created the East Lake Farmers' Market in 2006 which was located at East Lake United Methodist Church. The pastor of the church was the Executive Director of PEER.



East Lake Mobile Market. Photo source: Transtria LLC

HAP collaborated with PEER and East Lake neighborhood partners to draft a mobile market plan and to identify mobile market stops that would best meet the needs of the community. The mobile market procured leftover produce from the main East Lake Farmers' Market and also purchased from other local farmers and a wholesale market. HAP collaborated with Main Street Birmingham to facilitate implementation of wireless EBT machines for the mobile market and the main East Lake Farmers' Market. HAP also provided promotional support for the markets.

West End Farmers' Market

HAP collaborated with West End neighborhood partners to draft a plan and support pilot implementation for an after-school farmers' market at Hemphill Elementary School. HAP provided promotional support and funding for EBT/SNAP acceptance. The West End farmers' market was successfully piloted at Hemphill Elementary School. In 2013, Urban Ministry and West End Community Gardens collaborated to move the

West End market to Princeton Hospital, two blocks from Hemphill Elementary, to provide greater access to the community. Princeton Hospital was the largest employer in West End. The market continued to be patronized by Hemphill School parents, in addition to hospital visitors and employees, who could use their cafeteria cards to purchase produce.

Railroad Park

The Railroad Park farm stand was established in 2012 with funding by Blue Cross Blue Shield, and was part of a larger initiative of health and wellness activities in the park.¹⁶ Produce came from Jones Valley Teaching Farm and other community gardeners and retailers. HAP helped connect growers to the farm stand and provided promotional support for it.

Urban Agriculture

HAP collaborated with the City of Birmingham Planning, Engineering, and Permits Department; Conservation Alabama; Community Garden Coalition of Greater Birmingham; and Jones Valley Teaching Farm to draft an updated urban agriculture ordinance. The partners actively collaborated on drafts of the ordinance through presentations to the Birmingham Planning Commission and worked to incorporate feedback from a wide range of stakeholders. The Urban Agriculture Ordinance was adopted by the Birmingham City Council in 2013. The ordinance encouraged sustainable food access endeavors by legally recognizing urban farms, community gardens, and fresh food markets as legitimate land uses, and by increasing public awareness through outreach, coalition building, and public comment. The urban agriculture zoning information was also included in the city's comprehensive plan. HAP staff served as the liaison between the city and other partners, led stakeholder meetings, coordinated the creation of education and outreach materials and events, and provided technical assistance to organizations and community members seeking permits after the passage of the ordinance.



Railroad Park Farm Stand. Photo source: HKHC Dashboard

Challenges and Sustainability

The partnership found that establishing Women, Infants, and Children (WIC) payments at farmers' markets was a complicated process. The main East Lake Farmers' Market was the only one able to accept WIC coupons. WIC recipients had to complete handwritten forms to use WIC coupons at the market. Other communities have found less cumbersome alternatives to this process, and the partnership hopes to establish a similar system in Jefferson County. Partners committed to continuing the farmers' markets in East Lake, West End, and Railroad Park.

HAP intends to continue to provide technical assistance and promotion for the urban agriculture ordinance in coordination with its support of the land bank.

CHILD CARE NUTRITION AND PHYSICAL ACTIVITY STANDARDS

The partnership, in collaboration with Jefferson County Department of Health and UWCA's Success by Six team, worked with the Jefferson County Board of Health to unanimously pass child care regulations for child care centers in Jefferson County. The regulations addressed nutrition, physical activity, and screen time in child care centers. To assist with implementation of the new regulations, HKHC partners created a toolkit and established a referral and monitoring system to provide resources and technical assistance to the centers.

Policy, Practice, and Environmental Changes

- Jefferson County Board of Health unanimously adopted child care regulations for license-exempt providers in 2011. The regulations included standards for nutrition and physical activity.
- HAP collaborated to establish a referral and monitoring system for UWCA to facilitate the provision of resources and technical assistance to providers needing assistance implementing the new standards.

Complementary Programs/Promotions

Child care centers that participated in NAP SACC attended Seed2Plate Nutrition Training at Jones Valley Teaching Farm to discuss the importance of supporting children in healthy eating and learn how to prepare healthy snacks.

HAP developed a toolkit to assist child care providers with improving nutrition and physical activity in their centers and developed a media campaign to promote individual behavior change in child care centers.

Implementation

Jefferson County Department of Health collaborated with HAP and the UWCA Success by Six program to develop basic health and safety regulations for unlicensed child care centers. HAP established a Child Care Health and Wellness Workgroup to lead the efforts. The UWCA Success by Six team researched and presented best practices to the workgroup, which reviewed and modified them to meet the needs of children in Jefferson County. Jefferson County Department of Health held public hearings to solicit community feedback, and HAP engaged community members to write over 300 letters of support for the new regulations. HAP responded to inquiries from the hearings and submitted the final version of the regulations to the Board of Health for approval in 2011. The adopted regulations included standards for nutrition, physical activity, screen time, and tobacco standards to promote healthy choices in all Jefferson County child care centers.

Partners collaborated to develop and implement a referral and monitoring system to support the implementation of the new child care regulations.

Population Reach

The new regulations applied to over 200 child care providers caring for more than 17,600 children in Jefferson County.

Challenges

While the new regulations will apply to almost all previously exempt providers, there still may be some exceptions due to exemptions for centers with less than 12 children enrolled and those that operate less than 4 hours per day or 20 hours per week.

Sustainability

The referral system established by HAP is designed to support ongoing successful implementation and enforcement of the standards. In 2013, HAP received funding from Jefferson County Department of Health to support implementation of the standards in four pilot YMCA after-school programs. The pilot project is designed to be replicable and scalable to additional after-school providers in the county.

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APPENDIX A: HEALTH ACTION PARTNERSHIP EVALUATION LOGIC MODEL

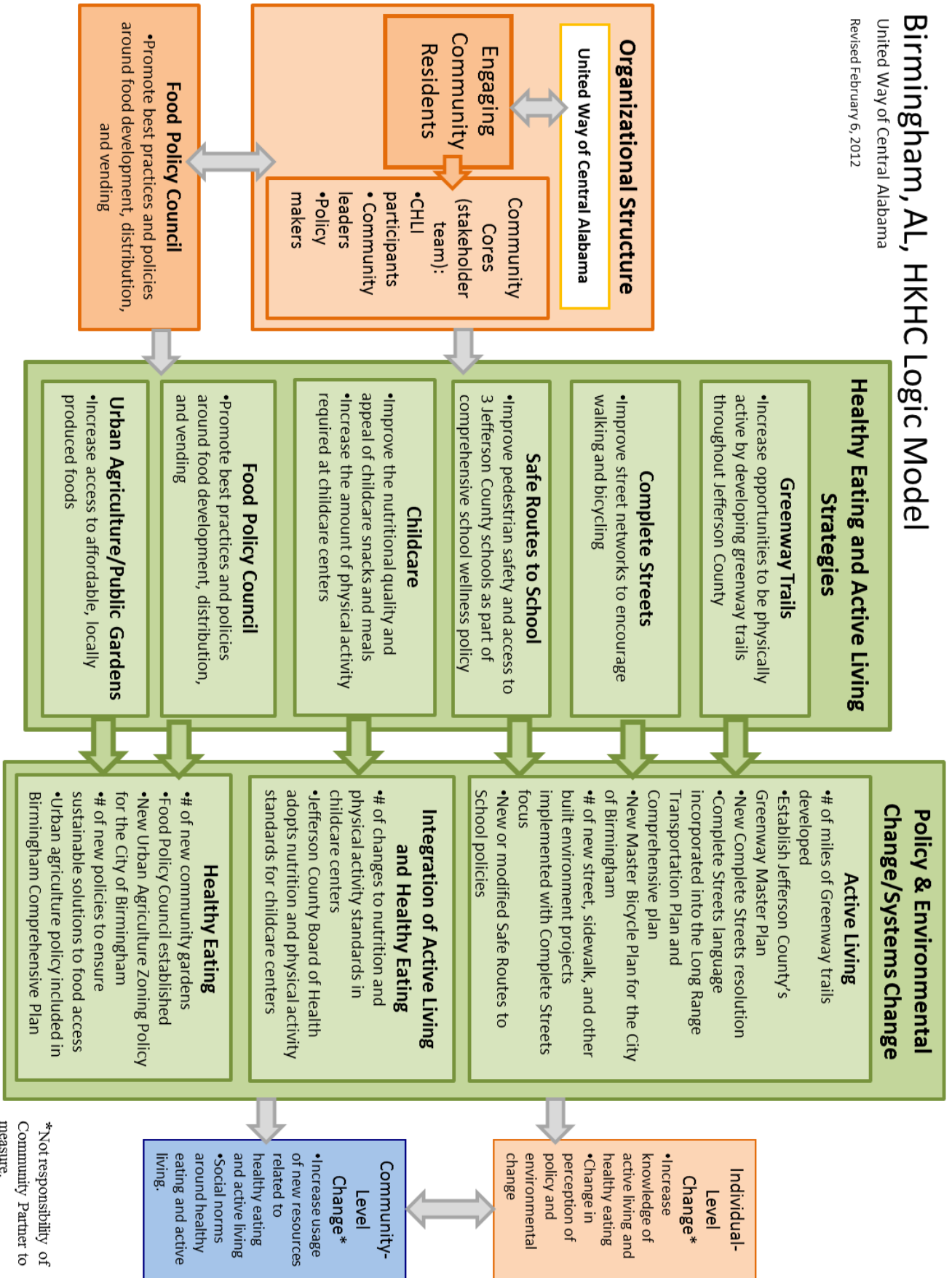
In the first year of the grant, this evaluation logic model identified healthy eating and active living strategies with associated short-term, intermediate, and long-term community and system changes for a comprehensive evaluation to demonstrate the impact of the strategies to be implemented in the community. This model provided a basis for the evaluation team to collaborate with the Health Action 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 Health Action Partnership included:

- *Comprehensive Planning*: HAP provided input and recommendations for the draft and adoption of the Birmingham City Comprehensive Plan and updates to the Jefferson County Zoning Code.
- *Active Transportation*: HAP collaborated to develop and support the adoption and implementation of the Red Rock Ridge & Valley Trail System, Complete Streets resolutions, and Safe Routes to School policy and environmental changes throughout Jefferson County. As a result of its Safe Routes to School efforts, three school districts adopted comprehensive school wellness policies.
- *Access to Healthy Food*: HAP collaborated to support the adoption of a Birmingham Urban Agriculture Ordinance and the creation of after-school and mobile farmers' markets in the partnership's target neighborhoods. Access to healthy food strategies were identified from the Community Healthy Living Index (CHLI) assessment and residents' desire for improved access to and availability of fresh, local food.
- *Child Care Nutrition and Physical Activity Standards*: Jefferson County Board of Health established regulations to ensure all child care centers met minimum health and safety standards, including stipulations for nutrition and physical activity.

Birmingham, AL, HKHC Logic Model

United Way of Central Alabama
Revised February 6, 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 Health Action Partnership during the final year of the grant. Partnership capacity involves the ability of communities to identify, mobilize, and address social and public health problems.¹⁻³

Methods

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design,⁴ an 82-item partnership capacity survey solicited perspectives of the members of the Health Action 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 Health Action Partnership in the following areas: partnership capacity and functioning, purpose of 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

Ten of the project staff and key partners involved with Health Action Partnership completed the survey. See Partnership and Community Capacity Survey Results starting on page 26.

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.
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Partnership and Community Capacity Survey Respondent Summary

Community Partnership

Jefferson County

Respondents (n= 10)

Respondent Characteristics

Gender		Identified Race/Ethnicity				Identified Role	
Female	7	American Indian or Alaskan Native	0	Hispanic or Latino	0	Community Partnership Lead	2
Male	3	Asian	0	Not Hispanic or Latino	0	Community Partnership Partner	8
No response	0	White	7	Don't know/ Unsure ethnicity	0	Community Leader	2
Age Range		African American/ Black	2	Refused to identify ethnicity	1	Community Member	2
18-25	0	Pacific Islander/ Native Hawaiian	0	Other ethnicity	0	Public Official	0
26-45	8					Other role	1
46-65	2						
66+	0						
No response	0						

Type of Affiliated Organization

Organization Type	Count	Percentage	Order
Faith- or Community Based Organization	4	40.0%	(1)
School (district, elementary, middle, high)	0	0.0%	(2)
Local Government Agency (city, county)	3	30.0%	(3)
University or Research/Evaluation Organization	1	10.0%	(4)
Neighborhood Organization	0	0.0%	(5)
Advocacy Organization	0	0.0%	(6)
Health Care Organization	0	0.0%	(7)
Child Care or Afterschool Organization	0	0.0%	(8)
Other	2	20.0%	(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	31.11%	Strongly disagree	0.00%
Agree	44.44%	I don't know	23.33%
Disagree	1.11%	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	39.09%	Strongly disagree	0.91%
Agree	54.55%	I don't know	1.82%
Disagree	3.64%	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	22.73%	Strongly disagree	5.45%
Agree	50.91%	I don't know	8.18%
Disagree	11.82%	No response	0.91%
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	32.00%	Strongly disagree	2.00%
Agree	58.00%	I don't know	4.00%
Disagree	4.00%	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	4.00%	Strongly disagree	8.00%
Agree	54.00%	I don't know	10.00%
Disagree	22.00%	No response	2.00%
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	28.33%	Strongly disagree	0.00%
Agree	46.67%	I don't know	16.67%
Disagree	6.67%	No response	1.67%
Relationship between partners and leadership			
Participants provided level of agreement to statements indicating the leadership and partners trust and support each other.			
Strongly agree	45.00%	Strongly disagree	0.00%
Agree	47.50%	I don't know	5.00%
Disagree	2.50%	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	10.00%	Strongly disagree	13.33%
Agree	53.33%	I don't know	10.00%
Disagree	13.33%	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	70.00%	Strongly disagree	0.00%
Agree	30.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

Community member and partner participation

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

Strongly agree	50.00%	Strongly disagree	3.33%
Agree	36.67%	I don't know	6.67%
Disagree	3.33%	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	45.00%	Strongly disagree	0.00%
Agree	37.50%	I don't know	12.50%
Disagree	5.00%	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	47.50%	Strongly disagree	0.00%
Agree	45.00%	I don't know	2.50%
Disagree	5.00%	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	60.00%	Strongly disagree	0.00%
Agree	40.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

Partner motivation

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

Strongly agree	26.67%	Strongly disagree	0.00%
Agree	63.33%	I don't know	3.33%
Disagree	3.33%	No response	3.33%

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	25.00%	Strongly disagree	0.00%
Agree	55.00%	I don't know	5.00%
Disagree	15.00%	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	10.00%
Agree	20.00%	I don't know	30.00%
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	60.00%	Strongly disagree	0.00%
Agree	30.00%	I don't know	0.00%
Disagree	10.00%	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	0.00%	Strongly disagree	0.00%
Agree	70.00%	I don't know	10.00%
Disagree	20.00%	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	60.00%	I don't know	0.00%
Disagree	20.00%	No response	0.00%

APPENDIX C: PARTNER LIST

Health Action Partnership	
Organization/Institution	Partner
Business/Industry/Commercial	Birmingham-Jefferson County Transit Authority Main Street Birmingham Sloss Real Estate
Civic Organization	Institute for America's Health Regional Planning Commission of Greater Birmingham United Way of Central Alabama
College/University	Congregations for Public Health, Inc. University of Alabama-Birmingham School of Public Health
Foundation	Community Foundation of Greater Birmingham Conservation Alabama Foundation
Government	Alabama Department of Transportation City of Birmingham Birmingham City Council Planning Department Transportation Department Jefferson County County Commission Department of Health
Other Community-Based Organizations	Birmingham YMCA Children's Policy Council Childcare Resources Community Garden Coalition of Greater Birmingham Freshwater Land Trust Jones Valley Urban Farm Promoting Empowerment and Enrichment Resources (PEER) Urban Ministry West End Community Gardens
Policy/Advocacy Organization	Greater Birmingham Community Food Partners
School	Bessemer City School District Birmingham School District Jefferson County School District Leeds City School District

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue

Community Partnership

Resource source Amount Status

Business

Year

2012

Annual total

\$3,500.00 *Accrued*

2013

Annual total

\$5,000.00 *Accrued*

Sum of revenue generated by resource source

Local government Year

2010

Annual total

\$3,199.00 *Accrued*

\$12,800.00 *Accrued*

\$1,485.00 *Accrued*

\$6,063.00 *Accrued*

2011

Annual total

\$11,567.00 *Accrued*

\$3,633.00 *Accrued*

\$1,500.00 *Accrued*

\$5,000.00 *Accrued*

\$6,500.00 *Accrued*

2012

Annual total

\$3,965.00 *Accrued*

\$21,102.00 *Accrued*

\$1,035.00 *Accrued*

2013

Annual total

\$1,035.00 *Accrued*

\$3,965.00 *Accrued*

\$1,500.00 *Approved*

\$6,500.00 *Approved*

\$15,200.00 *Approved*

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

Community Partnership	Jefferson County	Resource source	Amount	Status
	2010			Annual total
				\$12,932.19
			\$2,383.55	Accrued
			\$1,500.00	Accrued
			\$2,048.64	Accrued
			\$5,000.00	Accrued
			\$2,000.00	Accrued
	2011			Annual total
				\$9,500.00
			\$4,500.00	Accrued
			\$5,000.00	Accrued
	2012			Annual total
				\$10,150.00
			\$5,000.00	Accrued
			\$4,500.00	Accrued
			\$500.00	Accrued
			\$150.00	Accrued
	2013			Annual total
				\$34,500.00
			\$25,000.00	Accrued
			\$5,000.00	Accrued
			\$4,500.00	Accrued
Sum of revenue generated by resource source			\$173,131.19	
State government				
	Year			
	Other			
	2012			Annual total
				\$590,000.00
			\$440,000.00	Accrued
			\$150,000.00	Accrued
	2013			Annual total
				\$947,000.00
			\$400,000.00	Accrued
			\$547,000.00	Accrued
Sum of revenue generated by resource source			\$1,537,000.00	
National government				
	Year			
	Other			
	2010			Annual total
				\$6,300,000.00
			\$6,300,000.00	Accrued

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

Community Partnership	Jefferson County		
Resource source		Amount	Status
	2012		Annual total 10,000,000.00
		10,000,000.00	Accrued
Sum of revenue generated by resource source		16,300,000.00	
Foundation	Year		
HKHC funds	2009		Annual total 69,221.00
		\$449.00	Accrued
		\$222.00	Accrued
		\$5,428.00	Accrued
		\$35,622.00	Accrued
		\$9,643.00	Accrued
		\$16,479.00	Accrued
		\$1,378.00	Accrued
	2010		Annual total 108,947.00
		\$11,815.00	Accrued
		\$2,457.00	Accrued
		\$20,924.00	Accrued
		\$5,149.00	Accrued
		\$1,847.00	Accrued
		\$682.00	Accrued
		\$2,358.00	Accrued
		\$63,715.00	Accrued
	2011		Annual total 86,365.00
		\$3,489.00	Accrued
		\$54,351.00	Accrued
		\$7,325.00	Accrued
		\$18,001.00	Accrued
		\$338.00	Accrued
		\$1,832.00	Accrued
		\$1,029.00	Accrued
	2012		Annual total 95,468.00
		\$55,436.00	Accrued

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

Community Partnership	Jefferson County		
Resource source		Amount	Status
		\$20,987.00	Accrued
		\$1,935.00	Accrued
		\$1,049.00	Accrued
		\$5,567.00	Accrued
		\$1,663.00	Accrued
		\$7,979.00	Accrued
		\$852.00	Accrued
	Matching funds		
	2010		Annual total \$13,262.00
		\$5,923.00	Accrued
		\$2,489.00	Accrued
		\$4,050.00	Accrued
		\$800.00	Accrued
	2011		Annual total \$36,993.00
		\$4,745.00	Accrued
		\$145.00	Accrued
		\$3,000.00	Accrued
		\$2,000.00	Accrued
		\$2,493.00	Accrued
		\$6,076.00	Accrued
		\$600.00	Accrued
		\$6,800.00	Accrued
		\$4,779.00	Accrued
		\$530.00	Accrued
		\$4,385.00	Accrued
		\$1,440.00	Accrued
	2012		Annual total \$20,000.00
		\$454.00	Accrued
		\$7,242.00	Accrued
		\$12,304.00	Accrued
	2013		Annual total \$25,973.00
		\$454.00	Accrued

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

Community Partnership		Jefferson County		
Resource source			Amount	Status
			\$12,304.00	Accrued
			\$13,215.00	Accrued
	Other			
		2010		Annual total
			\$20,000.00	\$20,000.00
			\$20,000.00	Accrued
		2011		Annual total
			\$20,000.00	\$20,000.00
			\$20,000.00	Accrued
		2012		Annual total
			\$1,500.00	\$21,850.00
			\$1,500.00	Accrued
			\$350.00	Accrued
			\$20,000.00	Accrued
		2013		Annual total
			\$20,000.00	\$20,000.00
			\$20,000.00	Accrued
			\$538,079.00	
	Sum of revenue generated by resource source			
Non-profit organization		Year		
	Matching funds			
		2010		Annual total
			\$3,000.00	\$77,573.00
			\$3,000.00	Accrued
			\$1,330.00	Accrued
			\$403.00	Accrued
			\$2,000.00	Accrued
			\$2,230.00	Accrued
			\$1,463.00	Accrued
			\$17,845.00	Accrued
			\$11,477.00	Accrued
			\$3,083.00	Accrued
			\$3,250.00	Accrued
			\$20,926.00	Accrued
			\$1,966.00	Accrued
			\$8,600.00	Accrued
		2011		Annual total
			\$2,000.00	\$74,889.00
			\$2,000.00	Accrued

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

Community Partnership	Jefferson County		
Resource source		Amount	Status
		\$500.00	Accrued
		\$8,280.00	Accrued
		\$403.00	Accrued
		\$1,463.00	Accrued
		\$1,268.00	Accrued
		\$1,169.00	Accrued
		\$2,449.00	Accrued
		\$8,200.00	Accrued
		\$2,584.00	Accrued
		\$500.00	Accrued
		\$4,384.00	Accrued
		\$382.00	Accrued
		\$4,956.00	Accrued
		\$12,822.00	Accrued
		\$729.00	Accrued
		\$3,798.00	Accrued
		\$17,845.00	Accrued
		\$1,157.00	Accrued
	2012	Annual total	\$58,395.00
		\$20,475.00	Accrued
		\$24,604.00	Accrued
		\$4,106.00	Accrued
		\$5,000.00	Accrued
		\$4,210.00	Accrued
	2013	Annual total	\$60,676.00
		\$6,544.00	Accrued
		\$19,720.00	Approved
		\$8,280.00	Approved
		\$2,000.00	Accrued
		\$1,650.00	Accrued
		\$5,698.00	Accrued
		\$3,264.00	Accrued

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

Community Partnership	Jefferson County		
Resource source		Amount	Status
		\$12,057.00	Accrued
		\$1,463.00	Accrued
Other			
	2012		Annual total \$500.00
		\$500.00	Accrued
	2013		Annual total \$700.00
		\$700.00	Accrued
Sum of revenue generated by resource source		\$272,733.00	
Other	Year		
Matching funds	2010		Annual total \$21,492.00
		\$9,000.00	Accrued
		\$10,492.00	Accrued
		\$2,000.00	Accrued
Sum of revenue generated by resource source		\$21,492.00	
Grand Total			\$18,850,935.19