GROW HEALTHY TOGETHER CHATTANOOGA

CASE REPORT

CHATTANOOGA, TN

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to June 2014
ACKNOWLEDGMENTS

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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.

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.

**Grow Healthy Together Chattanooga**

The lead agency was the Chattanooga-Hamilton County Health Department’s Step ONE (Optimize with Nutrition and Exercise) program. The Partnership for Healthy Living, formed in 2007 under Step ONE, was made up of over 40 different organizations, programs, businesses, and community groups. After receiving HKHC funds, the Partnership for Healthy Living restructured to include more community members and leaders under the name of Grow Healthy Together Chattanooga (GTHC). The partnership focused on increasing healthy eating and active living in Eastside and Southside Chattanooga.

The partnership and capacity building strategies of the partnership included:

- **Leadership Advisory Council:** Leadership Advisory Councils (LACs) were developed for East (ELAC) and South (SLAC) Chattanooga. Each LAC was responsible for leading healthy eating and active living efforts in its community.

- **Community “Action Plan” and Trainings:** Trainings and workshops were held for community members in East and South Chattanooga on topics around healthy eating and active living. An “Action Plan” for each community was also developed as a reference manual for residents as they implemented changes.

See Appendix A: Grow Healthy Together Chattanooga Evaluation Logic Model and Appendix B: Partnership and Community Capacity Survey Results.

Along with partnership and capacity building strategies, the Grow Together Healthy Chattanooga 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 Grow Healthy Together Chattanooga included:

- **Community Gardens:** The partnership installed and expanded over 30 community gardens in East and South Chattanooga. A Garden Committee was created and Crabtree Farms developed an Urban Cultivators Program to teach urban gardening and food preservation skills.

- **Mobile Market:** In June 2012, the Chattanooga Mobile Market was launched. The market travels to 12 locations on a weekly basis providing healthy food access to an estimated 42,500 residents. In October 2012, the market started accepting Supplemental Nutrition Assistance Program (SNAP).

- **Active Transportation:** Since the start of HKHC, there was an estimated $186,000 spent on active transportation improvements in Chattanooga, such as sidewalks, pedestrian crossings, and turn signals. In addition, a $440,000 grant was received by the Chattanooga Area Regional Transportation Authority (CARTA) to install over 20 smart bus shelters.

- **Parks and Recreation:** Chattanooga Parks and Recreation, with the support of LACs, received a Community Development Block Grant for $310,000 to revitalize the three-acre Milliken Park (formerly 45th Street Park) in the Neighborhood of Alton Park. Improvements included a new playground, a baseball field, benches, tables, LED lighting, bathroom facilities, and walking trails. Step ONE provided ongoing technical assistance to each LAC and in February 2014 successfully advocated for the passage of an “open use policy” that allows the public to use elementary school playgrounds outside of school hours.
COMMUNITY DEMOGRAPHICS

Chattanooga, located in Hamilton County, is the fourth largest city in the state of Tennessee with a population of 167,674. Surrounded by mountains and ridges, the city is geographically located in southeastern Tennessee (see Figure 2). There are approximately 40,000 residents within the target area of Eastside and Southside Chattanooga, which covers three zip codes (37404, 37406, 37410). The communities are comprised of more than ten individual neighborhoods. Residents in the two communities are 74.6% African American, 21.6% white, and 0.5% Asian. The number of individuals below the poverty rate ranges from 34% to 61%, with a median household income less than $30,000 (see Table 1).

Figure 2: Map of Chattanooga, Tennessee

Table 1: Demographics by Community, 2010.

<table>
<thead>
<tr>
<th>Community</th>
<th>Population</th>
<th>African American</th>
<th>Hispanic</th>
<th>% Below Poverty</th>
<th>Median Household Income</th>
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</thead>
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<td>Chattanooga</td>
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<td>5.5%</td>
<td>18.0%</td>
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<td>37404</td>
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<td>1.1%</td>
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<tr>
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<td>90.4%</td>
<td>2.6%</td>
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</tr>
</tbody>
</table>
INFLUENCE OF SOCIAL DETERMINANTS

Access to Healthy Foods

Research conducted in 2007 by the Chattanooga-Hamilton County Regional Planning Agency categorized the downtown area of Chattanooga, including the GHTC focus area as a “food desert.” Approximately 12% of the population who are low-income do not live close to a grocery store. In some neighborhoods the only access to food is corner stores and convenience stores. In January 2012, Step ONE determined that approximately 54% of the population in 20 census tracts across Hamilton County who are low-income do no live close to a grocery store.

Crime

In 2010, the violent crime rate in Hamilton County was 698 per 100,000 people, which is higher than the state rate (667) and the national benchmark rate (66). According to the Chattanooga Police Department, the East and Southside communities contributed to 33% of total drug offenses and 40% of the homicides citywide. Although violent crime is prevalent in South Chattanooga, there is a higher incidence rate in East and West Chattanooga and College Hill Courts, a nearby neighborhood. Up to 100 gangs are present in Chattanooga. Elementary and middle school students are often targets for gang initiation in the public schools.

Environmental Pollution

There was a heavily contaminated area in South Chattanooga due to runoff from a local chemical company. Chemicals from the runoff were found in the Chattanooga Creek and in numerous soil samples. The company has shut down and the Environmental Projection Agency (EPA) designated the area as a superfund site. Work has begun to clean up the area, but there are still advisory signs prohibiting people from swimming and fishing in the creek.

Obesity Rates

In 2010, approximately 30% of adults in Hamilton County reported a Body Mass Index (BMI) greater or equal to 30. Older data collected from the Behavioral Risk Factor Surveillance Survey (BRFSS) indicated that 71% of the East and South side population was overweight or obese.

Recreational Facilities

Residents of East and Southside Chattanooga noted a lack of green space and limited access to recreation facilities. The one playground in Southside is located between two industrial areas, isolated from residential neighborhoods.

Transportation

There are very limited transportation options in Chattanooga, especially in East Chattanooga. The poverty rate is high in the neighborhoods, and very few residents have personal vehicles. The Chattanooga Area Regional Transportation Authority (CARTA) buses have very limited routes and they do not cross the Tennessee/Georgia state line. The routes had not been examined for their usefulness in approximately 30 years. Residents in East Chattanooga are unable to get to the grocery store with a short commute because of the lack of buses.
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GROW HEALTHY TOGETHER CHATTANOOGA PARTNERSHIP

Lead Agency and Leadership Teams

The lead agency was the Chattanooga-Hamilton County Health Department’s Step ONE (Optimize with Nutrition and Exercise) program. Step ONE was launched in 2003 by Mayor Claude Ramsey with a mission to “reduce obesity through improved nutrition, increased physical activity, and development of a strong organizational network of community partners.” The Partnership for Healthy Living, formed in 2007 under Step ONE, was made up of over 40 different organizations, programs, businesses, and community groups. After receiving HKHC funds, the Partnership for Healthy Living restructured to include more community members and leaders under the name of Grow Healthy Together Chattanooga.

Partners involved in Grow Healthy Together Chattanooga included the City of Parks and Recreation, Ochs Center for Metropolitan Studies, Chattanooga-Hamilton County Regional Planning Agency, Chattanooga Area Chamber of Commerce, University of Tennessee at Chattanooga’s Department of Health and Human Performance, University of Tennessee Agriculture Extension Office, Crabtree Farms, the Chattanooga Medical Society and Foundation, Benwood Foundation, and other local organizations and groups. See Appendix C for a list of partners.

In 2010, the Step ONE Program Manager and Project Director of HKHC, John Bilderback, along with Falice Haire, Tina Vance, and Renee Craig, at the Chattanooga-Hamilton County Health Department led the development of Leadership Advisory Councils (LACs), which included the Eastside Taskforce and the Alton Park Development Corporation (South side). Two committees, were comprised of community leaders, were formed to serve east (ELAC) and south (SLAC) Chattanooga and consisted of a Chairperson, Vice-Chairperson, Secretary, Meeting Coordinator, and Information Officer. Each LAC focused on strategies prioritized by residents including neighborhood development, healthy eating, and active living.
Several funding sources were obtained to support the HKHC initiatives. Grants or funds were received from private and public foundations or organizations. As part of HKHC, grantees were expected to secure a cash and/or in-kind match equal to at least 50% of funds received from Robert Wood Johnson Foundation (RWJF) over the entire grant period. For additional funding information, see Appendix D: Sources and Amounts of Funds Leveraged. Several partner organizations provided in-kind support for staff time and meeting space as part of the matching funds.

Organizations providing in-kind support included Chattanooga-Hamilton County Health Department, City of Chattanooga Parks and Recreation Department, East Side Taskforce, Alton Park Development Corporation, Medical Foundation, Regional Planning Agency, Crabtree Farms, UTC Health and Human Performance Department, Gaining Ground, YMCA of Chattanooga, Chattanooga Area Food Bank, Chattanooga Area Regional Transportation Authority (CARTA), Hamilton County Government, and Craig Design.

In addition, cash donations or funds were provided by the following organizations: Gaining Ground ($19,125), the Challenges and Opportunities fund at Chattanooga Community Foundation ($75,000), Volunteer State Health Plan ($30,000), Benwood Foundation ($90,000), and Funder’s Network for Smart Grown and Livable Communities, Inc. ($65,000). The Junior League of Chattanooga provided funds ($9,040) for a mini-grant program for teaching gardens.

Other funds received by the community during HKHC included:

- Chattanooga Parks and Recreation applied for and received a $310,000 Community Development Block Grant in 2012 to revitalize the 45th Street Park.
- CARTA received $440,000 from a federal grant to install Smart Bus shelters.
- Crabtree Farms received a youth gardening grant ($5,000) for 2012 and chose Emma Wheeler Homes as the location for the gardening camp.
COMMUNITY ASSESSMENT

In January 2010, Grow Healthy Together Chattanooga contracted the Ochs Center to complete research and assessments to better understand the environmental and policy barriers to physical activity and healthy eating in South and East Chattanooga. Ochs conducted the following assessments:

- **Focus Groups**: In 2010, the Ochs Center conducted focus groups with children and guardians of the children, in South Chattanooga to understand the challenges of healthy eating and active living. The Alton Park Development Corporation recruited the participants and helped organize the groups.

- **Document Review**: The partnership reviewed land use plans in 2010 for Alton Park, East Chattanooga, Glenwood, and Churchville/Orchard Knob. The review was adapted from the BRAT-Direct Observation and assessed components related to the accessibility, maintenance, and safety of parks.

- **Park Assessments**: The Ochs Center conducted assessments in June 2010 of 14 parks and recreational areas in South and East Chattanooga, which included Ben Miller/South Chattanooga Parks, Harris-Johnson Park, DeLong Street Park, Emma Wheeler Homes Park, the Safe-Walk, Calvin Donaldson Elementary, Bethlehem Center, Riverside Park, Warner Park, East Chattanooga Park, Carver Park, and Avondale Park.

- **Park User Surveys**: The Ochs Center surveyed park users at Ben Miller/South Chattanooga Parks, Harris-Johnson Park, Bethlehem Center, Warner, Carver, and Avondale Parks. The survey included questions on park facilities, accessibility, maintenance, safety, and appropriateness for different age groups.

- **Recreation Staff Interviews**: Managers at the four recreation centers in East Chattanooga were interviewed by the Ochs Center to capture participation, opportunities, and barriers to serving the community. The Parks and Recreation Administrator was also interviewed.

The Ochs Center compiled the data and provided the partnership with a report that highlighted areas that needed to be addressed in order to create a healthier community.

In 2012, the Chattanooga-Hamilton County Health Department staff, along with ELAC and SLAC members, conducted assessments for the mobile market. A Mobile Market Shopper Survey was created by a Step ONE staff member and distributed by the Mobile Market Manager at sales locations and community events. By April 2012, over 500 surveys were completed on the usage of the market. In 2013, the Mobile Market Manager and the HKHC Project Director created a Shopper's Survey to understand the community's interest and preferences on products sold at the market. Over 52 surveys were completed during a National Night Out Event that was hosted by neighborhood associations.

ELAC members conducted windshield and walking tours in 2012 of Wheeler Avenue. The members assessed sidewalks, abandoned houses, vacant lots, and curb cuts on the street.

SLAC members surveyed school-aged children in South Chattanooga to see what type of equipment they would like to see at the revitalized 45th Street Park. Over 50 surveys were completed in the Villages, Oak Hills, and Piney Woods/Alton Park neighborhoods.
Community Outreach and Engagement

Relationships were built between partners and community members before and during the HKHC initiative. Through the development of LACs, the community was encouraged to provide input, and the partnership kept the work resident-driven.

Residents that were not involved in a LAC were engaged through trainings and collaborating with organizations that already had established relationships with community members.

Leadership Advisory Councils (LACs)

Capacity building trainings were provided to the LACs throughout the HKHC grant period. The opportunities included a workshop with the Regional Planning Agency, roundtable discussions with Chattanooga City Councilmen, County Commissioners, and the County Mayor, budget workshops, media trainings, a United Way informational session, and a Safe Pedestrian Taskforce workshop. The committees also participated in a two-day Strategic Planning Retreat in April 2013. The retreat provided committee members information needed to plan for sustainability past the HKHC grant.

The LAC committees each developed a plain speak “Action Plan” or community workplan. Community priorities were translated into the plan, which was updated on a monthly basis by each community. Each committee added a resource guide to the back of the workplan. At each community meeting, both committees determined needs for trainings or workshops.

Youth Engagement

Youth were engaged in planning and implementation some of the HKHC initiatives, especially with community gardens. Youth who volunteered at Glenwood Recreation Center Garden were required to attend classes to learn about physical activity, food labeling, and food preparation. They were then asked to share their knowledge with younger children attending summer camps at the center.

Food Desert-Grocery Stores

In 2014, several partners came together including two city council representatives, the HKHC Project Director, and representatives from the Chamber of Commerce, Gaining Grounds, East Chattanooga Council, Eastside Taskforce, and Economic and Community Development Department in an effort to recruit grocery stores for the food desert in East Chattanooga. A distributor for independent grocery stores conducted a market study to identify potential locations to add a grocery store considering the population being served. The city will vote on approving the cost of the study, which will allow the distributor to produce a feasibility and market study report to inform the future work around bringing a grocery store to East Chattanooga.

Promotions

Grow Healthy Together Chattanooga’s efforts were promoted through several sources, including social media, newspapers, radio, television, posters, community events, and word of mouth. For example, in 2011, LAC members were interviewed by local newspapers and a local radio station, WNOO. The Chattanooga Mobile Market was featured in a local online newspaper. The Project Director, John BilderBack was interviewed by Channel 9 on food deserts. He also conducted an interview with The Pulse, a local publication, on food deserts and the Chattanooga Mobile Market.
COMMUNITY GARDENS

To increase access to healthy foods in the community, Grow Healthy Together Chattanooga helped local partners create community gardens.

Policy, Practice, and Environmental Changes

Grow Healthy Together Chattanooga, the LACs, and community members worked together to build and expand over 30 community gardens in East and South Chattanooga. Gardens were created at schools, community recreation centers, housing authorities, and neighborhoods. Example garden locations were as follows: Calvin Donaldson Elementary School, Carver Recreation Center, Chattanooga Boys and Girls Club, College Hill Courts, Emma Wheeler Homes, Fairshare Community Garden, Glenwood Recreation Center, Greenwood Terrace Apartments, Howard High School, New Covenant Fellowship Paradise, Oak Hill Neighborhood, Orchard Knob, Piney Wood Resource Center, Southside Recreation Center, and the Westside community.

In addition to the development of the gardens, some locations renovated or added new amenities.

- New benches were installed in November 2013 at the Howard High School garden.
- The greenhouse at Howard High School was renovated.

Complementary Programs/Promotions

In 2013, the Chattanooga-Hamilton County Health Department contracted Crabtree Farms to develop and implement a 12-week “Urban Cultivators” education program to teach gardening in urban environments. The first course was held in August 2013, and there were 24 participants registered. In addition, Crabtree Farms compiled materials for a Community Garden Handbook, which was scheduled to be printed in spring 2014. There were at least 33 gardens that used the Urban Cultivators curriculum.

One garden location, Glenwood Recreation Center, had an intergenerational garden program that targeted senior residents and elementary school children. Together the groups learned about the different types of produce that could be planted and how to harvest them. Another location, Chattanooga Boys and Girls Club, started a garden club for children. A volunteer from Southern Adventist Outdoor Environmental Studies talked with the children once a week about gardening. A local daycare center used the Oak Hills Garden to teach toddlers and preschoolers about fruits and vegetables. Various summer garden camps and cooking demonstration were also held at a few of the garden locations.

Fliers were placed at approximately 15 local businesses, including restaurants, gas stations, and stores for the Fair Share garden. E-mail communications were sent to the presidents of 14 neighborhood associations. The same garden established a Facebook page to provide updates and photos.
Implementation

Community members, including children, were actively engaged in the garden initiative. Initial meetings were held with gardeners in both the Eastside and Southside communities to identify potential garden locations. Once the locations were identified, the process for planning and development began. Some locations were awarded teaching or sustainability mini-grants through the Step ONE program at the health department to help with costs.

Several partners provided donations, funds, or staff time to support the garden initiative. In 2011, the Junior League of Chattanooga provided cash-match funds for seven garden sites. The Chattanooga Housing Authority paid for staff time and use of water. Vegetables, herbs, and fertilizer were donated by the Barn Nursery. Fair Share donated starter plants and community volunteers donated seeds. Tennessee Valley Authority covered expenses for a rain barrel project at Orchard Knob.

Garden preparation was completed at most locations, which included ordering top soil; buying garden tools; building raised beds; and purchasing plants, seeds, and fertilizer. A few locations developed rain barrels and compost bins. Planting days or weekly work days were oftentimes held at the gardens. Produce planted in the gardens varied greatly from each location. The produce included cabbage, green peppers, broccoli, tomatoes, parsley, sage, eggplant, cauliflower, carrots, green beans, okra, squash, cucumbers, and potatoes.

Population Reach

The garden initiative targeted residents of South and East Chattanooga, especially those residing in neighborhoods surrounding the gardens. It was estimated that over 14,700 people, 23% who were under 18 years of age, lived one-fourth of a mile from at least one garden. In addition, an estimated 44% of this population lived at or below 185% of the poverty level.

Challenges

The partnership and community members identified the following challenges:

- The Emma Wheeler garden was vandalized in 2013. Plants from all 13 beds were removed and thrown on the ground. This was the only instance of vandalism in the six years that Step ONE had been providing garden grants.
- The partnership was unable to find a new leader to oversee the garden at Piney Woods Resource Center; therefore, the garden was discontinued.
- Raised beds were constructed at the Chattanooga Girl’s Leadership Academy, but seeds were never planted because of other priorities (e.g., standardized testing).
- Sustaining gardens in the summer was a problem faced at many of the school locations. One garden was left unmaintained over the summer, due to the leader being out of town.
- A few garden locations had difficulties accessing water. The Main Street Garden purchased a solar rain pump to address the issue. The city also allowed the garden to use the nearby hydrant for a minimal fee.

Sustainability

Staff at the garden locations, community members, and youth have offered to help maintain the gardens. The Step ONE program at the health department will continue mini-grants into the future, which would provide $5,000 to $8,000 annually to gardens developed at recreation centers, daycares, schools, and other local organizations. The grantees will continue to be offered the Urban Cultivators Class.
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MOBILE MARKET

Grow Healthy Together Chattanooga collaborated with Gaining Ground, a local advocacy group, the YMCA of Chattanooga, and the Chattanooga Food Bank to create a mobile market.

Policy, Practice, and Environmental Changes

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

- In June 2012, the Chattanooga Mobile Market was created to provide access to healthy foods to residents in Chattanooga.

- In October 2012, the Chattanooga Mobile Market began accepting Supplemental Nutrition Assistance Program (SNAP) benefits.

- In 2014, the Chattanooga Mobile market added two new locations: one at Erlanger Hospital and one at the University of Tennessee Chattanooga.

For additional information see Figure 3: Mobile Market Infographic.

Complementary Programs/Promotions

The mobile market was promoted through yard signs, posters, news articles (e.g., Chattanooga Times Free Press), social media, and community events. South and East Chattanooga promoted the market during a National Night Out Event. ELAC members attended the Orchard Knob Elementary School “Back to School Bash” to give out cookbooks and schedules for the market. The market was also promoted at the East Lake Elementary School Open House and at the Calvin Donaldson Environmental Science Academy’s Math Night. A Facebook page and website (chattanoogamobilemarket.org) were created for promotional purposes.

Implementation

At the beginning of 2012, Step ONE staff and Gaining Ground met with the YMCA of Chattanooga and the Chattanooga Food Bank to discuss partnering to create a mobile market. All four organizations entered into a three-year Memorandum of Understanding to develop and operate the market. The YMCA was responsible for hiring a manager and driver for the market, who would be employed by the YMCA. The food bank led the purchasing and storage of food products for the market. Blue Cross Blue Shield provided mentorship to the partners.

Partners met in April 2012 to discuss marketing, locations, operations, pricing, and volunteer opportunities for the market. Members of SLAC and ELAC met at the Benwood Foundation to discuss ways to promote the market. Funding for the market was provided by Gaining Ground and the Benwood Foundation. Some funds were also provided by the Healthy Living Fund and the Community Foundation of Greater Chattanooga. The Tupelo Honey Café donated 25% of its sales in the first three days of the market opening.

The market has open shelf displays and refrigerated coolers that hold fresh fruits and vegetables, cheese, eggs, daily, canned foods, dried beans, rice, and condiments. Some staple products are provided at the request of community members. The market does not carry processed foods or junk food (e.g., potato chips). The market accepts SNAP, debit and credit cards, and cash.
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Figure 3: Mobile Market Infographic

**FARMERS' MARKETS**
**CHATTANOOGA, TN**

- **PARTNERS**
  - Government
  - Social Service Agency
  - Businesses
  - Youth Organizations
  - Foundations
  - Health Care Industry
  - Residents

- **ASSESSMENTS**
  - Focus Groups
  - 2 Market Shopper Surveys
    - 2012
    - 2013

- **FUNDING**
  - Revenue Generated
  - $61,928
  - Source: Revenue Generated Actions MDC Dashboard

- **MEDIA OUTCOMES**
  - National Night Out Event
  - Back to School Bash
  - Math Night
  - Elementary School Open House

- **PROGRAMS PROMOTIONS**
  - Leadership Advisory Councils
  - Created Advisory Board and Executive Board 2013

- **POLICY & PRACTICE**
  - New Mobile Market
  - 12 New Locations
  - SNAP acceptance 2012

- **ENVIRONMENT**
  - 1 market, 4 neighborhoods
  - 1,352 hours of operation
  - 42,500 residents served

- **open shelf displays**
  - refrigerated coolers
The mobile market visits 13 locations in food desert communities on a weekly basis. The market travels to East, South, Westside, and Eastdale communities. The market is scheduled for one day a week in one location during the duration of two hours. Since there was overlap in sites, necessary changes were made to eliminate unproductive sites. A new market schedule was implemented in May 2013.

Sales at the market doubled from the first month to the second month of operation. Average sales are approximately $500 per week from fruits and vegetables.

**Population Reach and Impact**

The mobile market initiative targeted residents in low-income communities in Chattanooga.

The Chattanooga Mobile Market increased healthy food access to an estimated 42,500 residents in Chattanooga’s food desert.

**Challenges**

The following challenges were noted by partners leading the mobile market initiative:

- The approval process to get Supplemental Nutrition Assistance Program (SNAP) benefits took over eight months.
- The market was unable to accept Women, Infants, and Children (WIC) vouchers because of its non-profit and mobile status.
- Securing staple products for the market was challenging. For example, no suppliers carried 12-ounce cans of vegetables.

**Sustainability**

In September 2013, an Advisory Board (18-25 members) and Executive Board (4-5 members) was created to assist with business decisions moving forward. In addition, the partnership is currently recruiting others to help with fundraising, marketing, and strategic planning.

Utilization of the funding stream through the Community Foundation will continue; however, the funds will not last as long as was initially projected due to unforeseen costs. The funds should cover the next 2.5 to 3 years. After the funding runs out, the plan is to operate via fundraising money (i.e., Tupelo Honey Café) and profits earned through the market.
ACTIVE TRANSPORTATION

Residents in East and South Chattanooga indicated their dissatisfaction with transportation choices and their inability to safely walk and bike; therefore Grow Healthy Together Chattanooga collaborated with several local organizations to increase active transportation opportunities in the community.

**Policy, Practice, and Environmental Changes**

Because of the work by the LACs, an estimated $186,000 was spent on active transportation improvements, such as sidewalks, pedestrian crossings, signals, lighting, and bus shelters.

- In 2012, the City of Chattanooga installed new sidewalks leading to the South Chattanooga Recreation Center.
- In November 2013, new sidewalks were installed on both sides of the Milliken Park by Chattanooga Public Works.
- In the summer of 2012, the road in front of Carver Recreation Center was re-paved, and pedestrian crossings were marked by the City of Chattanooga.
- As of 2013, 19 bus shelters were installed across Chattanooga through the grant received by CARTA.

**Complementary Programs/Promotions**

SLAC and ELAC participated in a Safe Routes to School workshop in 2011 to gain a better understanding of the program.

SLAC hosted a CARTA Bus Pass Event in November 2011 at the South Chattanooga Recreation Facility, which allowed individuals who wanted to secure a discount or student bus pass the ability to do so without having to travel to the main CARTA office. A second event was held at the Bethlehem Center. ELAC hosted a Bus Pass Event in April 2012 at the Glenwood Recreation Center.

**Implementation**

In July 2011, the partnership met with CARTA to discuss changes to the bus routes that would better serve South Chattanooga. Routes changes were needed in the community, especially since a local grocery store had shut down and residents have little access to other locations. SLAC provided CARTA with a list of the top areas in need of a bus shelter. In April 2012, ELAC met with CARTA to discuss bus shelters and route adjustments for the East Chattanooga community. The groups met again to discuss bus shelter designs and a timeframe for construction. After the meetings, CARTA applied for and received a federal livability grant ($400,000) to install bus shelters throughout Chattanooga.

In April 2013, the LACs received an update from CARTA that 19 Smart shelters would be installed over the course of 2013. The “Smart” shelters were designed to provide safety measures through surveillance cameras that would be directly linked to law enforcement through in-car computers for monitoring. The projected date for installation of the 19 shelters was December 2013. In addition to the new shelters, CARTA plans to redesign bus routes throughout Chattanooga to better serve the residents.

**Population Reach**

Residents of Chattanooga were targeted by the active transportation initiative.

**Challenges**

The partnership identified a few challenges in working to improve active transportation in Chattanooga. One challenge was the lack of funding. Road work was unfinished because funds would run out before the project
was complete. For example, a portion of the Safe Walk that connected a neighborhood to a school was not complete because the funding ran out mid-way.

**Sustainability**

There is a 2040 Regional Transportation Plan that will support the revision of the CARTA bus routes. The Eastside Council plans to collaborate with the Director of Economic and Community Development of the city and the District Councilmen to participate in the planning process. The $300,000 project is projected to begin six months to a year from October 2013. The Project Director was asked to serve on the CARTA board, which needs to be approved by the city Mayor. This would ensure that active transportation issues continue to be at the forefront for planning and decision-making in the city of Chattanooga.
PARKS AND PLAY SPACES

Active living spaces were limited in South and East Chattanooga. Grow Healthy Together Chattanooga worked with partners to increase access to park and play spaces.

Policy, Practice, and Environmental Changes

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

- On September 7, 2013, Chattanooga Public Works Park Division, the ELAC, and local residents worked together to build Milliken Park (formerly known as the 45th Street Park), which included a track, playground, bathrooms, picnic tables, benches, a grill, and dugouts for the baseball fields.

- Marquis were installed in two East Chattanooga recreation centers. The Avondale Neighborhood Association secured the one at Avondale Recreation Center.

- In 2014, the Hamilton County School Board passed an open use policy, as created by Step ONE, ELAC, and the Hamilton County Department of Education.

Complementary Programs/Promotions

In 2011, SLAC hosted a park cleanup day at an Old City Parks and Recreation Center. The clean up day was meant to bring attention to the abandoned park on 45th Street. The center was previously closed and the city was no longer maintaining it, but children were still using the playground and baseball fields.

A grand opening for Milliken Park (45th Street Park) was held on November 2, 2013.

Implementation

**45th Street Park**

In 2012, SLAC members surveyed school-aged children in South Chattanooga to see what type of equipment they would like to see at the revitalized 45th Street Park. The surveys were conducted in the Villages, Oak Hills, and Piney Woods/Alton Park neighborhoods. Community members wrote over 100 letters, many from the neighborhood children, to the City Mayor to save the 45th Street Park. Originally the city was planning to sell the land, but because of community interest it decided to keep it. The City of Chattanooga applied for and received a $310,000 Community Development Block Grant to revitalize the park.

Thirty-five people from the Chattanooga Public Works Park Division, the FLAC, local residents, and a local church came together on September 7, 2013, to build the 45th Street Park.

**Bell Site Park**

In May 2012, SLAC members discussed the type of park they would like to see at the Bell Site. In April, the Commissioner attended a SLAC meeting to discuss the site. SLAC approached neighborhood associations to receive their input. Resident ideas included a walking track, restrooms, parking, and fields. SLAC then had conversations with the Tennessee Department of Environment and Conservation to better understand any restrictions. In June 2012, the committee presented design options to Craig Design Group, which offered to provide a site plan for the Bell Site Park using community recommendations. The group presented the plan and the committee made a few changes. They agreed to move forward with the amended design.

Marquis

A workgroup was developed to lead efforts of installing marquis and appropriate signage to recreation centers. The workgroup met with the County Commissioner and potential funders (e.g., Norte Dame School, Pilgrim Congregational Church) to discuss potential funding. As of 2013, two recreation centers in East Chattanooga...
Chattanooga had received marquis. After the two signs were installed, ELAC decided to focus on other priorities in the community.

**Joint Use/Open Use**

The partnership worked with a district school board member, assistant superintendent over facilities, Benwood Foundation, and elementary school principals to create district-wide open-use policies that would allow residents to use facilities after hours and on the weekend. The policy would allow use of play spaces, minus the sports fields. In June 2011, the HKHC Project Director requested a list of all the schools that currently had an open-use agreement in place.

A contractor, Change Lab Solutions, reviewed state laws and liabilities that would exist in creating the policies. The company provided the partnership with its findings.

In 2014, the Hamilton County School Board passed an open use policy, as created by Step ONE, ELAC, and partners. The policy allowed community use of outdoor facilities at elementary schools during evening hours.

**Population Reach**

Residents of East and South Chattanooga were targeted by the parks and play spaces initiative. Over 66,500 people, 14,000 who are under the age of 18, live within a half-mile of the 43 elementary schools in Hamilton County.

**Challenges**

The partnership experienced the following challenges during the initiative:

- There were mistakes in the bidding contracts, which slowed down the revitalization process for Milliken Park (45th Street Park).
- Securing open use agreements proved difficult for the partnership. For example, at one school, the Board of Education gave the community permission to use school grounds on the weekend, but the community members did not clean up after themselves.

**Sustainability**

The Benwood Foundation has been a big support throughout the open use agreement process, using its influence to ensure future approval of the policy. It is also to provide a planning grant of $30,000 that will be used to set up the approach; evaluate; bring in partners; outline a methodology; and identify, assess, and engage neighborhoods and communities by looking at their parks and playgrounds to identify which amenities and design features are needed.
Healthy Living Fund
To sustain the project, the partnership developed the Healthy Living Fund, which houses funds that can be accessed during and after HKHC so that the committees can continue their work around healthy eating and active living. The Medical Foundation agreed to manage the Healthy Living Fund. A Healthy Living Fund Advisory Council was developed in 2010 to support the creation of a Healthy Living Fund Strategic Plan. In 2011, an official contract between the Chattanooga-Hamilton County Health Department and the Medical Foundation was signed. In November 2011, the account was officially complete and ready to receive funds. In 2013, the Medical Foundation, ELAC, and SLAC agreed to approve a usage procedure for the Healthy Living Fund. The procedure stated that a written proposal must be presented to the Council, the floor is open for debate, the chair asks for a vote, and the vote passes with simple majority. If the proposal passes, the document must be signed by the chair and a witness.

Sustainability of the Initiative
Step ONE funded through the Chattanooga-Hamilton County Health Department will continue working with the Grow Healthy Together partnership and LACs. In February 2014, the State of Tennessee awarded a $353,000 five-year grant to the health department for a full-time health educator position. Staff at the health department worked with the LACs to create a sustainability plan. Moving forward, the partnership will strive to empower residents with knowledge and information so they are able to influence change in their community. In addition, the partnership will continue to establish networks in the community.

The Project Director of HKHC is currently working on a mapping project and potential innovative smart phone applications for access to healthy foods and physical activity space throughout nine area municipalities. Geographical and manmade barriers that limit access to the assets will be highlighted. The project will hopefully address the barriers and create positive change in the community.

“There has been a new cultural shift within the city government. A new mayor came in and fired people and hired new people. There will be a loss of institutional knowledge, but brought on more innovative thinkers. I’m not sure if it is a good or a bad thing, but it caused growing pains. There is a new culture and understanding for a community-centered approach to everything it is that they...
REFERENCES


APPENDIX A: EVALUATION LOGIC MODEL

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

The healthy eating and active living strategies of the Grow Healthy Together Chattanooga partnership included:

- **Community Gardens:** The partnership installed and expanded over 30 community gardens in East and South Chattanooga. A Garden Committee was created and Crabtree Farms developed an Urban Cultivators Program to teach urban gardening and food preservation skills.

- **Mobile Market:** In June 2012, the Chattanooga Mobile Market was launched. The market travels to 12 locations on a weekly basis providing healthy food access to an estimated 42,500 residents. In October 2012, the market started accepting Supplemental Nutrition Assistance Program (SNAP).

- **Active Transportation:** Since the start of HKHC, there was an estimated $186,000 spent on active transportation improvements in Chattanooga, such as sidewalks, pedestrian crossings, and turn signals. In addition, a $440,000 grant was received by the Chattanooga Area Regional Transportation Authority (CARTA) to install over 20 smart bus shelters.

- **Parks and Recreation:** Chattanooga Parks and Recreation, with the support of LACs, received a Community Development Block Grant for $310,000 to revitalize the three-acre Milliken Park (formerly 45th Street Park) in the Neighborhood of Alton Park. Improvements included a new playground, a baseball field, benches, tables, LED lighting, bathroom facilities, and walking trails. Step ONE provided ongoing technical assistance to each LAC and in February 2014 successfully advocated for the passage of an “open use policy” that allows the public to use elementary school playgrounds outside of school hours.
APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

To enhance understanding of the capacity of each community partnership, an online survey was conducted with project staff and key partners involved with Grow Healthy Together Chattanooga 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 Grow Healthy Together Chattanooga 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 Grow Healthy Together Chattanooga 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
Four of the project staff and key partners involved with Grow Healthy Chattanooga completed the survey. See Partnership and Community Capacity Survey Results starting on page 26.

References
### 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**: 20.45%
- **Agree**: 70.45%
- **Disagree**: 2.27%
- **Strongly disagree**: 0.00%
- **I don't know**: 6.82%
- **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**: 40.00%
- **Agree**: 60.00%
- **Disagree**: 0.00%
- **Strongly disagree**: 0.00%
- **I don't know**: 0.00%
- **No response**: 0.00%

**Partner and partnership development**
Participants provided level of agreement to statements suggesting the partnership and its partners seek ways to learn, develop, and enhance sustainability.

- **Strongly agree**: 5.00%
- **Agree**: 75.00%
- **Disagree**: 0.00%
- **Strongly disagree**: 5.00%
- **I don't know**: 15.00%
- **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**: 45.83%
- **Agree**: 50.00%
- **Disagree**: 0.00%
- **Strongly disagree**: 0.00%
- **I don't know**: 4.17%
- **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**: 87.50%
- **Agree**: 12.50%
- **Disagree**: 0.00%
- **Strongly disagree**: 0.00%
- **I don't know**: 0.00%
- **No response**: 0.00%

**Community members intervene**
Participants provided level of agreement to statements indicating that community members can be counted on to intervene in instances where someone is disrespectful, disruptive, or harmful to another community member.

- **Strongly agree**: 8.33%
- **Agree**: 50.00%
- **Disagree**: 16.67%
- **Strongly disagree**: 16.67%
- **I don't know**: 8.33%
- **No response**: 0.00%

**Leadership motivation**
## 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.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>Agree</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>87.50%</td>
<td>0.00%</td>
<td>12.50%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

## 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.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>Agree</th>
<th>Agree</th>
<th>Disagree</th>
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<tr>
<td></td>
<td>66.67%</td>
<td>0.00%</td>
<td>33.33%</td>
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</tr>
</tbody>
</table>

## 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.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>Agree</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>50.00%</td>
<td>0.00%</td>
<td>43.75%</td>
<td>6.25%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

## 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.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>Agree</th>
<th>Agree</th>
<th>Disagree</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>43.75%</td>
<td>0.00%</td>
<td>50.00%</td>
<td>6.25%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

## 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.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>Agree</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>87.50%</td>
<td>0.00%</td>
<td>12.50%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

## 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.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>Agree</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25.00%</td>
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<td>50.00%</td>
<td>16.67%</td>
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</tbody>
</table>

## Visibility of Leadership

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

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
<th>Agree</th>
<th>Agree</th>
<th>Disagree</th>
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<tbody>
<tr>
<td></td>
<td>50.00%</td>
<td>0.00%</td>
<td>50.00%</td>
<td>0.00%</td>
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Friday, April 04, 2014  
Page 3 of 4
### Leadership Partnership in the Community

Participants provided level of agreement to a statement indicating that at least one member of the leadership resides within the community.

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>75.00%</td>
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<td>Agree</td>
<td>25.00%</td>
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<tr>
<td>Disagree</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

### 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.

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>50.00%</td>
</tr>
<tr>
<td>Agree</td>
<td>50.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

### 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.

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Strongly agree</td>
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</tr>
<tr>
<td>Agree</td>
<td>100.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

### Division of resources

Participants provided level of agreement to statements suggesting that resources are equally divided among different community groups (e.g., racial/ethnic, lower income).

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>0.00%</td>
</tr>
<tr>
<td>Agree</td>
<td>50.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>50.00%</td>
</tr>
<tr>
<td>Organization/Institution</td>
<td>Partner</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
</tr>
</tbody>
</table>
| **Business/Industry/Commercial** | Crabtree Farms  
Chattanooga Area Chamber of Commerce  
Erlanger Health System |
| **Civic Organization** | Junior League of Chattanooga |
| **Colleges/Universities** | University of Tennessee Agricultural Extension  
University of Tennessee at Chattanooga Department of Health and Human Performance |
| **Elected Officials** | City Councilmen  
Hamilton County Commissioners |
| **Foundation** | Medical Foundation |
| **Government** | Chattanooga Area Regional Transportation Authority (CARTA)  
Chattanooga-Hamilton County Regional Planning Agency  
Chattanooga-Hamilton County Health Department  
Chattanooga Housing Authority  
City of Chattanooga Department of Parks and Recreation |
| **Other Community-Based Organizations** | Alton Park Development Corporation  
Bethlehem Center  
Chattanooga Food Bank  
Chattanooga Neighborhood Enterprise  
Eastside Leadership Advisory Committee East Side Task-force  
Fair Share Sustainable Urban Agriculture Project  
Memorial Hospital  
New Covenant Fellowship Church  
Oak Hill Neighborhood Association  
Piney Woods Resource Center  
YMCA of Chattanooga |
| **Other Research Organizations** | CICORT (Chattanooga Interdisciplinary Childhood Obesity Research Team)  
Ochs Center for Metropolitan Studies |
| **Other Youth Organizations** | Boys and Girls Club of Chattanooga  
La Paz Chattanooga  
Healthy Living Fund Advisory Committee/Board  
Men on Board  
Partnership for Healthy Living  
Step ONE * |
| **Policy/Advocacy Organization** | Gaining Ground |

* Denotes Lead Agency
## APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

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<th>Year</th>
<th>Amount</th>
<th>Status</th>
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<td>$30,000.00</td>
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<td></td>
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<td>$7,350.00</td>
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</tr>
<tr>
<td>Source of revenue generated by resource source</td>
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<td>$81,210.00</td>
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<td></td>
</tr>
<tr>
<td>Local government</td>
<td>Matching funds</td>
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## APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

<table>
<thead>
<tr>
<th>Community Partnership</th>
<th>Resource source</th>
<th>Amount</th>
<th>Status</th>
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<tbody>
<tr>
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2010

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# APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGE

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<th>Community Partnership</th>
<th>Resource source</th>
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<th>Amount</th>
<th>Status</th>
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### APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

<table>
<thead>
<tr>
<th>Community Partnership</th>
<th>Resource source</th>
<th>Amount</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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#### Sum of revenue generated by resource source: $100,043.00

<table>
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#### Sum of revenue generated by resource source: $21,060.00

#### Grand Total

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Wednesday, April 09, 2014