

# LIVE WELL OMAHA CASE REPORT

OMAHA, NEBRASKA

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



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BACKGROUND

Healthy Kids, Healthy Communities National Program

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

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

For more about the national program and grantees, visit [www.healthykidshealthycommunities.org](http://www.healthykidshealthycommunities.org).

Figure 1: Map of Healthy Kids, Healthy Communities Partnerships



Evaluation of Healthy Kids, Healthy Communities

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

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

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

For more about the evaluation, visit [www.transtria.com/hkhc](http://www.transtria.com/hkhc).

### Live Well Omaha

In December 2009, the Live Well Omaha (LWO) partnership received a four-year, \$360,000 grant as part of the HKHC national program. The main purpose of the partnership was to improve the health of the community through a collaborative process. The partnership brought people and organizations together to advocate for change and address health issues in the city of Omaha and greater Douglas County.<sup>2</sup>

LWO served as the lead agency for the partnership, and both LWO and the Douglas County Health Department (DCHD) coordinated the partnership’s efforts. The partnership and capacity building strategies of the partnership included:

- **Community Garden Network:** DCHD created and facilitated a Community Garden Network. The network was a grassroots, informal association of local food advocates who maintain and support a growing network of over 60 community gardens.
- **Food Policy Council:** The council sought to develop policy recommendations and implementation strategies, educate the public and key stakeholders, and promote collaboration around developing and supporting a sustainable local food system.

See Appendix A: Live Well Omaha Evaluation Logic Model and Appendix B: Partnership and Community Capacity Survey Results for additional information.

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

- **Comprehensive Planning:** The partnership collaborated to provide input and recommendations for the City of Omaha’s update to the Omaha Master Plan.
- **Farmers’ Markets:** The partnership collaborated to create new farmers’ markets, expand existing produce stands, and establish acceptance of Supplemental Nutrition Assistance Program and Electronic Benefit Transfer (SNAP/EBT) at area markets.
- **Community Gardens:** Douglas County Health Department collaborated with the Community Garden Network to support community gardens and expand the Community Garden Network. The network supported 66 gardens, up from 9 in 2009. The partnership was successful in securing a written policy for lease agreements with the City of Omaha for community gardeners.
- **Active Transportation:** The partnership collaborated to implement policy and environmental changes throughout Omaha and Omaha Public Schools. LWO developed and supported a Safe Routes to School initiative to establish policies and implement environmental changes for safe, active transportation to school.

COMMUNITY DEMOGRAPHICS

Omaha, Nebraska is the 42nd largest city in the United States, with a population of 408,958 and a metropolitan area of more than 813,000.<sup>3</sup> Omaha and Douglas Counties have a strong history of involvement in healthy eating and active living initiatives, including Active Living by Design, Pioneering Healthy Communities, Communities Putting Prevention to Work, and Community Transformation Grant.

The partnership focused its efforts on the eastern most portion of the City of Omaha, following approximately 42nd Street north to State Street and south to Harrison Street. This area boasts a population of over 121,000, and 25% (30,470) are children between the ages of 3 and 18. Fifty-three percent of project area residents are White, 25% are Black, 18% are Hispanic, 4% are other ethnicities. These statistics differ significantly from demographics of Omaha at large (73% White, 14% Black, 13% Hispanic or Latino, 7% Other).<sup>3</sup> Forty-one percent of children aged 12 to 19 in the project report having an unhealthy BMI.

Figure 2: Omaha Children With BMI At/Above 85th Percentile of US Growth Charts, by Region<sup>4</sup>

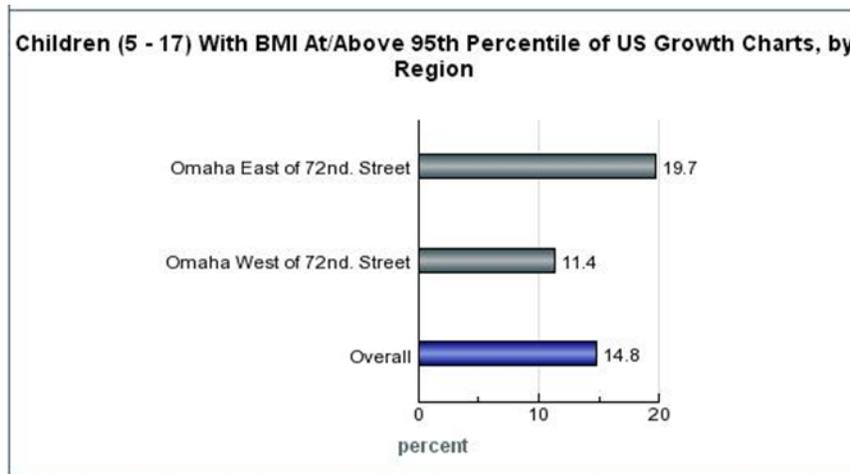
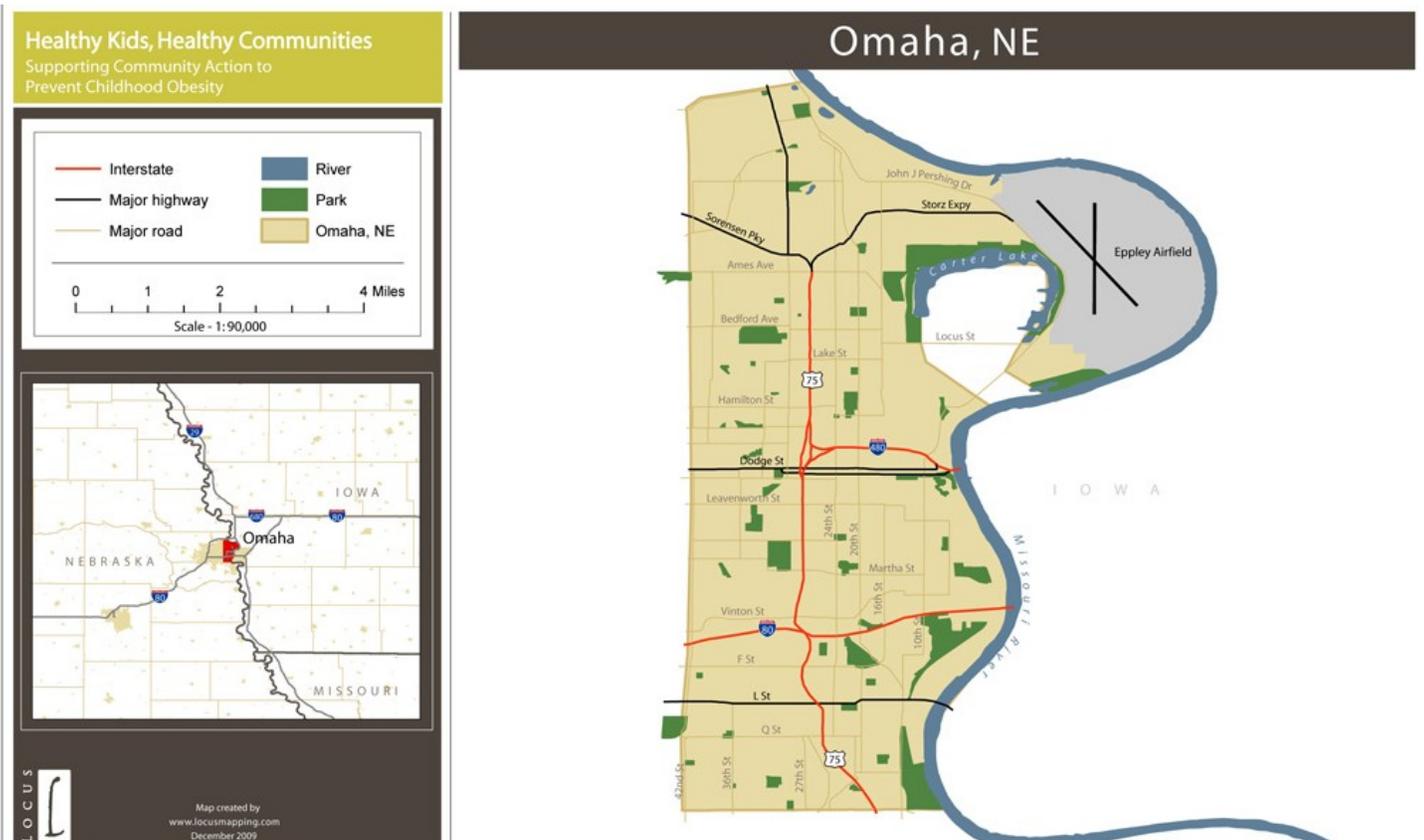


Figure 3: Map of Omaha, Nebraska<sup>5</sup>



**Table 1: Omaha Area Demographics**

	Population	African American	Hispanic / Latino	White	Poverty Rate	Per Capita Income	Median Household Income
Omaha <sup>3,6</sup>	408,958	13.7%	13.1%	73.1%	15.5%	\$26,842	\$46,978
Douglas County <sup>3,6</sup>	517,110	11.6%	11.2%	76.4%	13.3%	\$28,910	\$52,929

**INFLUENCE OF SOCIAL DETERMINANTS**

**Community Engagement**

Community members and organizations played a critical role in partnership outreach efforts. The partnership continued to work on relationship building with the community to facilitate addressing opportunities and challenges on initiatives. During previous grants, the partnership experienced challenges in trying to involve community members at all levels of the partnership, so community members were only engaged within their specific areas of interest or expertise during the HKHC project. The partnership found this approach to be successful and a better use of community members’ time and resources.

**Active Transportation**

The Omaha Public Works Department struggled to undertake projects without enough allocated funds. The Nebraska Department of Roads was penalized for noncompliance with federal reporting requirements, resulting in a delay of federal funds. Even when federal funds were available, the cost associated with required paperwork for federal projects was sometimes up to half the total cost of the project. Historically, the focus of Nebraska Department of Roads has been on rural state highways, which left little funding for the development of active transportation routes and facilities.

Implementation of the Transportation Master Plan requirements was met with opposition from community residents because monies traditionally meant for roads were being used for bicycle and pedestrian facilities. The partnership worked with residents to solicit support for bicycle and pedestrian facilities. The Omaha area grid system presented challenges for adding bicycle and pedestrian facilities without the development of additional bridges and tunnels, both very costly expenditures.

The Transportation Master Plan mandated that all new developments on streets and roads in Omaha must have sidewalks. Existing sidewalk coverage is intermittent depending on the decade in which the neighborhood was built, as interest and commitment to sidewalks have varied over the years. Communities without sidewalks can request sidewalks, but participation in this program is low. The program is unpopular with communities, because it requires residents to pay for the improvements in tax increases.

## LIVE WELL OMAHA PARTNERSHIP

### Lead Agency

Originally named the Our Healthy Community Partnership, Live Well Omaha was established in 1995 as a result of the vision of the Director of the Douglas County Health Department to have local health systems work together to improve community health. The partnership was comprised of over 52 public and private members and organizations, including city and county governments, nonprofits, federally qualified health centers and major insurance companies. (See Appendix C for a list of all partners.) Member organizations participated in the Collaborating Council, which met quarterly to inform and be informed by the efforts of the initiatives, participate in organization planning, and network with other members.<sup>2</sup>



LWO had three main functions:

- Community empowerment for health improvement: Member organizations gathered quarterly and at annual health summits to identify and address major health issues in the community.
- Purveyor of data: A biannual Douglas County Community Report Card and a website ([www.livewellomaha.org](http://www.livewellomaha.org)) tracked health indicators.
- Provision of collaboration and capacity-building: The partnership provided a mechanism to address issues that impacted the health of the community.

The Project Director worked in collaboration with the Division Chief for Community Health and Nutrition at DCHD to provide oversight and strategic direction to the project and build the network of partners. The Project Director handled communication, fundraising, relationship development for the organization, and other operations. There were two Project Directors during the HKHC project. The original Project Director transitioned to a new role in 2013 and the subsequent Project Director assumed the role in May 2013.

The Project Coordinator and her counterparts for healthy eating at DCHD were responsible for the day-to-day project activities. There were two Project Coordinators during the HKHC project. The original Project Coordinator transitioned to a new role in 2011. The subsequent Project Coordinator had been an employee of Live Well Omaha since the beginning of the partnership and handled many of its Safe Routes to School efforts. She officially became the Project Coordinator in January 2012.

Additional partnership staff supported by HKHC funds included the Garden Facilitator at DCHD and a Grant Writer at LWO.

### Organization and Collaboration

LWO aligned almost all major grants designated to fight childhood obesity and overweight in Omaha under one umbrella. Recent grants included HKHC, Communities Putting Prevention to Work (CPPW), and Community Transformation Grant (CTG). The HKHC budget was shared by the LWO staff, who led the active living strategies through the Activate Omaha initiative, and the Douglas County Health Department (DCHD) staff, who led the healthy eating strategies. LWO provided overall leadership to the partnership. The LWO Executive Director and Project Manager served as HKHC Project Director and Coordinator, respectively.

Throughout the grant period, LWO was committed to staying informed about other healthy eating and active living initiatives in Omaha and increasing the capacity of the partnership and community as a whole. To facilitate this and to identify opportunities for leveraging or sharing resources, the partnership participated in several committees and attended meetings for other groups with similar missions, including Heartland Connections, Partners for a Healthy City, Omaha by Design Environment Omaha Taskforce, MAPA Transportation Alternatives committee, and the Alternatives Analysis project.

## Sustainability of the Partnership and Initiative

LWO was a successful operation before HKHC, and intends to continue on the same trajectory. To ensure sustainability, the Executive Director is looking to move the organization away from a grassroots model and to strengthen its infrastructure. She will be focusing on strategic planning and development. The LWO partnership has a funding structure that is based mostly on dues collected from member organizations. Members pay between \$250 and \$10,000 as dues, which is adjusted based on member type. This provides financial stability and allows the partnership to be more selective in its grant seeking campaigns.

The Collaborating Council will not will continue to meet after the end of the HKHC project. Partnership efforts will continue with partner support and through the many partnership and collaborations that were established over the course of the project (e.g., City of Omaha, Metropolitan Planning Agency, Environment Omaha Implementation Team, Omaha by Design, and Omaha Public Schools).

In 2013, DCHD partnered with LWO to complete a Community Health Improvement Plan for Douglas County. Many of the partnership's strategies were incorporated into the Nutrition and Obesity Across the Lifespan priority area of the plan. Goals in the priority area include efforts to increase access to healthy food with increased nutritional assistance program participation and food retail improvements, planning and advocacy for a Complete Streets policy, and planning and implementation of improvements to the built environment to support opportunities to be active.

## PARTNERSHIP FUNDING

As part of HKHC, 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. LWO received Communities Putting Prevention to Work (CPPW) and Community Transformation Grant (CTG) funding during the HKHC project which supported and expanded the partnership's efforts. Sources of matching and additional funding included:

- Community Transformation Grant (\$156,020) for the Partners for Healthy Schools initiative.
- Nebraska Department of Roads Transportation Enhancement funding (\$18,277) for bicycle training and education.
- Nebraska Department of Roads Safe Routes to School Grant (\$41,750) for the Boltage walk and bike to school incentive program.
- National Parks Service (\$10,000) to assist in implementing a summer program for at-risk youth in Northeast Omaha focused on physical activity and healthy eating.
- Department of Health and Human Service State Women, Infant, Children (WIC) Office and United States Department of Agriculture funding (\$62,250) to administer the WIC Farmers' Market Nutrition Program.
- National Parks Service (\$2,900) for signage for Adams Park project.
- Contract with Metro Area Planning Agency (via Nebraska Department of Roads) (\$18,277) to administer a bike safety education program in schools and community centers.
- Omaha Community Foundation (\$5,000) to purchase bicycles, helmets, and equipment for the training events held at Adams Park.

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

## COMMUNITY ASSESSMENT

Live Well Omaha led and collaborated with partners to conduct assessments to inform and advance its strategy-specific work throughout the project.

### Farmers' Markets

The partnership evaluated the WIC Farmers' Market Nutrition pilot program by surveying WIC participants and farmers on the successes, challenges, and barriers to the program.

### Community Gardens

A survey was distributed to community gardeners in March 2010 to better understand land acquisition, water availability, challenges to obtaining land and water, and how these challenges were addressed.

An annual community garden survey was conducted, and the results were used to update the DCHD local food website. The survey results included contact persons of gardens, types of gardens, activities in the gardens, and how produce was distributed. The partnership also conducted a survey with community gardeners to gauge their interest in selling their produce.

The partnership completed a policy analysis to identify land and water use policies that could facilitate the land claim for community gardens. Findings were shared with the City Parks Department.

### Access to Healthy Food

A survey of Omaha Fresh Produce sites was completed and results were sent to Food Bank for the Heartland.

A Nutrition Environment Measures Survey, funded by the Communities Putting Prevention to Work grant, was used to identify areas of Eastern Douglas County where healthy food access was limited. The partnership identified WIC/SNAP and SNAP-only vendor locations in the targeted areas. This survey was repeated a year later and the results were put into Geographic Information System (GIS) maps.

LWO and DCHD created a Community Health Improvement Plan, leading to a study on food access across the community.

### Active Transportation

Activate Omaha partnered with the International Mountain Bicycling Association and Trails Have Our Respect to assess the need for urban pocket parks in Omaha. They collaborated to create an asset map in November 2009 and in December 2009, chose Adams Park as the first park. The partnership conducted a Health Impact Assessment with Adams Park, led by the Parks and Recreation Department. An Adams Park Master Plan was developed from the process.

An overall Safe Routes to School assessment was conducted in 2010. Key points identified included a need for district-wide standardized procedures related to Safe Routes to School implementation and a lack of bicycle parking.

LWO conducted a bike rack inventory in summer 2013 in partnership with an Eagle Scout and furloughed Offutt Air Force Base employees. The inventory included bike racks at schools, parks, and select surrounding communities and was used to assist with placement of additional bike racks with CTG funding. A partnership intern also completed a bicycle rack inventory at area schools to document the location and quality of the racks.

Readiness assessments were completed with three schools using the Alliance for a Healthier Generation tool in preparation of a pilot of the Partners for Healthy Schools. Pilot schools conducted a four-month training program to identify gaps and opportunities for healthy eating and active living changes to the school environment. The program provides tools to create high-level, sustainable change. Moving forward, the pilot schools will be evaluated and partners will seek additional funders to scale-up the program.

## PLANNING AND ADVOCACY EFFORTS

### Community Engagement, Planning, and Advocacy

LWO identified the need to involve the community for the success and sustainability of the partnership. The partnership engaged residents to support the overall partnership and to advance and support its strategy-specific work.

#### Community Gardens

DCHD created and facilitated a Community Garden Network in Omaha. Created in 2008, the Community Garden Network was a grassroots, informal association of local food advocates who maintain and support a growing network of over 60 community gardens. The Community Garden Network hosted many garden programs and events and advocated for land use and water access policies in Omaha.

#### Food Policy Council

The partnership had a fledgling Food Policy Council with very active members that attended regular meetings in a space provided by the Metro Community College. The Food Policy Council sought to develop policy recommendations and implementation strategies, educate the public and key stakeholders, and promote collaboration around developing and supporting a sustainable local food system.<sup>6</sup> Council membership included community gardeners, Douglas County Health Department, Farmers' Market Union, Grocery Stores Association, Gretchen Swanson Center, The City of Omaha, and No More Empty Pots. The Food Policy Council was started and led by the leadership of the partnership for nine months. After transitioning leadership to East Omaha community members, the council was led by an Elected Board of Directors. Council members requested government be represented only as ex-officio and declined all volunteering offers by the Douglas County Health Department. Council members believed this arrangement would grant the community full independence to run the council, set their own policy priorities, and advocate for their adoption and implementation. Both parties agreed to this arrangement, and by-laws were established in March 2013.

#### Active Transportation

As part of its effort to build partnerships with key leaders in the Adams Park community, Activate Omaha hosted informational meetings for neighbors, parents, and interested citizens regarding the project. Activate Omaha also partnered with International Mountain Bicycling Association's Trail Care Crew to host a workshop for trail planning and implementation, which was attended by community stakeholders and volunteers.

LWO worked to connect schools with community resources, and in turn, community members connected schools with the partnership to support the Safe Routes to School initiative. Key relationships included:

- Parent Teacher Associations (PTAs): The partnership realized that getting the support of PTAs on an initiative was crucial to its success. For example, Harrison Elementary School had parents who were also bike commuters, so it was easy to get their support on bike-related events.
- School Partners: Staff and parents volunteered as guides for children on the Walking School Bus initiative. The partnership found that having principals and other staff engaged in the initiative contributed to its success.
- City of Omaha: The partnership developed a good working relationship with the City of Omaha Public Works Department. The partnership and the department had an open communication in which each party kept the other informed on current and future projects. The partnership was working to get all partners (e.g., schools, PTAs, city) to be part of the broader communication on street redesign and improvements around schools.
- Nebraska SRTS Coordinator: The partnership established a good working relationship with the State Coordinator, who often referred parents and school champions to Activate Omaha, increasing Omaha

"We found the schools that actually have the principals that are willing to let the staff go out and lead the walking school buses are really the ones that are most successful" -Partnership Staff

area school participation in the SRTS program.

- Boy and Girl Scout Troops: The troops assisted with bike safety events.

**Programs and Promotions**

Activate Omaha partnered with the National Park Service to assist with healthy eating and physical activity modules for a day camp for at-risk children in north Omaha. Partnership staff evaluated the program and developed curriculum for use by the National Park Service.

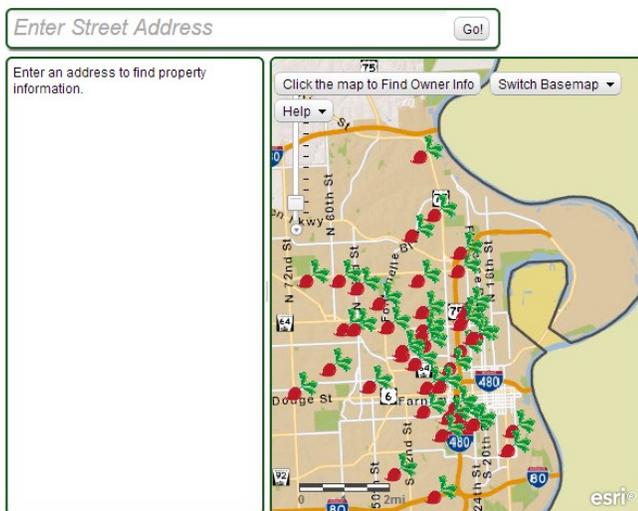
The partnership hired a local advertising firm, Omaha Advertising, to enhance its communications strategy using social media. It used multiple social media outlets, including Facebook, Twitter, YouTube, and the LWO website. This approach helped develop its brand image and created a network of 300 partner organizations connected through social media. The success of this strategy was evident by the number of “likes,” “hits,” and “followers,” and they increased awareness of the initiative.<sup>17</sup>



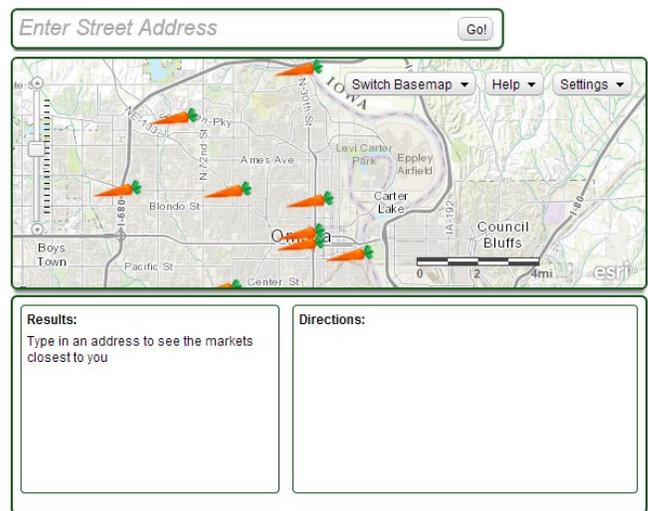
Live Well Omaha Facebook

The partnership developed a website that contained information about community gardens and farmers’ markets in the area. The website had interactive maps that allowed users to search for community gardens and farmers’ markets by location and address. Users could also access the Community Gardens Toolkit and information about lead testing and property/land ownership and information on how to donate, store, and prepare produce from gardens. The local food website was hosted by DCHD and updated at least annually based on the responses to the community gardens and farmers’ market surveys.

**Start a Community Garden**



**Farmers Markets in Omaha**



Douglas County Health Department Healthy Food Website.

**COMPREHENSIVE PLANNING**

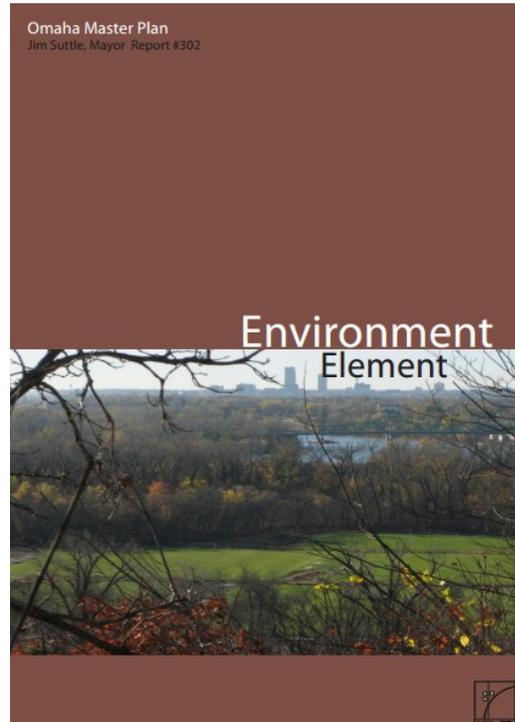
The partnership collaborated to provide input and recommendations for the City of Omaha’s update to the Omaha Master Plan.

**Policy, Practice, and Environmental Changes**

The Environment Element, a comprehensive environmental vision for Omaha’s City Comprehensive Plan, was adopted and incorporated into Omaha City Comprehensive Plan by the Omaha City Council in 2010.

**Implementation**

The partnership collaborated with the City of Omaha, Douglas County, and Omaha by Design to create the Environmental Element in 2008, a comprehensive environmental vision for Omaha’s master plan. Language around community gardens was included to “ensure that city codes do not contain roadblocks that discourage community gardens and local food production and work with Douglas County offices to eliminate obstacles.”<sup>9</sup> The partners also provided input and recommended health language to the Urban Design and Transportation Elements of the master plan. The Environmental Element was approved by the Omaha City Council and incorporated in the City of Omaha’s Master Plan in December 2010.<sup>10</sup>



Environment Element. Photo Source: City of Omaha

## FARMERS' MARKETS

The partnership collaborated to create new farmers' markets, expand existing produce stands, and establish acceptance of nutrition assistance payments at area markets.

### Policy, Practice, and Environmental Changes

Farmers' Markets policy, practice, and environmental changes included:

- A new farmers' market, the Charles Drew Farmers' Market, was established at the Charles Drew Health Center.
- The Charles Drew Farmers' Market became the first farmers' market in Nebraska to participate in the Women, Infant, Children (WIC) Farmers' Market Nutrition Program (FMNP).
- All markets managed by the Omaha Farmers' Market organization implemented the acceptance of WIC vouchers and Supplemental Nutrition Assistance and Electronic Benefit Transfer (SNAP/EBT) payments.
- A free, fresh produce stand initiative, Food Bank for the Heartland's Fresh Produce Distribution Program, was established and hosted at four locations in Douglas, Pottawattamie, and Sarpy Counties.

### Complementary Programs/Promotions

DCHD partnered with the Nebraska Office on Aging to locate the new Senior Farmers' Market Nutrition Program coupon distribution center close to the Charles Drew Farmers' Market so that senior citizen participants could be directed to the new farmers' market.

### Implementation

#### Charles Drew Farmers' Market

In 2011, the partnership established a farmers' market outside of the Charles Drew Health Center. The Charles Drew Farmers' Market was established on-site to best serve the clinic's clients, employees, and neighborhood residents. The market served as a pilot site for the WIC FMNP in the state of Nebraska. With a grant of \$62,250 from the United States Department of Agriculture (USDA), LWO partnered with the Nebraska Department of Health and Human Services and the Nebraska Department of Agriculture to administer the program. The USDA state office coordinated the training of farmers and beneficiaries on the redemption process through webinars and meetings. DCHD trained WIC staff on issuance and use of the vouchers. At the conclusion of the pilot program, all certified FMNP locations were eligible to participate in the WIC program. The existing relationship between the USDA and the farmers' markets through the FMNP program facilitated this process. Simplified enrollment and the potential of a steady source of revenue served as incentives for farmers to participate.



2013 Opening Day at Charles Drew Farmers' Market<sup>11</sup>

#### Fresh Produce Distribution Program

DCHD and the Food Bank of the Heartland collaborated to establish free produce stands throughout the Omaha area. The produce stands were part of the Food Bank of the Heartland's Hunger Free Heartland initiative which was funded by ConAgra. In operation since 2008, the produce stands provide free produce to all residents who visit the stand. Originally, the Saturday produce stands hoped to be stocked by community garden produce, but the community gardens did not have enough leftover produce. Instead, the food bank purchased produce from distributors or grocery stores, and accepted donations from chain grocery stores in the city. Some Saturdays, these lines consisted of 150 people. The partnership assisted with the

implementation of the program in the first two years and then provided ongoing technical assistance and promotional support as needed.

### Reach and Impact

The Charles Drew Farmers' Market served more than 2,000 families in the Omaha area. Participants at the Charles Drew Farmers' Market were primarily clinic clients, staff, and neighborhood residents.<sup>12</sup> WIC FMNP coupons initially were distributed exclusively through the CDHC. In 2012, coupons were also distributed at the Midtown Clinic. Eligibility criteria included the general WIC requirements.

- In 2011, 2,136 WIC FMNP coupon packages, each worth \$30 in market produce, were distributed. The redemption rate was 53% (\$32,958). Vendors reported that purchases by WIC participants comprised a significant portion of their sales, ranging from 61-100%.
- In 2012, 3,628 WIC FMNP coupon packages, each worth \$30 in market produce, were distributed. The redemption rate was 46% (\$28,512).
- In 2013, 3,166 WIC FMNP coupon packages, each worth \$30 in market produce, were distributed. The redemption rate was 77% (\$48,234).

The Fresh Produce Distribution Program included four stands located in Douglas, Pottawattamie and Sarpy Counties. In the 2013 season, the Food Bank estimated serving approximately 6,400 people and distributing approximately 140,000 pounds of produce.<sup>12</sup>

### Challenges

The redemption rate of the WIC coupons in 2012 was not as high as the partnership would have liked. A late release of funds and intense summer heat and drought was believed to have negatively affected the redemption rate. The partnership also adjusted the market season, opening in July rather than June, to offer a broader selection of produce. The partnership hoped to see an 80-90% redemption rate with targeted allocations of coupons based on need and an earlier distribution of coupons in upcoming years.

Similarly, there was low patronage for the SNAP/EBT benefits in the Omaha area, especially at the Charles Drew Farmers' Market. In 2011, the Omaha Farmers' Market became the first farmers' market in Nebraska to accept SNAP/EBT. The Omaha Farmers' Market applied for a grant to pilot EBT at its markets. The grant was used to increase awareness and participation in the program by acquiring EBT card readers for farmers and matching funds of \$5 for 30/60 days.

### Sustainability

The Charles Drew Farmers' Market will be maintained due to its location and high patronage. The partnership met with WIC, Nebraska Department of Agriculture, DCHD, and Omaha Farmers' Market to discuss plans for marketing, training, and implementation of the WIC FMNP in the future. The WIC FMNP program will continue as long as United States Department of Agriculture funding is available.

The Fresh Produce Distribution Program has ongoing financial support from Coventry Cares Nebraska and the Metro Omaha Medical Society.<sup>12</sup>

## COMMUNITY GARDENS

The partnership collaborated to support community engagement efforts for community gardens and policy changes to increase access and availability of community gardens. An HKHC staff member served as a community garden facilitator and was a champion for the partnership's community garden efforts.

### Policy, Practice, and Environmental Changes

- A lease agreement practice was established to allow community residents and organizations to lease city property for community garden use.

### Complementary Programs/Promotions

The Community Garden Network offered annual training for gardeners, utilizing the community garden toolkit that was developed in the first year of HKHC. In 2013, there were 20-25 people that attended, and two new community gardens started as a result. Three tool-lending programs offered free or low-cost options for gardeners to obtain tools. The Community Garden Network and the Benson Library Branch also hosted seed sharing programs. The partnership provided envelopes for bagging of the seeds at the Community Garden Network event. Members of the Community Garden Network gleaned their produce on an individual basis and donated or sold it to a variety of organizations. The DCHD local foods website and LWO community garden toolkit provided a list of organizations and agencies that accepted fresh produce.

In addition, DCHD circulated a community garden listserv twice a week to a group of 50-100 interested community members. This served as a way for those involved with community gardens to communicate questions or concerns.

### Implementation

As a result of the partnership's involvement with the development of the Omaha Comprehensive Plan, partnership staff noted a lack of implementation support and funding support for community gardens from the City of Omaha. DCHD collaborated with the City of Omaha Sustainability Coordinator, the Planning and Public Works Departments, and the City Attorney's Office to develop a lease agreement organizational policy to allow residents and community members to lease city property.

### Challenges and Sustainability

Although the land lease policy was adopted, the gardeners were not able to lease city property due to the high cost of the properties. As a result, many gardens were on private property or properties owned by community-based organizations. This trend presented a sustainability challenge for the gardens because leased private property could be repossessed at any time by the owner. Nebraska adopted a land bank bill in June 2013 which provided opportunity for land usage for community gardens. DCHD will continue to collaborate with Omaha by Design for planning and implementation of land for community gardens.

Water was also a challenge for many gardens. Community garden property rarely had existing water sources and it cost approximately \$8,000 dollars to connect to the city water lines. Metropolitan Utilities District did not allow temporary connections to the main water lines, which created a disincentive for gardeners to hook up water on leased properties. Community gardeners who did have city water were also required to pay sewer rates and water bills in the winter at their garden sites. The Community Garden Network worked to negotiate lower rates and installation prices in collaboration with Omaha Public Works, the Plumbers Union, and Metropolitan Utilities District. The negotiations are ongoing.

The Community Garden Network will continue to operate after HKHC and will continue to play an important role in maintaining and developing community gardens throughout Omaha. The network supported 66 gardens, up from 9 in 2009. DCHD will continue to maintain the community gardens portion of its local foods website.



Gifford Park Community Garden. Photo source: Transtria LLC

**ACTIVE TRANSPORTATION**

The partnership collaborated to implement policy and environmental changes throughout Omaha and Omaha Public Schools. LWO developed and supported a Safe Routes to School initiative to establish policies and implement environmental changes for safe, active transportation to school.

**Policy, Practice, and Environmental Changes**

Active Transportation policy, practice, and environmental changes included:

- A single track, natural surface, half-mile trail with signage was installed in Adams Park.<sup>13</sup>
- A fleet of ten youth-sized mountain bikes were purchased for use on trail with funding from the Omaha Community Foundation.



SRTS Bicycle Racks. Photo source: Transtria

Safe Routes to School

- Three elementary schools (i.e., Harrison, Franklin, Joslyn) reversed policies that banned students from riding bikes to school.
- LWO and Omaha Public Schools created a standard procedure for requesting, storing and installing bike racks. Per the policy, the Omaha Public Schools Director of Buildings and Grounds would install any bicycle racks purchased by schools, including cement pads, and LWO would serve as the consulting organization to ensure that SRTS interventions were provided as needed at each school that received bicycle parking.
- LWO partnered with University of Nebraska-Omaha to establish an organization practice to donate repurposed bicycle racks to local schools as they are replaced on the university’s campus.
- Bicycle racks were installed at nine schools and the Omaha Public School District office with CPPW funding.

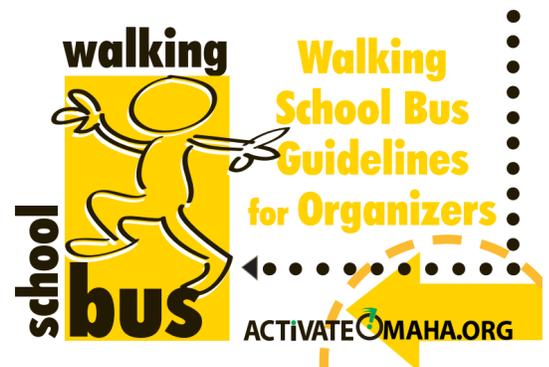
See Figure 4: Active Transportation Infographic for additional information.

**Complementary Programs/Promotions**

Activate Omaha, in partnership with the Adams Park Community Center, the Community Bike Project of Omaha, Omaha Parks and Recreation, and the local YMCA, successfully held two ride days in Adams Park. Training was provided to children on how to ride a bike.

The partnership developed a Walk 'n' Roll to School toolkit and distributed it to schools to facilitate its SRTS efforts. The toolkit provided planning and implementation information for schools interested in walking programs. To encourage use of the newly developed walking and biking routes, the partnership hosted and promoted International Walk to School Day, Walking School Bus programs, and Bike Rodeos. Additional SRTS programs and promotions included:

- A walk and bike to school incentive program, Boltage, was implemented at three schools, two of which were in the partnership’s target area (i.e., Harrison, Fontenelle). The program was funded by the Nebraska Department of Roads.
- The partnership implemented a bike safety education program at schools and community centers using a Transportation Enhancement grant from the Metropolitan Area Planning Agency. The program offered train-the-trainer lessons for teachers and recreation center employees and lessons for adults and children



Walk 'n Roll to School Toolkit. Photo source: Activate Omaha

at community centers. The courses greatly increased LWO's capacity for local bike events and additional training courses. LWO also partnered with the University of Nebraska-Omaha's Department of Education to teach future physical education teachers about the importance of the SRTS movement and the different ways they could advocate for and implement walk and bike to school programs as they entered the workforce. Over 100 students received education each year.

- The partnership used the National Center for Safe Routes to School program's Map My Ride software to create and distribute maps of Walking School Bus routes, including crosswalks and times and points of departure.

### Implementation

#### Adams Park

Activate Omaha collaborated with International Mountain Bicycling Association; Trails Have Our Respect; the National Park Service's Rivers, Trails, and Conservation Assistance Program; and Omaha's Parks, Recreation, and Public Property Department to plan and implement the Adams Park Trail. The International Mountain Bicycling Association provided a variety of technical assistance, including creating an asset map, drafting the conceptual design, and offering a workshop on trail design, construction, connectivity, and maintenance. In March 2010, the partnership met with Omaha's Parks, Recreation and Public Property Department to request the necessary approvals to move forward with the Adams Park work according to the conceptual design. The department required no permits or approvals. Activate Omaha hosted two trail building days to construct the trail. Both trained and untrained volunteers (approximately 35) assisted with the construction. The partnership received funding (\$2,900) from the National Parks Service to install signage for the trail.<sup>13,14</sup>

#### Safe Routes to School

HKHC staff coordinated the partnership's SRTS work and collaborated with partners to utilize complementary funding (e.g., CTG, CPPW, MAPA) for policy and environmental changes in target schools. Partnership staff noted the traffic challenges around schools without one-way policies on streets surrounding the schools and drafted a policy to support one-way streets around the schools. The proposed policy, which would allow for a one-way street during drop-off and pick-up, would address parents' safety concerns around walking and biking to school. The required signatures from homeowners were secured, and the proposal was forwarded to the city.

### Reach

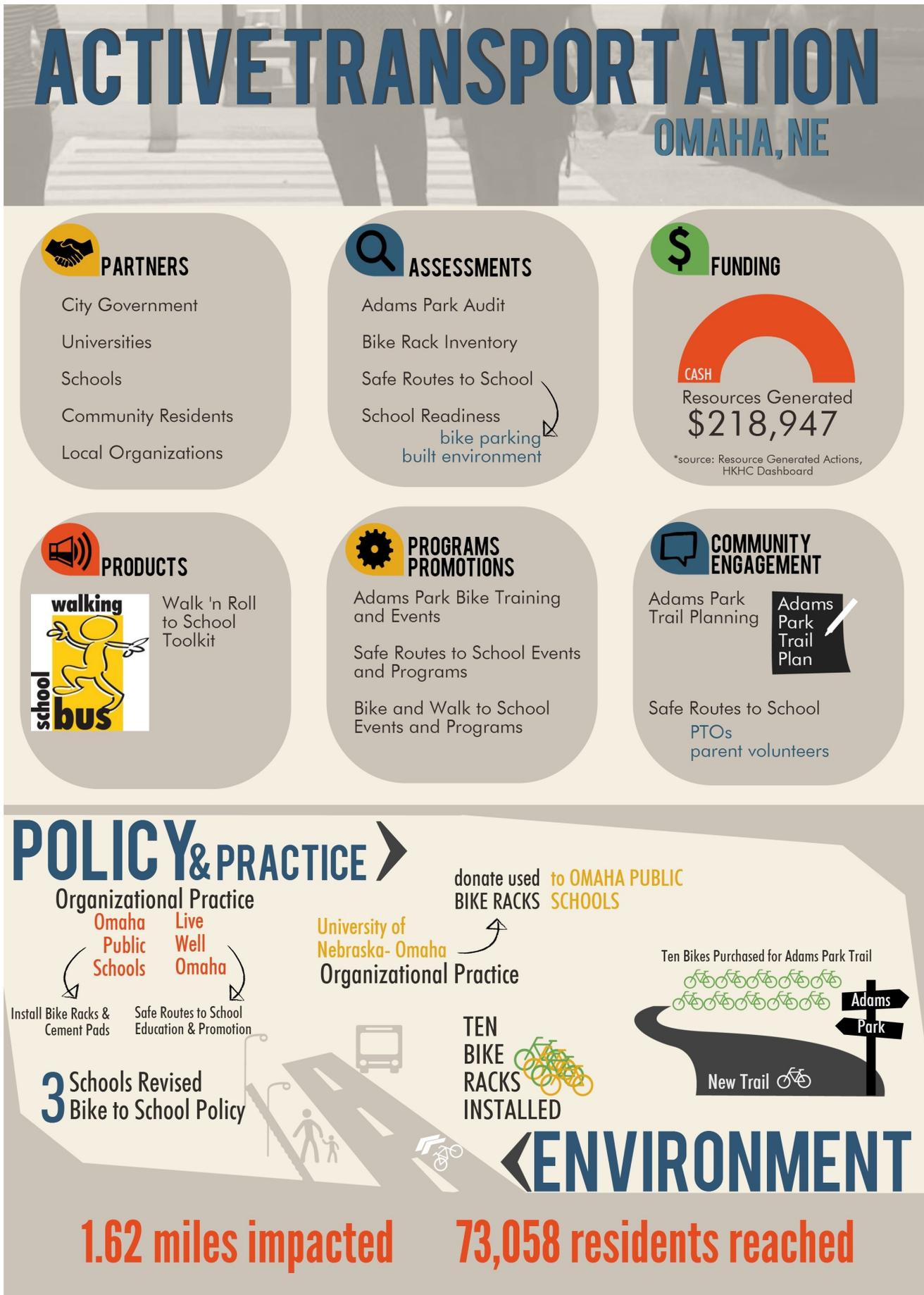
The partnership's SRTS efforts included all schools located in the East and West end of 72<sup>nd</sup> Street and schools outside the target area but with similar student demographics (i.e., located within lower income neighborhoods). There were up to 45 schools in the Omaha metro area in the SRTS program. Approximately 800 students participated in bike safety events in 2011.

### Challenges and Sustainability

Due to the complexity of Omaha Public Schools, there was slow progress on establishing district-wide policies for healthy eating and active living, including SRTS. To facilitate progress at the district level, LWO strengthened its partnership with Omaha Public Works to support city infrastructure projects around area schools. LWO staff are now notified and invited to public meetings regarding street infrastructure improvements around schools. Additional funding throughout the HKHC grant period supported the partnership's work and will continue to sustain the SRTS efforts in years to come. Individual school programs and efforts will continue with support from PTAs and community residents. A portion of Omaha's CTG funding is directed toward school wellness and includes a SRTS component. The partnership will provide technical assistance for this effort.

The Adams Park initiative expanded into more comprehensive process and resulted in a full Adams Park Master Plan. The plan was an extension of the North Omaha Villages Revitalization Plan for the East Village and West Village. The intention for the 60-acre park was for the proposed trail to eventually stretch along 10 acres.<sup>13</sup> The city is now planning to restructure all of Adams Park, and it is unknown if the trail will survive the changes.

Figure 4: Active Transportation Infographic



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14. Trails Have Our Respect. *Adams Park*, 2012. <http://www.trailshaveourrespect.org/thor/category/adams-park/> Accessed February 22, 2014.

## APPENDIX A: LIVE WELL OMAHA EVALUATION LOGIC MODEL

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

The healthy eating and active living strategies of Live Well Omaha partnership included:

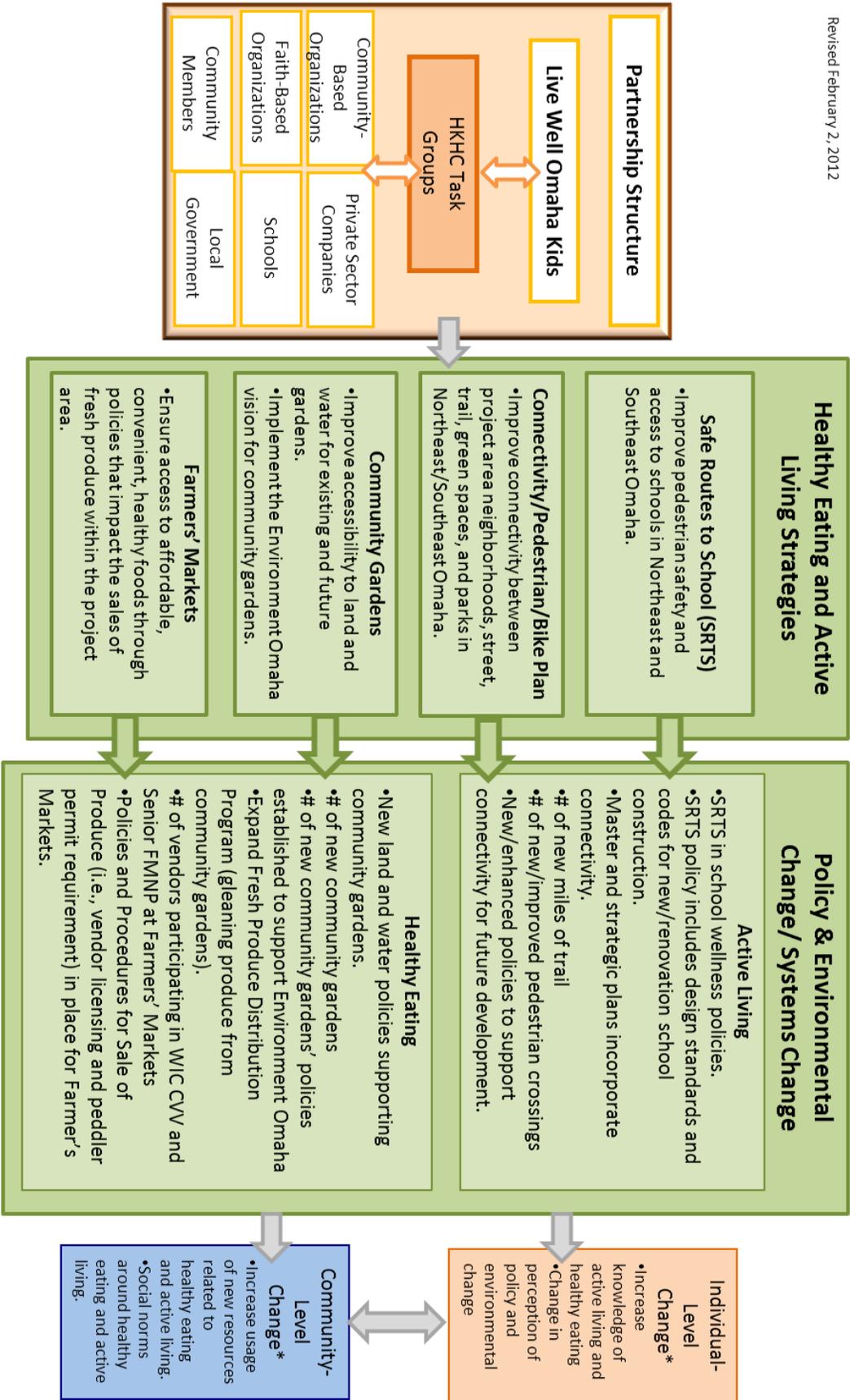
- *Comprehensive Planning:* The partnership collaborated to provide input and recommendations for the City of Omaha's update to the Omaha Master Plan.
- *Farmers' Markets:* The partnership collaborated to create new farmers' markets, expand existing produce stands, and establish acceptance of Supplemental Nutrition Assistance Program and Electronic Benefit Transfer (SNAP/EBT) at area markets.
- *Community Gardens:* Douglas County Health Department collaborated with the Community Garden Network to support community gardens and expand the Community Garden Network. The network supported 66 gardens, up from 9 in 2009. The partnership was successful in securing a written policy for lease agreements with the City of Omaha for community gardeners.
- *Active Transportation:* The partnership collaborated to implement policy and environmental changes throughout Omaha and Omaha Public Schools. LWO developed and supported a Safe Routes to School initiative to establish policies and implement environmental changes for safe, active transportation to school.

APPENDIX A: LIVE WELL OMAHA EVALUATION LOGIC MODEL, cont.

# Omaha, NE HKHC Logic Model

Live Well Omaha

Revised February 2, 2012



\*Not responsibility of Community Partner to measure.

## APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

## 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 Live Well Omaha during the final year of the grant. Partnership capacity involves the ability of communities to identify, mobilize, and address social and public health problems.<sup>1-3</sup>

*Methods*

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design,<sup>4</sup> a 82-item partnership capacity survey solicited perspectives of the members of the Live Well Omaha partnership on the structure and function of the partnership. The survey questions assisted evaluators in identifying characteristics of the partnership, its leadership, and its relationship to the broader community.

Questions addressed respondents' understanding of Live Well Omaha 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*

One of the project staff and key partners involved with Live Well Omaha completed the survey. See Partnership and Community Capacity Survey Results starting on page 25.

## References

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3. Roussos ST, Fawcett SB. *A review of collaborative partnerships as a strategy for improving community health*. Annu Rev Public Health. 2000;21:369-402.
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## Partnership and Community Capacity Survey Respondent Summary

Community Partnership

### Omaha

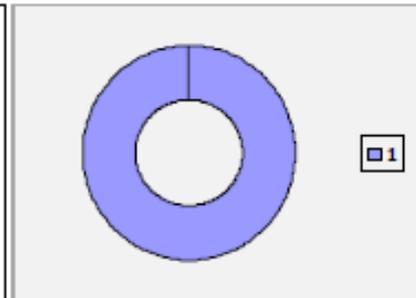
Respondents (n= 1 )

#### Respondent Characteristics

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

#### Type of Affiliated Organization

Faith- or Community Based Organization	1	100.0%	(1)
School (district, elementary, middle, high)	0	0.0%	(2)
Local Government Agency (city, county)	0	0.0%	(3)
University or Research/Evaluation Organization	0	0.0%	(4)
Neighborhood Organization	0	0.0%	(5)
Advocacy Organization	0	0.0%	(6)
Health Care Organization	0	0.0%	(7)
Child Care or Afterschool Organization	0	0.0%	(8)
Other	0	0.0%	(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	0.00%	Strongly disagree	0.00%
Agree	66.67%	I don't know	33.33%
Disagree	0.00%	No response	0.00%

##### Partner skills and communication

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

Strongly agree	0.00%	Strongly disagree	0.00%
Agree	81.82%	I don't know	18.18%
Disagree	0.00%	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	0.00%	Strongly disagree	0.00%
Agree	63.64%	I don't know	27.27%
Disagree	9.09%	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	20.00%	Strongly disagree	0.00%
Agree	80.00%	I don't know	0.00%
Disagree	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 learn, develop, and enhance sustainability.			
Strongly agree	0.00%	Strongly disagree	20.00%
Agree	60.00%	I don't know	20.00%
Disagree	0.00%	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	16.67%	Strongly disagree	0.00%
Agree	50.00%	I don't know	33.33%
Disagree	0.00%	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	25.00%	Strongly disagree	0.00%
Agree	75.00%	I don't know	0.00%
Disagree	0.00%	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	0.00%	Strongly disagree	0.00%
Agree	66.67%	I don't know	33.33%
Disagree	0.00%	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	50.00%	Strongly disagree	0.00%
Agree	50.00%	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	33.33%	Strongly disagree	0.00%
Agree	33.33%	I don't know	0.00%
Disagree	33.33%	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	0.00%	Strongly disagree	0.00%
Agree	75.00%	I don't know	25.00%
Disagree	0.00%	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	0.00%	Strongly disagree	0.00%
Agree	100.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

Core leadership and leadership skills

Participants provided level of agreement to statements suggesting the community partnership has a core leadership group organizing efforts, and that leaders have the skills to help the partnership achieve its goals.

Strongly agree	0.00%	Strongly disagree	0.00%
Agree	100.00%	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	0.00%	Strongly disagree	0.00%
Agree	100.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

Visibility of leadership

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

Strongly agree	0.00%	Strongly disagree	0.00%
Agree	100.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

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

Community Partnership

Leadership lives in the community			
Participants provided level of agreement to a statement indicating that at least one member of the leadership resides within the community.			
Strongly agree	100.00%	Strongly disagree	0.00%
Agree	0.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%
Leadership has a respected role in the community			
Participants provided level of agreement to a statement that suggests at least one member of the leadership team has a respected role in the community.			
Strongly agree	100.00%	Strongly disagree	0.00%
Agree	0.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%
Community partnership initiatives are known			
Participants provided level of agreement to a statement suggesting that community members are aware of the partnership's initiatives and activities.			
Strongly agree	0.00%	Strongly disagree	0.00%
Agree	100.00%	I don't know	0.00%
Disagree	0.00%	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	0.00%	Strongly disagree	0.00%
Agree	100.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

APPENDIX C: LIVE WELL OMAHA PARTNER LIST

Members of Live Well Omaha	
Organization/Institution	Partner
Business/Industry/Commercial	Omaha Farmers' Market
Civic Organizations	International Mountain Bicycling Association Omaha by Design
Colleges/Universities	University of Nebraska Medical Center University of Nebraska-Omaha
Foundation	Omaha Community Foundation
Government	City of Omaha Environment Omaha Implementation Team Legal Department Parks, Recreation and Public Property Department Planning Department Public Works Department Douglas County Board of Commissioners Health Department Metropolitan Utilities District Metropolitan Area Planning Agency State of Nebraska Department of Agriculture Department of Health and Human Services-WIC Department of Roads Safe Routes Nebraska Program
Other Community-Based Organizations	Alegent Health Charles Drew Health Center, Inc. Live Well Omaha The Big Garden Trails Have Our Respect
Other Youth Organization	NorthStar
Schools	Omaha Public Schools

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue			
Community Partnership	Omaha		
Resource source		Amount	Status
<b>Local government</b>			
	Year		
Matching funds			
	2012		Annual total
			\$18,277.72
		\$18,277.72	Accrued
Sum of revenue generated by resource source		\$18,277.72	
<b>State government</b>			
	Year		
Matching funds			
	2012		Annual total
			\$37,850.00
		\$37,850.00	Accrued
	2013		Annual total
			\$3,900.00
		\$3,900.00	Approved
Sum of revenue generated by resource source		\$41,750.00	
<b>National government</b>			
	Year		
Matching funds			
	2012		Annual total
			\$157,003.00
		\$10,000.00	Accrued
		\$84,753.00	Accrued
		\$62,250.00	Accrued
	2013		Annual total
			\$83,000.00
		\$83,000.00	Approved
Other			
	2010		Annual total
			\$2,900.00
		\$2,900.00	Accrued
Sum of revenue generated by resource source		\$242,903.00	
<b>Foundation</b>			
	Year		
HKHC funds			
			Annual total
			\$7,790.49
		\$7,790.49	Accrued
	2009		Annual total
			\$67,854.94
		\$2,459.90	Accrued
		\$9,643.00	Accrued

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

Community Partnership	Omaha		
Resource source		Amount	Status
		\$3,384.50	Accrued
		\$23.16	Accrued
		\$52,344.38	Accrued
	2010		Annual total <span style="border: 1px solid black; padding: 2px;">\$112,145.23</span>
		\$6,372.00	Accrued
		\$8,000.00	Accrued
		\$10,800.00	Accrued
		\$4,380.00	Accrued
		\$6,059.00	Accrued
		\$74,434.23	Accrued
		\$2,100.00	Accrued
	2011		Annual total <span style="border: 1px solid black; padding: 2px;">\$73,603.00</span>
		\$6,911.00	Accrued
		\$27,497.00	Accrued
		\$972.00	Accrued
		\$583.00	Accrued
		\$5,187.00	Accrued
		\$550.00	Accrued
		\$2,870.00	Accrued
		\$29,033.00	Accrued
	2012		Annual total <span style="border: 1px solid black; padding: 2px;">\$108,066.69</span>
		\$718.00	Accrued
		\$4,363.29	Accrued
		\$4,920.00	Accrued
		\$9,643.00	Accrued
		\$87,942.40	Accrued
		\$480.00	Accrued
	Other		
	2011		Annual total <span style="border: 1px solid black; padding: 2px;">\$35,000.00</span>
		\$30,000.00	Accrued
		\$5,000.00	Accrued
Sum of revenue generated by resource source		<span style="border: 1px solid black; padding: 2px;">\$404,460.35</span>	

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

Community Partnership		Omaha		
Resource source			Amount	Status
<b>Non-profit organization</b>				
	Year			
<b>Matching funds</b>				
	2010			Annual total
			\$12,800.00	Accrued
			\$6,000.00	Accrued
			\$21,624.00	Accrued
	2011		\$20,000.00	Accrued
			\$20,000.00	Accrued
			\$6,000.00	Accrued
			\$21,624.00	Accrued
	2012		\$12,800.00	Accrued
			\$12,800.00	Accrued
<b>Other</b>				
	2010		\$32,000.00	Accrued
	2011		\$7,700.00	Accrued
			\$150,000.00	Accrued
Sum of revenue generated by resource source			\$310,548.00	
<b>School</b>				
	Year			
<b>Other</b>				
	2011		\$25,000.00	Accrued
Sum of revenue generated by resource source			\$25,000.00	
Grand Total				\$1,042,939.07