

SPARTANBURG HEALTHY KIDS, HEALTHY COMMUNITIES CASE REPORT

Spartanburg, South Carolina

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



ACKNOWLEDGMENTS

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

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

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

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Front page photos provided by Spartanburg Healthy Kids, Healthy Communities.

Suggested citation:

Sowles S, Behlmann T, Brennan LK. *Spartanburg Healthy Kids, Healthy Communities Case Report*. St. Louis, MO: Transtria LLC; 2014. <http://www.transtria.com/hkhc>. Accessed <Month Day, Year>.

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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.

Spartanburg, South Carolina

In December 2009, the Spartanburg Healthy Kids, Healthy Communities (HKHC) partnership received a four-year, \$360,000 grant as part of the HKHC national program. The partnership focused on increasing access to healthy foods and physical activity opportunities within four target areas: Boiling Springs, Pacolet, Woodruff, and the City of Spartanburg (Northside).

Partners for Active Living (PAL) was the lead agency for the Spartanburg HKHC partnership. The partnership and capacity building strategies included:

- **Community Advisory Groups:** The advisory groups were formed early in the initiative to help increase community participation in planning and decision making for HKHC projects. The groups provided valuable insight during partnership activities, such as meeting with architects to discuss the Healthy Food Hub.
- **Spartanburg Childhood Obesity Task Force:** The task force supported healthy eating and active living initiatives, specifically Good for You Spartanburg. The group worked in committees to complete projects, such as collecting Body Mass Index statistics, menu labeling, and after-school healthy eating and active living training.

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

Along with the partnership and capacity building strategy, the Spartanburg HKHC 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 Spartanburg Healthy Kids, Healthy Communities included:

- **Farmers' Market and Mobile Markets:** The Spartanburg HKHC partnership and the Hub City Farmers' Market, with funds awarded from the Mary Black Foundation, purchased and refurbished a van that was used as a mobile market selling fresh, local produce. The Hub City Farmers' Market also increased Electronic Benefit Transfer (EBT) and Senior and Women, Infants, and Children (WIC) voucher use.
- **Active Transportation:** PAL collaborated with partners to improve active transportation infrastructure in the target communities by installing sidewalks, crossing lights, and making improvements to busy intersections.
- **Parks and Play Spaces:** The partnership improved parks, play spaces, and trails in the target communities. The Spartanburg School District 7 and the City of Spartanburg established a joint use agreement that opened school facilities to the public.

COMMUNITY DEMOGRAPHICS

Spartanburg County, located in northwest South Carolina, has a population of 284,307 (see Figure 2).² The county seat, Spartanburg, is the fourth largest city by population in the state. Residents of the county are 72.3% White, 20.6% Black/African American, 2% Asian, 3.1% Other, and 1.7% two or more races. The median household income is \$37,579 and approximately 12.3% of the population lives below the federal poverty level. Thirty-two percent of the households in Spartanburg County have children under the age of 18.² The project focused on four primary communities: Boiling Springs, Pacolet, Woodruff, and the City of Spartanburg (Northside). The four areas contain about 10% of all Spartanburg County residents and 6-41% of the population lives below the federal poverty level.

Boiling Springs, the northernmost of the target areas, has a large, sprawling suburban population of 8,219 residents. Boiling Springs residents are mostly White (79%), but several neighborhoods include high Hispanic, Laotian, and Ukrainian populations.²⁻³

The Town of Pacolet, located in the southeastern part of Spartanburg County, has a population of approximately 2,235. Residents are mainly White (71.8%) and Black/African American (26.2%).²⁻³ Unlike its northern counterpart of Boiling Springs, Pacolet has no new construction of industry or housing, and little to no business development.

The Northside of the City of Spartanburg, the smallest of the four target areas with just 1,751 residents, has the highest concentration of residents living below the federal poverty level (41%). This community consists of mostly Black/African American residents (81%).²⁻³

The City of Woodruff, located in the southwestern part of the county is home to approximately 4,090 people.²⁻³ This city provides Spartanburg County with many resources. It operates its own Parks and Recreation Department, as well as providing a low-income health center and food pantry.

Table 1: Spartanburg County and Target Community Demographics, 2000 and 2010²⁻³

Community	Population	Race/Ethnicity			Median Household Income	% Below Poverty
		White	Black	Hispanic		
Spartanburg County	284,307	72.3%	20.6%	5.9%	\$37,579	12.3%
Spartanburg City	37,013	47.2%	49.3%	3.4%	\$28,735	23.3%
Northside	1,751	-	81.0%	-	-	-
Boiling Springs	8,219	78.8%	10.4%	4.3%	\$52,285	6.4%
Pacolet	2,235	71.8%	27.0%	1.2%	\$31,494	15.3%
Woodruff	4,090	70.3%	22.5%	3.7%	\$24,824	27.3%

INFLUENCE OF SOCIAL DETERMINANTS

Crime

The total crime rate in Spartanburg (645.2 per 100,000) is more than double the national average (307.5 per 100,000), making Spartanburg one of the most dangerous places to live in the United States.⁵ Violent crime rates, including forcible rape, murder, armed robbery, and aggravated assault, are one of the highest in the nation. These crimes have declined considerably over the past decade, but remain an issue in the community.⁶ Crime has had a damaging effect on Spartanburg residents and has created a sense of fear surrounding the enhancement of community connectivity. Several residents believe that increased connectivity through trails and sidewalks would provide criminals with better access to their homes and/or businesses. Education to community members about connectivity and how it enhances the community was essential to addressing this fear and creating a sense of trust.

Safety

Chapel Street Park has served as an important community space for Northside city residents. However, access to this park through the front entrance has been difficult due to the existence of a dangerous intersection. High rates of speed, lack of crosswalks, and odd street angles make crossing the street into the park difficult and a barrier to park use for local residents.

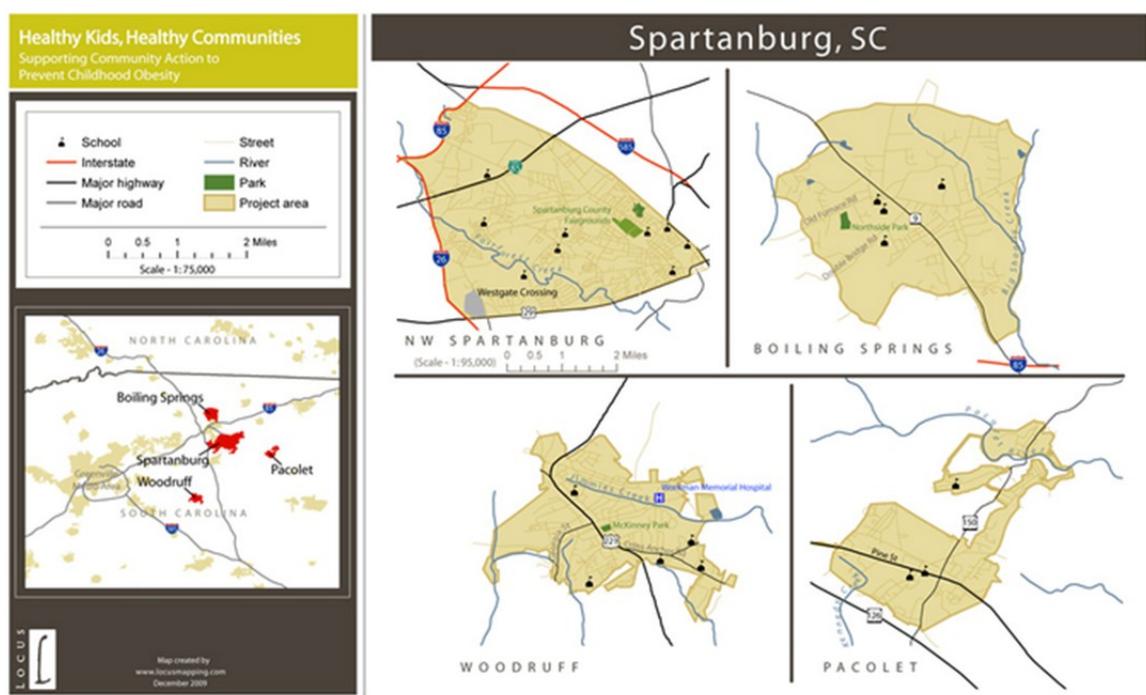
Food Insecurity

Low-income residents in Spartanburg County have limited access to healthy foods. In 2006, South Carolina ranked fourth in the nation in food insecurity and, locally, more than 12% of county residents were food insecure. The target areas for the Spartanburg HKHC initiative reflects an average free and reduced lunch enrollment rate of 59%, with the highest rate reaching 94.5%. The 2007 Youth Risk Behavior Survey found that only 17% of South Carolina high school students ate the recommended five or more servings of fruit and vegetables per day. Despite the existence of two thriving farmers' markets, the low-income and rural portions of the county have limited access to these amenities.

Obesity

According to the Behavioral Risk Factor Surveillance System (BFRSS), approximately 70% of Spartanburg County adults are overweight or obese. This is due to the economic downturn in the area following decades of deindustrialization.

Figure 2: Map of Spartanburg, South Carolina⁴



SPARTANBURG HEALTHY KIDS, HEALTHY COMMUNITIES PARTNERSHIP

Lead Agency and Leadership Teams

Partners for Active Living (PAL) served as the lead agency for the Spartanburg’s HKHC partnership. This organization was founded in 2000 by the Mary Black Foundation in an effort to improve the health of children in Spartanburg County by advocating for a more liveable community. PAL focused primarily in three areas: childhood obesity prevention, trail development, and walking and bicycling.

Spartanburg County has a strong presence of non-profits, community coalitions, funders, and government entities that have collaborated together for over a decade. Along with PAL, the Mary Black Foundation founded the HUB City Farmers’ Market (HCFM). HCFM is a non-profit organization that increases access and decreases barriers to healthy food in Spartanburg County. HCFM was responsible for implementation of the healthy eating components of the partnership’s work.

In addition to PAL and HCFM, key stakeholders in the partnership included government agencies, such as the South Carolina Department of Health and Environmental Control (DHEC), the Division of Obesity Prevention and Control (DOPC), and the Departments of Parks and Recreation of both Spartanburg City and Spartanburg County. The Parks and Recreation Departments were vital to the success of the partnership’s initiatives since the park locations served as the community centers and focal points for both healthy eating and active living objectives. Non-profit and community development organizations such as Upstate Forever (UF) and Spartanburg County Childhood Obesity Task Force (COT) provided the partnership with strong voices to advocate for policy changes and increase community awareness.

All partner organizations were members of the Childhood Obesity Task Force, and the meetings of this organization were extended for the purposes of the Spartanburg HKHC partnership. The non-profit members entered into the partnership with strong community support, which was important when engaging the community and developing grassroots support throughout the grant period.

See Appendix C for a list of partners.

Organization and Collaboration

School

Key individuals within the school system were identified as community partners at the beginning of the Spartanburg HKHC initiative. A Woodruff school board member and the Superintendent of District 4 Schools served as key informants for the partnership’s work.

“With HKHC, we saw this opportunity again where both healthy eating and active living opportunities are such a big part of the health of the community so we applied together, and now, just because of logistics and just because the capacity was there...”
-Partner

Parks and Recreation

The county parks representative was the Project Manager for many projects from onset to construction. He became involved with the Spartanburg HKHC partnership in the Woodruff area at the request of the HKHC Partnership Coordinator.

Farmers’ Market

One shared staff person supported both HCFM and PAL. HCFM focused on the Northside community, since that was the chosen location for the Healthy Food Hub. PAL focused its work in Woodruff, Boiling Springs, and Pacolet. This division worked well for the skill set and history of the staff members working for both organizations.

PARTNERSHIP FUNDING

The Spartanburg HKHC partnership received funding from grants and in-kind support from several organizations at both a local (e.g., Spartanburg Regional Healthcare System) and national (e.g., National Association of Chronic Disease Directors) level. As part of HKHC, grantees were expected to secure a cash and/or in-kind match equal to at least 50% of the RWJF funds over the entire period.

As mentioned previously, the Mary Black Foundation provided the initial funds to form Partners for Active Living, and has been a key financial supporter throughout the HKHC funding cycle. Grants were awarded to the partnership to support the progress toward creating policy and environmental changes. These funds were essential to the creation of the Mobile Market, the Hub Cycle, and the B-cycle station at the Healthy Food Hub, as well as the Community Mobilizing Coordinator position and traffic calming and pedestrian access improvements in the Northside neighborhood. The Mary Black Foundation was also involved at a community level. The City of Woodruff was awarded a \$150,000 grant from the Foundation to convert a half-mile of existing sewer right-of-way into a greenway trail.

Additional examples of grant funding included:

- Eat Smart, Move More South Carolina awarded the partnership a Capacity Building Grant (\$8,000) to implement the restaurant menu program.
- HCFM received a grant (\$44,444) from the United States Department of Agriculture Farmer's Market Promotion Program to train farmers and construct a Mobile Market business plan.
- An ACHIEVE (Action Communities for Health, Innovation and Environmental Change) grant (\$64,000) was awarded to the partnership from the National Association of Chronic Disease Directors.
- The South Carolina Department of Agriculture provided the partners with SNAP technology and assisted in the promotion of its use (\$862).

In-kind donations for supporting project activities included:

- The Spartanburg Area Transportation Study provided in-kind support for the Pedestrian and Bicycle Master Plan (\$209,000).
- University of South Carolina Upstate students assisted in surveying community members who were utilizing the Mobile Market (\$250).

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

COMMUNITY ASSESSMENT

PAL and its partners conducted several community assessments throughout the HKHC funding period.

Childhood Obesity Surveillance

As the result of previous work with the Robert Wood Johnson Foundation, Spartanburg County formed the County Childhood Obesity Task Force (COT) with the primary goal of collecting obesity data at the local level for elementary-aged children. The Spartanburg HKHC Partnership supported COT in its efforts to collect the data, and helped publish the Spartanburg County Body Mass Index (BMI) report.

With a grant from the Mary Black Foundation, the partnership purchased scales for all of the county elementary schools. PAL staff trained school representatives on how to properly use the scales and consistently record the data. Throughout the funding cycle, nearly 8,000 (87%) of the county's first, third, and fifth graders were measured and weighed. Of those measured, approximately 36% tested overweight or obese. The availability of childhood obesity surveillance data at the local level provided the partnership with a baseline for which they could measure the impact of their work surrounding healthy eating and active living.

Parks and Trail Connectivity

In the early stages of the HKHC initiative, the Project Coordinator toured various target areas and accumulated an image library. These images were used in presentations to the community and partner organizations to show existing park and trail conditions and advocate for change. In addition to image collection, the partnership led a walking audit of the Northside neighborhood with local college students.

PAL, with funding from the Healthy South Carolina Initiative and the City and County of Spartanburg, hired Alta Planning to conduct a trail study of the county. This study focused on urbanized areas, specifically the HKHC target areas of Boiling Springs and the Northside neighborhood of the City. Results of the study identified the ten top priority trails that would increase connectivity of the existing trail system in the county.

Active Transportation

The partnership identified the intersection immediately south of Chapel Street Park as dangerous for pedestrians, cyclists, and automobile traffic. Members met with a city engineer to discuss possible changes to the intersection. Following this meeting, the city conducted speed data collection at the site, which showed speeds often exceeding 90 miles per hour. After improvements are made to the intersection, post-improvement speed data will also be collected.

Farmers' Market

The Hub City Farmers' Market (HCFM) conducted a Community Food Assessment in each focus area of the partnership's proposal. The assessment identified gaps in the existing availability of healthy foods and provided a baseline for the food environment in Spartanburg County.

A five-week pilot study involving the Mobile Market was conducted in Woodruff to assess the behavior of market users. The pilot took place once a week for five weeks in July 2010, and on the final day, users were surveyed to determine if their fruit and vegetable consumption had changed as a result of having access to the market. Results from this survey indicated the residents' desire to continue the development of the market.

PLANNING AND ADVOCACY EFFORTS

Community Outreach and Engagement

Community participation was a core element of the HKHC initiative. Spartanburg County involved community residents and local organizations throughout the grant cycle to provide input and feedback on project plans, as well as, provide direct involvement in the implementation of the initiatives.

The partnership felt in order to be successful, community buy-in to the proposed programs and activities was essential. Spartanburg County residents had many ways to be involved with the partnership, including town meetings, community events, and committees. Public forums, such as the one held in Northwest Spartanburg in early 2009, attracted many residents and provided a platform for ideas and opinions to be shared. Residents also joined committees that targeted specific project areas. Community Advisory Groups were formed early in the initiative to help increase community participation. These groups were involved in activities such as meeting with architects to discuss the needs for the Healthy Food Hub and provide input after the plans were drawn.

Other active community members found ways to participate through involvement with the neighborhood association. Each neighborhood association had different focus areas. Spartanburg's Northside chose to focus on safety and crime, while other associations focused on issues surrounding active transportation and access to healthy foods. These groups served as sounding boards for new projects that were presented throughout the HKHC initiative.

Residents of the target areas opposed the idea of people from outside their own neighborhood telling them what improvements should be made. However, when given the opportunity to participate in the projects, residents were eager to contribute. Woodruff residents were especially willing to participate in the partnership's activities. This community is located just outside of Spartanburg's Metropolitan Planning Organization (MPO), and historically, residents have felt that the County parks system was neglected. Because of this, residents and government officials, such as the Mayor and the City Manager, had a strong desire to work with the partnership to enhance the community. The Woodruff community was actively involved in developing trails, seeking bike-friendly status, planning new applications, and working with the markets.

One community partner noted that a strength of the Spartanburg HKHC partnership was that politicians and high-level executives were accessible. For example, the Chief Executive Officer of the United Way in Spartanburg was an active participant. In Boiling Springs, a County Councilman participated on the Advisory Committee, which met monthly to discuss proposals to present to the County. Community members brainstormed and prioritized which issues were most important to include in the proposal. PAL assisted community members as they worked through this process.

Advocacy Planning

[A Resident's Guide to Traffic Calming](#)

In partnership with the Metropolitan Planning Organization (MPO) of Spartanburg, Boiling Springs residents created a traffic calming guide. This guide covered traffic calming treatments, advantages, disadvantages, and contexts without the engineering jargon typically misunderstood by lay community members. Twenty people attended a meeting at the Upstate Family Resource Center, including a South Carolina Department of Transportation representative, a County Parks representative, and a transportation planning representative. This meeting resulted in an excellent response to traffic calming measures, and 15 people signed up to continue to develop recommendations as part of the workgroup. This guide and its list of recommendations was presented at various community events (e.g., Amazing Hullabaloo Festival) to garner support from residents.

A meeting attended by elected and appointed officials, residents, and PAL staff, resulted in a promise to

“...they're [community members] behind a lot of that work, for example, with the mobile market... not necessarily the ones who went and purchased the vehicle, but it... came out of their brainstorming, it came out of their ideas, and then the whole application process went through them, so there is an effort behind the work that comes specifically from the community.” - Staff

implement short-term changes to the roadway that provided access to a large Spartanburg County park. This success resulted in the development of a system of advisory committees that focused on issues within parks, specifically policies to improve access to healthy foods and facilitate active transportation to parks. This county-wide initiative helped communities advocate for built environment changes that slowed traffic around parks and provide safe crossing points from residential areas.

Sidewalks/Complete Streets

The Spartanburg County Transportation Committee passed a policy stating that towns requesting sidewalk development must first use their own money before bringing the request to the committee. This policy passed despite the existence of a county road tax that could be used for sidewalk development. Community members were very active in advocating against this policy. Many have participated by handing out flyers, gathering signatures for petitions, and talking to neighbors about road issues and the importance of attending partnership meetings. At every County Transportation Committee meeting, at least one community partner mentioned the sidewalk issue to the committee, however, even with strong advocacy efforts, community participation at the partnership meetings remained minimal.

Programs and Community Events

Several complementary healthy eating and active living programs and events occurred throughout the HKHC initiative:

Good for you Spartanburg

Good for you Spartanburg was funded through an ACHIEVE (Action Communities for Health, Innovation, and Environmental Change) grant as part of the Childhood Obesity Taskforce. It served as a resource to help community members find healthy eating outlets, local restaurants that use local food, trails, playgrounds, and sporting leagues (<http://www.goodforyouspartanburg.org/>).

Road to Better Health

Road to Better Health was a county-wide initiative that identified obesity as one of five key target areas to improve health in Spartanburg. Along with a grant from Eat Smart, Move More South Carolina, a dietitian was hired to work with restaurants on determining healthy meals and a menu-labeling program was implemented. Ten restaurants currently participate in this program, and more will be added.

Active Living/Healthy Eating Summit

On September 22, 2013, an Active Living/Health Eating Summit was held for key-decision makers, including Town Council members. This summit educated members of the four current commissions on amenities and policies that impact health in Pacolet.

Stone Soup

Stone Soup is a state-wide storytelling festival that is held one weekend every April in Woodruff. It includes bike races, a 5K run, and different storytellers from across the country. The mission of the festival is to promote literacy, communication, and diversity among South Carolina residents (<http://stonesoupsc.com/>).

HUB CITY FARMERS' MARKET AND MOBILE MARKET

The Hub City Farmers' Market (HCFM) was a non-profit organization that worked to improved access to fresh, affordable foods in Spartanburg County. HCFM was one of the key partners in the Spartanburg HKHC partnership responsible for the healthy eating initiatives. Before the start of the HKHC funding cycle, HCFM operated two year-round farmers' markets in Spartanburg County.

The Mobile Market initiative was the result of discussions with Northside city residents about accessibility to the existing Spartanburg famers' markets. Residents of this community desired a market that catered to their needs and one where they would feel a sense of ownership. The Mobile Market was managed by HCFM and has raised awareness about the need for healthy food options to address food security needs.

Policy, Practice, and Environmental Changes

With grant funds awarded by the Mary Black Foundation, the Spartanburg HKHC Partnership purchased a van that was refurbished to sell fresh, local produce. The initiative began in the Northside neighborhood in 2010, and expanded to include stops in all HKHC target areas (Boiling Springs, Pacolet, and Woodruff) throughout the Spring, Summer and Fall of 2011.

Complementary Programs/Promotions

HCFM offered free canning classes to the public. On some Saturdays, the markets featured a chef who prepared healthy meals using local ingredients from the market.



Photo credit: JOHN BYRUM/john.byrum@shj.com

Community Gardens

HCFM ran a Community Garden program that has been in effect since 2003. This program helped local organizations (e.g., schools, senior centers, churches) implement community gardens by providing technical assistance at no charge. The program also identified champions for the gardens that could take on leadership roles around organizing labor and obtaining funding to facilitate a self-sustaining garden.

Implementation

The Hub City Farmers' Market, developed prior to HKHC, was located on city property. In order to use the land, HCFM applied for an event every day the market was held. The city provided the space as well as offices for storage and staff. Approximately 52 vendors participated in the farmers' markets, and most were from farms located within a 50-mile radius of Spartanburg (e.g., Woodruff, Inman, Chesnee, Campobello). The Saturday market was the larger of the two markets, with 33-35 vendors. Vendors paid a stall fee that depended on the type of goods they sold and were required to have a city business license to sell at a market within Spartanburg City limits. Stalls were 10 feet by 10 feet and cost \$20.

As a result of HKHC, Hub City was expanded to include a mobile market. The van purchased for the mobile market was once an ice cream truck. This type of vehicle was ideal because the cooling system improved the length of time produce could stay fresh. When the market traveled to areas without an available power source to run the cooling system, the van had a frozen plate to keep the food cold for several hours. The market had a tent with additional shelving outside to increase the display area. When the market was not in operation, food was stored in offices, which had been converted into large refrigerators. Unsold food was donated to soup kitchens and shelters.

Discussions with the Spartanburg City Manager resulted in agreements to reduce and eliminate business license fees for vendor-producer sales and also allowed the mobile market to be parked in places not zoned for "open air markets." Once the van was properly equipped to sell produce and the zoning issue was addressed, a one-month pilot was conducted in the Northside community. The Spartanburg HKHC partnership collaborated with residents and city and school officials to develop a market schedule. During this

period, the market visited an elementary school, a local park, a church, and a public housing complex. Sales were high at these initial visits, and the results showed that the market worked best where people were already gathered for community events.

After success in the Northside community, the market was pilot-tested in Woodruff. Previous farmers’ market attempts in this city had not been viable due to the costly travel for farmers from the Spartanburg downtown area. The HKHC partnership worked to brainstorm locations and times for the Mobile Market Woodruff stops. The resulting list included community locations and events (e.g., sports, churches, libraries, barbershops, parks) that targeted youth, faith-based groups, and areas with high Hispanic and Ukrainian populations. The Mobile Market visited Woodruff every two weeks from June 7-October 18, 2011. Stops included a public housing complex, a senior residence, a food pantry, and on-street sales. All of these locations had substantial sales. Senior housing was especially profitable as a result of the use of senior farmers’ market vouchers issued by South Carolina.

As a result of these pilot ventures, the Mobile Market has made many additional stops throughout the four project target areas (Table 2). The market has continued to try new locations to find areas that best meet the needs of residents and increase food security.

Table 2. Mobile Market Stops

Boiling Springs	Boiling Springs Community Park New Beginnings Church in Boiling Springs Upstate Family Resource Center
Pacolet	Pacolet Town Hall Pacolet United Methodist Church McDowell Street Apartments (public housing) TW Edwards Community Center (seniors)
Northside	Chapel Street Park St. Paul's Methodist Church Via College of Medicine
Woodruff	Helping Hands Food Pantry Georgia Manor Senior Residences

Another focus of HCFM was to increase Electronic Benefit Transfer (EBT), and Senior and Women, Infants, and Children (WIC) voucher use at the markets. Spartanburg was the only Double Snap program in the state. Each qualifying person received \$25, and individuals returned to the market after their allotment was spent. In order to accept vouchers, farmers and vendors had to participate in a year-long training. In the second season of the market, there were only three vendors that could accept these vouchers, currently there are sixteen. Participation in the markets has also increased from approximately 700 patrons a week to 900 a week.

HCFM tracked all sales and inventory data, including pounds of sales and revenue generated at each location. Produce prices were determined in collaboration with farmers to ensure that they were fair for the market organization. Prices for customers were set at a point where the organization could support itself, however the prices were flexible based on location.

Sales tax, Electronic Benefit Transfer (EBT), Supplemental Nutrition Assistance Program (SNAP), and other vouchers were tracked at all markets. The mobile market was easier to track information since there was only one vendor. At the Wednesday and Saturday markets, HCFM served as an Electronic Benefit Transfer (EBT) station. The Senior Farmers’ Market Nutrition Program was coordinated by a Council of Governments, and Women, Infants, and Children (WIC) was run by the Department of Health Environmental Control. HCFM maintained a good relationship with both agencies, who provided usage data.

Population Reach

The Mobile Market initiative focused on bringing fresh local produce to low-income areas in Spartanburg County with the highest food security needs. Mobile Market stops included low-income senior residences and public housing complexes to hopefully increase accessibility to the County’s most vulnerable populations.

Locations for the farmers’ markets were strategically placed in locations that would increase accessibility to fresh produce in the surrounding neighborhoods. Residents who lived in the immediate vicinity had ways to walk to the markets, and there was a bus stop near the Saturday location.

Challenges

Obtaining vendors for the farmers’ markets was challenging. Historically, other communities attempted to recruit vendors from the Hub City markets. This led to vendors leaving, and eventually returning to the

Spartanburg county markets.

The Mobile Market application to accept Electronic Benefit Transfer (EBT), Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) and Senior vouchers was initially denied. According to South Carolina law, vendors must own 50% of their own produce inventory to accept vouchers. HCFM continued to work with the Department of Agriculture to resolve this issue from a policy standpoint. In order for the Mobile Market to accept vouchers in the meantime, HCFM bought most of the produce from one particular volunteer vendor who accompanied them on the Mobile Market stops. SNAP benefits were not utilized as greatly at the Mobile Market, but the partnership hopes that program usage will continue to increase.

Public transportation in the county is not comprehensive and does not run consistently on Saturdays. Residents used bikes as a form of transportation to the market, and many patrons used bikes from the shared bicycle program.

Sustainability

The Mobile Market hopes to sustain itself solely through sales instead of grants. Part of a local grant is working on standardizing prices for the produce to ensure a small profit. The market continues to try new and different stops to find the most viable locations, while maintaining a focus on areas where produce accessibility is low. The markets will continue to track all benefit usage data, which will help them when applying for future grants to sustain the market.

Healthy Food Hub

HCFM, The Mary Black Foundation, and the Butterfly Foundation received a grant from the federal Health and Human Services Department to create a Healthy Food Hub in the Northside community. This Hub will contain a permanent home for the farmers' market with a chef, a retail space to provide healthy food access to the Northside community, and an urban farm that will supply the retail space with produce. In addition, there will be a café with a culinary training program, with space for community cooking and nutrition classes. In total, the project is estimated to cost \$540,000.

ACTIVE TRANSPORTATION

The Spartanburg HKHC partnership worked to increase active transportation in the target communities.

Policy, Practice, and Environmental Changes

All four target areas of the Spartanburg HKHC project adopted the county-wide Bicycle and Pedestrian Master Plan in 2009. The plan outlined where sidewalks and bike lanes were recommended for the county. The policy, practice, and environmental changes included:

Boiling Springs

- Crosswalks, warning signs, and flashing lights were installed on McMillan Boulevard at both the park and school entrances in Boiling Springs.
- Several crosswalks were installed along main road through Boiling Springs, Highway 9, including the intersection at Old Furnace Road and Double Bridge Road.
- Paved shoulders were installed on both sides of Old Furnace Road, which created a safer environment for people to walk to school.

Northside Spartanburg

- Improvements were made to an intersection at the entrance of Chapel Street Park.

Woodruff

- Woodruff City Council passed a resolution in support of National Bike Month.

For more information see Figure 3: Active Transportation Infographic.

Complementary Programs/Promotions

The Spartanburg HKHC partnership promoted events where community members could be active together, such as community bike rides and running races. A 5K race was held in conjunction with the Stone Soup Storytelling Festival. This festival also offered cycling events that toured participants through historic areas of Woodruff. Partners for Active Living hosted a professional bike race, the Spartanburg Regional Classic, every year during May as part of National Bike Month and the city's Spring Fling festival.

Bike-sharing

SPARTANBURG **B**cycle

Spartanburg developed two bike share programs to increase active transportation throughout the project area.

B-cycle started in July 2011 and was the first system of its kind in the Southeast United States. There were two bike rental stations (B-stations) in Spartanburg: one downtown at Morgan Square and the other on the Rail Trail. Users could rent at one station and return at either station. The bikes (B-cycles) were programmed to track a user's distance traveled, calories burned, and carbon emissions prevented on each ride. Users could access the information through their own personal B-cycle website, and the Bike/Pedestrian Coordinator received a monthly report on how many miles users had logged. To rent B-cycles, users could purchase a day, month, or year pass.



Photo credit: JOHN BYRUM/john.byrum@shj.com

Partners for Active Living obtained funding to establish an additional B-cycle station at the Healthy Food Hub

ACTIVE TRANSPORTATION

SPARTANBURG COUNTY, SC



PARTNERS

- Community Residents
- Foundations
- Local Organizations
- School Districts
- Government } City
County
State



ASSESSMENTS

- Speed collection 
- Intersection observation
- Met with City engineer to discuss improvements



FUNDING



\$40,014
Revenue Generated

*source: Resource Generated Actions, HKHC Dashboard



MEDIA OUTCOMES

Northside "Voices" CD



Explain importance of safe walking and biking to parks

*source: Media Outcome Actions, HKHC Dashboard



PROGRAMS & PROMOTIONS

- Community 5K races and bicycle rides
- Bike Sharing
- B-cycle
- Hub Cycle



PLANNING & ADVOCACY

- A Resident's Guide to Traffic Calming 
- Petitions
- Public forums
- Community advisory groups
- Topic & community-specific

POLICY & PRACTICE

BICYCLE AND PEDESTRIAN MASTER PLAN ADOPTED

- Woodruff
- Spartanburg Northside
- Pacolet
- Boiling Springs

WOODRUFF National Bike Month Resolution

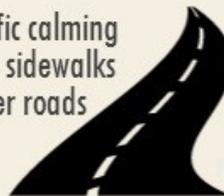
BOLING SPRINGS



Crosswalks
Warning signs
Flashing lights

@ SCHOOL AND PARK ENTRANCES

Traffic calming
New sidewalks
Wider roads



NORTHSIDE

Increase safety at Chapel Street Park Intersection



ENVIRONMENT

10+ miles impacted

30,000 residents reached

complex on the Northside of Spartanburg with the intent that the new location would increase active transportation possibilities for area residents.

Partners for Active Living ran the Hub Cycle initiative. Hub Cycle functioned as a bike recycle program as well as a rental (bike-sharing) program. Donated new and gently used bikes were refurbished by a professional bike mechanic and made available for long-term lending, up to three months at a time. Borrowed bicycles came with a helmet and bike lock. A \$15 deposit was required to borrow, and that fee was refunded upon return of the bike. Along with bike lending, the Hub Cycle program provided education on road riding, bike maintenance, and bike repair to participants. Hub Cycle also had a mobile unit that traveled with the HCFM Mobile Market.



Photo provide by Transtria LLC

Implementation

Construction and design improvements around streets and sidewalks to increase access and facilitate active transportation to schools and parks were the main goals of the active transportation strategy.

Boiling Springs

McMillan Boulevard was one of the main streets through Boiling Springs and served as the only drivers entrance to the high school, which had over 1,000 students. Traffic on McMillan was typically heavy, but was especially concentrated before and after school hours. Despite being a state road, it had not been prioritized for repaving or improvements. At the start of this project, most children drove or were driven to school, since the road was not perceived by residents as safe to walk or bike. A fatality occurred, and as a result the community focused on the importance of traffic calming and safety around schools and parks. The high school sent information to parents to raise awareness of these issues, and community residents met with partnership leaders to share stories and develop plans for action. Funding was secured through Spartanburg County Council and the State Department of Transportation.

Over 1,000 residents live within a ten-minute walk of the McMillian park, but road conditions such as narrow lanes and missing shoulders and crosswalks, presented a barrier to access. An advisory committee for this initiative met with representatives from the County Parks Department and the State Department of Transportation to discuss the issue and present specific measures to improve the road and increase park access. After this meeting, the State Department of Transportation agreed to install warning signals at the park entrance and high school entrance, and added crosswalks at three locations to facilitate safe crossing. These projects were completed in August 2011.

Northside Spartanburg

In Fall 2010, the Spartanburg HKHC partnership assisted the City of Spartanburg in its application for a grant from the Mary Black Foundation to improve an intersection at the entrance of Chapel Street Park. Residents of the Northside neighborhood had identified this intersection as dangerous in assessments of the area, which was further supported by the City of Spartanburg.

Woodruff

A Bicycle Friendly Woodruff committee comprised of residents and city staff was created to help the city in its efforts to obtain the League of American Bicyclists' "Bicycle Friendly Community" status. This committee identified and prioritized efforts to encourage cycling. Two community bike rides were held in association with a local festival in April 2012. Woodruff's Planning Commission included language supporting bicycling and walking in the Comprehensive Plan, which was updated.

Population Reach

The active living initiatives targeted all four project communities with the intention to increase opportunities for

walking and biking. Initiatives were prioritized based on greatest potential for population impact. Locations around parks and schools received the most attention, since community members recognized that improving safety on roads leading to these areas removed barriers to resident use.

Challenges

The mobile Hub Cycle trailer was made possible with high levels of organizational capacity and community support. The Spartanburg HKHC partnership intends to support this part of the bike-sharing program, and will continue to develop a more sustainable plan.

Contact was made with schools in each of the target areas to work on Safe Routes to School (SRTS) initiatives. Despite interest, staff and administrative support were not strong. There was a regional Safe Routes to School coordinator for Boiling Springs, but community members felt the region was too large to create lasting change. Pacolet had no sidewalks near the newer housing areas in the city, and had no support from the principal. The partnership hopes to continue supporting these initiatives when schools have greater capacity.

Boiling Springs is an unincorporated area, and therefore has no direct local government. Because of this structure, enacting policy, systems, and environmental change was especially challenging. Mayors in Spartanburg County wanted to use road fee money to build sidewalks, but this money could not be used in Boiling Springs, due to its unincorporated status. In the future, community members would like to see Boiling Springs become an incorporated area in the form of a small town to help address some of these issues.

Sustainability

Residents of Boiling Springs will continue working on McMillan Boulevard, and completely redesign the road. A City Council member, who is also involved on the County Transportation Committee, will lead this future work.

PARKS AND PLAY SPACES

Enacting change in the target areas surrounding trails, parks, and playgrounds involved a lot of planning, and the HKHC Spartanburg partnership encountered many challenges. For this reason, many initiatives are still in the implementation stages, and will be completed after the conclusion of HKHC grant funding.

Policy, Practice, and Environmental Changes

One policy change occurred as a result of HKHC:

- Spartanburg School District 7 and the City of Spartanburg established a joint use agreement that opened school facilities to the public.

Complementary Programs/Promotions

Spartanburg County had an outdoor recreation division available to residents that focused on non-traditional sports such as kayaking, hiking, and mountain biking. All after-school sports were free to students.

Implementation

Connecting existing trails was a main goal of the partnership. Trails were located throughout Spartanburg County and City, but access to them from the surrounding neighborhoods was limited. A parks enhancement plan was developed to assist the City and County Council with establishing priorities in the community. The City and County Council hired a design firm to examine all the parks in the county and develop improvements and associated costs. This information was included in the trails master plan. Every six months, priorities were reassessed. Safety was the most important priority in park use, followed by increased accessibility and adherence to Adult Disability Act (ADA) requirements. The city and county continue to invest in implementation of the trails master plan through providing funding for a Trail Coordinator position and trail development over the next 5 years.

Woodruff Greenway Trail

A greenway study using Woodruff's sewer right-of-way was commissioned by the city to connect the downtown area, including City Hall and city parks, to the county park facility outside of town. There were no shoulders on the main road in Woodruff, and the existing sewer right-of-way formed a natural trail. Children consistently played inside the sewer way, and used this a way to commute to school.

The greenway development was split into phases. Phase 1 was intended to create connections between the downtown and neighborhoods and Phase 2 planned to build connections between the county park facility and the middle school. Woodruff received \$150,000 from the Mary Black Foundation to develop Phase 1. Spartanburg County Parks Department agreed to fund the second phase of the trail, including the connection to Woodruff Middle School. Because of difficulty with residents, Phase 2 occurred first, since all the land for the proposed construction of the trail was on public property. Construction of the greenway began in early 2013 and has a projected completion date of May 2014.

Residents supported the development of the greenway trail because the trail provided an additional opportunity for those children to be active who were not necessarily interested in traditional sports. Community residents felt that Woodruff had a unique ability to discuss community issues among residents.

Northside Playground

The County Parks Department is continuing to work with Northside residents to improve playground facilities at Chapel Street Park, while the City Parks Department is continuing to work with Northside residents to improve Cleveland park.

Challenges

Early in the project, there was a personnel change in the Woodruff City Manager. The replacement was also engaged in the HKHC work, however the partnership experienced set backs in the time it took to develop a new working relationship.

The majority of grant funds for Phase 1 had to be returned to the Mary Black Foundation. A woodruff property

owner refused to allow passage to construct the greenway trail on his undeveloped property. Residents were concerned about trail users vandalizing and disrespecting their property.

Even though the sewer right-of-way was an obvious choice for the Woodruff greenway trail, access to the trail will still be an issue. Additional trails and sidewalks will need to be constructed, as originally planned in Phase 1, to connect the neighborhoods to the greenway.

Sustainability

A joint use agreement was developed between the City of Woodruff, the County Parks Department, and the school district as a way to establish a maintenance plan for the trail.

Members of the HKHC advisory committee served on committees associated with Woodruff's Main Street initiative, such as the Design Committee and the Promotions Committee. These committees provided input throughout the HKHC project period and will continue to promote the trail work after HKHC funding ends.

SUSTAINABILITY OF THE PARTNERSHIP AND INITIATIVE

The HKHC work in Spartanburg plans to sustain itself beyond the duration of the grant. The project has enhanced relationships within a partnership that has worked together for over a decade.

- Both positions created under the grant (Trail Coordinator and Healthy Kids Coordinator) will continue with Partners for Active Living. Funding for these positions will come from additional grants, as well as the city and county government.
- Good For You Spartanburg and the Childhood Obesity Task Force will continue to address community health.

As a result of HKHC funding, the Spartanburg partnership is considered to be a reliable and credible source for healthy eating and active living information in Spartanburg County. This will help leverage additional funds to sustain the work in the future.

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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 Spartanburg County Healthy Kids, Healthy Communities 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 Spartanburg County Healthy Kids, Healthy Communities partnership included:

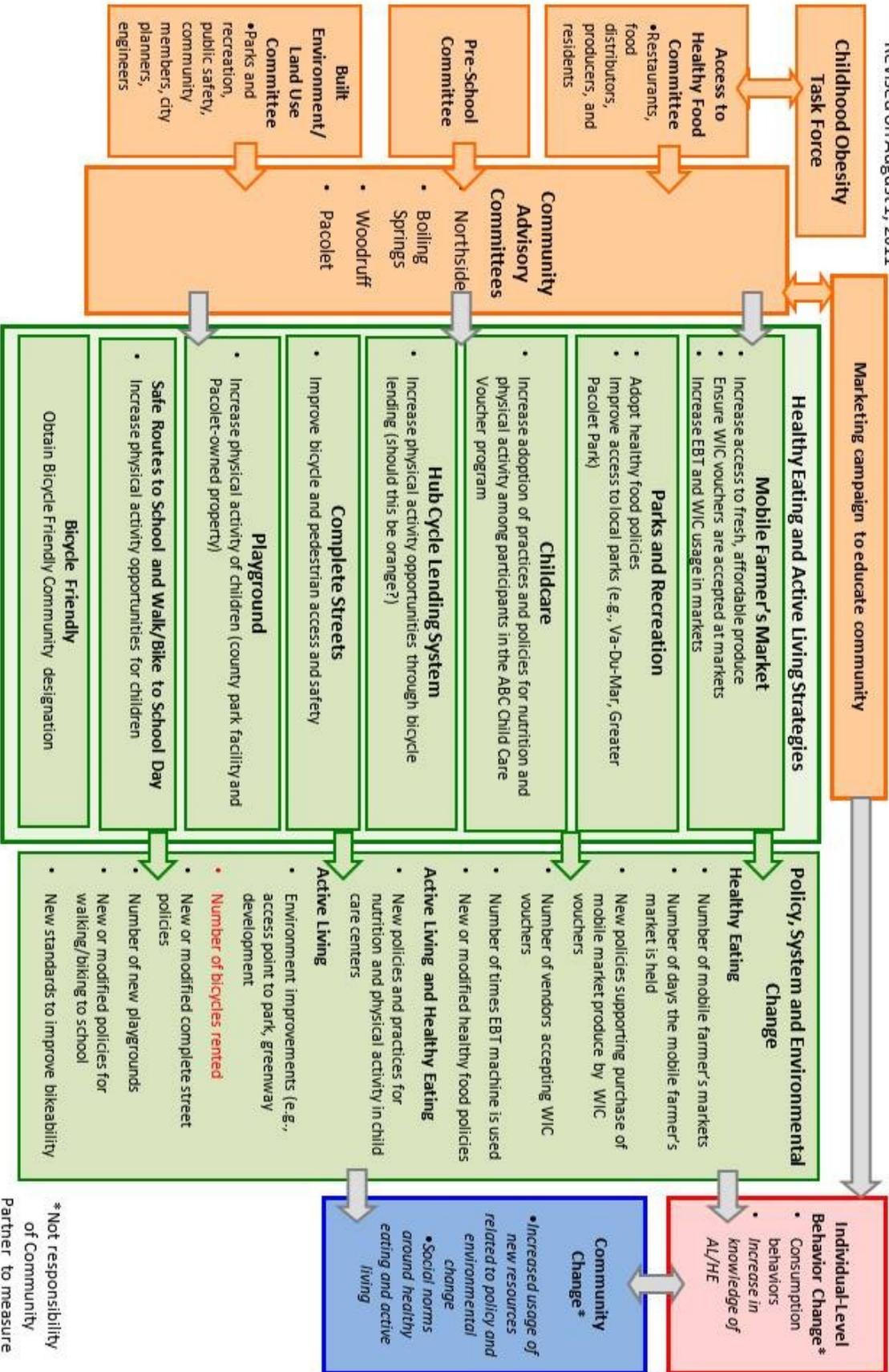
- *Farmers' Market and Mobile Markets*: The Spartanburg HKHC partnership and the Hub City Farmers' Market, with funds awarded from the Mary Black Foundation, purchased and refurbished a van that was used as a mobile market selling fresh, local produce. The Hub City Farmers' Market also increased Electronic Benefit Transfer (EBT) and Senior and Women, Infants, and Children (WIC) voucher use.
- *Active Transportation*: PAL collaborated with partners to improve active transportation infrastructure in the target communities by installing sidewalks and crossing lights and making improvements to busy intersections.
- *Parks and Play Spaces*: The partnership improved parks, play spaces, and trails in the target communities. The Spartanburg School District 7 and the City of Spartanburg established a joint use agreement that opened school facilities to the public.

APPENDIX A: EVALUATION LOGIC MODEL

Spartanburg, SC HKHC Logic Model

Partners for Active Living (PAL)

Revised on August 1, 2011



APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Partnership and Community Capacity Survey

To enhance understanding of the capacity of each community partnership, an online survey was conducted with project staff and key partners involved with the Spartanburg Healthy Kids, Healthy Communities partnership during the final year of the grant. Partnership capacity involves the ability of communities to identify, mobilize, and address social and public health problems.¹⁻³

Methods

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design,⁴ an 82-item partnership capacity survey solicited perspectives of the members of the Spartanburg Healthy Kids, Healthy Communities 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 Spartanburg Healthy Kids, Healthy Communities in the following areas: structure and function of the partnership, leadership, partnership structure, relationship with partners, partner capacity, political influence of partnership, and perceptions of community members. Participants completed the survey online and rated each item using a 4-point Likert-type scale (strongly agree to strongly disagree). Responses were used to reflect partnership structure (e.g., new partners, committees) and function (e.g., processes for decision making, leadership in the community). The partnership survey topics included the following: the partnership's goals are clearly defined, partners have input into decisions made by the partnership, the leadership thinks it is important to involve the community, the partnership has access to enough space to conduct daily tasks, and the partnership faces opposition in the community it serves. The survey was open between September 2013 and December 2013 and was translated into Spanish to increase respondent participation in predominantly Hispanic/Latino communities.

To assess validity of the survey, evaluators used SPSS to perform factor analysis, using principal component analysis with Varimax with Kaiser Normalization (Eigenvalue >1). Evaluators identified 15 components or factors with a range of 1-11 items loading onto each factor, using a value of 0.4 as a minimum threshold for factor loadings for each latent construct (i.e., component or factor) in the rotated component matrix.

Survey data were imported into a database, where items were queried and grouped into the constructs identified through factor analysis. Responses to statements within each construct were summarized using weighted averages. Evaluators excluded sites with ten or fewer respondents from individual site analyses but included them in the final cross-site analysis.

Findings

Structure and Function of the Partnership (n=5 items)

A total of 21 individuals responded from Spartanburg Healthy Kids, Healthy Communities partnership. Of the sample, 15 were female (71%) and 6 were male (29%). Respondents were between the ages of 26-45 (9, or 43%), 46-65 (10, or 48%), or 66 and over (2, or 10%). Survey participants were also asked to provide information about race and ethnicity. Respondents identified with one or more from the following race and ethnicity categories: African American, American Indian/Alaskan Native, Asian, Native Hawaiian/Pacific Islander, White, Other race, Hispanic or Latino, Not Hispanic or Latino, Ethnicity unknown/unsure, or Refuse to provide information about race or ethnicity. Of the 21 responses, 81% were White, 14% were African American, and 5% were Hispanic or Latino. No other races or ethnicities were identified.

Respondents were asked to identify their role(s) in the partnership or community. Of the 27 identified roles, seven were representative of the Community Partnership Lead (26%) and twelve were Community Partnership Partners (44%). Two respondents self-identified as a Leaders (7%), three as Community Members (11%), and two as Public Officials (7%). One individual (4%) self-identified with a role not listed as a response option. Individuals participating in the survey also identified their organizational affiliation.

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Thirty-eight percent of respondents (n=8) indicated affiliation to a local government agency (city, county), while others claimed affiliation to a university or research/evaluation organization (3, or 14%), an advocacy organization (3, or 14%), and a faith- or community-based organization (2, or 10%). Three (14%) of respondents affiliated to other types of organizations not listed as response options. The remaining two respondents affiliated to schools/school district (1, or 5%), and a health care organization (1, or 5%). No respondents associated to neighborhood associations, or child care or afterschool organizations.

Leadership (n=8 items)

All responses showed agreement or strong agreement (100% total) to statements suggesting that the partnership had an established group of core leaders who had the skills to help the partnership achieve its goals. Responses also indicated that participants in the survey felt the core leadership is organized and retains the skills to help the partnership and its initiatives succeed. Nearly all respondents strongly agreed or agreed (99%) that leaders worked to motivate others, worked with diverse groups, showed compassion, and strived to follow through on initiative promises. Most (71% agree/strongly agree) responses to the survey indicated that at least one member of the leadership team lived in the community, though 19% of respondents were not sure, and 5% disagreed. When asked if they agreed with statements suggesting that at least one member of the leadership team retained a respected role in the community, 100% of respondents agreed or strongly agreed.

Partnership Structure (n=24 items)

Most respondents felt that the partnership adequately provided the necessary in-kind space, equipment and supplies for partners to conduct business and meetings related to partnership initiatives (60% agree/strongly agree). Thirty-four percent felt unsure provision of space and equipment was sufficient, and five percent disagreed. Most (72%) agreed that the partnership has processes in place for dealing with conflict, organizing meetings, and structuring goals, although 19% responded “I don’t know”, indicating a lack of familiarity in this area, and 3% felt these processes were not established. Partnership members (leadership and partners) were generally perceived by respondents to be involved in other communities and with various community groups, bridging the gaps between neighboring areas and helping communities work together (89% agree/strongly agree), though 8% did not know.

The majority (58%) of respondents indicated agreement with statements about the partnership’s effectiveness in seeking learning opportunities, developing the partnership, and planning for sustainability; however, 26% of respondents disagreed, and 14% were not aware of partnership activities specific to development and sustainability.

Relationship with Partners (n=4 items)

Ninety-eight percent of responses to statements about leadership and partner relationships were positive (agree/strongly agree), indicating that the majority of respondents felt the partners and leadership trusted and worked to support each other.

Partner Capacity (n=18 items)

Most responses (91% agree/strongly agree) indicated that respondents felt partners possess the skills and abilities to communicate with diverse groups of people and engage decision makers (e.g., public officials, community leaders). Also, 79% of individuals responding to the survey felt that partners were dedicated to the initiative, interested in enhancing a sense of community, and motivated to create change, while 5% disagreed, and 10% were not sure.

Political Influence of Partnership (n=2 items)

In general respondents felt that the leadership is visible within the community, with 91% of responses supporting statements that the leadership is known by community members and works directly with public officials to promote partnership initiatives. Only two percent of respondents disagreed about the leadership’s role with community members and public officials.

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

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Statements suggesting that the community was a good place to live, with community members who share the same goals and values, help each other, and are trustworthy were supported by 75% of survey responses, while 21% indicated a lack of knowledge about these community attributes. Respondents also strongly supported suggestions that community members help their neighbors, but may take advantage of others if given the opportunity (94% agree/strongly agree). In contrast, respondents were less convinced that community members would intervene on behalf of another individual in their community in cases of disrespect, disruptive behavior, or harmful behavior. While 52% agreed or strongly agreed, 30% disagreed/strongly disagreed. Eighteen percent of responses indicated that some respondents did not know how community members would act in these situations.

Most survey participants (71%) felt community members were aware of the partnership's initiatives and activities, though 24% were not sure. The majority of respondents agreed (81%) that the partnership equally divides resources among different community groups in need (e.g., racial/ethnic minorities, lower-income). Fourteen percent disagreed.

Overall, respondents agreed or strongly agreed that partners and members of the community maintained active involvement in partnership decisions and activities (93%), and also agreed that partners and residents have the opportunity to function in leadership roles and participate in the group decision-making process (92%).

References

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APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Partnership and Community Capacity Survey

Respondent Summary

Community Partnership

Spartanburg County

Respondents (n= 21)

Respondent Characteristics

Gender		Identified Race/Ethnicity				Identified Role	
Female	15	American Indian or Alaskan Native	0	Hispanic or Latino	1	Community Partnership Lead	7
Male	6	Asian	0	Not Hispanic or Latino	0	Community Partnership Partner	12
No response	0	White	17	Don't know/ Unsure ethnicity	0	Community Leader	2
Age Range		African American/ Black	3	Refused to identify ethnicity	0	Community Member	3
18-25	0	Pacific Islander/ Native Hawaiian	0	Other ethnicity	0	Public Official	2
26-45	9					Other role	1
46-65	10						
66+	2						
No response	0						

Type of Affiliated Organization

Faith- or Community Based Organization	2	9.5%	(1)
School (district, elementary, middle, high)	1	4.8%	(2)
Local Government Agency (city, county)	8	38.1%	(3)
University or Research/Evaluation Organization	3	14.3%	(4)
Neighborhood Organization	0	0.0%	(5)
Advocacy Organization	3	14.3%	(6)
Health Care Organization	1	4.8%	(7)
Child Care or Afterschool Organization	0	0.0%	(8)
Other	3	14.3%	(10)
No response	0	0.0%	(999)

1
2
3
4
6
7
10

Partnership and Community Capacity Data

Provision of required space and equipment			
Participants provided level of agreement to statements indicating the community partnership provided adequate space, equipment, and supplies to conduct business and meetings.			
Strongly agree	27.51%	Strongly disagree	0.00%
Agree	32.80%	I don't know	33.86%
Disagree	0.53%	No response	5.29%
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	38.96%	Strongly disagree	0.00%
Agree	51.95%	I don't know	4.76%
Disagree	1.30%	No response	3.03%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

Community and community members			
Participants provided level of agreement to statements suggesting the communities are good places to live, and that community members are helpful, can be trusted, and share the same goals or values.			
Strongly agree	25.97%	Strongly disagree	0.00%
Agree	48.92%	I don't know	20.78%
Disagree	3.90%	No response	0.43%
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%	Strongly disagree	0.00%
Agree	53.33%	I don't know	5.71%
Disagree	0.95%	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	15.24%	Strongly disagree	1.90%
Agree	42.86%	I don't know	14.29%
Disagree	23.81%	No response	1.90%
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	35.71%	Strongly disagree	0.00%
Agree	36.51%	I don't know	19.05%
Disagree	3.17%	No response	5.56%
Relationship between partners and leadership			
Participants provided level of agreement to statements indicating the leadership and partners trust and support each other.			
Strongly agree	47.62%	Strongly disagree	0.00%
Agree	50.00%	I don't know	2.38%
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	14.29%	Strongly disagree	12.70%
Agree	38.10%	I don't know	17.46%
Disagree	17.46%	No response	0.00%
Leadership motivation			

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

Participants provided level of agreement to statements suggesting the leadership is motivated to help others, work with diverse groups, shows compassion, and follows through.

Strongly agree	63.10%	Strongly disagree	0.00%
Agree	35.71%	I don't know	1.19%
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	38.10%	Strongly disagree	0.00%
Agree	53.97%	I don't know	7.94%
Disagree	0.00%	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	44.05%	Strongly disagree	0.00%
Agree	45.24%	I don't know	8.33%
Disagree	2.38%	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	50.00%	Strongly disagree	0.00%
Agree	44.05%	I don't know	5.95%
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	59.52%	Strongly disagree	0.00%
Agree	40.48%	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	23.81%	Strongly disagree	0.00%
Agree	55.56%	I don't know	9.52%
Disagree	4.76%	No response	6.35%

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	40.48%	Strongly disagree	0.00%
Agree	50.00%	I don't know	7.14%
Disagree	2.38%	No response	0.00%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

Leadership lives in the community			
Participants provided level of agreement to a statement indicating that at least one member of the leadership resides within the community.			
Strongly agree	42.86%	Strongly disagree	0.00%
Agree	28.57%	I don't know	19.05%
Disagree	4.76%	No response	4.76%
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	47.62%	Strongly disagree	0.00%
Agree	52.38%	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	33.33%	Strongly disagree	0.00%
Agree	38.10%	I don't know	23.81%
Disagree	0.00%	No response	4.76%
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	28.57%	Strongly disagree	0.00%
Agree	52.38%	I don't know	0.00%
Disagree	14.29%	No response	4.76%

APPENDIX C: PARTNER LIST

Organization/Institution	Partner
Business/Industry/Commercial	Spartanburg Regional Healthcare System
Civic Organization	United Way
Colleges/Universities	Metropolitan Studies Institute University of South Carolina-Upstate Wofford College
Foundations	Butterfly Foundation Mary Black Foundation
Government	City of Spartanburg Departments of Parks and Recreation of both Spartanburg City and Spartanburg County Metropolitan Planning Organization (MPO) of Spartanburg South Carolina Department of Health and Environmental Control
Other Community-Based Organizations	HUB City Farmers' Market Partners for Active Living* Upstate Forever YMCA of Spartanburg
Policy/Advocacy Organization	Spartanburg County Childhood Obesity Task Force
Schools	Spartanburg County Schools

*Lead agency

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue			
Community Partnership	Spartanburg County		
Resource source	Year	Amount	Status
Business			
Matching funds	2010		Annual total
		\$550.00	Accrued
Sum of revenue generated by resource source		\$550.00	
Local government			
Matching funds	2010		Annual total
		\$209,000.00	Accrued
	2012		Annual total
		\$30,000.00	Accrued
Other	2013		Annual total
		\$22,000.00	Accrued
		\$20,000.00	Accrued
Sum of revenue generated by resource source		\$281,000.00	
State government			
Matching funds	2010		Annual total
		\$5,000.00	Accrued
	2011		Annual total
		\$6,000.00	Accrued
	2012		Annual total
		\$862.00	Accrued
	2013		Annual total
		\$6,000.00	Accrued
Sum of revenue generated by resource source		\$17,862.00	
National government			
Matching funds	2011		Annual total
		\$64,000.00	Accrued

APPENDIX C: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Spartanburg County	
Resource source	Amount	Status	
2012		Annual total	\$139,444.00
	\$95,000.00	Accrued	
	\$44,444.00	Accrued	
Sum of revenue generated by resource source			\$203,444.00
Foundation		Year	
HKHC funds			
2009		Annual total	\$77,057.75
	\$3,046.00	Accrued	
	\$612.00	Accrued	
	\$2,060.09	Accrued	
	\$789.66	Accrued	
	\$1,527.00	Accrued	
	\$68,123.00	Accrued	
	\$900.00	Accrued	
2010		Annual total	\$105,470.00
	\$800.00	Accrued	
	\$2,000.00	Accrued	
	\$1,800.00	Accrued	
	\$250.00	Accrued	
	\$10,000.00	Accrued	
	\$10,000.00	Accrued	
	\$4,000.00	Accrued	
	\$72,645.00	Accrued	
	\$3,975.00	Accrued	
2011		Annual total	\$99,630.00
	\$859.00	Accrued	
	\$1,800.00	Accrued	
	\$4,035.00	Accrued	
	\$88,361.00	Accrued	
	\$1,960.00	Accrued	
	\$1,619.00	Accrued	
	\$996.00	Accrued	

APPENDIX C: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Spartanburg County	
Resource source	Year	Amount	Status
	2012		Annual total \$103,244.00
		\$88,439.00	Accrued
		\$1,950.00	Accrued
		\$501.00	Accrued
		\$1,841.00	Accrued
		\$4,113.00	Accrued
		\$1,079.00	Accrued
		\$5,321.00	Accrued
Matching funds			
	2010		Annual total \$62,864.00
		\$12,500.00	Accrued
		\$1,014.00	Accrued
		\$49,350.00	Accrued
	2011		Annual total \$12,000.00
		\$12,000.00	Accrued
	2012		Annual total \$31,000.00
		\$6,000.00	Accrued
		\$25,000.00	Accrued
Other			
	2010		Annual total \$20,014.00
		\$20,014.00	Accrued
	2012		Annual total \$159,407.00
		\$150,000.00	Accrued
		\$9,407.00	Accrued
Sum of revenue generated by resource source		\$670,686.75	
Non-profit organization		Year	
Matching funds			
	2010		Annual total \$32,468.00
		\$1,300.00	Accrued
		\$4,185.00	Accrued
		\$10,383.00	Accrued
		\$8,000.00	Accrued

APPENDIX C: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Spartanburg County	
Resource source	Amount	Status	
	\$500.00	Accrued	
	\$8,100.00	Accrued	
2011		Annual total	\$28,065.00
	\$11,500.00	Accrued	
	\$6,565.00	Accrued	
	\$10,000.00	Accrued	
2012		Annual total	\$42,400.00
	\$11,000.00	Accrued	
	\$12,000.00	Accrued	
	\$10,000.00	Accrued	
	\$1,300.00	Accrued	
	\$8,100.00	Accrued	
2013		Annual total	\$30,400.00
	\$11,000.00	Accrued	
	\$1,300.00	Accrued	
	\$8,100.00	Accrued	
	\$10,000.00	Accrued	
Sum of revenue generated by resource source	\$133,333.00		
School		Year	
Matching funds			
2010		Annual total	\$250.00
	\$250.00	Accrued	
2012		Annual total	\$10,000.00
	\$10,000.00	Accrued	
Sum of revenue generated by resource source	\$10,250.00		
Grand Total			\$1,317,125.75