



HEALTHY COMMUNITIES PORTFOLIO REPORT

AN EVALUATION OF HEALTHY COMMUNITIES
GRANTS AWARDED IN 2017
(REPORT RELEASED IN 2019)

Health Forward Foundation is pleased to release this Portfolio Report highlighting our 2017 Healthy Communities grantees. This report marks the first year of data collection and analysis around a set of common strategies, outcomes, and indicators for this focus area. Our grantees have made impressive progress and we're excited that we are better able to share their stories through this report.

INTRODUCTION

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PROCESS

The data used in this report were provided by organizations* that received grant funding from Health Forward in 2017 to implement healthy communities programming. In 2018, grantees completed a final report describing their activities and outcomes over the course of the grant period. All data was self reported. To the extent possible, inconsistent or questionable data were flagged and subsequently confirmed or amended by grantees.

Report Overview

This report reflects only the work reported by grantees. Although we recognize that many grantees could have provided input on almost all of the outcomes and indicators, we ask them to focus only on those most relevant to the funded project. Thus, this report understates the collective work of these organizations.

Once final reports were submitted in late 2018, Informing Change, an independent consulting firm in Berkeley, California, organized and produced analyses of these data. Over the course of several months, Informing Change worked collaboratively with Health Forward to interpret the data and identify key findings to elevate in this report.

While the Healthy Communities portfolio's strategy and outcomes areas are presented separately, there is significant overlap — Outcomes for Individuals, Organizations and Communities, and Environments and Policies build upon one another, as well as cut across each of the strategy areas. For this reason, duplications may appear across strategies and outcomes, or between types of outcomes.

Data limitations

The process of gathering data on grantee activities presented challenges in organizing, analyzing, and reporting that data. For example, some grantees were unable to or did not report on all strategies, outcomes, and indicators relevant to their work. At times, grantees interpreted the same question differently, making it difficult to identify core themes and findings related to the question. In the present report, we aligned grantee responses to appropriate areas of the Healthy Communities theory of change and removed redundant and unrelated information to the extent possible.

**While Health Forward awarded 24 Healthy Communities grants in 2017, this report only examines the work of grantees who finished projects and submitted complete final reports.*

THEORY OF CHANGE BACKGROUND



The theory of change provides a visual representation of how and why we expect to see change in our community, as well as a mechanism to assess progress toward outcomes across grantees. It also clarifies the desired outcomes and the strategies we believe will be necessary to achieve them.

For the 2017 funding round, Health Forward asked grantees to address all three strategies of engagement, mobilization, and collaboration. Portfolio reporting represents a shift and evolution in the way Health Forward presents results. Prior to developing this evaluation framework, we didn't have a way to examine grants as a whole, so we reported about grantees singularly and considered outcomes of their programs individually. After adoption of some common metrics, we are better able to report on grantees as a portfolio.

HEALTHY COMMUNITIES THEORY OF CHANGE

PURPOSE Support environments and policies that promote equitable opportunities for healthy eating, active living and tobacco use prevention.

STRATEGIES

Equitable Engagement

- Engage community members in the conversation and solutions for building healthier communities, environments and policies
- Support inclusive efforts that promote community-based solutions

Mobilization for Action

- Strengthen core organizational operations and sustainability of systems
- Increase awareness and skills of individuals and communities through culturally relevant education
- Organize and equip individuals and organizations to take action or influence policy
- Build public support that catalyzes and accelerates the field

Multi-Sector Collaboration

- Reach out to non-traditional partners across multiple fields and sectors (public, private, non-profit) to create alignment and a stronger unified voice
- Align strategically with local, regional or state coalitions and networks

- knowledge and/or prioritization of how to make healthy lifestyle choices
- Community partners need leadership development, mobilization support and commitment to building healthier environments
- There are insufficient policies and public and private financial investment dedicated to supporting healthy communities, including developing healthy food systems, tobacco use prevention and safe physical environments

OUTCOMES

SHORT-TERM

For Individuals

- Increased knowledge and awareness of issues affecting community health
- Increased engagement in health related efforts that elevates the community
- Increased use of programs, services, and environments that contribute to overall improved health

For Organizations & Communities

- Strengthened collaborative networks that increase awareness of and support for healthy communities
- Increased community action based on public will and community input
- Increased affordability and accessibility to healthy foods
- Greater access to safe environments that promote healthy living

For Environments & Policies

- Policies that support active, healthy, tobacco-free and safe living (including organizational and municipal)
- Increased public resources and investment in infrastructure for healthy living
- Physical environments that support active, healthy, tobacco-free and safe living

LONG-TERM



More individuals are engaged in Healthy Practices



Healthy Environments are maintained and utilized by a mobilized community



Policies that support Healthy Communities are sustained through ongoing, collaborative multi-sectoral efforts

PRINCIPLES

- Decisions made using an equity lens improve community health
- Approaches to healthy communities rely on multi-sectoral collaborations that lift the voices and honor the assets of those communities
- Efforts that are upstream—addressing prevention, sustained wellness, environmental context and policy—are vital for long-term community health
- The values of transparency, cultural sensitivity, inclusion and engagement are integral to healthy communities

PARTNERS

- Community residents, community leaders and policy makers
- Community-based organizations, government entities and educational institutions serving the uninsured and underserved in our service area

BARRIERS

- There is inadequate access to affordable healthy foods, coupled with an overabundance of unhealthy messages and access to unhealthy food choices
- Physical safety and adverse neighborhood conditions are obstacles to active living
- There is a need for under-resourced community members to increase their awareness,

ULTIMATE IMPACT

Policies and environments optimize choices that support improved health.

PORTFOLIO OVERVIEW

In 2017, Health Forward issued Healthy Communities grants totaling \$2.65 million to 24 grantees.*

This report includes an analysis of data from final grant reports from the 23 Healthy Communities grantees who were awarded grants in 2017 and provided year-end or final reports. This analysis is intended to be an examination of data across organizations and programs to reflect the cumulative work of the grantees within Health Forward's service area.

2017 GRANTEES

Grantee organizations' activities related to healthy communities ranged across four primary focus areas: healthy eating, active living, a combination of healthy eating and active living, and tobacco use prevention. The largest category were those doing integrated work across healthy eating and active living. Additionally, grantee organizations often had different programmatic strategies for effecting change in the health of their communities, which were informed by the specific needs and challenges of those communities.



* While Health Forward awarded 24 Healthy Communities grants in 2017, this report only examines the work of grantees who finished projects and submitted complete final reports.

PORTFOLIO OVERVIEW

Communities and populations served

A key objective of Healthy Communities funding is to reach a diverse range of communities, with an emphasis on vulnerable populations. How grantees defined community varied in scale and scope but the results display a diverse array of populations and communities, as listed at right.

After the Harvest

Food-deprived communities in Kansas City

American Lung Association of the Upper Midwest

Students ages 12–15 in Johnson County, Kansas, and Jackson County, Missouri

Argentine Neighborhood Development Association

Low-income and racially diverse communities in the Argentine neighborhood in Wyandotte County

Cornerstones of Care

Youth ages 12–18 in Kansas City

Cultivate KC

Refugees across the Kansas City Metro

El Centro

Latino populations in Wyandotte and Johnson counties

Harvesters

Food insecure children, families, and seniors across the Kansas City metro (Cass, Jackson, Lafayette, Clay, Platte, Johnson, and Wyandotte counties)

Health Care Collaborative of Rural Missouri

Individuals below the Federal Poverty Level in rural Missouri, with a focus on Lafayette County

Ivanhoe Neighborhood Council

Individuals living in the Ivanhoe Neighborhood of Kansas City, Missouri

Jewish Vocational Service

Refugees in the Historic Northeast neighborhood of Kansas City, Missouri

Kansas City Community Gardens

Food desert communities in Kansas City

KC Healthy Kids

Youth ages 3–8 in Greater Kansas City

KU Endowment (Dotte Agency)

Historic minority neighborhood with over 85,000 residents in the area situated east of I-635; north of Southwest Boulevard/Merriam Lane; west of the Kansas River and south of the Missouri River

PORTFOLIO OVERVIEW

Communities and populations served

[Legal Aid of Western Missouri](#)

Low-income individuals in Kansas City neighborhoods: Key Coalition, Marlborough, NUFA, Ruskin Heights, Tri-Blenheim, Town Fork Creek, and Wendell Phillips

[NourishKC](#)

Food-deprived communities in Johnson and Wyandotte counties, plus Midtown, Northland, and South Kansas City

[Rosedale Development Association](#)

Low-income and minority youth and adults in the Rosedale area of Kansas City, Kansas

[Reconciliation Services](#)

Low-income and traumatized individuals in 10 neighborhoods east of the Troost Avenue Corridor in the Kansas City Metro

[Samuel U. Rodgers Health Center](#)

Cabot Westside Medical and Dental patients. They are primarily Hispanic/Latinx, low-income, and have high rates of chronic disease, especially diabetes.

[Thrive Allen County](#)

Low-income and unhealthy individuals living in Allen County

[Upper Room](#)

Unemployed and low-income individuals in Town Fork Creek and Blue Hills neighborhoods of Kansas City

[Urban Farming Guys](#)

The food desert of Lykins neighborhood of Kansas City

[Urban Neighborhood Initiative](#)

Low-income and unsafe communities in 10 neighborhoods east of the Troost Avenue Corridor in the Kansas City Metro

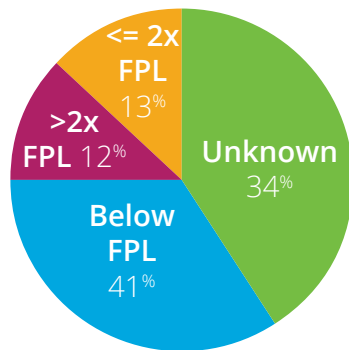
[Wyandotte/Kansas City Public Health Dept.](#)

Unhealthy communities in Wyandotte County and Kansas City

PORTFOLIO OVERVIEW

Populations served

Grantees largely reached low-income, uninsured, and Medicaid populations, in other words, squarely our target population. We note, however, that a number of grantees were unable to provide information on socioeconomic and insurance status of populations served. Some of this data is missing because projects are focused on communities and not individual clients. In other cases, grantees use eligibility for other programs, such as free and reduced lunch, to ensure they are serving Health Forward's target population.

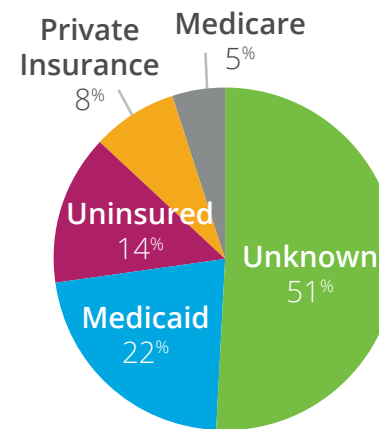


SOCIOECONOMIC STATUS

10 grantees served populations in which most individuals were below the Federal Poverty Level (FPL**).*

* 7 Grantees had no information about their participants' FPL statuses. They are included as "Unknown" in the graph above.

** A measure of income issued every year by the Department of Health and Human Services. Federal poverty levels are used to determine eligibility for certain programs and benefits.



INSURANCE STATUS

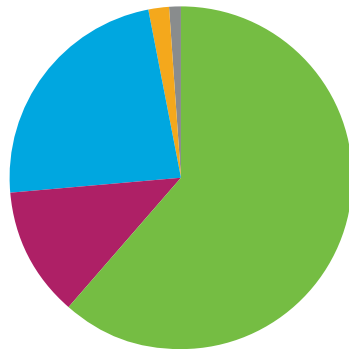
8 grantees served populations in which most individuals had Medicaid or Medicare.†

† 10 Grantees had no information about their participants' insurance statuses. They are included as "Unknown" in the graph above.

PORTFOLIO OVERVIEW

Diversity and Inclusion

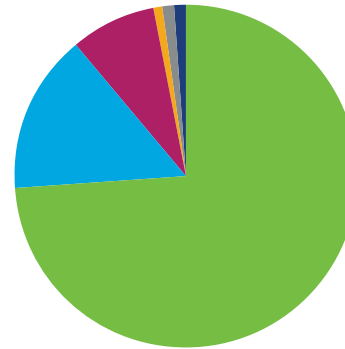
Health Forward is committed to promoting diversity and cultural competency in programming, personnel and employment practices, and governance. It's encouraging to see our grantees working toward being more reflective of the communities they serve in regard to who they hire and who serves on their board.



STAFF RACE AND ETHNICITY

On average, grantee organizations' staff were 61% Caucasian (range: 10 - 91%)

- 61% Caucasian
- 23% African American
- 12% Hispanic
- 2% Asian
- 1% American Indian



BOARD RACE AND ETHNICITY

On average, grantee organizations' staff were 74% Caucasian (range: 17 - 100%)

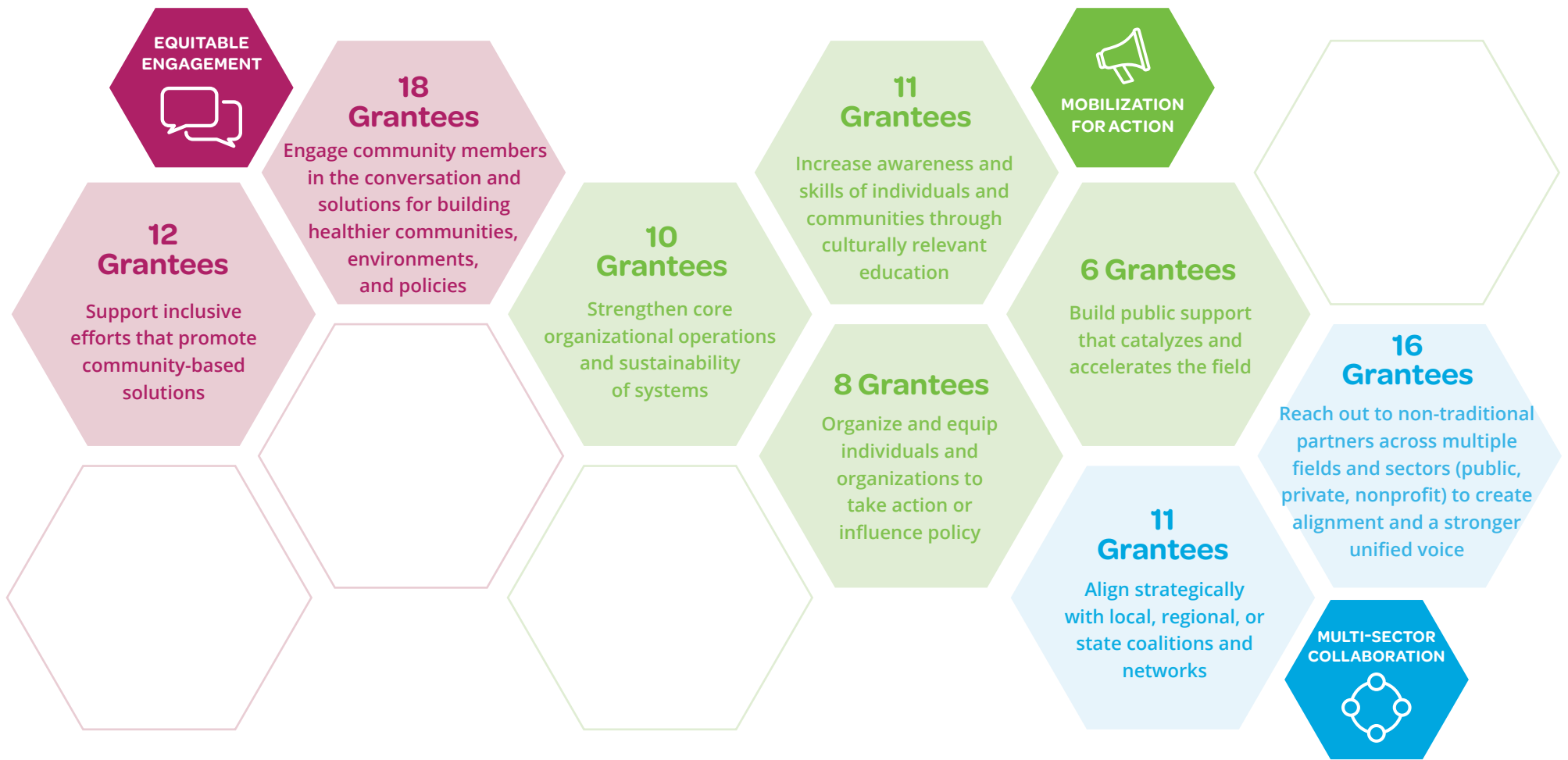
- 74% Caucasian
- 15% African American
- 8% Hispanic
- 1% Asian
- 1% American Indian
- 1% Other

**STRATEGY
OVERVIEW**

HEALTHY COMMUNITIES STRATEGIES

The Healthy Communities theory of change outlines three strategy areas through which Health Forward and its grantees achieve their intended outcomes: Equitable Engagement, Mobilization for Action, and Multi-Sector Collaboration. Grantees were required to select at least one strategy in each of these three areas.

When we examine the strategies selected by grantees, we see each option is represented by several grantees. In other words, no one strategy dominates nor are any strategies under represented or absent. Grantees are engaged in community change in a number of ways.



EQUITABLE ENGAGEMENT

This strategy engages community members with an equitable approach to build healthy communities.

Equitable Engagement Strategies

Grantees' equitable engagement strategies largely fell into three types of activities: generating and disseminating information; creating opportunities for community input and conversation; and supporting collaboration with partner organizations and the communities served.

Overall, grantees reported solid equitable engagement efforts across all strategies. Grantees' final reports clearly demonstrated that equitable engagement is at the heart of their work. Their observations on progress in this area were clear and articulate.

- **Information** – 8 grantees organized task forces, neighborhood roundtables, and surveys to generate conversation with community members. For instance, creating satisfaction surveys to improve grantees' future work (Jewish Vocational Service) or neighborhood committees that give community members opportunities to advocate for certain programming (Ivanhoe Neighborhood Council).
- **Community Inclusion** – 6 grantees included community members in the design and implementation and gave them responsibility for the success of the project, such as recruiting volunteers directly from the communities (El Centro) or allowing youth control over the design of their community gardens (Cornerstones of Care).
- **Collaboration** – 6 grantees connected with community members whose influence helped support the grantees and vice-versa, such as providing technical assistance to community farmers (Cultivate KC) or providing staff or resources for community trainings already being delivered by other organizations (American Lung Association of the Upper Midwest).



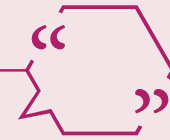
EQUITABLE ENGAGEMENT PROJECT STORY: URBAN NEIGHBORHOOD INITIATIVE

“

“In the Center City neighborhood we recruited and trained a resident to be our ‘Block Connector.’ As a Block Connector, each homeowner on the block was introduced to the program via a letter and a personal visit. They were asked about their interest in participating, the assets that already exist on the block, and their interest in participating in other neighborhood activities. This approach was especially important due to the desperate need to socially connect neighbors with one another to help strengthen this block, which has many challenges, but even more unrecognized and unconnected assets.

As our Block Connector worked with neighbors, we formed a partnership with Habitat for Humanity to provide their expertise in minor home repair. With our Block Connector and staff from Habitat for Humanity, we canvassed the block on a number of occasions to engage the homeowners to collectively come up with a plan for repairs to each home. It was a great partnership.”

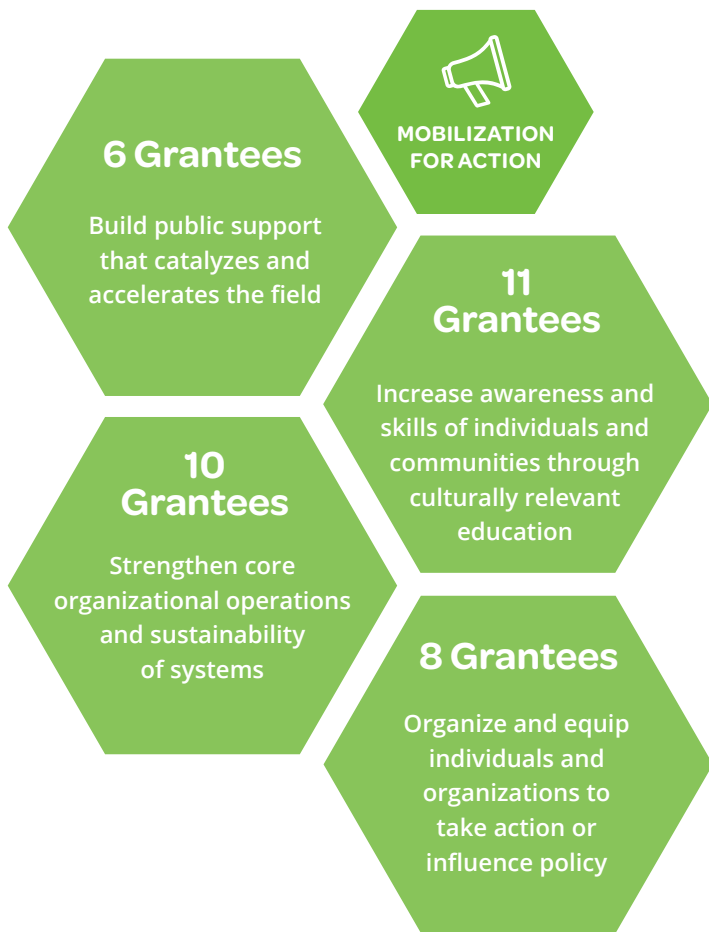
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MOBILIZATION FOR ACTION

This strategy refers to providing education, building public awareness, and organizing to take action or influence environmental and policy change.

If equitable engagement is the “what,” then mobilization is the “how.” It is moving people to action.



- **Network Facilitation** – 12 grantees brought together different community stakeholders, either explicitly or implicitly, to provide mutual support through information, resources, or advocacy. This included convening summits with organizations and community stakeholders to discuss wider food system issues (NourishKC) or making connections between individuals in communities through creating shared spaces or activities (Kansas City Community Gardens).
- **Joint Work** – 9 grantees worked alongside community members in their mobilization efforts or otherwise included community members as part of content delivery, including recruiting individuals to assist in advocating for neighborhood ordinances and partnering with local business people and community members to address the common goal of residential revitalization.
- **Direct Education and Information** – 9 grantees hosted trainings or brought in outside experts to provide explicit learning opportunities to community members. For example, bringing in experts from a local university to give lessons on sustainable agriculture (Jewish Vocational Service) or providing workshops on how to apply for SNAP benefits (El Centro).

“At Juniper Gardens Training Farm, we are not only growing farmers, we are also growing community leaders. The farmers in our program are amongst the first in their ethnic communities to fully engage with the wider community. They become leaders at their churches and in their communities helping others navigate the new culture and environment they live in. Over 90% of our 31 graduates are still utilizing the skills they learned at Cultivate KC, with their own farm businesses today. Refugee farmers learn skills at a variety of workshops and day-to-day farming practice, subjects and skills covered include farming sustainably, and how to price produce at a farmers market. Workshops are taught with multiple translators present to ensure clear understandings and opportunities for Q&A.”

Cultivate KC

MOBILIZATION FOR ACTION PROJECT STORY: CORNERSTONES OF CARE

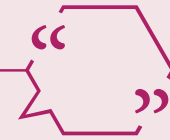
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“Each year, over 700 youth receive educational day treatment and residential treatment services on our Ozanam and Gillis campuses. Healthy Living and Food Systems programming provided by our department is designed to build skills in the youth participating, be it horticulture training, culinary training, leadership training, or programming designed to promote outdoor exercise and engagement. The farms and other infrastructure built by the youth are ways to teach them key skills and, at the same time, are also long-term improvements to our communities.

These farms and other projects promote healthy eating, outdoor engagement, exercise, and community engagement. When visitors come to tour the farms, youth give the tours and show guests what they have accomplished. This promotes leadership and pride in our young men and women and provides an opportunity to change the wider community’s perception of youth with behavioral and learning challenges and what they are capable of achieving.”

”





MULTI-SECTOR COLLABORATION

This strategy refers to connecting with nontraditional partners to create a strong, unified voice to impact environmental and policy change.

Working across sectors is essential to creating progress in this field. These issues cannot be solved by one sector alone. Many sectors need to be working toward a common goal and bringing different perspectives to the work.

Mutual Benefit – 13 grantees were engaged in some collaborations in which both the grantee and the collaborator benefited. For example, collaborating with a local business alliance to help market grantee activities (Cornerstones of Care) and partnering with local employment bureaus to acquire extra workers for community gardens (Upper Room).



“We are partnering with several health care partners: St. Luke’s Health System, Swope Health Services, Truman Medical Centers, Children’s Mercy Hospital, Vibrant Health Wyandotte. Some focus directly on diabetes management, like Samuel U. Rodgers Health Center Cabot Westside Medical, Dental, and WIC Services. Harvesters provides access to healthy, diabetic-friendly, and culturally appropriate food, available to patients at every visit.”

Harvesters

OUTCOMES OVERVIEW

Through the use of the strategies highlighted in this report, Health Forward and its partner organizations seek to bring about outcomes for:

- 1) individuals
- 2) organizations and community and
- 3) environments and policies.

Unlike the strategy section, grantees were not required to choose outcomes from each area, although many did.

OUTCOMES FOR INDIVIDUALS

Many grantees reported on individual outcomes. Information was evenly distributed across each of the three outcomes.

14 Grantees

Increased knowledge and awareness of issues affecting community health

15 Grantees

Increased engagement in health-related efforts that elevates the community

12 Grantees

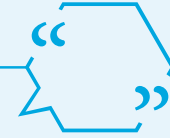
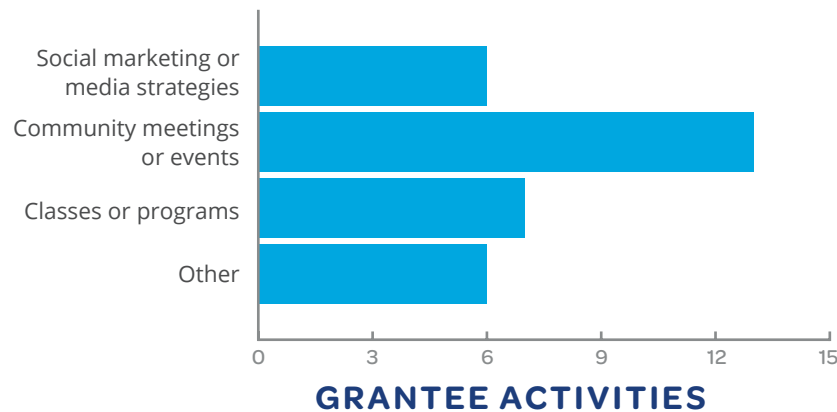
Increased use of programs, services, and environments that contribute to overall improved health

OUTCOMES FOR INDIVIDUALS

INCREASED KNOWLEDGE AND AWARENESS OF ISSUES AFFECTING COMMUNITY HEALTH

Rather than one-time activities, most grantees engaged in ongoing efforts to increase knowledge and awareness of issues affecting community health.

In most cases, these individual events fit into larger informational campaigns, such as El Centro’s “Promotora” program, in which volunteers serve as integrated liaisons to the Latinx community and disseminated information on a variety of health topics.



“The workshop entitled, ‘Vaping: Prevalence, Concerns, Consequences and Solutions’ drew nearly 100 members of the community from more than 35 organizations. [...] Participants indicated they gained a greater understanding of vaping through a post event survey.”

American Lung Association of the Upper Midwest

“During our classes and seasonal farming workshops, we are hearing our growers talk in a more sophisticated way about growing, the need for advanced infrastructure as well as the impact they are making in the neighborhood food system...”

Ivanhoe Neighborhood Council

OUTCOMES FOR INDIVIDUALS

INCREASED KNOWLEDGE AND AWARENESS OF ISSUES AFFECTING COMMUNITY HEALTH

10 grantees supported individuals' increases in knowledge on a range of community issues including adequate nutrition, sustainable farming methods, legal and policy issues, and the risks of an unhealthy lifestyle.

5 grantees supported communities' awareness of topics such as healthy lifestyle choices and local food insecurity issues. Awareness included both initial exposure to such topics and expansion of knowledge into new subfields, such as how growers' produce ties into a wider food system (see the example below).

2 grantees assisted community members to gain skills in healthy living, gardening and horticulture, mobilizing other community members, and advocating for better nutrition and food security.

PROJECT REACH

355+

Total partnerships participated

17,441+

Instances of participation by
community members

OUTCOMES FOR INDIVIDUALS PROJECT STORY:

EL CENTRO

“

In the communities it serves, El Centro observed that many residents held misconceptions about the affordability and quality of farmers market produce. Through its Promotoras program, trained volunteers are conducting community outreach to educate the community on the use of farmers markets, how to adapt recipes, and how to do so affordably.

Almost those participants who completed a pre- and post-evaluation:

- 92 percent of surveyed participants reported feeling more knowledgeable about healthy meal preparation
- 82 percent of surveyed participants reported increased consumption of fruits and vegetables



El Centro coordinated multiple training sessions over six total hours to educate the community using UnidosUS's Comprando Rico y Sano healthy-eating curriculum, reaching 1,610 individuals for a collective total of 650 training hours.

“The Promotoras themselves increase their own awareness and skills and gain tools and confidence to work with the community. The program reaches the different Latino communities through culturally-relevant education... By acting as a culturally-accessible link, more people learn more about not only their own health, but that of their families and the community.”

”



OUTCOMES FOR INDIVIDUALS

INCREASED ENGAGEMENT IN HEALTH-RELATED EFFORTS THAT ELEVATE THE COMMUNITY

8 grantees assisted community members are attending grantee-sponsored classes and events, connecting with volunteers or grantee staff, and responding to grantee data-collection efforts.

4 grantees helped community members experience greater agency in creating change in the topics most relevant to their lives. Individuals expanded upon grantee programs and took the initiative to address other community issues without direct grantee involvement.

5 grantees reported that community members have increased their volunteerism in numerous ways, including developing and delivering classes, conducting outreach to communities, or otherwise supporting grantee activities by donating their time and resources.

PROJECT REACH

28,692+

Volunteer hours donated
to grantees
(3.3 years in total)

6,375+

Committee and task force
hours donated to grantees
(8.8 months in total)



“Our interests went beyond engaging and was to consistently encourage advocacy and action — ranging from encouraging communities to act on their own when possible, to become more actively involved in the development of their master plans, the more detailed planning of specific projects and going to the UG commission and professions staff for policy changes.”

Unified Government of Wyandotte, Public Health Department

“After the Harvest engaged 817 volunteers during the grant period. Many volunteers participated more than once resulting in 5,012 volunteer hours. These volunteer hours were spent gleaning-gathering what was left in fields and orchards after harvest. Volunteers collected 62 varieties of farm-fresh produce such as strawberries, blackberries, watermelon, green beans, carrots, squash, spinach, and kale.”

After the Harvest

OUTCOMES FOR INDIVIDUALS

INCREASED USE IN PROGRAMS, SERVICES AND ENVIRONMENTS THAT CONTRIBUTE TO OVERALL IMPROVED HEALTH

6 grantees saw increases in individuals' physical activity, principally through the programming they offered – hours worked in community gardens, fitness classes attended, and bicycles loaned out and ridden on new public paths.

6 grantees saw increases in accessing and purchasing healthier food, and enthusiasm around improved nutrition, principally focused on consuming more fruits and vegetables, often produced by grantees' own programs.

PROJECT REACH

35,931+

Instances of community member participation in programming (86% of this participation was logged by KC Community Gardens and KC Healthy Kids)



“The weekly WalkWYCO program, which averages 24-64 weekly walkers, has been recognized by community leadership and local residents. Increased activity in the park with regularly programmed activities has made it feel safer and more accessible to others beyond the direct impact of the walking program.”

KU Endowment (Dotte Agency)

“Gardeners continue to report that they have saved money during growing season by having access to fresh produce. One family even purchased a deep freezer to save produce for the winter to extend their access.”

Jewish Vocational Service

OUTCOMES

FOR ORGANIZATIONS
AND COMMUNITIES

Grantees' reports were heavily focused on partnerships. All outcomes were represented, but there was noticeably less emphasis on increasing access to safe environments that promote healthy living.

17 Grantees

Strengthened collaborations that increase awareness of and support for healthy communities

12 Grantees

Increased community action based on public will and community input

14 Grantees

Increased affordability and accessibility to healthy foods

9 Grantees

Greater access to safe environments that promote healthy living

OUTCOMES

FOR ORGANIZATIONS AND COMMUNITIES

STRENGTHENED COLLABORATIVE NETWORKS THAT INCREASE AWARENESS OF AND SUPPORT FOR HEALTHY COMMUNITIES

Grantees shared resources, built relationships, and worked collectively with other organizations to complement organizational strengths and provide greater support to each others' staff and constituents.

Grantees' strategies for strengthening partnerships were both short-term

and long-term initiatives and focused on both internal organizational efficiencies (e.g., sharing tools and resources), as well as community-facing collaboration (e.g., events and public programming).

In many cases, grantees worked with each other, creating a united front supported on both sides by Health Forward funding.



OUTCOMES

FOR ORGANIZATIONS AND COMMUNITIES

STRENGTHENED COLLABORATIVE NETWORKS THAT INCREASE AWARENESS OF AND SUPPORT FOR HEALTHY COMMUNITIES

7 grantees strengthened their existing partners to strengthen their partnerships and coordinate their work with a common aim of improving their operations, leadership, and approaches to healthy communities work.

13 grantees and their partners shared key staff, expertise and funding to support each other's work in promoting healthy communities.

8 grantees collaborated to provide and their partners specifically in providing on-the-ground engagement with the community often occurred through common interests when organizations shared constituents facing a common issue.



"The Healthy Argentine Challenge ¡Ándale! initiative directly built upon, leveraged, and benefited from collaborative and complementary investments by a.) Unified Government (public), through its ongoing and systemic support for the Joe Amayo/Argentine Community Center and b) Anytime/ANDALE Fitness (private), which provided an encouraging and safe environment, equipment, and special-rate, affordable memberships for local residents who otherwise would not have access to fitness program."

Argentine Neighborhood Development

"University of Missouri-Extension had two workshop presentations given by extension agents and expertise shared on a monthly garden walk. Kansas City Community Gardens purchased garden inputs (plants, seed, manure, and straw bales for gardeners). CultivateKC/New Roots gave a farmers' market marketing workshop and offered a farm tour of New Roots for Refugees to our gardeners."

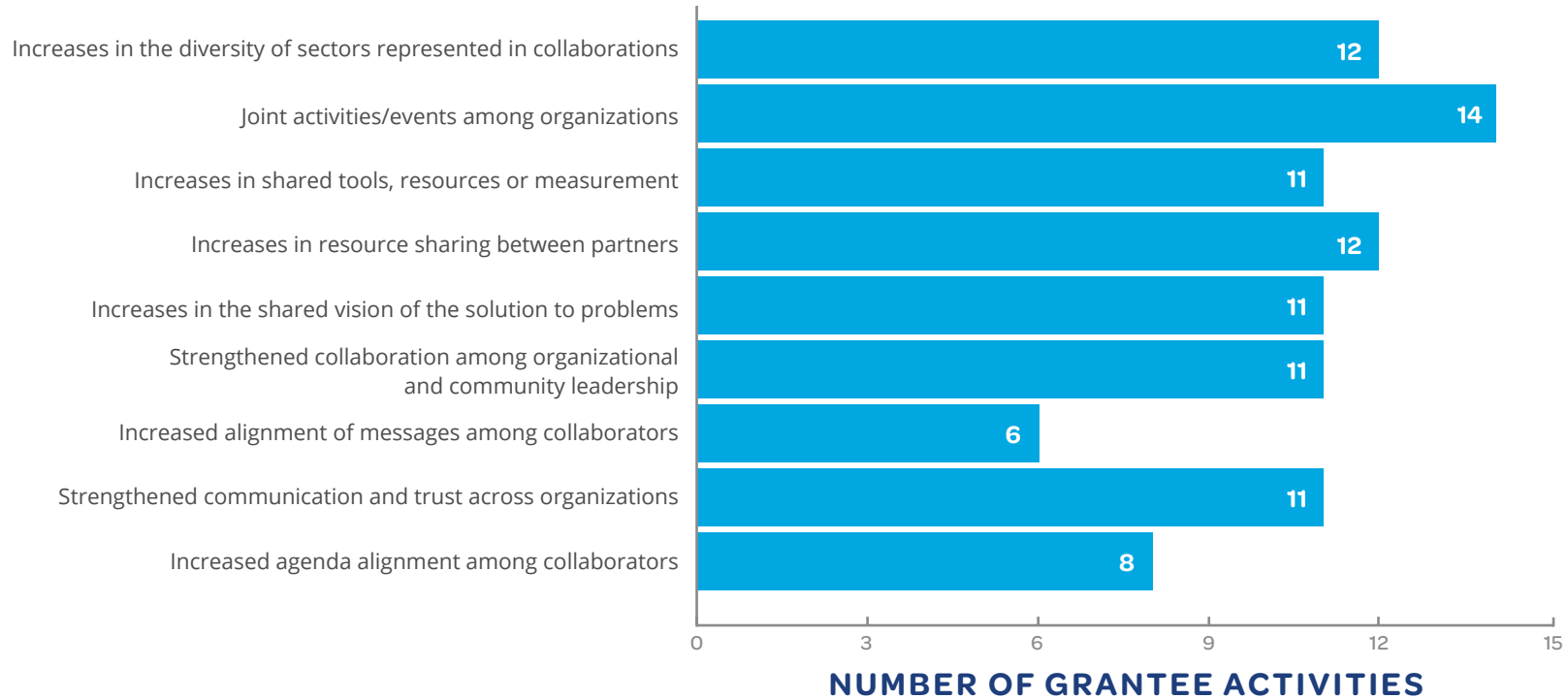
Jewish Vocational Service

"Exceeding our goal of 25 participating agencies, we have increased the diversity of sectors represented in our collaborative by engaging 84 unique agencies this grant period. We have focused on building partnerships and trust between agencies this year."

NourishKC

OUTCOMES FOR ORGANIZATIONS AND COMMUNITIES

TYPES OF OUTCOMES ACHIEVED BY COLLABORATION



OUTCOMES

FOR ORGANIZATIONS AND COMMUNITIES

STRENGTHENED COLLABORATIVE NETWORKS THAT INCREASE AWARENESS OF AND SUPPORT FOR HEALTHY COMMUNITIES

7 grantees and their partners explicitly focused on fostering their working relationships with one another.

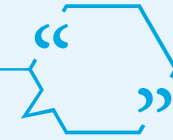
15 grantees established NEW partnerships during the grant period, with organizations reporting between 1 and 17 new partnerships.

7 grantees leveraged new partnerships to sustain and improve the quality of existing programming.

5 grantees are collaborating with new organizations in their region to increase community outreach and access, as well as working with partners to replicate their programs and share their model.

5 grantees received educational materials, presentations, and other capacity- and knowledge-building trainings through their new partnerships.

3 grantees are building new and stronger multi-sectoral networks by convening stakeholders and engaging a wider variety of agencies and organizations in alignment behind a shared vision.



“Lexington, Waverly, and Higginsville food pantries and Odessa Community Resource Center and Helping Hands by helping the first three to get their 5013c designation. The other two agencies already had theirs. Helping Hands and Odessa Community Resource Center are both located in Odessa but didn’t work together or talk with each other due to issues between the organizations over 20 years ago. We were able to pull the two organizations together to talk and see that each of them offer different resources so they aren’t in competition with each other and they are now working together!”

Health Care Collaborative of Rural Missouri

OUTCOMES FOR ORGANIZATIONS AND COMMUNITIES PROJECT STORY:

KU ENDOWMENT (DOTTE AGENCY)

“

Dotte Agency often collaborates with partners to develop and modify prototypes, providing partners with new tools and resources for communicating among themselves, and prioritizing communication with decision makers to improve their built environment and/or increase access to healthy food.

This design-thinking engagement is a working process that helps all involved articulate a shared vision for solving problems. Working through trusted, active partnerships, they have been able to increase their outreach to a diversity of sectors represented in the

collaborative process. Partners have contributed their design-thinking and architectural expertise, in-kind time of faculty and students, material resources (e.g., direct expenses, equipment), and capacity to affect visible change in the built environment.

Through iterative processes – from initial insight to the application of tools and the design, building, and installation of interventions – Dotte Agency has seen strengthened collaboration among organizational and community leadership. Through shared community engagement activities, developing prototypes

to create new tools, and installations that aid our community partners, they see joint activities and events among organizations strengthening a network of established and new partners.

By working through already trusted, working relationships we've been able to increase our outreach to a diversity of sectors represented in the collaborative process. As a result, new communication has been opened among community organizations that we believe may not have existed due to the strengthened communication and trust across organizations.

”

OUTCOMES

FOR ORGANIZATIONS AND COMMUNITIES

INCREASED COMMUNITY ACTION BASED ON PUBLIC WILL AND COMMUNITY INPUT

12 grantees solicited regular community input through a number of venues, including monthly committee meetings, task forces, joint community events, open houses, regular administration of community surveys, and via neighborhood liaisons. By creating consistent touch points, grantees report building stronger relationships, raising broader awareness that these avenues exist, and institutionalizing opportunities for collecting community input.

Community input is not just being considered in the planning process, but is driving which projects grantees invest in.

Some examples of this include:

- Due to public interest in spin classes, **Upper Room** purchased 8 spin bikes and hired an instructor to teach spin classes this past year. At the time of reporting, over 400 participants have attended their classes which are held 5 times a week.
- **Urban Neighborhood Initiative** established an Affordable Housing Task Force, bringing together roughly 25 members to help shape affordable housing strategies to be considered by the City Council. Many of the local neighborhood associations signed onto the task force's proposal, and the City has adopted some of the strategies in its new housing ordinances.

OUTCOMES FOR ORGANIZATIONS AND COMMUNITIES PROJECT STORY: ROSEDALE DEVELOPMENT ASSOCIATION



“

Initiated by residents' desire to fix a problem in their neighborhood, RDA convened necessary partners and secured funding to replace the broken and outdated playground at Fisher Park. Early in the process, neighbors indicated they wanted something inclusive for many ages and abilities, accessible (the previous playground had no sidewalk access and a raised barrier around it), able to provide play for lots of youth, and if possible, that would support the

other nature-based efforts residents had previously conducted at the park (including a fruit-tree orchard and a walking trail around the park's perimeter).

RDA brought those wishes to three playground vendors, who provided possible designs for the space. RDA then sent postcard invitations to every address in Rosedale, inviting community members to an event at the park to give feedback on the designs. RDA also published an online survey soliciting additional feedback on the three options, and took the designs to a summer program serving 100 K-8th graders for more targeted feedback from kids.

After community members chose the preferred playground design, feedback was given to the winning vendor to further tweak the design to match community preferences as closely as possible. Finally, the neighborhood came together for

a community build day to assemble and install the playground equipment.

“The information gathered from community members was used to create a work plan for the event, which included 87 volunteers completing all of the identified areas of need in the community...Initiated by residents' desire to fix a problem in their neighborhood, RDA was able to convene necessary partners and secure funding to replace the broken and outdated playground at Fisher Park... Finally, the neighborhood came together for a community build day to assemble and install the playground equipment.”

”



OUTCOMES

FOR ORGANIZATIONS AND COMMUNITIES

INCREASED AFFORDABILITY AND ACCESSIBILITY TO HEALTHY FOODS

- Grantees created or strengthened food access pipelines.
- Grantees are building the capacity of their communities to farm more efficiently, as well as expanding their outreach to engage even more community members and new farmers – thereby increasing the quantity and quality of food production.
- Grantees reported more data on access as opposed to affordability and in greater detail.

10 grantees reported increasing the affordability of healthy foods, and **13 grantees** reported increasing accessibility to healthy foods.

6 grantees increased the affordability of healthy foods by offering free and wholesale-priced healthy foods for sale; participating in the Double Up Food Bucks program to make their produce more affordable to SNAP recipients; and lobbying for policy changes that increase affordability, including a bill to provide farmers market vouchers for senior citizens, a particularly vulnerable population.



“Red Bridge/Indian Creek Elementary Program for Infant/Toddler Care successfully advocated for passage of HB 1625, directing the Missouri Department of Agriculture to apply for USDA grant funding for the Senior Farmers Market Nutrition Program. We estimate that the anticipated award of \$238,000 would provide 7,166 low-income Missouri seniors with a \$30 Senior Farmers Market Nutrition Program vouchers in 2019.”

KC Healthy Kids

OUTCOMES FOR ORGANIZATIONS AND COMMUNITIES

INCREASED AFFORDABILITY AND ACCESSIBILITY TO HEALTHY FOODS

13 grantees programming and interventions have brought hundreds of thousands of pounds of fresh produce into communities with limited access to healthy foods by increasing supply, cultivating markets, and connecting farmers to consumers in new and more efficient ways.

9 grantees built the capacity of their communities to farm more efficiently, as well as expanding their outreach to engage even more community members and new farmers — thereby increasing the quantity and quality of food production.

After the Harvest gleaned
**5,000,000
pounds**
of produce in 2017.

Harvesters exceeded
their goal to provide
**10,000,000
pounds**
of produce in the
7-county grant area.

**Kansas City
Community Gardens**
estimates that approximately
369,829 pounds of produce
were cultivated through the
**Community Partner Gardens
and Schoolyard
Gardens** programs.



“RDA adapted our community gardening program to lower the barrier of entry to growing and eating healthy food by offering opportunities to get involved in a community garden that are easier than taking responsibility for a garden plot...”
Rosedale Development Association

“By growing the number of farmers in the community, and the efficiency of these farmers (through group ordering, the community greenhouse, TA, and mini-grants), we increased the amount of healthy food available in our community. Because our farmers sell to/with multiple outlets, including farmers markets, grocery stores, restaurants, and CSA shareholders, our food is accessible across the Kansas City metro.”
Cultivate KC

OUTCOMES FOR ORGANIZATIONS AND COMMUNITIES

GREATER ACCESS TO SAFE ENVIRONMENTS THAT PROMOTE HEALTHY LIVING

6 grantees improved neighborhood infrastructure and supporting programming that increases the safety of low-income residents in distressed neighborhoods and allows them to take full advantage of public spaces.

6 grantees opened new, safe environments for residents to gather, build new skills, and engage in physical activity through urban gardens, community centers, cafes, and youth programming.

4 grantees are shifting or expanding their programming to reach a broader population of residents and minimize potential barriers to engagement (e.g., knowledge, cost).

PROJECT
REACH

37,732+

Individuals utilizing new
or improved programs, services
or environments for
healthy living



“We added a Safe Routes to Parks and Safe Routes to Transit initiative to the already existing Safe Routes to Schools. The need for improved walkability is so widespread in eastern Wyandotte County that there was a need to prioritize projects based on additional community input. This includes sidewalks, off-street trails, and on-street bike routes. Increasing the visibility of this challenge led to changes in the Regional Pedestrian Plan.”

Unified Government of Wyandotte, Public Health Department

“The newly remodeled Donate-What-You-Can Cafe, Thelma’s Kitchen, provides a safe, well-lit, trauma-informed, smoke free and ADA compliant space for neighbors to gather in and access affordable and healthy food. By providing an active, well-lit retail presence one of KC’s busiest corners, and using our space to intentionally foster community networking, belonging, and pride through community art projects and building improvement, we enable residents to engage with one another in a secure and stable environment.”

Reconciliation Services

“During this grant term, we added two more neighborhoods to our project. We are now working in seven, low-income, distressed neighborhoods doing this work to combat blight and increase safety, stability and habitability.”

Legal Aid of Western Missouri

OUTCOMES

FOR ENVIRONMENTS
AND POLICIES

8 Grantees

Policies that support active, healthy, tobacco-free, and safe living (including organizational and municipal)

11 Grantees

Increased public resources and investment in infrastructure for healthy living

10 Grantees

Physical environments that support active, healthy, tobacco-free, and safe living

OUTCOMES

FOR ENVIRONMENTS AND POLICIES

Policy change often takes many years to come to fruition, and as the grant term for most of these grantees was only 12 months, it is important to consider the interim progress grantees are seeing in their policy advocacy efforts – regardless of whether a policy is passed (or even rejected).

- Policy involves many steps, and many organizations at different places on the spectrum.
- While overall goal is creating policies and passing legislation, many are still in progress. This is long term, adaptive work.
- We recognize this work is hard to measure and messy.
- Half of this advocacy work was for local policies or ordinances. The remaining were state or institutional policies.
- Four grantees advocated for policies that support active, healthy, tobacco-free, and safe living. These grantees supported 14 policies in total and estimated to have impacted at least 481,000 individuals.
- Half of this advocacy work was for local policies or ordinances, two were for institutional policies, and one was for a new state policy. The remaining project was for a neighborhood development master plan.
- The following table presents the type of policy that each grantee worked on, the status of that policy at the time of reporting, and the estimated potential impact of the policy, if passed or adopted.

OUTCOMES FOR ENVIRONMENTS AND POLICIES

Policy	Result/Status	Potential Impact
Legal Aid of Western Missouri		
Legal Aid drafted policy briefs outlining strategies to achieve the inclusion of affordable housing in the City of Kansas City's Five-Year Affordable Housing Policy.	In progress	Individuals: unknown Organizations: unknown
Urban Farming Guys		
Urban Farming Guys supported a neighborhood master plan to resist developer expansion into the neighborhood and preserve affordable housing.	In progress	Individuals: 5,000 Organizations: 100
Urban Farming Guys are working with the neighborhood and the City to pass an ordinance to prevent the destruction of neighborhoods by scrapyards.	In progress	Individuals: 20,000 Organizations: 100
American Lung Association of the Upper Midwest		
American Lung Association of the Upper Midwest developed policy language for an ordinance to restrict the sale of tobacco-flavored products.	In progress	Individuals: 92,630 Organizations: TBD
KC Healthy Kids*		
Students in the "I Am Here" program advocated for increased physical activity in their schools, as well as healthier food options in school programs.	Adopted	Individuals: 2,000 Organizations: 9 schools
KC Healthy Kids worked with other organizations to advocate for new Missouri school board policies concerning public use of school property.	Adopted	Individuals: Tens of thousands Organizations: 250+ school districts
KC Healthy Kids worked with partners to advocate for adoption of the "Complete Streets" guidelines in order to make public infrastructure safe, reliable, and accessible.	Passed	Individuals: 481,000 KCMO residents Organizations: unknown
KC Healthy Kids supported the advocacy of other organizations for House Bill 1625 to apply for a USDA grant for the Senior Farmers Market Nutrition Program.	Passed	Individuals: 7,000+ Missouri seniors Organizations: unknown

* KC Healthy Kids is supporting the development of six other policies, which have not yet passed. These include a federal Farm Bill policy (affecting all of the US) and a reduction of the statewide food sales tax (affecting all of Kansas). Also progressing are policies to arrange for a new Kansas food supplier, easier SNAP applications, and a state-wide Farmer Nutrition Program.

OUTCOMES

FOR ENVIRONMENTS AND POLICIES

INCREASED PUBLIC RESOURCES AND INVESTMENT IN INFRASTRUCTURE FOR HEALTHY LIVING

6 grantees are both channeling their existing resources into strategic projects that develop infrastructure for healthy living, as well as leverage their partnerships for fundraising purposes (e.g., joint fundraisers, grant applications). Grantees are generating funding streams through support from community members, government grants, individual donors, and foundations.

Most grantees reinforced their financial investments in community gardens and public spaces, while others collaborated with other organizations on projects, such as **NourishKC's** involvement with the Food Security Warehouse Collaboration, a project to improve food security for over 100,000 individuals through partnership programs.

- **Cultivate KC** provided micro-grants for individual farmers to use towards start-up costs or tools that improve their produce cultivation capacities and efficiency.
- **Health Care Collaborative of Rural Missouri** and **KC Healthy Kids** have been engaged in facilitating greater funding for better nutrition for senior citizens.
- **Legal Aid** worked with AltCap, an alternative lender and grant funder, to create a rehabber loan pool for contractors working with Legal Aid to rehabilitate abandoned properties, ensuring that rehabilitation will be quality and timely.

PROJECT REACH

\$887,845+

Additional funding procured
by grantees

(90% of this funding
was procured by NourishKC
and KC Healthy Kids)

OUTCOMES FOR ENVIRONMENTS AND POLICIES PROJECT STORY:
UNIFIED GOVERNMENT OF WYANDOTTE, PUBLIC HEALTH DEPARTMENT

“

The Unified Government of Wyandotte, Public Health Department solicited community input on opportunities for improving healthy living infrastructure by conducting a Citizen Survey in 2018 and engaging external community organizations in the final planning process for a Safe Routes to School project for the first time.

Based on the findings of the survey – which surfaced walking trails as a high priority for county residents – the Assistant County Administrator convened a recreational trails planning group and created a budget line item for development of a trail network.

As a direct result of feedback provided by community organizations about proposed sidewalk and pedestrian infrastructure, the project was redirected to a different street that would serve a broader neighborhood area and improve pedestrian safety. The community also recommended the project scope broaden to include elements of Safe Routes to Parks and Transit, and this expansion was just approved by Mid-America Regional Council to move forward for federal funding.

”

OUTCOMES FOR ENVIRONMENTS AND POLICIES

PHYSICAL ENVIRONMENTS THAT SUPPORT HEALTHY, TOBACCO-FREE, AND SAFE LIVING

- Grantees' efforts centered primarily on providing spaces for outdoor recreation, non-motorized transportation, and the cultivation of produce, although Urban Farming Guys and Legal Aid of Western Missouri invested instead in urban community spaces.
- While grantees' public spaces fell into distinct categories, they often served more than one purpose. For example, community gardens were also designated as tobacco-free zones and safer pedestrian routes to and from schools also increased the accessibility of public playgrounds.

4 grantees established 37 new community gardens and farms in which community volunteers can spend time, both as a method of physical activity, but also as a means of producing nutritious food.

2 grantees limited tobacco use in public spaces by implementing smoking bans in their own spaces as well as advocating for bans in public spaces.

3 grantees invested in (or facilitated access to) community spaces to be used for meetings, public classes, and other recreational activities, including a Makerspace lab and community design center.

3 grantees developed or extended more than 5 miles of recreational and practical paths for pedestrians and cyclists in their neighborhoods.



“Working alongside community members, partners, and agencies, Kansas City Community Garden’s (KCCG) Community Partner Gardens staff helped create and maintain 278 food-producing community gardens. Garden development is often initiated in a very grassroots fashion, with KCCG providing the expertise, guidance, and resources to make it happen.”

Kansas City Community Gardens

“We have built 2.2 miles of additional Lehigh trails opened in late 2017 built solely by volunteers. The Washington Ave. bridge project (the largest piece of the overall project) was completed in May 2018, and a .3-mile extension of the Lehigh Trail has been completed as a precursor to connecting to Gates Corporation... Also, of note, a .3-mile walking trail has been completed in the LaHarpe City Park, and a 1-mile trail (the Savonburg Swedish Trail named in honor of the community’s Swedish heritage) has been designated on city streets in Savonburg...”

Thrive Allen County

OUTCOMES

FOR ENVIRONMENTS AND POLICIES

PHYSICAL ENVIRONMENTS THAT SUPPORT HEALTHY, TOBACCO-FREE, AND SAFE LIVING

6 grantees invested in recreational outdoor areas for community members. Both grantees developed these areas from previously abandoned or under-used properties.

"Hope Lutheran School... is building Gaga Ball pits! This will be an inclusive outdoor game that will get kids moving!... the 6th grade winners in this year's photo contest, the students decided to put their prize money towards the school fundraiser for playground equipment. 'I think it shows they are already thinking about ways they can give back to their community and this is a concrete way to do that... it also shows that they have an investment in their school and they care about the younger people here,' said Executive Director Tricia DeGraff."

KC Healthy Kids

8 grantees reported on outcomes related to improving public spaces – these efforts focused on cleaning, rehabilitating, or beautifying existing infrastructure, including:

- Clearing brush from walking trails.
- Providing minor home repairs to local residents.
- Rehabilitating abandoned homes.
- Planting flowers or buying plants for indoor spaces.
- Adding benches and workout stations to public parks.
- Adding signage or lighting to trails and pedestrian paths.

Grantees also contributed to public space improvement by investing in their own spaces to better offer them to the public.

These efforts had greater ripple effects on the functionality and accessibility of these public spaces. Whereas spaces were disused or inaccessible before, grantee efforts made them more attractive and productive for community members to use. Moreover, in making these spaces cleaner and more usable, several grantees noted the critical impact on fostering a sense of safety, security, and stability for their communities in these spaces.

**INSIGHTS
+ GRANTEE
LESSONS
LEARNED**

INSIGHTS + LESSONS LEARNED

Strengths

Strengths of the Healthy Communities grantees were predominantly defined by the partnerships between and funding from other organizations, but were also attributed to organizational staff and the continued engagement and support of the communities in which grantees work.

- **Organizational Partnerships** – The majority of grantees noted the invaluable support of their partner organizations and funders as the greatest strengths of their work. In addition to facilitating grantees' own programming, partner organizations often provided direct services to the same communities, complementing and supplementing grantee's activities.
- **Community Engagement** – Grantees praised the engagement and support of the communities in which they worked as critical supports to the success of their programs. This ranged from community members' engagement in discussion and strategizing, participation in initiatives by local businesses, as well as direct volunteerism and the enthusiasm of program participants. Grantees depend on their participants to be ambassadors and advocates, liaisons to the community, and active contributors to their programming.
- **Quality of Staff** – Grantees attributed their success to their internal staff, praising their flexibility in assuming responsibilities outside of their roles and investing time and energy beyond what the job required in order to ensure the high quality of their programs.



“The continued support of the Town Fork Creek and Blue Hills Neighborhoods has been a critical factor in the success of the Mary Kelly Center. Neighbors were instrumental in providing strategic direction and participation in programs and classes. We also could not have sustained as long as we did without our partners, such as Youth Ambassadors, Neighbor 2 Neighbor, the many churches that use our facility and of course Health Forward Foundation.”

Upper Room

“Our greatest strength throughout the project has been the community support we have received. Our own neighbors and clients are coming and participating and that reveals great strength in this community. The Donate-What-You-Can Community Cafe has opened up volunteer opportunities on-site five days a week. We see it as a great strength to have some of our neighbors in need, social services clients, and more stable donors and volunteers all working alongside one another to improve community health and wellbeing. This has proven to be a project that every member of our community can be invited to participate in and we want them to feel invested and have ownership over improving their own community.”

Reconciliation Services

“The support from our seven pro bono firms, two of which joined the project during this grant term, has helped us grow and reach more clients. Volunteer attorneys have committed their time and expertise to our clients and cases, and helped us achieve good outcomes in higher numbers than we could have hoped for. They have also thought creatively about legal solutions and opportunities for collaboration, allowing us to expand our services in some areas.”

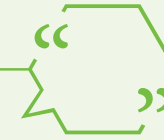
Legal Aid of Western Missouri

INSIGHTS + LESSONS LEARNED

Challenges

Challenges to grantees' continued success were more varied than the strengths, which underpinned grantees' work. However, the most commonly cited challenges were inadequate resources, including funding and staff.

- **Inadequate Resources** – Grantees noted consistently that a lack of funding prevented them from expanding their programs further, improving the resources they could offer to their communities, and hiring necessary additional staff — among other goals. Interestingly, grantees noted both barriers to further progress as well as barriers to basic sustainability, particularly when funding depended on inconsistent or inaccessible grants or donations.
- **Organizational Shifts** – A small group of grantees noted significant organizational changes to their organizations, which occurred during the grant cycle, and which impeded their efforts both internally and in their work with communities.



“Space and configuration of the fitness space within the existing facility was a major challenge due to the strong response to the program. The renovation of the community center and using El Centro, a local community center in the interim has helped resolve this issue.”

Argentine Neighborhood Development Association

“The biggest challenge UFG faces is funding. Insufficient funding has caused the loss of key administrative positions. These positions are essential to the ability to implement strategies to reach projected outcomes. We are not alone, the best organizations we know doing work in difficult places often go underfunded.”

Urban Farming Guys

“This year we experienced many challenges. One major challenge we experienced was staff turnover. We had some key Mary Kelly Center staff find opportunity for growth outside of the organization. This caused the organization to realign the organization chart to better handle staff turnover and revenue.”

Upper Room

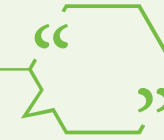
“Beginning a new department is a challenge. It demands adaptability and patience as you work the new systems being developed into the organization and communities that they are designed to serve. Cornerstones of Care itself has been in a state of great flux as it enters its first years after the merger of multiple smaller nonprofits. This has led to an increase in the need for communication and careful planning as our larger organization settles into its new stronger identity. We found ourselves needing to slow down and make sure all voices were heard as we developed our systems, designed changes to the campuses, and engaged youth in new programming.”

Cornerstones of Care

INSIGHTS + LESSONS LEARNED

Challenges

- **Scalability** – Finally, another small group of grantees cited challenges in scaling their efforts further to meet a growing need for services — a challenge that was closely tied in responses to the challenge of inadequate resources.
- **Data and Evaluation** – A couple of grantees mentioned the difficulty they experienced in trying to identify and accurately measure short-term outcomes and other necessary data points — both for themselves as well as in service of their grantees.
- **Community Trust** – A less common challenge faced by a couple of grantees was that of building trust with their communities — this is a critical factor in the Healthy Communities portfolio's strategies and one which grantees have tackled creatively in the implementation of their programming.



“To take a look back challenges were always getting participation or getting scaled growers. The new challenges is having the capacity to achieve the goals of the neighborhood. What is meant by that is we quickly shifted to trying to maintain a large group of interested residents to participate in healthy eating active living activities to now needing advanced mechanisms to really increase impact. An example would be our vendors at the market and our community growers. Now that we are getting a lot more customers at the market who are spending more money our growers are running out of product therefore asking for more space or for resources to build their own.”

Ivanhoe Neighborhood Council

“Measuring increases in physical activity in open environments is especially difficult. Much easier in a closed environment like school physical education classes, but in an open setting like 10 miles of bike lanes, or three miles of levee trails, or neighborhood sidewalks, or within a park setting is very challenging. In addition, measuring long term outcomes such as improvements in health and public safety, and creating direct linkage to active transportation initiatives, is difficult.”

Unified Government of Wyandotte, Public Health Department

“There are many challenges and barriers that the program encounters every day. From the Promotoras themselves, as mentioned before, their own resistance to change and sometimes a resistance to learn something new. But for the last two years the most important barrier has been the toxic political climate that the Latino community is facing. We see a community that is fearful, that has no interest in participating at any activity, and they live under such duress that they are manifesting ailments due to this stress. On a daily basis, the Promotoras are facing the challenge of change strategies to be able to reach the population.”

El Centro

INSIGHTS + LESSONS LEARNED

Lessons Learned

Grantees noted in their reports the ways in which their work during the 2017 grant year taught them important lessons for moving forward into future years of work. These lessons learned generally centered on maintaining organizational flexibility and maintaining strong lines of communication between their communities and between their organizational partners.

- **Communication** – Grantees were, in some cases, surprised by their communities' shifting needs and challenges. Maintaining strong communication between communities and the grantees themselves allowed the grantees to remain agile in responding to these needs and ensure that grantee programming was always in support of the community. Some grantees also noted the importance of communication in transitioning some of the responsibility for maintaining community health from the grantees themselves to the communities they were serving.
- **Collaboration** – Grantees learned to use their connections and collaborations with other organizations to maximize the efficacy and efficiency of their work, and to develop new programming that was often too large or complex for a single organization to handle independently.
- **Adjusting Strategy** – Grantees made greater shifts in the landscape of health and adjusted their approach to health to address those shifts. Grantees also incorporated general learnings about conducting health programming into their practices to continue to hone their strategies.



“The change in the companies offering flavored tobacco products and in the landscape of marketing flavored tobacco products in general and flavored e-cigarettes specifically, as well as implications of a proliferation of Tobacco 21 policies now in place in the grant area, have implications for “Creating Policy Change in the Tobacco Point of Sale Environment” grant activities.”

American Lung Association of the Upper Midwest

“As we approach our 10th year of this program, we recognize that this program model has taken us as far as we can go. Underlying these barriers to health are the issues of poverty and limited resources ... In order to permanently move the needle on health in Rosedale, and with the support of our community partners and funders, including Health Forward Foundation, Rosedale Development Association (RDA) launched the Advancing Rosedale Community Health (ARCH) project in late 2018. ARCH combines RDA's effective programs targeting physical health with equally effective work building the civic engagement and economic stability Rosedalians need for long-term, sustainable health.”

Rosedale Development Association

**MOVING
FORWARD**



MOVING FORWARD

We are excited to present these inaugural portfolio findings from our Healthy Communities round. Although anecdotally we have been familiar with the strong work accomplished by our grantees, this is the first time we have been able to present it on more of a grant-by-grant basis and within a larger framework.

The healthy communities field in particular can be challenging to measure. Outcomes don't always lend themselves to quantitative measures and are often intangible. Engaging and mobilizing communities is work that is not linear or quick. It is adaptive work that requires a long-term commitment.

We have made a concerted effort in this round to move from early years of funding that were often mainly educational programs focused on individuals to multiple levels of impact, most notably organizations, communities, policies and the environment. This report validates that development in the healthy communities field is working to make the healthy choice the default choice. Instead of focusing on individual behavior, the work around equitable engagement, mobilization for action, and multi-sector collaboration is woven more throughout programs and organizations in our service area.

We are grateful to our grantee partners both for their work in this area and their willingness to report additional information to us. We recognize it is a change and there is a learning curve involved. However, we have heard repeatedly from our partners that it is a challenge to measure this work and be able to talk about progress that is measured globally across the field. We hope this serves as a beginning resource for them and the larger community in that regard.

Based on our first year of data, and feedback from our grantees, we will work to refine our reporting process for this round. We hope to reduce redundancy and to be more responsive to the needs of our community partners. Nevertheless, we are pleased with the progress we can now articulate from this round.

The accomplishments highlighted in this report are ones we can all be proud of. Health Forward grantees are tackling the toughest health issues facing our communities. As we move forward, our partners are building on past successes, sparking greater results, and continuing to ignite a culture of health for everyone.

**GRANTEE
SNAPSHOTS**

AFTER THE HARVEST

PROJECT Healthy Food for Hungry People

PROJECT SERVING Food-deprived communities in Kansas City

GRANT DETAILS

GRANT AMOUNT \$200,000	GRANT CONTINUATION? Yes
PROJECT BUDGET \$868,650	GRANT TERM 12 mo.

Report Abstract

ATH provides fresh produce to 373 agencies serving approximately 35,000 people in Greater Kansas City each week.) Through these activities, ATH allows access to the most nutritious food for the 141,500 people who seek emergency food assistance each month in the Kansas City area. Within the grant period, ATH recruited farmers, growers, produce-packing houses, and other industry-related donors; coordinated produce distribution to the Kansas City area through Harvesters and its service-area partners; developed sustainable sources of income; recruited volunteers for gleaning and distribution activities before and during the growing season (February–November); hosted and supervised in-field gleaning events during the local growing season (June–November); and implemented collaborative activities with other local hunger-relief organizations and food policy initiatives. They also expanded recruitment of faith congregations, and civic, community, and corporate partners to increase the volunteer base and revenue streams. Finally, ATH began a new strategic plan and outcome study process.

The organization determined success in the following ways:

- Continuous and measurable growth in total pounds of food saved and distributed (3 million pounds by the end of 2018).
- Continuous growth in the number of participating volunteers and number of volunteer occurrences (817 volunteers recruited and 2,090 experiences completed by the end of the grant period).
- Continuous growth in the number of participating farmers, growers, packing houses, and other industry-related donors (10 new farms by the end of the grant period).
- Continuous growth in financial and in-kind donors (120 new sources by the end of the grant period).
- Continuous increase in the diversity of volunteers; and continuous increase in recipient agencies' capacity to distribute more produce to low-income consumers.

STRATEGIES



- Support inclusive efforts that promote community-based solutions



- Strengthen core organizational operations and sustainability of systems



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

AMERICAN LUNG ASSOCIATION OF THE UPPER MIDWEST

PROJECT NAME	Creating Policy Change in the Tobacco Point of Sale Environment	
PROJECT SERVING	Students ages 12–15 in Johnson County, Kansas and Jackson County, Missouri	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$190,000	No
	PROJECT BUDGET	GRANT TERM
	\$260,950	24 mo.

Report Abstract

The population and geographic area impacted by activities today include more than 92,000 children enrolled in schools in Johnson County, Kansas, and Jackson County, Missouri.

To date, surveys of retailers offering flavored tobacco products in the two-county area have been completed and the data analyzed. In the remaining months of the grant, ALA will develop communications materials based on the results to share with elected officials, the public health community, and media in the two-county area in the remaining months of the grant.

One important lesson learned is that the ascendance of electronic cigarettes, specifically the JUUL brand, and the proliferation of youth-friendly flavorings in e-liquids, has changed the policy landscape. The majority of communities in the two-county area and the counties themselves have adopted Tobacco 21 policies. All of these ordinances include e-cigarettes in the description of tobacco products.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies



- Organize and equip individuals and organizations to take action or influence policy



- Align strategically with local, regional, or state coalitions and networks

ARGENTINE NEIGHBORHOOD DEVELOPMENT ASSOCIATION

PROJECT NAME	¡Ándale! Initiative	
PROJECT SERVING	Impoverished and racially diverse communities in the Argentine neighborhood in Wyandotte County	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$95,000	Yes
	PROJECT BUDGET	GRANT TERM
	\$682,266	12 mo.

Report Abstract

The Argentine Neighborhood Development Association's Healthy Argentine Challenge, ¡ÁNDALE (Get Up, Let's Go!), is a stakeholder-based initiative that expanded and strengthened its response to health-related needs, barriers and disparities. The initiative serves an ethnically diverse service area within an urban community of 10,200 residents located within Wyandotte County in eastern Kansas, which has struggled for decades with adverse health factors.

Aligned with Health Forward's Healthy Communities theory of change, the ¡ÁNDALE! initiative implemented an all-inclusive approach to leverage strong, multi-sector collaborations in activating prevention and sustained community wellness in the context of long-term internal and external change.

Through continued engagement of residents and stakeholders of all ages, including within families, improved health practices can reach generations to come.

Accomplishments included a 300 percent increase in participation and the development of an accessible fitness center and significantly expanded, culturally relevant programming focused on health and wellness, achievable at individual, family, and community levels.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies
- Support inclusive efforts that promote community-based solutions



- Strengthen core organizational operations and sustainability of systems
- Increase awareness and skills of individuals and communities through culturally relevant education
- Organize and equip individuals and organizations to take action or influence policy



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice
- Align strategically with local, regional, or state coalitions and networks

CORNERSTONES OF CARE

PROJECT NAME Healthy Living and Food Systems Program to Promote Healthy Living in Adolescents

PROJECT SERVING Youth ages 12–18 in Kansas City

GRANT DETAILS

GRANT AMOUNT
\$88,165

PROJECT BUDGET
\$174,427

GRANT CONTINUATION?
No

GRANT TERM
12 mo.

Report Abstract

Cornerstones of Care provides mental and behavioral health, foster care, adoption, and youth/family support services and education. Cornerstones of Care provides their primary clients — youth in the child welfare system and their families — with trauma-informed care that addresses the negative impact of their traumatic experiences.

The Healthy Living and Food Systems program served 172 youth in Residential and Educational Day Treatment programs on two campuses during the grant term, emphasizing the production and consumption of fresh produce and engagement in the community. This programming provided horticulture, culinary, and leadership training and outdoor exercise. Youth activities included growing, harvesting, preparing, eating, and distributing their own fresh produce. Youth and program staff mobilized others on campus to learn about and participate in healthy behaviors.

To enrich programming and link children to the community, Cornerstones of Care mobilized and strengthened relationships with community partners in multiple sectors to develop and provide programming, build infrastructure, and fundraise. Volunteers helped maintain walking trails and recreation fields, while local business groups fundraised for the project. Outcomes include improved knowledge of and engagement in the food production cycle for children; access to fresh produce for low-income children and their families; increased outdoor activities; and improved infrastructure for future programming.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies



- Strengthen core organizational operations and sustainability of systems
- Increase awareness and skills of individuals and communities through culturally relevant education



- Align strategically with local, regional, or state coalitions and networks

CULTIVATE KC

PROJECT NAME	The Farmer Business Development program at Juniper Gardens Training Farm and Metro Farms and Food Systems	
PROJECT SERVING	Refugees across the Kansas City Metro	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$150,000	Yes
	PROJECT BUDGET	GRANT TERM
	\$416,552	12 mo.

Report Abstract

Juniper Gardens Training Farm currently serves 15 refugee training farmers and their families for a total of 75 individuals. They will participate in farmers markets throughout Kansas City and Lawrence. Juniper staff provide workshops, field walks, on-site help, and twice-yearly evaluations.

Juniper, like all farmers and farms, has been affected greatly by the weather this season. The cold weather in late spring rapidly followed by heat resulted in increased pest pressure and in spring plants bolting and going to seed. This challenge affected total sales for the year and the ability to expand into new crops or practices.

Some key takeaways are that staff need to formalize on-site field hours and explore new revenue streams both in introducing new crops and in selling outside the farmers market.

Metro Farms and Food Systems engages with the local farms and farmers to educate the community through events such as the Urban Grown Tour. In 2018, 150 hours of technical assistance was provided to 49 farmers and 17 food projects, and over 700 people were hosted through the Urban Grown Tour. Five farms were awarded \$3,000 each in mini-grants.

STRATEGIES



- Support inclusive efforts that promote community-based solutions



- Strengthen core organizational operations and sustainability of systems
- Increase awareness and skills of individuals and communities through culturally relevant education



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

EL CENTRO

PROJECT NAME

*Promotoras de Salud,
Comprando Rico y Sano*

PROJECT SERVING

Latino communities in Wyandotte and Johnson counties

GRANT AMOUNT

\$112,000

PROJECT BUDGET

\$265,300

GRANT CONTINUATION?

Yes

GRANT TERM

12 mo.

Report Abstract

During the current grant period, the promotoras program *Comprando Rico y Sano* served 3,372 individuals — all who are head of their households — living in Wyandotte and Johnson counties. Including family members of clients, the program impacted 16,860 persons.

For years and on a limited budget, the promotoras have worked to bust dietary myths, educate the community on the use of farmers markets, and demonstrate ways to adapt recipes. Promotoras work with a population that is 83 percent female, that has been in the USA an average of 12 years, and that has a mean age of 36. All clients are under the poverty level; the kids are eligible for free or reduced-price lunch. Childhood and adult obesity are prevalent; many have not been diagnosed as diabetics but exhibit risk factors.

During the grant period, 12 promotoras participated in one or more of 133 activities or community events (Back to School days, parent meetings, health fairs, etc.) where they recruit participants for the program. Promotoras conducted 650 hours of training (each session is six hours) to 1,610 individuals, using the UnidosUS's "Comprando Rico y Sano" healthy-eating curriculum. Promotoras also conducted 1,116 shopping/buying exercises at local farmers markets and 200 shopping/buying exercises at Price Chopper that participate in "Double Up Food Bucks" program.

Promotoras screened all participants for SNAP eligibility and provided assistance with 838 new applications and 624 renewed applications. They also encouraged the Latino community to cook with basic ingredients (tomatoes, tomatillos, cilantro, parsley, and chilies) in their homes through more than 500 cooking demonstrations.

This grant period presented an engagement challenge. Latinos face a toxic political environment that has increased barriers to well-being, and out of fear, the community has retreated to the shadows.

STRATEGIES



- Support inclusive efforts that promote community-based solutions



- Increase awareness and skills of individuals and communities through culturally relevant education



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

HARVESTERS

PROJECT

Healthy Eating

PROJECT SERVING

Food insecure children, families, and seniors across the Kansas City metro

GRANT DETAILS

GRANT AMOUNT

\$132,500

PROJECT BUDGET

\$1,610,730

GRANT CONTINUATION?

Yes

GRANT TERM

12 mo.

Report Abstract

Harvesters is the region's only food bank and serves food-insecure children, families, and seniors through a network of more than 620 agency partners. These agencies include food pantries, community kitchens, shelters, daycares, and senior centers. Through programs in the Healthy Eating Initiative, Harvesters increases equitable access to, and consumption of, nutritious food for more than 280,000 people in the Kansas City metropolitan area.

Harvesters emphasis has been on relationships with agency partners, as well as regional and national partners that complement our network's mission. We exceeded program goals, refined new models of service, and created new health care relationships while strengthening existing relationships with partner agencies and other successful service organizations.

Organization capacity to serve more people has increased through Healthy Pantry Partnerships, training teachers to facilitate our nutrition curriculums, and development of agency training webinars. At least 22 agencies participated in Harvesters' webinar trainings. In turn, these trainings impacted services to an estimated 3,013 households. Short- and long-term Pantry Partnerships took place at agencies that served about 4,693 households each month. Another 4,136 people gain nutrition knowledge, skills, and tips through work at health fairs, Kids Cafe after-school and summer meal sites, shopping floor demonstrations, and recipe distribution at Mobile Pantries. As the region's food bank, we leverage our national, regional, and local connections to make a significant impact across the 26 counties in Harvester's service area. Increased integration among Harvesters teams and with partner agencies is magnifying the level of services we offer, which contributes to increasing health and stability across our community.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies
- Support inclusive efforts that promote community-based solutions



- Strengthen core organizational operations and sustainability of systems
- Increase awareness and skills of individuals and communities through culturally relevant education
- Organize and equip individuals and organizations to take action or influence policy



- Reach out to non-traditional partners across multiple fields and sectors (public, private, non-profit) to create alignment and a stronger unified voice
- Align strategically with local, regional, or state coalitions and networks.

HEALTH CARE COLLABORATIVE OF RURAL MISSOURI

PROJECT NAME	Healthy Communities	
PROJECT SERVING	Individuals below the FPL in rural Missouri, with a focus on Lafayette County	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$50,000	No
	PROJECT BUDGET	GRANT TERM
	\$281,300	12 mo.

Report Abstract

There are 36,019 people who live between Lafayette County and Buckner in extreme Eastern Jackson County, with approximately 41 percent living at or below 130 percent of the federal poverty level. Approximately one in four households have incomes below \$25,000. Approximately 1,400 people received food distribution through this project, which takes the services to the people through events like those for Project Connect, a one-stop shop for community services, and monthly food box deliveries to seniors by food pantries.

Three food pantries have applied to become a 501c3 organizations, with two of the three already achieving that goal. Many people did not realize that the need was so great in their own backyard, and exhibited a willingness to come together to provide services and resources to their neighbors in need.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies



- Strengthen core organizational operations and sustainability of systems



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

IVANHOE NEIGHBORHOOD COUNCIL

PROJECT NAME Sustainable Healthy Urban Living

PROJECT SERVING Individuals living in the Ivanhoe Neighborhood of Kansas City

GRANT DETAILS

GRANT AMOUNT \$85,000	GRANT CONTINUATION? Yes
PROJECT BUDGET \$153,438	GRANT TERM 12 mo.

Report Abstract

The Sustainable Healthy Urban Living (SHUL) initiative continues to be a valuable program to the Ivanhoe community — which stretches from 31st Street to 47th Street, Paseo to Prospect — as well as an integral piece to the collective work of the Ivanhoe Neighborhood Council. The initiative consistently produces impressive results, specifically its great impact during the 2017–18 grant cycle.

Ivanhoe's population is primarily African American with a median income of \$20,000 per year. The neighborhood contains a large amount of vacant space but little access to food and healthy activities. While it is difficult to know the exact number, it is likely that thousands of the neighborhood's 6,000 residents participated in Ivanhoe programming or were impacted by this initiative. Observing that the most successful way to motivate citizens to live a healthy, active life is through food, the SHUL initiative gets residents engaged in healthy, outdoor activities through growing, processing, cooking, and selling food.

The farmers market is a space where neighborhood bonds are formed and strengthened, where growers are recognized by their customers, and where neighborhood commerce can commence.

This strategy has been crucial to the initiative's development of more healthy eating and active living techniques. Progress is directly tied to participation and this grant cycle has seen participation increase as interesting programming offers residents unique activities.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies



- Strengthen core organizational operations and sustainability of systems
- Build public support that catalyzes and accelerates the field



- Align strategically with local, regional, or state coalitions and networks

JEWISH VOCATIONAL SERVICE

PROJECT NAME	Global Gardens	
PROJECT SERVING	Refugees in the Historic Northeast Neighborhood of Kansas City (Missouri)	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$60,000	Yes
	PROJECT BUDGET	GRANT TERM
	\$80,000	12 mo.

Report Abstract

Nestled in the Historic Northeast neighborhood of Kansas City, 24 refugee families are cultivating community by converting abandoned lots into flourishing gardens. Founded in 1949, Jewish Vocational Service's (JVS)'s original purpose was to assist Holocaust survivors, refugees, and those returning from World War II transitioning to post-war life in the United States.

JVS's current mission remains much the same: working with refugees and others from around the world who face barriers to employment .

Begun just four years ago, the project has grown yearly and is particularly popular among refugees already experienced in agriculture. This year's garden cohort originates from Bhutan, Burma (Myanmar), and the Democratic Republic of the Congo.

The JVS Global Gardens project provides access to reduced cost agricultural inputs and climate-specific agricultural education, along with monthly field walks and garden tours to explore alternative ways of producing food. The project's outcomes include increased knowledge about growing crops in the United States; increased access to healthy, affordable food; increased physical activity in a safe environment; and improved mental health through community involvement.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies



- Increase awareness and skills of individuals and communities through culturally relevant education



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

KANSAS CITY COMMUNITY GARDENS

PROJECT NAME Group Gardens: Community Partner Gardens & Schoolyard Gardens

PROJECT SERVING Food desert communities in Kansas City

GRANT DETAILS

GRANT AMOUNT
\$130,000

PROJECT BUDGET
\$549,765

GRANT CONTINUATION?
Yes

GRANT TERM
9 mo.

Report Abstract

Kansas City Community Gardens (KCCG) provides services to the greater Kansas City metropolitan area, which encompasses more than a dozen counties that bridge the border between Kansas and Missouri. Most of the organization's work occurs in the urban core of Kansas City, which primarily includes Wyandotte County, Kansas, and Jackson County, Missouri. Poverty and food insecurity impact many families in Kansas City.

A typical client of KCCG is low-income, food-insecure, and lives in the urban core with limited access to grocery stores. They are at a higher risk of obesity, cardiovascular disease, and diabetes, and typically lack adequate healthy food choices.

Program staff helped partners develop and maintain community and school gardens, expanding and repairing the gardens as needed. Dozens of free workshops and intensive sessions with students provided participants with multiple educational opportunities. Schoolyard Gardens staff conducted tasting events, plantings, and harvest parties with students. Community Partner Gardens staff provided technical assistance and resources to gardeners on an ongoing basis. KCCG developed 15 new Community Partner Gardens and enrolled more than a dozen new schools into the Schoolyard Gardens program. Workshops, planting planning sessions, and student activities were among the many successful program events.

Ninety-nine percent of gardeners surveyed reported they successfully harvested from their gardens; 97 percent reported they increased their daily intake of fresh food thanks to their garden; and 100 percent reported they stayed more physically active because of gardening.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies
- Support inclusive efforts that promote community-based solutions



- Increase awareness and skills of individuals and communities through culturally relevant education
- Organize and equip individuals and organizations to take action or influence policy



- Align strategically with local, regional, or state coalitions and networks

KU ENDOWMENT (DOTTE AGENCY)

PROJECT NAME Dotte Agency: Mobilizing the Dottes for Better Health through Design

PROJECT SERVING Wyandotte County

GRANT DETAILS

GRANT AMOUNT \$131,000	GRANT CONTINUATION? Yes
PROJECT BUDGET \$287,509	GRANT TERM 24 mo.

Report Abstract

This project focuses on a historic, minority neighborhood of more than 85,000 residents that make up half the population of Wyandotte County, Kansas. Wyandotte County is ranked last of 101 Kansas counties health outcomes.

Mobilizing the Dottes project is possible through a coalition of active partners in the Wyandotte County area east of I-635. For project clarification, this area is identified as the Healthy Communities Corridor.

Strategies include:

- Equitable Engagement: Engage community members in conversation and seek solutions for building healthier communities, environments, and policies.
- Mobilization for Action: Organize and equip individuals and organizations to take action and influence policy, help build public awareness, and accelerate the field through the adoption of community-based solutions.
- Multi-Sector Collaboration: Connect nontraditional partners across multiple fields and sectors to help create a strong, unified voice.

Implementation is embedded in the Active Living Trails, the Healthy Community Corridor, WALKWyCo, Come Walk with Us HNMA Walking Audits, the Dotte Mobile Grocer, and the Downtown KCK Arts District projects. Dotte Agency has developed prototype tools through collaborative working relationships — some already established, some new — to aid communication between partners and to help communicate with decision makers. Through iterative design-thinking processes — including community insight to joint activities and events — tool implementation, and design-built interventions, Dotte Agency has witnessed strengthened collaboration in the community network.

Dotte Agency learned that, by working with community partners to build on assets and address mobilization challenges, the entire community benefits from creative solutions.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies



- Organize and equip individuals and organizations to take action or influence policy



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

KC HEALTHY KIDS

PROJECT NAME Advocacy for Thriving Communities

PROJECT SERVING Youth ages 3–8 in Greater Kansas City

GRANT DETAILS

GRANT AMOUNT \$250,000	GRANT CONTINUATION? Yes
PROJECT BUDGET \$901,642	GRANT TERM 24 mo.

Report Abstract

Organizations participating in the Champions for Health program included 18 school districts and four community organizations. The program reached 15,000 students by providing standard-aligned lessons and activities. Classrooms investigated three progressive stages: healthy habits, healthy communities, and speaking out for healthy kids. Classrooms could also receive funding through the annual youth photo contest to develop their own school-based wellness project. Winning classrooms attended an all-day leadership conference where students connected with other healthy eating and active living programs and advocated directly to policymakers for the changes they want to make in their community that support health. All partner teachers reported increased awareness and knowledge by students of the importance of healthy lifestyles; the impact of the environment on individuals' ability to eat healthy food and engage in physical activity; and the role of advocacy for healthy environments.

Policy Initiatives for Thriving Communities (PITC) engaged more than 2000 individuals and 300 organizations. PITC led or joined collaborative, multi-sectoral efforts to educate and mobilize stakeholders in policy advocacy, and initiatives included: protecting and improving access to SNAP and other nutrition programs, decreasing sales tax on food in Kansas, improving grocery access for bus dependent shoppers, complete streets, Greater KC Food Policy Coalition and more. PITC increased the policy knowledge of 97% of coalition meeting participants over two years. Story sharing advocacy, such as postcards, produced 400+ stories delivered to decision makers and 60+ new tools/resources.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies
- Support inclusive efforts that promote community-based solutions



- Strengthen core organizational operations and sustainability of systems
- Increase awareness and skills of individuals and communities through culturally relevant education
- Organize and equip individuals and organizations to take action or influence policy
- Build public support that catalyzes and accelerates the field



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice
- Align strategically with local, regional, or state coalitions and networks

LEGAL AID OF WESTERN MISSOURI

PROJECT NAME	Adopt-A-Neighborhood Project	
PROJECT SERVING	Low-income individuals in Kansas City neighborhoods: Key Coalition, Marlborough, NUFA, Ruskin Heights, Tri-Blenheim, Town Fork Creek, & Wendell Phillips	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$70,000	No
	PROJECT BUDGET	GRANT TERM
	\$189,168	12 mo.

Report Abstract

Adopt-A-Neighborhood is a collaborative, pro-bono project serving seven, low-income neighborhoods on Kansas City's east side, assisting with legal matters related to economic development. With the support of volunteer attorneys, the goal is to address quality of life concerns by assisting residents and groups that serve the neighborhoods.

During the grant term, this project opened 57 cases and handled 103 existing cases on behalf of 24 qualifying low-income individuals and 15 low-income group clients. Strategies for success included convening neighborhood leaders to increase impact and provide forums for collaboration; informing clients about how to use available resources and tools for their community's benefit; and encouraging participating neighborhood organizations to form meaningful partnerships with their own partners and stakeholders to work on mutually beneficial projects.

The project implemented these strategies by hosting and attending regular neighborhood meetings and roundtable events; hosting workshops and legal clinics on city services, legal rights and tools, grant options; and sustaining outreach and research efforts in the neighborhoods to stay familiar with the key players in clients' areas. The project has assisted clients with issues that contribute to a healthier community, from accessing safe and habitable rental homes to helping nonprofits become stable enough to apply for grants to support a community garden. By targeting services geographically, the project aims for good outcomes to ripple throughout an entire neighborhood, and for one success story to spur another.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies



- Increase awareness and skills of individuals and communities through culturally relevant education
- Organize and equip individuals and organizations to take action or influence policy



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

PROJECT NAME Advocacy for Thriving Communities

PROJECT SERVING Youth ages 3–8 in Greater Kansas City

GRANT DETAILS

GRANT AMOUNT
\$250,000

PROJECT BUDGET
\$901,642

GRANT CONTINUATION?
Yes

GRANT TERM
24 mo.

Report Abstract

During the grant period, NourishKC fostered multi-sector partnerships between 84 agencies committed to improving Kansas City's food system.

Hunger Summit agencies work together to identify problems, develop solutions, share best practices, and mobilize for change to improve food security. Five, active hunger summits are located in Johnson County, Wyandotte County, Northland KCMO, Midtown KCMO, and South KCMO. Through these groups, NourishKC has directly engaged agencies in 33 meetings between August 1, 2017 and July 31, 2018.

An estimated 4,000 people attended five, Hunger Summit community events that increased awareness of and knowledge about food insecurity. Indirectly, thousands of food-insecure individuals benefit from Hunger Summit work, as the groups develop collaborative solutions to problems plaguing regional food systems.

NourishKC worked toward the following outcomes:

1. Increase engagement/collaboration through grassroots organizing and mobilization.
2. Increase awareness of challenges facing emergency food providers and food recipients.
3. Increase in NourishKC's visibility and recognition.
4. Establish best practices and policies.
5. Increase emergency food network efficiency.
6. Increase access to healthier food and emergency food services.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies
- Support inclusive efforts that promote community-based solutions



- Organize and equip individuals and organizations to take action or influence policy
- Strengthen core organizational operations and sustainability of systems
- Build public support that catalyzes and accelerates the field



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice
- Align strategically with local, regional, or state coalitions and networks

RECONCILIATION SERVICES

PROJECT NAME	RS Community Cafe	
PROJECT SERVING	Low-income and traumatized individuals in 10 neighborhoods east of the Troost Avenue Corridor in the Kansas City Metro	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$110,000	No
	PROJECT BUDGET	GRANT TERM
	\$482,896	12 mo.

Report Abstract

The Reconciliation Services Donate-What-You-Can Cafe in Midtown, Kansas City, Missouri, is the fruit of years of listening to neighbors, surveying community needs, and understanding Reconciliation Service's role in providing a space that encourages community-based solutions by engaging and mobilizing neighbors.

The cafe meets the needs of struggling KC communities, specifically the 10 neighborhoods east of Troost Avenue, and provides affordable access to food and serves as a gathering place to combat social isolation. The cafe connects them with the organization's continuum of care, which includes: healthy community services, social and mental health services, and economic community building.

Through community surveys and research, Reconciliation Services learned that the Friday night meal and food pantry, which it had provided for nearly 25 years, were duplicative and not core to its mission. Consequently, the organization discontinued those activities and turned toward the Donate-What-You-Can model, which invites participation from the community and encourages sharing of resources rather than just offering handouts. To develop a cafe that truly serves the needs of the community, the architecture firm and staff conducted listening campaigns in surrounding neighborhoods, and incorporated that input into the design. Staff joined the One World Everybody Eats donate-what-you-can cafe network and connected with more than 60 other cafes in order to learn best practices and draw on their collective experience.

Health Forward funding helped complete first-phase remodeling of the kitchen/cafe, purchase kitchen equipment, and hire a full-time cafe manager, part-time kitchen assistant, and part-time volunteer coordinator. The cafe, named Thelma's Kitchen, opened July 18, 2018, and has seen consistent traffic averaging nearly 500 meals weekly.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies
- Support inclusive efforts that promote community-based solutions



- Strengthen core organizational operations and sustainability of systems



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

ROSEDALE DEVELOPMENT ASSOCIATION

PROJECT NAME Rosedale Healthy Kids

PROJECT SERVING Low-income and minority youth and adults in the Rosedale area of Kansas City

GRANT DETAILS

GRANT AMOUNT \$100,359	GRANT CONTINUATION? Yes
PROJECT BUDGET \$208,802	GRANT TERM 12 mo.

Report Abstract

Rosedale is an urban, low socio-economic, ethnically diverse neighborhood of 14,000 people in Kansas City, Kansas. Health Forward Foundation funds supported Rosedale Healthy Kids (RHK), a community-based project to build a neighborhood that supports healthy living for all who live, work, and play in Rosedale. Health Forward funds were to support staff, programs, planning, and research to create policy and environmental change.

During the grant period, Rosedale Healthy Kids served 1,086 youth and adults, engaged over 660 volunteers in creating a healthier community, and impacted all 14,000 residents of Rosedale through systems and policy changes.

Program outcomes included 150 kids completing healthy cooking classes, with 72 percent improving their nutrition knowledge; 80 kids completing youth sports programming, with 80 percent increasing their likelihood to be physically active; 856 additional Rosedalians connected to each other and to health-related programming; four community gardens and one orchard maintained and improved; one new playground built; one walking trail resurfaced; four miles of natural-surface trail maintained and improved; and two development plans completed and adopted.

RHK's methods of community-driven advocacy and cross-sector partnerships have proven effective at creating lasting changes that support a healthy community. Over the duration of the project, Rosedale Development Association has learned to prioritize community ownership of advocacy and programs to build neighborhood partners' capacity to maximize impact, and to develop and refine strategies in response to regular evaluation and assessment.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies
- Support inclusive efforts that promote community-based solutions



- Organize and equip individuals and organizations to take action or influence policy
- Increase awareness and skills of individuals and communities through culturally relevant education



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice
- Align strategically with local, regional, or state coalitions and networks

SAMUEL U. RODGERS HEALTH CENTER

PROJECT NAME	Westside Prescriptive Food Initiative	
PROJECT SERVING	Cabot Westside Medical and Dental patients	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$73,150	No
	PROJECT BUDGET	GRANT TERM
	\$148,383	12 mo.

Report Abstract

The primarily Hispanic/Latinx population that uses Cabot Westside Medical and Dental practice enrolled in the Prescriptive Food Initiative and received a Harvesters' food box each month, designed by dietitians for this diabetic population. The prepackaged boxes featured heart-healthy and diabetes-appropriate items, including whole grains, lean meats, beans, low-sodium vegetables, no-sugar added fruits, and shelf-stable dairy. Participants also had vouchers to get free fruits and vegetables from Truman Medical Center's Mobile Market bus; the bus, stationed in Cabot's parking lot, attracted families from the entire neighborhood. Participants received Fitbits that they could use in conjunction with their Tony Aguirre gym memberships to track their daily exercise and food intake.

The project also involved group meetings, or group visits, a term applied to a wide variety of visits designed for groups of patients, rather than individual patient-provider appointments. In this model, the health care team facilitated an interactive process of care delivery in a periodic group visit program. The team empowered the patients, who were supported by information and encouraged to make informed health care decisions. The group visit can be thought of as an extended doctor's office visit where not only physical and medical needs are met, but educational, social, and psychological concerns are dealt with effectively. The participants received support from medical professionals, as well as others from the same neighborhood, with the same chronic disease, and the same concerns and challenges. Group meetings are held quarterly.

Samuel U. Rodgers Health Center worked with an area Target store on a proposal that allowed participants to receive tennis shoes and other appropriate workout attire. It was hard for our patients to go to a gym if they didn't have the appropriate apparel to do so; the community stepped up to help augment the Health Forward Foundation's grant with what our patients needed.

STRATEGIES



- Support inclusive efforts that promote community-based solutions



- Increase awareness and skills of individuals and communities through culturally relevant education



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

URBAN FARMING GUYS

PROJECT NAME Healthy Food Access Program

PROJECT SERVING The food desert of Lykins neighborhood of Kansas City

GRANT DETAILS

GRANT AMOUNT \$66,295	GRANT CONTINUATION? No
PROJECT BUDGET \$125,555	GRANT TERM 12 mo.

Report Abstract

For the past 10 years, founders of Urban Farming Guys (UFG), along with staff and volunteers, have been working hard to change the odds in the disadvantaged and underdeveloped Lykins neighborhood in Kansas City.

Over the past year, UFG has primarily focused its efforts on a four-block radius surrounding the UFG campus and community gardens. The area mainly consists of low-income residents. UFG's efforts include providing access to over 25 new garden plots, providing gardening supplies, and holding classes to educate residents on gardening and on the benefits of healthy lifestyles. Volunteers visited residents and provided fresh lettuce from the community greenhouse and details of upcoming events.

The Makerspace is now open to the public. New members are signing up weekly. UFG hired a farm manager and program manager to lead the efforts in healthy food and lifestyles. Volunteers have been organized into committees leveraging their expertise to drive efforts forward.

Some families were more successful than others in tending their gardens. While some classes achieved higher attendance than others, there was great value in connecting with local residents. Those connections have been ushering forth the substance of community so vitally needed.

The Healthy Communities grant has significantly increased the ability of UFG to fulfill its mission. Over the course of the grant, UFG increased its volunteer base and formed partnerships. The expertise from those community partners has contributed to program development, curriculum development, and the recruitment of teachers.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies
- Support inclusive efforts that promote community-based solutions



- Organize and equip individuals and organizations to take action or influence policy
- Strengthen core organizational operations and sustainability of systems
- Build public support that catalyzes and accelerates the field



- Align strategically with local, regional, or state coalitions and networks

THRIVE ALLEN COUNTY

PROJECT NAME Let's Get Rolling Allen County

PROJECT SERVING Impoverished and unhealthy individuals living in Allen County

GRANT DETAILS

GRANT AMOUNT \$88,531	GRANT CONTINUATION? No
PROJECT BUDGET \$529,666	GRANT TERM 12 mo.

Report Abstract

Throughout this project, Thrive Allen County built collaborations with Allen Community College, businesses, local government, and reached out to some of the smallest towns in the county to promote walking and biking.

Allen County has an eclectic group of bikeshare users ranging from everyday users who bike as their primary mode of transportation, to those who use them for quick errands. Riders also include young adults wanting to explore the trails.

Initial implementation of Walking School Bus started slowly. But after considering creative collaborations, Thrive connected with the after-school program, SAFE BASE. The collaboration was a success: kids now walk after school from their attendance centers to the after-school program site, thus eliminating the need for two school buses.

Expansion of trails added 2.2 miles to Lehigh Trail. The additional mileage opened in late 2017 and was built solely by volunteers. Additional projects include construction of the Washington Ave. bridge; an extension of the Lehigh Trail connecting to Gates' a walking trail in the LaHarpe City Park; and designation of city streets for a 1-mile, multi-use trail in Savonburg. Smoking bans for the Allen County Farmers Market, Humboldt athletic facilities, and Lehigh Portland trails are all in place.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies



- Build public support that catalyzes and accelerates the field



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

UNIFIED GOVERNMENT OF WYANDOTTE, PUBLIC HEALTH DEPARTMENT

PROJECT NAME	Keep Moving 20/20/20: Building Paths to a Healthier Community	
PROJECT SERVING	Unemployed and impoverished individuals in Town Fork Creek and Blue Hills neighborhoods of Kansas City	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$103,000	Yes
	PROJECT BUDGET	GRANT TERM
	\$196,996	12 mo.

Report Abstract

The Public Health Department of Wyandotte County wanted to create a movement toward change by educating and learning from the community. The department moved beyond meetings toward engagement through action by advocating for change, led by those who need change the most.

While there is still more to be done, the health department witnessed raised expectations from the community, and that the work of meeting those expectations will continue through community partnerships that have developed and flourished.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies
- Support inclusive efforts that promote community-based solutions



- Strengthen core organizational operations and sustainability of systems
- Increase awareness and skills of individuals and communities through culturally relevant education
- Organize and equip individuals and organizations to take action or influence policy
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- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

UPPER ROOM

PROJECT NAME	Mary Kelly Center Community Health Initiative	
PROJECT SERVING	Low-income and unsafe communities in 10 neighborhoods east of the Troost Avenue Corridor in the Kansas City Metro	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$115,000	Yes
	PROJECT BUDGET	GRANT TERM
	\$563,840	12 mo.

Report Abstract

The Mary L. Kelly Center serves the Town Fork Creek and Blue Hills communities in the 64130 area code.

Over this past year, the center has served 3,000 community members; offered 1,000 hours each of nutrition education, community dance, and fitness classes; provided 200 days of available healthy produce for residents; completed 1,000 health risk assessments; issued two neighborhood surveys; hosted one health fair; and recruited three quadrant leaders recruited.

The continued support of the Town Fork Creek and Blue Hills neighborhoods has been a critical factor in the success of the Mary Kelly Center. Neighbors were instrumental in providing strategic direction and participation in programs and classes. Partners, such as Youth Ambassadors, Neighbor 2 Neighbor, the many churches that use the facility, and Health Forward Foundation were all vital to the continued existence of the Mary Kelly Center.

STRATEGIES



- Engage community members in the conversation and solutions for building healthier communities, environments, and policies



- Increase awareness and skills of individuals and communities through culturally relevant education



- Reach out to nontraditional partners across multiple fields and sectors (public, private, nonprofit) to create alignment and a stronger unified voice

URBAN NEIGHBORHOOD INITIATIVE

PROJECT NAME	Community Health & Wellness Specialist	
PROJECT SERVING	Unhealthy communities in Wyandotte County and Kansas City	
GRANT DETAILS	GRANT AMOUNT	GRANT CONTINUATION?
	\$100,000	No
	PROJECT BUDGET	GRANT TERM
	\$1,415,419	12 mo.

Report Abstract

Since 2012, Urban Neighborhood Initiative (UNI) has worked closely with 10 neighborhood associations to identify critical needs, provide educational opportunities, and develop cross-sector partnerships. The results of five years of planning, development, and relationship-building are three major initiatives that work together to help improve the health status of our neighborhoods.

Essential to each initiative is high engagement from residents. To maintain this engagement, UNI developed a new staff position — the community health and wellness specialist. This full-time staff member is responsible for ensuring our initiatives directly align with the principles of equitable engagement, mobilization for action, and multi-sector collaboration.

The community health and wellness specialist worked alongside community members in all 10 UNI neighborhoods to develop an environment that is safe, healthy, and thriving, all while respecting the culture and history of each neighborhood.

STRATEGIES



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- Support inclusive efforts that promote community-based solutions



- Increase awareness and skills of individuals and communities through culturally relevant education



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YOUNG WOMEN ON THE MOVE

PROJECT NAME Health Advocates for a Healthy KCK

PROJECT SERVING

GRANT DETAILS

GRANT AMOUNT
\$75,000

PROJECT BUDGET
\$150,000

GRANT CONTINUATION?
No

GRANT TERM
12 mo.

Report Abstract

Young Women on the Move introduced 1,500 healthy meals and even more activities to encourage girls to engage their minds with their bodies and spirits. We learned the absolute necessity of engaging youth in experiential activities. Cleaning up parks, serving the homeless, learning yoga, and seeing government in action helped to break through fixed mindsets about food, activity/fitness, and the power of advocacy to make a difference.

As a result of this project, eyes were opened to new, healthier options. Young Women became bold enough to taste a variety of fresh, unprocessed foods. They even began to ask for some of these foods more frequently. They continued to resist physical activity but confided more readily — afterward — that they actually enjoyed it.

Tobacco awareness and prevention efforts seemed impossible in the beginning. But interest grew as they began to see that they were part of a bigger initiative called Resist Tobacco. Then, one of their own members died of an acute asthma attack and the effects of second-hand smoke became real.

Our biggest lessons learned were:

1. Change is slow and incremental. Celebrate the small victories.
2. Introduce healthy alternatives without force in ways that encourage choice to make small steps.
3. Engage youth voices in the design of the project and empower them to use their gifts and voices. They have much more to offer than we give them credit for.

STRATEGIES



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