

HEALTHY KIDS, HEALTHY COMMUNITIES

EL PASO

CASE REPORT

EL PASO, TEXAS

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



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BACKGROUND

Healthy Kids, Healthy Communities National Program

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

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

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

Figure 1: Map of Healthy Kids, Healthy Communities Partnerships



Evaluation of Healthy Kids, Healthy Communities

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

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

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

For more about the evaluation, visit www.transtria.com/hkhc.

Healthy Kids, Healthy Communities El Paso

Healthy Kids, Healthy Communities El Paso targeted its efforts in the Chamizal neighborhood of El Paso, Texas. One of the oldest and poorest neighborhoods in the city, the Chamizal neighborhood faced high rates of childhood obesity and multiple barriers to active living.

Healthy Kids, Healthy Communities El Paso (HKHC El Paso) formed in 2009 as a result of Healthy Kids, Healthy Communities funding. The United States-Mexico Border Office of the Pan American Health Organization, Regional Office of the World Health Organization was the lead agency for the HKHC El Paso partnership. The partnership and capacity building strategies included:

- **Ecoclub:** HKHC El Paso collaborated with Project Vida, Chamizal Project, and the Housing Authority of the City of El Paso to form the first United States chapter of the Ecoclub network. The youth-led Ecoclub branches improved the quality of life by implementing environmental changes for active transportation, parks, and play spaces.
- **Food Policy Council:** The Paso del Norte Food Policy Council was established in 2012 with local and regional members. With the support of the Institute for Healthy Living, the Food Policy Council worked toward adoption of an ordinance to establish the council as a governing body and include active living efforts, such as Complete Streets.

See Appendix A: HKHC El Paso Evaluation Logic Model and Appendix B: Partnership and Community Capacity Survey Results for additional information.

Along with partnership and capacity building strategies, HKHC El Paso incorporated assessment and community engagement activities to support the partnership and the healthy eating and active living strategies.

The healthy eating and active living strategies of HKHC El Paso included:

- **Comprehensive Planning:** HKHC El Paso developed and advocated for healthy eating and active living language in the City of El Paso Comprehensive Plan Update and the Healthy Eating and Active Living Resolution and Action Plan to support policy and environmental changes throughout El Paso and within El Paso City Departments.
- **Active Transportation:** HKHC El Paso collaborated with the City of El Paso to adopt a Vulnerable Road User ordinance to protect non-motorized road users. Thirteen walking paths were established to support active transportation between housing sites, parks and play spaces, and bus stops.
- **Other Strategies:** HKHC El Paso supported core partner, La Mujer Obrera, in its efforts to increase access to healthy food in the Chamizal neighborhood. Ecoclub members made improvements to a neighborhood playground and surrounding area as part of their efforts to improve the community.

COMMUNITY DEMOGRAPHICS

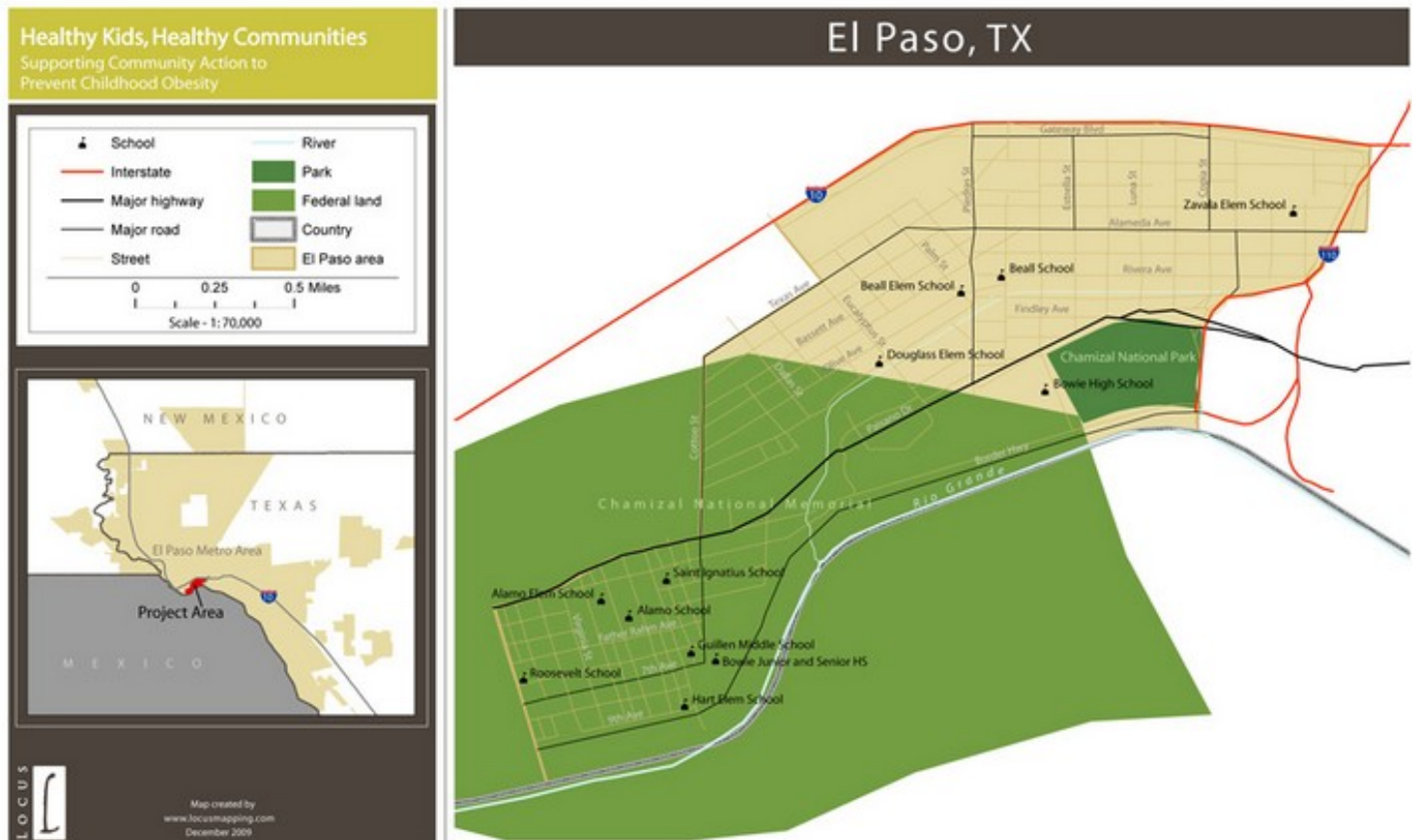
El Paso, Texas (population 649,121) is located on the United States-Mexico Border and is part of the greater Paso de Norte Region, which includes Ciudad Juarez, Mexico and the surrounding United States and Mexico towns and colonias. The region is surrounded by mountains and deserts.^{2,3}

HKHC El Paso focused its efforts on the south central El Paso Chamizal neighborhood. Chamizal is one of the oldest and poorest neighborhoods in El Paso. The mostly residential neighborhood is tucked between two major arterials, Alameda Avenue and Paisano Drive, and is adjacent to the International Bridge of the Americas, one of the busiest international border crossings along the U.S.-Mexico border. The neighborhood is home to 6,872 residents, 97% of whom are of Hispanic origin.^{4,5}

Table 1: El Paso, Texas Demographics

	Population	African American	Some other race	White	Hispanic / Latino	Poverty rate	Per capita income	Median household income
El Paso ^{2,3}	649,121	3.4%	11%	80.8%	80.7	23.3%	\$18,781	\$39,442
Chamizal Neighborhood ⁵	6,872	0.7%		1.9% (white, not Hispanic)	96.9%	58.1%	\$12,506	

Figure 2: Map of El Paso, Texas⁴



INFLUENCE OF SOCIAL DETERMINANTS

El Paso

Due to the extreme heat during the day, most parks in El Paso are used in the evening after the temperatures decline.

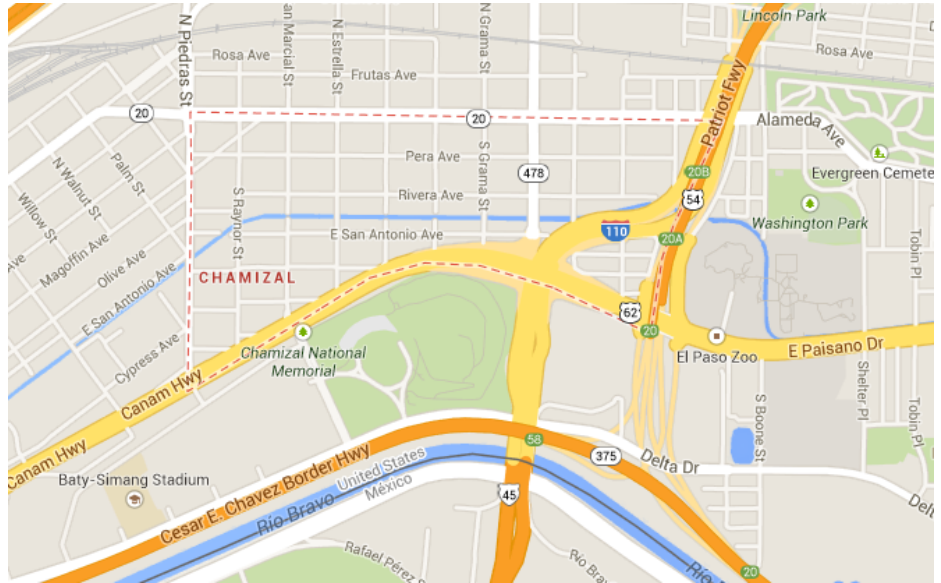
Immigration concerns were a challenge to community engagement and partnership participation. Undocumented residents often avoid meetings and community events for fear of interacting with any government agency.

Chamizal

Proximity to the border and the International Bridge of the Americas increased motorized and pedestrian traffic in the neighborhood. The neighborhood had few parks and play spaces, sidewalks in disrepair, and the presence of litter, which presented challenges to residents' opportunities to be active.

Concerns about deportation or harassment from the Border Patrol created a barrier to physical activity, especially at the Chamizal National Park located in the Chamizal neighborhood. National Park Service uniforms were similar to Border Patrol uniforms, thus residents avoided the park. National Park Service employees attended events and meetings in plain clothes to address residents' concerns.

Gang presence and activity is a challenge in the Chamizal neighborhood. El Paso is the birthplace of Barrio Aztecas, a gang affiliated with drug cartels. Community residents are aware of gang activities (e.g., selling drugs, graffiti) but have limited support to address the issue. El Paso attempted to reduce gang activity with a temporary policy that allowed only two gang members to be present on the street at any given time. The policy expired and it was unclear if the policy had any impact on gang activity.



Chamizal Neighborhood. Photo source: Google Maps

HKHC EL PASO PARTNERSHIP

Lead Agency and Leadership Teams

In response to the HKHC funding opportunity, the United States-Mexico Border Office of the Pan American Health Organization, Regional Office of the World Health Organization (PAHO/WHO USMBO) partnered with the Pan American Health and Education Foundation to form an El Paso and Chamizal community-based partnership to address the policy and environmental factors associated with the increasing rates of diabetes, obesity, and overweight among children at the U.S.-Mexico border.



PAHO/WHO USMBO was the lead agency for HKHC El Paso. The PAHO/WHO USMBO office had been in El Paso and the border region for over 70 years and had long-standing relationships with the City of El Paso, local universities, and other key stakeholders, which laid the foundation for the HKHC El Paso partnership.

The Project Director was part of the initial conversations to form the HKHC El Paso partnership and seek HKHC funding. She led the partnership for the entire project and retired at the conclusion of HKHC. There were two Project Coordinators over the HKHC project. The initial Project Coordinator transitioned to a new role in 2013 and a former HKHC El Paso Project Technical Assistant assumed the Project Coordinator position. HKHC El Paso also supported a Project Technical Assistant and Technical Advisor to provide assistance and guidance to the partnership's workplan and strategies.

Organization and Collaboration

HKHC El Paso established an Executive Steering Committee to lead the partnership comprised of community stakeholders and Chamizal residents, and a Technical Advisory Group comprised of university scholars. Initially, the groups met independently in an attempt to avoid conflict and misunderstanding between partners. Due to low participation, the groups began to meet together in 2012. The joint meetings increased dialogue and networking and the groups did not experience any conflicts.



Partnership Meeting. Photo source: HKHC Dashboard

Key Partners (see Appendix C for a list of all partners):

- **La Mujer Obrera:** La Mujer Obrera was a local women's cooperative established by employees of a closed Levi's clothing manufacturing site. Former Levi employees established the cooperative to support women in the community. Located at the former manufacturing site, La Mujer Obrera provided many services to families, including daycare, kindergarten, after-school activities, a cafeteria, and a farmers' market. La Mujer Obrera was also a member of the Paso del Norte Food Policy Council.
- **Project Vida:** Project Vida was a non-profit organization that provided housing in the Chamizal area. Project Vida focused on education and health promotion and supported an Ecoclub branch.
- **Univision:** Univision TV station provided extensive promotional support to HKHC El Paso. Partnership activities were featured on the program "Nos Frontera" (Our Border) and the station covered the Ecoclub, the Children's City Council, and the HKHC El Paso Town Hall Meeting.
- **Paso del Norte Health Foundation:** The Paso del Norte Health Foundation promoted health and prevented disease in the Chamizal neighborhood. The foundation served as a mentoring, capacity building, and technical assistance partner for HKHC El Paso. Paso del Norte led the efforts to fund the Institute of Healthy Living and support the Food Policy Council at the conclusion of the HKHC project.

- City of El Paso: HKHC El Paso collaborated with the El Paso Health Department and Housing Authority to implement policy and environmental changes.

HKHC El Paso collaborated with many partnership and organizations throughout the region to support healthy eating and active living efforts across the region. Specifically, HKHC El Paso served on the Healthy Eating and Active Living Coalition and the Coalition for a Healthy Paso del Norte Region.

Funding

As part of HKHC, grantees were expected to secure a cash and/or in-kind match to equal at least 50% of the Robert Wood Johnson Foundation funds over the entire grant period. Outside of matching funds, the partnership did not solicit or receive additional funding for the implementation of the workplan. PAHO/WHO USMBO contributed \$40,000 and additional in-kind support and resources for partnership efforts in the Chamizal Neighborhood, as well as policy changes in El Paso. For additional funding information, see Appendix D: Sources and Amounts of Funding Leveraged.

Sustainability

The PAHO/WHO USMBO office closed in April 2014. Over the course of the project, HKHC El Paso catalyzed many healthy eating and active living efforts by local organizations across El Paso. These organizations (Paso del Norte Health Foundation, La Mujer Obrera, City of El Paso, El Paso Independent School District) intend to continue their efforts and work toward policy and environmental changes in the region.

COMMUNITY ASSESSMENT

In 2010, HKHC El Paso conducted assessments to inform the development of the partnership and its workplan.

- Two focus groups were conducted with participants of the Project Vida after-school program.
- Stakeholder interviews were conducted with Project Vida, Paso del Norte Health Foundation, and El Paso Parks and Recreation.
- Policy scans were completed of existing healthy eating and active living policies.
- Geographical Information Systems (GIS) maps were developed for supermarket, grocery store, and food supplier availability.



Chamizal Park Audit. Photo source: HKHC Dashboard

In 2010, the partnership supported a workshop to develop and utilize a Community Park Audit Tool in the Chamizal neighborhood. As a result, a University of Texas at El Paso Master of Public Health student completed research of El Paso's parks to validate the tool. His thesis was entitled: "Disparities in park availability, features, and characteristics by social determinants of health within a U.S.-Mexico border urban area."⁶ The park research was presented to the El Paso Parks and Recreation Department during the redevelopment of its Parks Master Plan.

In 2011, University of Texas at El Paso Master of Public Health students collaborated with PAHO/WHO USMBO, HKHC El Paso, and the Chamizal Neighborhood Association to conduct a walkability and mobility assessment of the Chamizal neighborhood. The assessment included street segment mapping and photographs of the environment. Results of the assessment and policy recommendations were presented to approximately 30 Chamizal residents, community leaders, and municipal employees.

In 2012, the El Paso Department of Public Health (DPH) collaborated with the partnership to utilize the Chamizal walkability and mobility assessment method to develop community walking paths throughout El Paso.

In addition, the El Paso Intermediate School District and the El Paso City Health Department incorporated and adapted the walkability and mobility assessment process for use throughout the city. The El Paso Intermediate School District utilized the assessment for route planning for the Safe Routes to School program.



Chamizal Walkability Assessment. Photo source: HKHC Dashboard

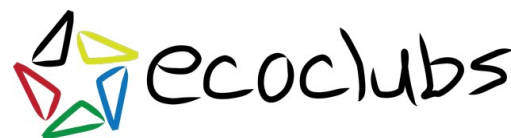
PLANNING AND ADVOCACY EFFORTS

Community Engagement

HKHC El Paso partnered with community-based organizations that were active in the Chamizal neighborhood to identify and engage community leaders. Residents participated in a neighborhood walkability and mobility assessment, development of the Chamizal Move! El Paso walking path, and the formation of the Chamizal Ecoclub. Maintaining community leadership participation was a challenge due to staff turnover and changing responsibilities within partner organizations. HKHC El Paso partnered with the City of El Paso Urban Planning Department and Ecoclub facilitators to increase community leader participation.

Ecoclub

HKHC El Paso collaborated with Project Vida, Chamizal Project, and the Housing Authority of the City of El Paso to form the first United States chapter of the Ecoclub network. Ecoclubs are youth-led (ages 5-20) groups established to address health inequalities and improve the quality of life in a community. The first United States Ecoclub



branch, Chamizal Ecoclub was established in 2010. Three additional branches, two more in the Chamizal neighborhood and one in the lower-valley area of El Paso, were formed in the following years. The Ecoclub engaged in educational activities and events to promote healthy eating and active living. Projects included the installation of a community garden at a housing development site, playground repairs, tree planting, and park and neighborhood clean-up events.



Ecoclub Summit. Photo source: HKHC Dashboard

In May 2012, PAHO/WHO USMBO signed a Memorandum of Understanding with the National Park Service in support of the United States Branch of the Ecoclub network. An international Ecoclub summit was hosted by the Chamizal Ecoclub in Fall 2012. The summit focused on the identification of community engagement methods for Ecoclub members to support health and environmental improvement advocacy efforts and highlighted the efforts (e.g., neighborhood clean-up, community gardens, tree planting) of the El Paso Chamizal, Tays, Help Earth, and Project Vida Ecoclubs. The summit also provided an opportunity for Ecoclub leaders to network with the National Park Service, the City of El Paso, and local community leaders to strengthen the collaboration.

Town Hall Meeting

As part of Childhood Obesity Prevention Week, HKHC El Paso hosted a Town Hall Meeting at the Chamizal National Memorial to present the HKHC project to key stakeholders, partners, and community residents. The town hall format allowed participants to voice their concerns and questions to the partnership and engage in conversation on healthy eating, active living, obesity prevention, youth leadership, and community involvement. The event was promoted on Univision, Facebook, printed flyers, and posters to specifically target Hispanic residents.

Planning and Advocacy

Food Policy Council

In 2012, La Mujer Obrera received a United States Department of Agriculture Hunger-Free Communities grant (\$110,065). The project required the formation of a community-level Food Policy Council. HKHC El Paso and partners organized events and workshops (e.g., Equitable Food Policy Summit, Food Policy Council workshops hosted by Farm to Table) to bring key stakeholders together to discuss local food and the formation of a Food Policy Council. The events provided interested partners with supporting materials and background information on developing and sustaining a Food Policy Council. The Paso del Norte Food Policy Council was established in 2012 with local and regional members. Members adopted governing documents

and a strategic plan. At the conclusion of the HKHC project, the Paso del Norte Food Policy Council was led by the Paso del Norte Health Foundation as part of the five-year grant funded Institute of Healthy Living initiative. The Institute of Healthy Living is a collaboration between the Paso del Norte Health Foundation, University of Texas at El Paso, University of Texas-Houston, and Texas Tech, to provide regional leadership, capacity building, and technical assistance for healthy eating and active living policy and environmental changes. Moving forward, the Food Policy Council intends to work toward adoption of an ordinance to establish the council as a governing body and expand to include active living efforts, including Complete Streets.



Food Policy Council Meeting. Photo source: HKHC Dashboard

[Additional Advocacy Efforts](#)

HKHC El Paso completed several policy briefs (e.g., Childhood Obesity and School Health, Healthy Eating, Active Living, Complete Streets) to highlight the current policy environment and provide recommendations for future work.

[Programs and Promotions](#)

HKHC El Paso utilized events and promotional activities to inform and engage stakeholders and community residents about the partnership and related efforts.

[Childhood Obesity Prevention Week](#)

HKHC El Paso collaborated with Univision to promote a Childhood Obesity Prevention Week in 2010 and 2011. Approved and supported by the El Paso City Council, partners hosted community engagement, advocacy, and promotional events (e.g., food policy summits, town hall meetings, Children's City Councils, Move! El Paso events) throughout the week.

[Children's City Council](#)

In 2013, a Children's Special City Council meeting was hosted by PAHO/WHO USMBO, in partnership with the City of El Paso Department of Public Health, El Paso Independent School District, Socorro Independent School District, and Univision. Children were given the opportunity to promote healthy communities and develop resolutions to present to El Paso City Council. Seven students participated and presented healthy eating and active living resolutions (e.g., park supervision, community gardens, bicycle amenities, smoke-free spaces).

COMPREHENSIVE PLANNING

HKHC El Paso developed and advocated for healthy eating and active living language in the City of El Paso Comprehensive Plan Update and the Healthy Eating and Active Living Resolution and Action Plan to support policy and environmental changes throughout El Paso and within El Paso City Departments.

Policy, Practice, and Environmental Changes

A Healthy Eating and Active Living Resolution and Action Plan was adopted by the El Paso City Council in 2011.

The Plan El Paso, a ten-year comprehensive master plan, was adopted by the El Paso City Council in 2012.

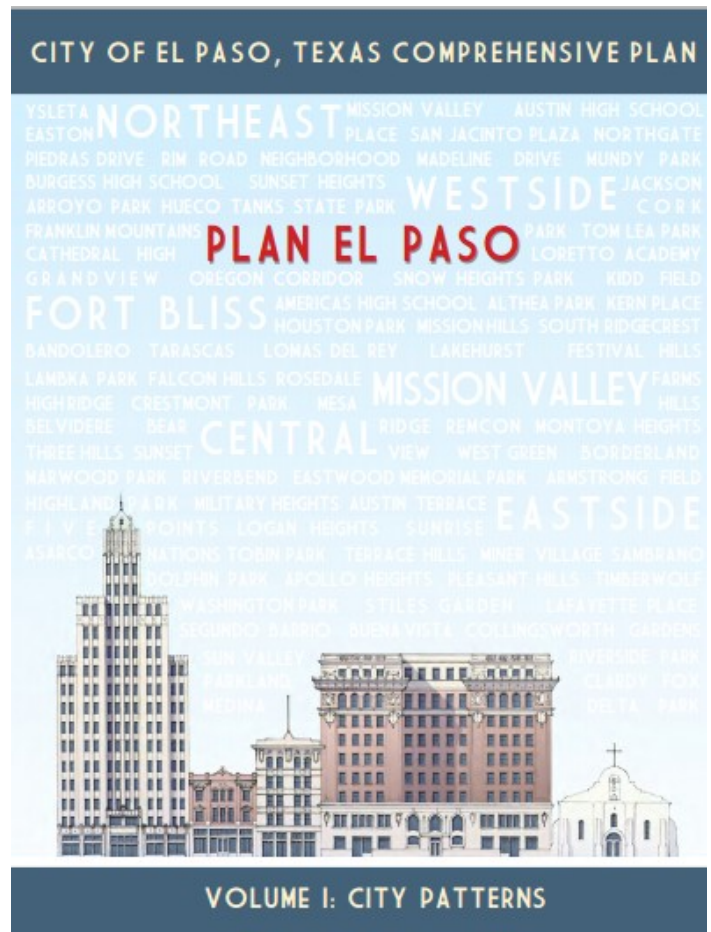
Implementation

Healthy Eating and Active Living Resolution and Action Plan

In 2010, PAHO/WHO USMBO was asked to serve as a core member of the Healthy Eating and Active Living Coalition. PAHO/WHO USMBO staff members were invited due to their public health experience and the HKHC El Paso efforts. Members of the coalition included Paso del Norte Health Foundation, Centro San Vicente, the El Paso Diabetes Association, the El Paso Independent School District, and the YMCA. The coalition developed a Healthy Eating and Active Living Resolution and Action Plan to push for policy and environmental changes to address childhood obesity. The resolution included the adoption of a five-year action plan to fight obesity and use City of El Paso departments and employees as examples. The Action Plan directed the City of El Paso Departments to review plans and policies around the built environment and access to healthy food, implement employee wellness programs and policies, support community involvement in nutrition and physical activity, and implement healthy eating and active living policy and environmental changes. An annual action plan progress report was required as part of the resolution. The Healthy Eating and Active Living Resolution and Action Plan was adopted in January 2011.

Plan El Paso

The El Paso City Council unanimously adopted an updated, ten-year comprehensive master plan, Plan El Paso. HKHC El Paso and its partners collaborated with the City of El Paso to develop and include a new health chapter in the master plan. The health chapter included policy recommendations for developing a healthier food system and supporting municipal venues for physical activity. The Food Policy Council was established as a result of the new health chapter.



Plan El Paso. Photo Source: City of El Paso

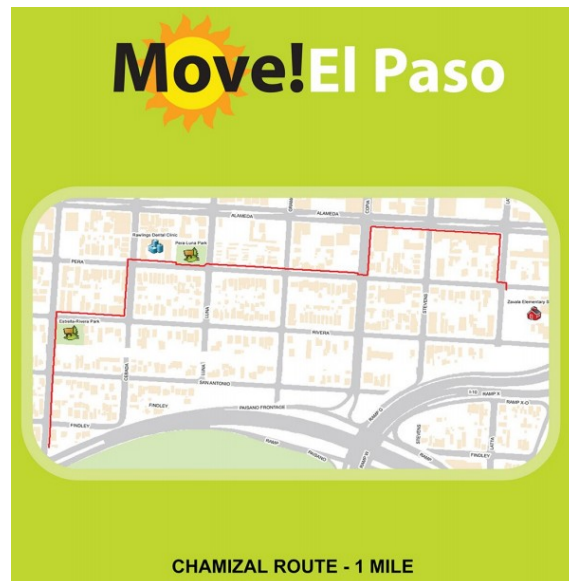
ACTIVE TRANSPORTATION

HKHC El Paso collaborated with the City of El Paso to support policy and environmental changes across El Paso and in the Chamizal neighborhood.

Policy, Practice, and Environmental Changes

Active transportation policy and environmental changes included:

- A Vulnerable Road User Ordinance was adopted by the El Paso City Council in 2010. HKHC El Paso provided language for the development of the ordinance, which was designed to provide protection to pedestrians and bicyclists.
- Thirteen walking paths, some with multiple trails, were implemented across El Paso. The walking paths provided residents with nearly 17 miles of marked paths.
- Traffic calming devices (i.e., speed bumps, signage) were installed along a portion of Alameda.



CHAMIZAL ROUTE - 1 MILE
Chamizal Walking Path Brochure. Photo source: City of El Paso

See Figure 3: Active Transportation Infographic for additional information.

Complementary Programs and Promotions

HKHC El Paso partnered with the El Paso Department of Public Health to design and distribute Move! El Paso Walking Path brochures, create TV spots to promote walkability, and host grant opening events for the Chamizal and Sunland Park paths.

Implementation

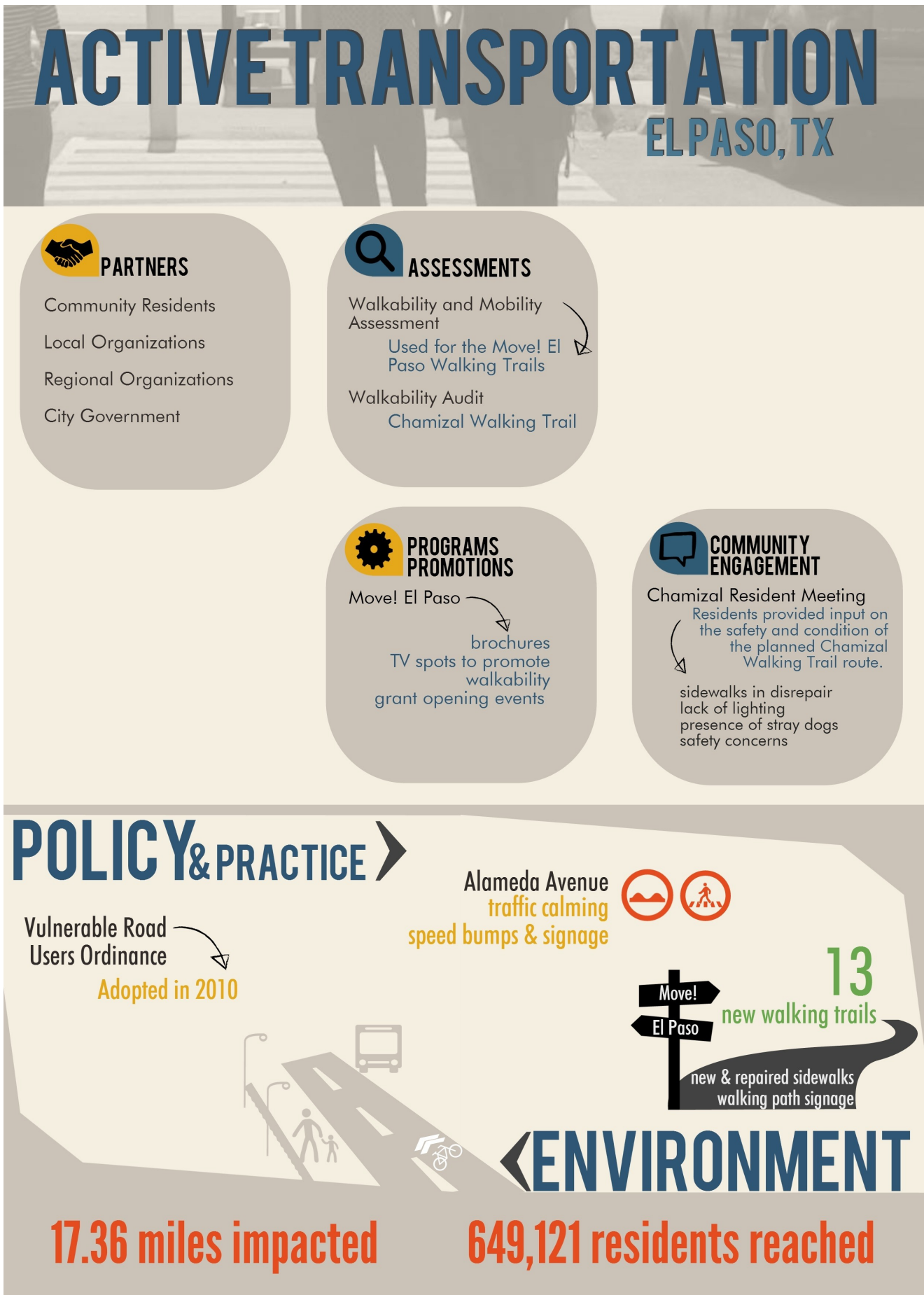
The El Paso Department of Public Health, in collaboration with the HKHC El Paso partnership, utilized the Walkability and Mobility Assessment to identify and mark walking paths throughout El Paso as part of the health department's Move! El Paso campaign. The El Paso Department of Public Health created route brochures and marked the routes with signage. The routes connected low-income housing sites, parks and play spaces, and bus stops. The City of El Paso installed, extended, and repaired sidewalks along the paths at locations identified by the walkability assessment.



Chamizal Path Signage. Photo source: HKHC Dashboard

As a result of the training on the assessment tool provided by the partnership, the City of El Paso implemented the first of its walking paths (i.e., Downtown, Mexican Consulate, Segundo Barrio, Medical Center). HKHC El Paso partners provided technical assistance and promotional support for the paths. The partnership collaborated with El Paso Department of Public Health to develop the walking paths in the Chamizal and Sunland Park neighborhoods. The partnership coordinated a Chamizal resident meeting with participants of the Project Vida Health Center Diabetes Walking Group to present the proposed walking path and gather resident input on the safety and condition of the planned route. Residents identified incomplete and damaged sidewalks, lack of lighting, presence of stray dogs, and safety concerns as barriers along the route. The El Paso Department of Public Health worked with the City of El Paso to complete a walkability audit to select the best route and implement sidewalk repairs before the opening of the trail.

Figure 3: Active Transportation Infographic



OTHER STRATEGIES

HKHC El Paso supported core partner, La Mujer Obrera's efforts to increase access to healthy food in the Chamizal neighborhood. Ecoclub members made improvements to a neighborhood playground and surrounding area as part of their efforts to improve the community.

Policy, Practice, and Environmental Changes

- HKHC El Paso provided funding and support to install a garden at La Mujer Obrera in 2010.
- HKHC El Paso also provided funding and support to establish the Mayapán Mobile Market in 2012. HKHC El Paso provided funding to La Mujer Obrera to purchase the cart for the Mayapán Mobile Market. The mobile market sold produce at Adults and Youth United Development Association (AYUDA, Inc.) and offered nutrition education and cooking classes throughout El Paso. The mobile cooking cart was constructed to be easily assembled/disassembled and was made of stainless steel with a cooking surface, gas tank, shelves, sneeze guard, and a mirror.
- The playground was repainted and trees were planted around the Salazar Housing Community as part of an Ecoclub Community Beautification Project.

Complementary Programs and Promotions

HKHC El Paso partnered with La Mujer Obrera to assist with curriculum and menu development for a nutrition program at the La Mujer Obrera daycare. The program developed healthy meals and utilized produce from the organization's garden.



Mayapán Mobile Market. Photo source: La Mujer Obrera

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APPENDIX A: HKHC EL PASO EVALUATION LOGIC MODEL

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

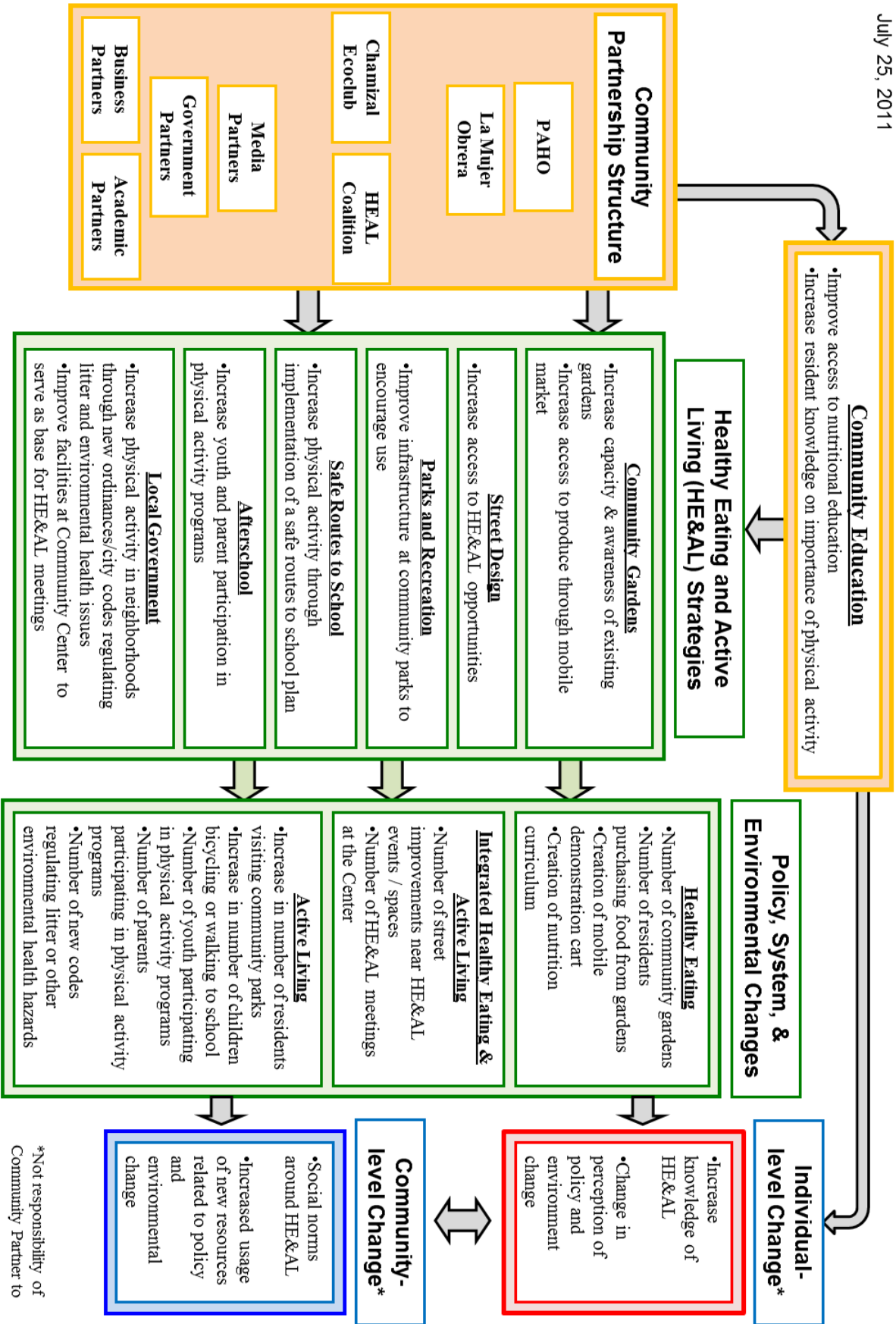
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- *Active Transportation:* HKHC El Paso collaborated with the City of El Paso to adopt a Vulnerable Road User ordinance to protect non-motorized road users. Six walking paths were established to support active transportation between housing sites, parks and play spaces, and bus stops.
- *Other Strategies:* HKHC El Paso supported core partner, La Mujer Obrera, in its efforts to increase access to healthy food in the Chamizal neighborhood. Ecoclub members made improvements to a neighborhood playground and surrounding area as part of their efforts to improve the community.

El Paso, TX HKHC Logic Model

Pan American Health and Education Foundation (PAHO)

July 25, 2011



*Not responsibility of Community Partner to measure.

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Partnership and Community Capacity Survey Results

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

Methods

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design⁴, a 82-item partnership capacity survey solicited perspectives of the members of the Healthy Kids, Healthy Communities El Paso partnership on the structure and function of the partnership. The survey questions assisted evaluators in identifying characteristics of the partnership, its leadership, and its relationship to the broader community.

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

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

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

Findings

Six of the project staff and key partners involved with Healthy Kids, Healthy Communities El Paso completed the survey. See Partnership and Community Capacity Survey Results starting on page 21.

References

1. Goodman RM, Speers MA, McLeroy K, et al. *Identifying and defining the dimensions of community capacity to provide a basis for measurement*. Health Educ Behav. Jun 1998;25(3):258-278.
2. Israel BA, Schulz AJ, Parker EA, Becker AB. *Review of community-based research: assessing partnership approaches to improve public health*. Annu Rev Public Health. 1998;19:173-202.
3. Roussos ST, Fawcett SB. *A review of collaborative partnerships as a strategy for improving community health*. Annu Rev Public Health. 2000;21:369-402.
4. Baker E, Motton F. *Is there a relationship between capacity and coalition activity: The road we've traveled*. American Public Health Association 131st Annual Meeting. San Francisco, CA; 2003.

Partnership and Community Capacity Survey Respondent Summary

Community Partnership

El Paso

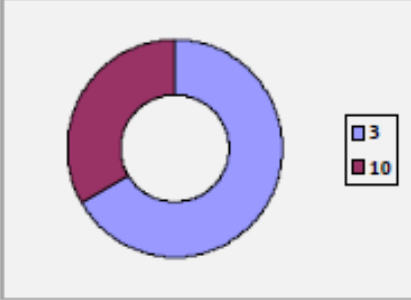
Respondents (n= 6)

Respondent Characteristics

Gender		Identified Race/Ethnicity				Identified Role	
Female	4	American Indian or Alaskan Native	0	Hispanic or Latino	2	Community Partnership Lead	1
Male	2	Asian	0	Not Hispanic or Latino	1	Community Partnership Partner	5
No response	0	White	5	Don't know/ Unsure ethnicity	0	Community Leader	1
Age Range		African American/ Black	0	Refused to identify ethnicity	0	Community Member	1
18-25	0	Pacific Islander/ Native Hawaiian	0	Other ethnicity	0	Public Official	0
26-45	3					Other role	0
46-65	3						
66+	0						
No response	0						

Type of Affiliated Organization

Faith- or Community Based Organization	0	0.0%	(1)
School (district, elementary, middle, high)	0	0.0%	(2)
Local Government Agency (city, county)	4	66.7%	(3)
University or Research/Evaluation Organization	0	0.0%	(4)
Neighborhood Organization	0	0.0%	(5)
Advocacy Organization	0	0.0%	(6)
Health Care Organization	0	0.0%	(7)
Child Care or Afterschool Organization	0	0.0%	(8)
Other	2	33.3%	(10)
No response	0	0.0%	(999)



Partnership and Community Capacity Data

Provision of required space and equipment

Participants provided level of agreement to statements indicating the community partnership provided adequate space, equipment, and supplies to conduct business and meetings.

Strongly agree	29.63%	Strongly disagree	0.00%
Agree	50.00%	I don't know	18.52%
Disagree	1.85%	No response	0.00%

Partner skills and communication

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

Strongly agree	40.91%	Strongly disagree	0.00%
Agree	53.03%	I don't know	6.06%
Disagree	0.00%	No response	0.00%

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

Community Partnership

Community and community members			
Participants provided level of agreement to statements suggesting the communities are good places to live, and that community members are helpful, can be trusted, and share the same goals or values.			
Strongly agree	28.79%	Strongly disagree	0.00%
Agree	54.55%	I don't know	13.64%
Disagree	3.03%	No response	0.00%
Partner and community involvement			
Participants provided level of agreement to statements indicating partners and the community were actively involved in partnership activities, meetings, and decisions.			
Strongly agree	26.67%	Strongly disagree	0.00%
Agree	66.67%	I don't know	6.67%
Disagree	0.00%	No response	0.00%
Partner and partnership development			
Participants provided level of agreement to statements suggesting the partnership and its partners seek ways learn, develop, and enhance sustainability.			
Strongly agree	16.67%	Strongly disagree	0.00%
Agree	56.67%	I don't know	16.67%
Disagree	6.67%	No response	3.33%
Partnership structure, organization, and goals			
Participants provided level of agreement to statements suggesting partnership has processes in place related to structure, meeting organization, and goals.			
Strongly agree	47.22%	Strongly disagree	0.00%
Agree	33.33%	I don't know	19.44%
Disagree	0.00%	No response	0.00%
Relationship between partners and leadership			
Participants provided level of agreement to statements indicating the leadership and partners trust and support each other.			
Strongly agree	45.83%	Strongly disagree	0.00%
Agree	54.17%	I don't know	0.00%
Disagree	0.00%	No response	0.00%
Community members intervene			
Participants provided level of agreement to statements indicating that community members can be counted on intervene in instances where someone is disrespectful, disruptive, or harmful to another community member.			
Strongly agree	16.67%	Strongly disagree	0.00%
Agree	50.00%	I don't know	16.67%
Disagree	16.67%	No response	0.00%
Leadership motivation			

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

Community Partnership

Participants provided level of agreement to statements suggesting the leadership is motivated to help others, work with diverse groups, shows compassion, and follows through.				
Strongly agree	62.50%	Strongly disagree	0.00%	
Agree	37.50%	I don't know	0.00%	
Disagree	0.00%	No response	0.00%	
Community member and partner participation				
Participants provided level of agreement to statements indicating that community members and partners have opportunities to serve in leadership roles and participate in group decision-making.				
Strongly agree	27.78%	Strongly disagree	0.00%	
Agree	66.67%	I don't know	5.56%	
Disagree	0.00%	No response	0.00%	
Involvement in other communities				
Participants provided level of agreement to statements suggesting leadership and partners are involved in other communities and various community groups, and help communities work together.				
Strongly agree	41.67%	Strongly disagree	0.00%	
Agree	37.50%	I don't know	20.83%	
Disagree	0.00%	No response	0.00%	
Community member willingness to assist				
Participants provided level of agreement to statements suggesting most community members help neighbors and solve community problems. It also suggested some community members may take advantage of others.				
Strongly agree	54.17%	Strongly disagree	0.00%	
Agree	37.50%	I don't know	8.33%	
Disagree	0.00%	No response	0.00%	
Core leadership and leadership skills				
Participants provided level of agreement to statements suggesting the community partnership has a core leadership group organizing efforts, and that leaders have the skills to help the partnership achieve its goals.				
Strongly agree	41.67%	Strongly disagree	0.00%	
Agree	58.33%	I don't know	0.00%	
Disagree	0.00%	No response	0.00%	
Partner motivation				
Participants provided level of agreement to statements indicating that partners won't give up in their efforts to create change and increase sense of community through the partnership.				
Strongly agree	27.78%	Strongly disagree	0.00%	
Agree	66.67%	I don't know	0.00%	
Disagree	5.56%	No response	0.00%	
Visibility of leadership				
Participants provided level of agreement to statements suggesting the leadership is known in the community and works with public officials.				
Strongly agree	41.67%	Strongly disagree	0.00%	
Agree	50.00%	I don't know	8.33%	
Disagree	0.00%	No response	0.00%	

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

Community Partnership

Leadership lives in the community			
Participants provided level of agreement to a statement indicating that at least one member of the leadership resides within the community.			
Strongly agree	33.33%	Strongly disagree	0.00%
Agree	33.33%	I don't know	33.33%
Disagree	0.00%	No response	0.00%
Leadership has a respected role in the community			
Participants provided level of agreement to a statement that suggests at least one member of the leadership team has a respected role in the community.			
Strongly agree	50.00%	Strongly disagree	0.00%
Agree	50.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%
Community partnership initiatives are known			
Participants provided level of agreement to a statement suggesting that community members are aware of the partnership's initiatives and activities.			
Strongly agree	33.33%	Strongly disagree	0.00%
Agree	50.00%	I don't know	16.67%
Disagree	0.00%	No response	0.00%
Division of resources			
Participants provided level of agreement to a statements suggesting that resources are equally divided among different community groups (e.g., racial/ethnic, lower income).			
Strongly agree	16.67%	Strongly disagree	0.00%
Agree	66.67%	I don't know	0.00%
Disagree	16.67%	No response	0.00%

APPENDIX C: PARTNER LIST

HKHC El Paso	
Organization/Institution	Partner
Business/Industry/Commercial	Univision
Civic Organization	La Mujer Obrera
College/University	University of Texas El Paso University of Texas School of Public Health
Government	City of El Paso Housing Authority Human and Community Development Department Public Health State of Texas Health Services United States Department of Agriculture United States National Park Service United States-Mexico Border Office of the Pan American Health Organization, Regional Office of the World Health Organization United States White House Committee on Faith-Based Initiatives
Foundation	Pan-American Health and Education Foundation Paso del Norte Health Foundation
Other Community-Based Organizations	Chamizal Project Clinica La Fe La Semilla Food Center Project Vida West Texas Food Bank
Policy/Advocacy Organization	Texas Hunger Initiative
Schools	El Paso Independent School District School Health Advisory Committee

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue

Community Partnership	El Paso		
Resource source		Amount	Status
Foundation	Year		
	HKHC funds		
	2009		Annual total \$66,321.00
		\$1,083.00	Accrued
		\$250.00	Accrued
		\$1,238.00	Accrued
		\$5,024.00	Accrued
		\$1,868.00	Accrued
		\$3,149.00	Accrued
		\$53,709.00	Accrued
	2010		Annual total \$114,680.00
		\$17,663.00	Accrued
		\$9,426.00	Accrued
		\$998.00	Accrued
		\$7,770.00	Accrued
		\$11,942.00	Accrued
		\$2,141.00	Accrued
		\$62,740.00	Accrued
		\$2,000.00	Accrued
	2011		Annual total \$88,308.00
		\$54,879.00	Accrued
		\$999.00	Accrued
		\$13,185.00	Accrued
		\$1,321.00	Accrued
		\$7,563.00	Accrued
		\$2,333.00	Accrued
		\$8,028.00	Accrued
Sum of revenue generated by resource source		\$269,309.00	

Non-profit organization	Year		
	Matching funds		
	2010		Annual total \$112,360.00

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

Community Partnership	El Paso		
Resource source		Amount	Status
		\$5,000.00	Accrued
		\$5,000.00	Accrued
		\$25,000.00	Accrued
		\$20,000.00	Accrued
		\$13,360.00	Accrued
		\$20,000.00	Accrued
		\$14,000.00	Accrued
		\$10,000.00	Accrued
	2011		Annual total \$77,870.00
		\$3,350.00	Accrued
		\$10,000.00	Accrued
		\$14,000.00	Accrued
		\$20,600.00	Accrued
		\$14,420.00	Accrued
		\$15,500.00	Accrued
	2012		Annual total \$77,870.00
		\$3,350.00	Accrued
		\$15,500.00	Accrued
		\$14,420.00	Accrued
		\$20,600.00	Accrued
		\$14,000.00	Accrued
		\$10,000.00	Accrued
	2013		Annual total \$68,580.00
		\$1,250.00	Accrued
		\$10,000.00	Accrued
		\$21,855.00	Accrued
		\$15,299.00	Accrued
		\$19,076.00	Accrued
		\$1,100.00	Accrued
	Sum of revenue generated by resource source	\$336,680.00	
Grand Total			\$605,989.00