

KANSAS CITY HEALTHY KIDS INITIATIVE CASE REPORT

KANSAS CITY, MISSOURI AND KANSAS

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



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BACKGROUND

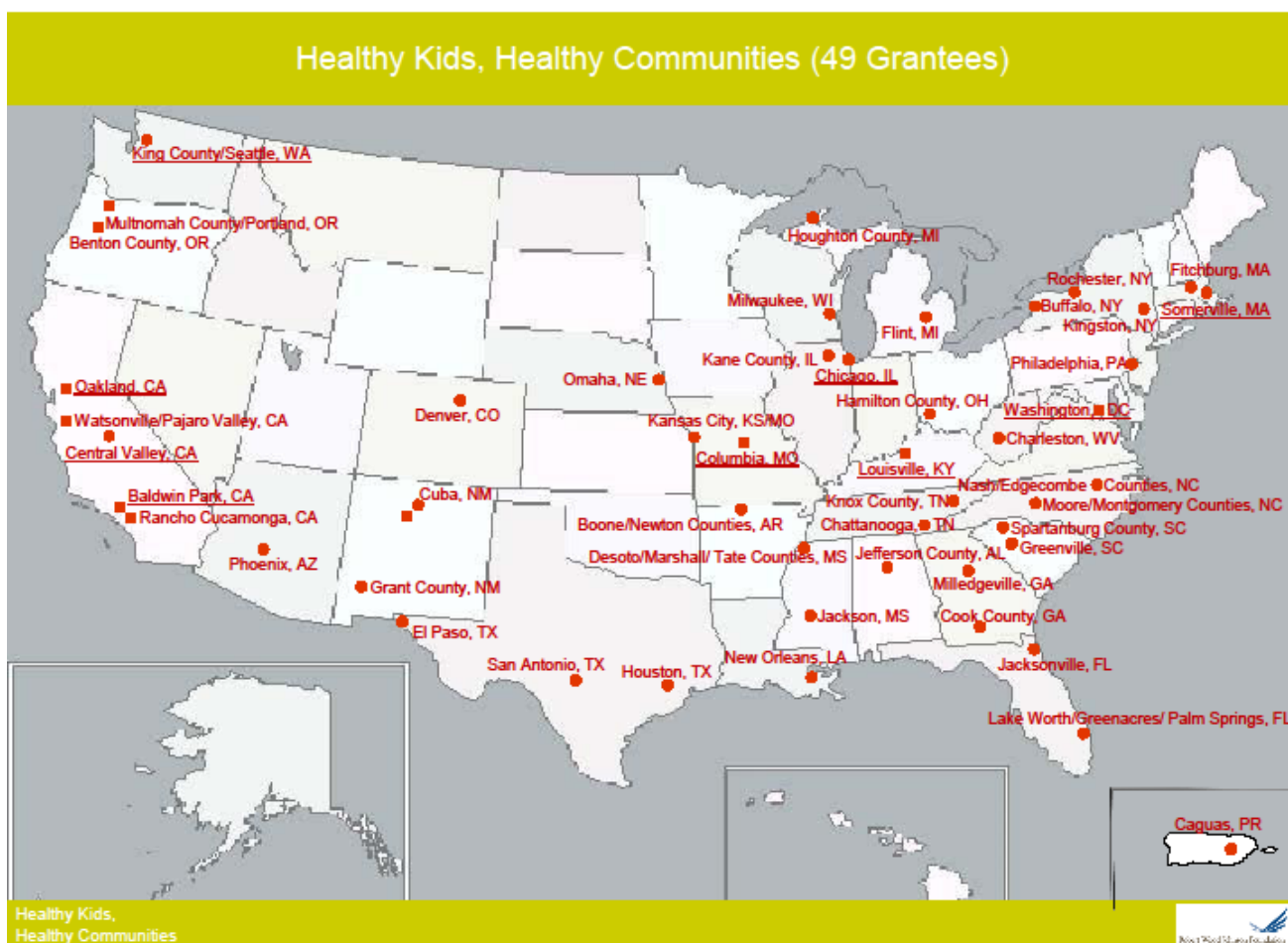
Healthy Kids, Healthy Communities National Program

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

In December 2009, the KC Healthy Kids partnership and the Healthy Kids Initiative partnership received a four-year, \$360,000 grant as part of the HKHC national program. This partnership focused on regional efforts influencing both Kansas City, Kansas and Missouri, and local efforts working in Ivanhoe neighborhood (in Missouri) and Rosedale neighborhood (in Kansas). Hartwig Legacy Foundation (doing business as KC Healthy Kids) was the lead agency for the Healthy Kids Initiative partnership. The partnership and capacity building strategies of the partnership included:

- **Community Organizers:** Local community organizers from Ivanhoe Neighborhood Council and Rosedale Development Association were selected to spearhead the local work in their neighborhoods. These organizers had existing relationships with community residents, which made the healthy eating and active living efforts of Healthy Kids Initiative work a natural fit for the neighborhoods.
- **Food Policy Coalition:** A regional food policy coalition was developed to work on food issues including access to water, urban agriculture zoning laws, and creating food desert maps.

See Appendix A: Healthy Kids Initiative Evaluation Logic Model and Appendix B: Partnership and Community Capacity Survey Results for additional information.

Along with partnership and capacity building strategies, the Healthy Kids Initiative partnership incorporated assessment and community engagement activities to support the partnership and the healthy eating and active living strategies.

The healthy eating and active living strategies included:

- **Urban Agriculture/Community Gardens:** Healthy Kids Initiative focused on community-based agriculture through the introduction of community, demonstration, school, and home gardens. Regionally, partners led advocacy efforts for policy development and implementation to promote equitable access to water, while local neighborhoods developed community support and capacity to grow and sustain community and home gardens.
- **Farmers' Markets:** Healthy Kids Initiative wanted to expand access to affordable and healthy foods through the pilot of the Beans and Greens mobile market, Ivanhoe Small Growers Farmers' Market, Rosedale Farmers' Market, and adding nutrition assistance programs to the markets.
- **Parks and Play Spaces:** Healthy Kids Initiative wanted to create access to opportunities for physical activity through the redevelopment of parks and the transformation of vacant lots into pocket parks including three parks in Ivanhoe and joint use agreements and trail development in Rosedale.
- **Active Transportation:** Healthy Kids Initiative worked regionally to create Complete Streets policy and then worked locally with areas to adopt the policy. Additional local efforts in Rosedale were targeted toward engaging residents in creating sidewalk and corridor master plans and beginning to implement the plans through infrastructure changes including sidewalks, bike lanes, cross walks, and other amenities.
- **Other Strategies:** Healthy Kids Initiative started a plan to create a healthy restaurant initiative and supported the addition of a grocery store.

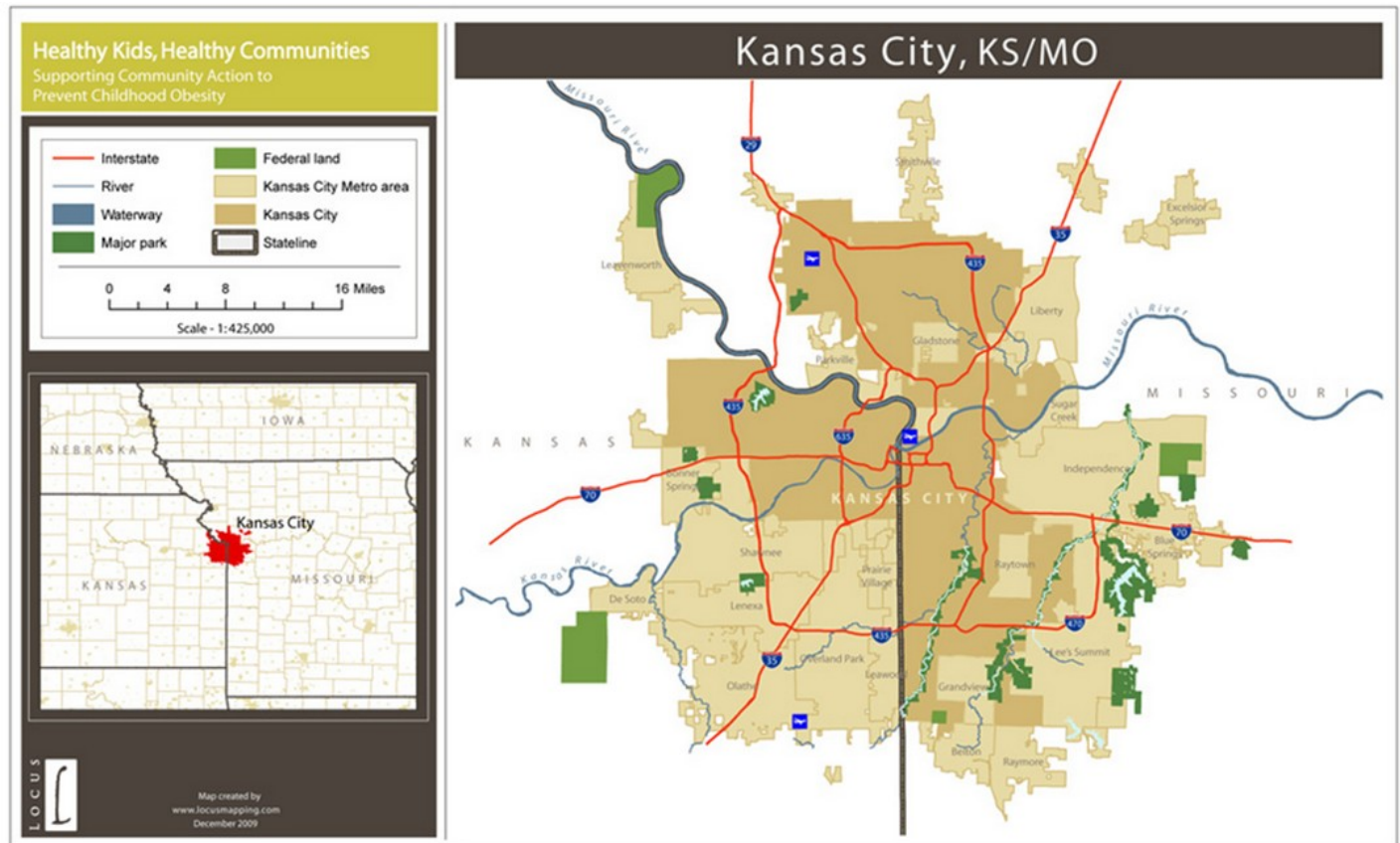
COMMUNITY DEMOGRAPHICS

Kansas City, Kansas (KCK) and Kansas City, Missouri (KCMO) are adjacent, separated only by the Kansas/Missouri state line. They are at the center of a nine-county region which has 1.8 million residents. Together, their population is 577,523, with 76% of those residents living in Kansas City, Missouri. In the two cities combined, 61.5% percent of the population is White, 29.1% is black, and 13.1% is Hispanic. The median household income is \$40,616; however, lower median income levels predominate in the cities' urban areas.

Table 1: Kansas City Demographics ^{2,3}

City	Total Population	Percent Below Federal Poverty Line	Black	American Indian/ Alaska Native	Asian	Native Hawaiian/ Pacific Islander	White	Some Other Race	Hispanic/ Latino
Kansas City, KS	145,786	23.0%	26.8%	0.8%	2.7%	0.1%	52.2%	13.6%	27.8%
Kansas City, MO	459,787	18.2%	29.9%	0.5%	2.5%	0.2%	59.2%	4.5%	10.0%

Figure 2: Map of Kansas City⁴



INFLUENCE OF SOCIAL DETERMINANTS

Highway Divide

Highway 71 is a major roadway built through the center of downtown Kansas City that divides the Ivanhoe Neighborhood between east and west sides. The east and west sides of the Ivanhoe Neighborhood are vastly different as a result of the highway division. The east side of Ivanhoe has lower residential property value; vibrant growth and development activities are taking place on the west side of Ivanhoe.

Rosedale is a neighborhood with one of the highest rates of poverty in Kansas; yet, Rosedale borders Johnson County, which is one of the wealthiest counties in Kansas. One road separates these two areas.

Vacant Land

The property vacancy rate in Ivanhoe is 31%. The Kansas City Land Bank owns approximately 300 or more vacant houses and lots. The Ivanhoe Neighborhood Council owns 163 vacant lots, and redevelopment of the properties is underway for gardens specifically. The Ivanhoe Neighborhood Council is also looking to turn a vacant school into senior housing residential property.

About sixty percent of residential space in Ivanhoe is rental property. A large number of vacancies are boarded up homes. The Ivanhoe Neighborhood Council has received grant funding and funding from the city of Kansas City to purchase and restore some of the vacant properties. Most of the vacant lots and homes are owned by absentee landlords. In response, the Land Bank has begun an initiative to reduce the number of out-of-state absentee landlords. Although neighborhood revitalization efforts have been successful, some of the major challenges still facing the Ivanhoe Neighborhood Council are crime, an aging population, and inability to attract young families to the neighborhood.

Housing

Rosedale Ridge is a privately owned lower-income housing residence. The average annual income of residents is approximately \$6,000 per year. About 80% of the residents are African American. Rosedale Ridge is located on top of a very long and steep hill within the neighborhood, which physically segregates this housing complex from the rest of the community. Only an approximate 20% of Rosedale Ridge residents own a vehicle; most depend on public transportation. However, the access to the bus line is limited geographically for these residents because of the steep hill.

Crime

Ivanhoe Neighborhood had crime and gang activity that continued to be a problem throughout the HKHC grant. A small mobile police station is located in the Ivanhoe Neighborhood Council building. The community team police patrol is a group of young, African American men, who know the neighborhood well. A neighborhood crime committee meets once a month along with the police team. The meetings are held as closed-door sessions, so that residents and block captains can safely discuss and/or identify crime-related issues with necessary representatives and officials.

The crime rate in the Rosedale Neighborhood is one of the lowest in Wyandotte County; however, crime is still prevalent in the neighborhood. The most common types of crime are petty thefts and car thefts. Some gang-related graffiti still occurs, which the neighborhood association removes. About 10-15 years ago, violent crimes and gang-related crimes were more prevalent, while in recent years violent crime has diminished substantially. A high rate of crime, including violent crime and drug-associated crimes, occur in Rosedale Ridge, the affordable housing location.

Schools

In 2010, nearly half (28 of 61) schools in Kansas City Public Schools in Missouri closed because enrollment had dropped from nearly 30,000 to 17,400, and the district was grappling with a \$50 million deficit. About 700 of the district's 3,000 jobs, including 285 teachers, were cut. Two of the closed schools were located in Ivanhoe, leaving only one public elementary school in the neighborhood.

KANSAS CITY HEALTHY KIDS PARTNERSHIP

Lead Agency and Leadership Teams



The Hartwig Legacy Foundation (doing business as KC Healthy Kids), the lead agency for the HKHC grant, was a relatively young organization, which became incorporated in December 2005. The lead agency focused on policy and environmental change to support healthy eating and active living as part of the Healthy Kids Initiative and more broadly across the region. The lead agency was involved in brokering relationships and developing new strategies to help support policy and environmental changes for healthy communities and securing funds to help support the initiatives for healthy eating and active living throughout the region and within the partnering neighborhood communities.

The larger coalition/partnership umbrella broadly served three separate communities, Rosedale, Ivanhoe, and Douglass-Sumner. Each individual community had its own separate and unique partnerships. Each community had one key leader or agency serving as the community organizer. Through the Robert Wood Johnson Foundation grant, the lead agency had a sub-contract with the Rosedale Development Association and the Ivanhoe Neighborhood Council, which allowed each to receive \$50,000 to support the community organizers at the agency for HKHC efforts. State and regional partnerships served the larger coalition and individual community partnerships.

- **The Rosedale Development Association** was the organizing group for the local efforts in Rosedale, Kansas working to connect the community and advocate on behalf of the residents. The Rosedale Development Association was established many years prior to the HKHC project and became involved with KCHK in 2008.
- **The Ivanhoe Neighborhood Council** was established in 1967, but was dormant until 1997 when one family decided it was time to advocate for a safer and healthier neighborhood. KCHK became engaged with the Ivanhoe Neighborhood Council in 2010 because of its long history with community capacity and collaboration with residents.
- **The Douglass-Sumner** community partnership was established about 15-18 months prior to the interview, which coincided with the available funding. The Douglass-Sumner community partnership became involved with the Kansas City project in early 2011. Robert Wood Johnson Foundation funds were not used for the Douglass-Sumner community. Funds for this community were administered through Local Initiative Support Corporation (LISC) and passed through to Kansas State University. Kansas State hired the community organizer for Douglass-Sumner. Community organizing in the Douglass-Sumner partnership was more difficult than in the Rosedale and Ivanhoe communities. The Douglass-Sumner community received less funding, approximately \$40,000, and the partnership and/or lead agency sought additional funding to help support the community efforts.

Other key partners were actively involved with the healthy eating and active living work for HKHC and beyond, including:

- **The Mid-America Regional Council (MARC)** was a nonprofit association of city and county governments and the metropolitan planning organization for the bi-state Kansas City region, promoting regional cooperation and innovative solutions for issues that reached across the boundaries of individual communities. MARC is governed by a board of local elected officials with guidance from a broad array of committees whose work focused on planning for efficient transportation systems, a healthy environment, enhanced emergency response capabilities, effective government, and caring communities. In October 2010, MARC received a \$4.25 million planning grant from the U.S. Department of Housing and Urban Development to advance the region's vision of achieving sustainability through the creation of vibrant, green and connected centers and corridors. Known as Creating Sustainable Places, KC Healthy Kids and Ivanhoe Neighborhood Council served on the Coordinating Committee. Additionally, MARC was the recipient of a Community Transformation Grant to address healthy eating and active living in Jackson County (Ivanhoe neighborhood resides in Jackson County).
- **Building a Healthier Heartland (BHH)** was established in 2009 as a community collaboration of public and private members working together to improve the health of all residents and create an environment

that cultivated healthy lifestyles for all of metropolitan Kansas City and its residents.

- **The Greater Kansas City Food Policy Coalition** was established in 2009, The Greater Kansas City Food Policy Coalition advocates for Kansas City's local food system and promotes food policies that improve the nutritional, economic, social, and environmental health of Greater Kansas City.

Additional key partners included Public Health Departments in both Kansas City, Kansas and Kansas City, Missouri; Parks and Recreation Departments, particularly from Kansas City, Missouri; Children's Mercy Hospital; Local Initiative Support Corporation that was a funder for Douglass-Sumner neighborhood; and Rosedale School District.

See Appendix C for a list of all partners.

Organization and Collaboration

Community organizers met monthly to work together in sharing project experiences and challenges. The larger partnership/coalition did not meet on a regular basis, but on a project-specific basis. The broad coalition contained multiple partnerships with a variety of organizations, foundations, and agencies in and around Kansas City, Kansas and Kansas City, Missouri. Many of the other key partners in the larger coalition were established within a five-year period of time between the years of 2007-2012. Some organizations were created when funding became available, and others were established in response to community need. Many of the other key partner organizations focused on sustainability and long-term impact on the community.

There were two different components to the work and the partnership of KCHK: 1) the local initiatives taking place in Rosedale and Ivanhoe facilitated by the local organizations, Rosedale Development Association and Ivanhoe Neighborhood Council; and 2) the regional efforts including a broad range of organizations and coalitions throughout Kansas City, Missouri and Kansas working to create regional policy and environmental changes. KCHK's vision was to bridge the two primary elements in order to grow local initiatives. Some regional entities included Building a Healthier Heartland, Creating Sustainable Places Coordinating Committee, Greater Kansas City Food Policy Coalition, Health Care Foundation Leadership Academy, Healthy Communities Wyandotte, Historic East Neighborhood Coalition, Kansas Statewide Partnerships, Latino Health for All Coalition, KC FAITH Initiative, Missouri Coordinated School Health Coalition, and Weighing In Collaborative.

PARTNERSHIP FUNDING

As part of the HKHC initiative, grantees were expected to secure a cash and/or in-kind match equal to at least 50% of what was provided by Robert Wood Johnson Foundation over the entire grant period. The Healthy Kids Initiative partnership received funding from a variety of local and national sources.

The recognition of being awarded a national grant from the Robert Wood Johnson Foundation provided credibility to the Healthy Kids Initiative partnership, and the partnership recognized the benefit of leveraging this credibility when seeking future grant funding opportunities.

KCHK, Ivanhoe Neighborhood Council, and Rosedale Development Association leveraged local funding sources to increase their capacity to implement the described workplan goals and objectives. Funding raised by all three organizations totaled more than \$1.3 million. The three largest grants awarded included:

- KCHK received \$199,000 from the Health Care Foundation of Greater Kansas City, including \$150,000 to scale the Healthy Kids Initiative up to ten additional neighborhoods.
- Ivanhoe Neighborhood Council received \$81,000 from LISC for the Lots of Love program which strived to repurpose vacant lots into attractive and usable spaces such as pocket parks and edible gardens.
- Ivanhoe Neighborhood Council received \$75,000 from the Health Care Foundation of Greater Kansas City to support the time and effort of the Community Organizer's work on food access inequities in the urban core of Kansas City, Missouri.

KCHK recruited two additional neighborhoods to the initiative – Douglass-Sumner in Kansas and Indian Mound in Missouri. Funding to support these efforts was provided through grants from LISC, Hall Family Foundation, and the H&R Block Foundation.

In addition, the project was able to leverage additional funding for complementary policy and environmental efforts. KCHK was able to secure \$450,000 from the Kansas Health Foundation to support healthy food retail and distribution across the state of Kansas, including Kansas City, Kansas. Moreover, the Wyandotte County Unified Government allocated \$50,000 for a program designed to improve water access—H2O to Grow—and \$100,000 for a new bus line that will improve resident accessibility to a Kansas City, Kansas grocery store.

Challenges

The competition for limited funds was the biggest challenge facing the partnership. Another challenge was in securing funding to support an additional community on efforts toward creating healthy eating and active living policies and environmental change. As part of the Robert Wood Johnson Foundation grant, the partnership agreed to work with four communities within the Kansas City, bi-state area. The partnership had recently begun exploring funding opportunities to help support the newest community, Indian Mound in Northeast Kansas City, Missouri. The partnership had been assisting Indian Mound Neighborhood Association and Mattie Rhodes Center, the two local agencies responsible for organizing the Northeast Kansas City community.

See Appendix D: Sources and Amounts of Funding Leveraged for more information.

COMMUNITY ASSESSMENT

Parks and Play Spaces

The parks and recreation department conducted park assessments with Kansas State University and University of Missouri, Kansas City assessing and inspecting parks to determine equipment use and impact on activity behavior. The study included 90 of the 220 parks in Kansas City, Missouri.

The Parks and Recreation Department also conducted a park evaluation called SHAPE - Safe, Healthy, Attractive Park Environments, assessing presence or absence of items in the environment. Park inspectors conducted the evaluation on a random basis throughout the year, and the results were given to park managers to help maintain standard quality of the parks in the Kansas City park system.

Farmers' Markets

The partnership conducted a survey with the Ivanhoe residents to understand their interest in participating in a local farmers' market including their preferences for market, produce, and activities at the market. The majority of the residents identified the Ivanhoe Neighborhood Center as an ideal location for the market.

Focus groups were held at Bellrose Manor Public Housing to understand barriers and enhancers to farmers' market attendance. Results from the assessments were used to pilot the Ivanhoe Small Growers Farmers' Market in Ivanhoe.

Rosedale Towers focus group was held with residents of the senior public housing complex about barriers and enhancers to farmers' market attendance. These results were used to pilot the Beans and Greens mobile market in Rosedale.

Active Transportation

Surveys were distributed to parents of first and second graders at Rosedale schools to gauge interest in Healthy Kids Clubs for younger kids, which received overwhelming interest from 24 first graders and 14 second graders.

Other Strategies

An intern from Rosedale Development Association developed a protocol for assessing Rosedale daycares' wellness policies including a written survey, a half-day observation, an assessment tool for any written policies, and several templates for suggested wellness policies and practices.

PLANNING AND ADVOCACY EFFORTS

Food Policy Coalition

Effecting policy and environmental change related to food access necessitated the development of a food policy coalition as a major initiative in Kansas City. The KC Healthy Kids supported the establishment of the Food Policy Coalition, which is focused on food policy and environmental change at the local and state government level. The Food Policy Coalition is housed in KC Healthy Kids.



Throughout the grant, the Food Policy Coalition worked with Ivanhoe and Rosedale neighborhoods on food-related policy issues, including access to water, urban agriculture zoning laws, and food desert maps. Additionally, in 2011 and 2013, the Food Policy Coalition led policy-maker tours through community gardens to promote awareness and to highlight strengths and challenges.

Advocacy

The Healthy Kids Initiative was very engaged in advocacy. KC Healthy Kids and the Ivanhoe Neighborhood Council advocated for the adoption of ordinances allowing individuals to grow their own food and sell it on-site in Kansas City, Missouri. The ordinance was adopted and supports increase the availability of fresh produce and provides new economic opportunities in some of the Kansas City, Missouri's most impoverished communities.

The partnership also supported the H2O to Grow Initiative, a coalition of urban farmers and gardeners and food advocates seeking affordable water access at Kansas City, Kansas community gardens. As a result of this advocacy, the Public Works Department of the Unified Government established a \$50,000 grant program to install new water lines at community gardens and urban farms. Seven sites were recommended for funding. In Fall 2013, water access was installed, and the department committed to renew the program in 2014.

Programs/Promotions

The Rosedale Development Association developed a volunteer management manual and trained 10 young adult garden volunteers, 20 teachers, 50 adult volunteers, 112 community leaders, and 6 youth volunteer coaches on leadership training and advocacy work. Rosedale Development Association revised its communications strategy and began incorporating social media, which resulted in more than 400 "likes" on its Facebook page, 295 Twitter followers, and more than 1,000 photos on Flickr. The Rosedale Development Association continued to participate on coalitions, steering committees, and workgroups and leveraged its knowledge and support to advocate for policy and environmental changes in its community. In addition, Rosedale Development Association staff were trained on grant writing and used that training to raise money to fund their initiatives.

URBAN AGRICULTURE/COMMUNITY GARDENS

KC Healthy Kids and the Healthy Kids Initiative focused on community-based agriculture through the introduction of community, demonstration, school, and home gardens. Regionally, partners led advocacy efforts for policy development and implementation to promote equitable access to water and healthy foods. Within individual neighborhoods, the initiative was working to develop community support and capacity to grow and sustain community and home gardens, as well as sell the locally-grown produce to improve access to fruits and vegetables in the surrounding community.

Policy, Practice, and Environmental Changes

Several policy and environmental changes took place in Rosedale and Ivanhoe related to community gardens and urban agriculture including:

Rosedale

- Established ten community gardens throughout Rosedale including gardens at churches, on vacant lots, school gardens, and lower-income housing locations, and a demonstration garden used for educational purposes for new gardeners. One garden contained fruit trees, and there was an intention to expand other gardens to include fruit trees.
- Collaborated with the University of Kansas Medical Center that started a Community Supported Agriculture program designed to allow residents to purchase shares of produce grown by a farmer for an entire year. Rosedale Neighborhood Association made an informal agreement that unclaimed produce each week would be distributed to a local food pantry for families in need.
- Received approval from Public Improvements Advisory Committee for funding and installation of a fence and irrigation system for the demonstration garden.
- Drafted a policy allowing hens on residential property within 25 feet of occupied buildings.
- Installed new water lines at seven community garden and urban farm sites to improve water access through the H2O to Grow initiative in collaboration with the Public Works Department of the Unified Government.

Ivanhoe

- Converted property on vacant lots, parks, a recently closed school, and a community center into 12 community gardens and fruit trees throughout Ivanhoe including one demonstration garden for residents to learn to grow produce.
- Received approval for funding to help with irrigation and building a fence at the demonstration garden. The funds had not yet been received.
- Secured passage of ordinance easing restrictions on keeping chickens in residential areas (effort was completed in collaboration with the KCMO Department of Neighborhoods and Community Services).
- Secured passage and upholding of ordinance allowing individuals to grow their own food and sell it on-site in Kansas City, Missouri. This increases the availability of fresh produce and it provides new economic opportunities in some of our most impoverished communities.
- Worked with the Jackson County Land Trust, the Jackson County Legislature, and the Kansas City, Missouri Neighborhood and Community Services staff to help the Land Trust adopt a resolution allowing the transfer of vacant properties to community nonprofits in order to increase urban food production and decrease blight and maintenance, coordinate better access to information regarding vacant properties, and support efforts to

Out of those [garden] classes we've actually had several new growers. One of the growers was in the newspaper. It was a church group that took a big empty plot next to the church... they harvested so much food over there. They served food on Monday nights to the kids of the neighborhood. They feed them every Monday night. " — Community Resident

pass Land Trust reforms at the state level.

- With LISC, helped secure passage of Missouri H.B. 1659 and S.B. 795 (2012), which enables Kansas City to organize a land bank of those 12,000 vacant properties and streamline a process whereby the property can be managed and eventually sold for community redevelopment purposes, including healthy food production.

Complementary Programs/Promotions

In Ivanhoe, a second level of certification was available for the certified growers program. Those who completed the first level of certification worked additional hours providing instruction, holding workshops, and offering other hands-on garden education opportunities. They were working toward more outreach, and once they completed this phase they reached level two of the certification process.

The monthly classes began in 2011. Classes were held every second Thursday of the month for an hour and half. Area garden and urban agriculture experts were brought in to teach the classes, addressing topics such as aquaponic gardening, cooking classes, growing, and using fresh herbs. Certified residents in Ivanhoe completing training in urban farming/gardening to become Grown in Ivanhoe Growers who can sell produce from individual residences, as well as at the neighborhood farmers' market.

As a result of the classes, several more growers were in Ivanhoe. One of the new growers received promotion in the newspaper for his/her work. A large empty plot next to a church had old and unusable playground equipment. A church group decided to take down the dilapidated playground equipment and convert the area into a garden. The church group partnered with Missouri Organics, who donated 15 yards of compost for the garden, estimated to be several hundred dollars worth of compost. This group was very successful in gardening. It harvested enough food to help feed neighborhood children on Monday evenings. The group wanted to start the garden to teach children about the connection of food and the land, as well as to help offset the cost of feeding these children each week.



Source: Transtria LLC

Garden tours were hosted to facilitate the involvement of local decision-makers. The Food Policy Coalition brought policy-makers from both Kansas and Missouri to visit and experience the garden firsthand. As a part of the 2013 Urban Grown Farms and Gardens Tour, a group of local policy-makers visited the gardens. The tour facilitated increased awareness about urban agriculture activities in the community and highlighted strengths, benefits, and challenges of urban agriculture (e.g., access to affordable water) to attending policy-makers.

Implementation

Rosedale

A hens advocacy group presented to Mayor's staff about changing the policy allowing hens closer to residential homes. Hens were already allowed throughout Kansas City, Kansas, but they were restricted to 100 feet away from the nearest occupied building, which means most urban families could not keep hens. The revised policy was to decrease the distance of the hens from 100 to 25 feet in the existing city ordinance. The Rosedale Healthy Kids Initiative was waiting for the proposal to go before the appropriate steering committee to get the green light to share the policy with the commissioner for a city council meeting.

A new organization was interested in increasing the number of orchards throughout Rosedale. The neighborhood association leaders met with the new organization and created a five-year plan for planting orchards with the community gardens. The first orchard was planted in October 2013.

H2O to Grow advocacy group formed in Kansas City, Kansas to address issues related to water access for gardens, specifically looking at a policy for the city to pay for water, and was successful in getting seven water sources installed in community gardens.

Rosedale's enrollment in the community gardens included 17 new raised beds at Trinity Church of the Nazarene, for a total of 20 beds and 18 participants; 4 new raised beds at the 45th Ave Garden, plus a kids' garden and flower garden for a total of 22 raised beds with 41 participants; and 7 new raised beds at the South Early Garden with 10 participants.

Ivanhoe

The Food Policy Coalition and the Ivanhoe Neighborhood Council met with the City Manager and several department heads to discuss free and/or reduced-price water access for community gardens. On the Missouri side of Kansas City, there had not been any improved resolutions or agreements to help with water access for the community gardens. The main reason for the difficulty in finding an agreement on water access for gardens was because of the numerous people and agencies involved.

A smaller taskforce was created within the City Manager's office to help work on the water access issue. City Hall was ultimately responsible for addressing the water access issue. However, the water department and the parks and recreation department were also involved in the water access issue decisions. There seemed to be disagreement or lack of consensus on how to accomplish increased water access. Therefore, the Food Policy Coalition will spearhead this initiative using the model created in Kansas City, Kansas.

There was an effort in Kansas City to transform vacant lots to support access to healthy food. There were three lots converted to garden space in Ivanhoe.

There was a new organization, Giving Grove, working with Kansas City Community Gardens. The organization had been in existence less than one year, but had been successful throughout the city in converting vacant lots into areas in which to plant fruit and berry trees.

Challenges

One of the biggest obstacles for making a successful community garden was sustainability and commitment throughout the year, as retention of volunteers and gardener involvement diminished during summer and winter months because of unfavorable weather.

With the establishment of a water policy, there was a lack of cooperation between the elected officials and city department officials. One policy did not fit well for all communities, which created a larger challenge for those involved in advocacy efforts. The city water department was very interested in providing assistance, as they had demonstrated flexibility and responsiveness to the community garden initiatives. The city water department wanted to formalize the policy regarding water supply and access for community gardens to provide consistency in the community garden program. Community garden advocates proposed the development of water-holding tanks to help support the community gardens and improve access to water. The water in the tanks could be delivered by city irrigation trucks or fed by a water catch-line system directly into the gardens.

Lessons Learned

Starting a smaller garden that could be well maintained was often more productive than planting a wide range of items requiring more time and effort, especially to minimize weeds. Particularly in the first year, starting a smaller garden which grew successfully with community commitment led to their expansion of larger gardens.

Sustainability

Momentum has been building around urban agriculture and community gardens in both Kansas City, Kansas and Missouri. With continued support from champions, funders, and key decision-makers, the movement will continue to build, and more gardens will be created in vacant lots across the city.

FARMERS' MARKETS

The Healthy Kids Initiative worked to expand access to affordable and healthy foods throughout Kansas City, Kansas and Missouri with specific emphasis on Ivanhoe and Rosedale neighborhoods.

Policy, Practice, and Environmental Changes

Several policy and environmental changes took place in Rosedale and Ivanhoe related to farmers' markets including:



Rosedale

- The Rosedale Healthy Kids Initiative worked with the Rosedale Congregational Church and the Rosedale Ministerial Alliance to start the Rosedale Farmers' Market in 2009 with one vendor. It grew to 12 vendors in 2013.
- Supplemental Nutrition Assistance Program (SNAP) benefits were added to the Rosedale Farmers' Market in 2010.
- In 2012, the Beans and Greens mobile market opened with one vendor in Rosedale at 42nd and Mission, near several low-income apartment complexes. It operated from 3-6 PM every Wednesday between May and October. The mobile market accepted SNAP and Senior Farmers' Market Nutrition Program (SFMNP) benefits at double value (i.e., \$30 in SNAP money bought \$60 worth of produce).

Ivanhoe

- Ivanhoe Farm Stand Network was established in 2011, which included three vendors selling home-grown produce at two locations. Two new home growers obtaining business licenses as micro-agribusiness producers/sellers.
- Ivanhoe Small Growers Farmers' Market was established in 2012. The season began June 15 and ended September 28, and the market was open on Friday's from 5-7 PM in the parking lot of the Nutter Ivanhoe Neighborhood Center.
- SNAP benefits were accepted through an EBT machine at the Ivanhoe Small Growers Farmers' Market.
- An ordinance was passed that created sampling permits for farmers' market vendors (effort was completed in collaboration with the Kansas City Missouri Health Department and others).

Complementary Programs/Promotions

Coupons offering one dollar off produce sale prices were distributed at the farmers' market and neighborhood meetings, printed in newsletters, and accepted by farm stand vendors. The Health Care Foundation Grant that provided funding for the Grown in Ivanhoe program contributed the funding for the coupons.

The farm stand network vendors were asked to participate in an annual fundraising event at City Market in Kansas City in 2013. The cost of the event was \$100 per plate. There were eight produce vendors asked to participate by providing fresh produce for the event. The Ivanhoe Farm Stand Network was selected as one of the vendors to provide fresh produce for the event, which was a huge honor and major accomplishment for the network. Others were asked to participate in a harvest festival. Farm stand vendors have been asked to provide produce for church events. For many of these events, only the farm stand vendors were selected to provide fresh produce.

Implementation

The Rosedale Farmers' Market began with community gardeners selling their extra produce at a single table display in the church parking lot. By the next year, the market had grown enough to move to the Safety Net Clinic, a more prominent location where more farmers participated in selling produce. The market continued to grow. In 2012, an average of 200 customers per week patronized the market and twelve vendors participated. The market relocated again to accommodate growth. Rosedale staff worked with Beans and Greens with initial program design, helped the Rosedale Farmers' Market apply, and trained vendors and market staff on accepting the nutrition assistance programs and the double dollars program.

The Beans and Greens Mobile Market ultimate goal was to encourage shoppers utilizing the matching program to enhance their diets with local produce by making healthy local produce both more accessible and affordable. Not all of the items sold from the Beans and Greens mobile market were locally produced. In an effort to increase access to the mobile market, the market started operating weekly. There was a slight increase in customer patronage from 30 to 50 customers per week. The mobile market did not generate enough business city-wide, compared to the local market model; therefore, the support went back to a more traditional farmers' market model.



The mobile market's last year of operation was 2013. Although the mobile market intended to provide access to healthy food for the low-income residents, others who were not from the public housing area also accessed the mobile market. The total customer base was only about 30 people, and the partnership leaders did not feel the mobile market was serving the low-income area as well as intended. The Rosedale neighborhood leadership planned to continue working on accessing healthy food in other ways that demonstrated more success, such as the farmers' market and the community gardens programs.

There were three participating vendors at the Ivanhoe Farm Stand Network. Two of the vendors also provided produce at the farmers' market. The farm stand network created a coupon that helped offset the cost of produce items for those in need who would otherwise use SNAP benefits.

Ivanhoe Neighborhood Council established a Memorandum of Understanding (MOU) with a corner store to allow a vendor from the Ivanhoe Farm Stand Network to sell produce for two hours once a week outside of the store. This corner store did not offer healthy fruits and vegetables inside the store, so the MOU supported another produce venture without causing any risk associated with changing inventory in the corner store.

The arrangement with a vendor from the Ivanhoe Farm Stand Network and the corner store came about through an organization trying to help the corner store with reduced sodium products. The organization had helped the corner store with new coolers. The store owner had been reluctant to sell fresh produce due to risk of spoilage and amount of space needed to accommodate fresh produce. The organization reached out to Ivanhoe Neighborhood Council and a collaboration process began. The arrangement to allow the farm stand vendors to sell produce at the corner store was agreed upon and successful for all.

The vendors harvested produce on Thursday for the Friday farmers' market. Produce items that were not sold in addition to extra produce harvested were sold on Saturday at the corner store.

Population Impact

At the Rosedale Farmers' Market, the use of SNAP/SFMNP benefits increased by 22.5% in one year. Community leaders would have liked a higher rate of vendor participation in the mobile market in the first year, but the market did exceed expectations with a regular customer base of approximately 30 customers per week.

Challenges

Initially, the facilities available in Rosedale were limited, and it was a challenge to get food to families before it spoiled. In the 2013 season, the Rosedale Neighborhood Association leaders contacted all the food pantries to find a location that would and could accommodate the unclaimed food.

The delivery of unclaimed shares occurred at 7pm on Friday evenings and few people from the neighborhood association were available to help distribute the food. However, the food pantries were able to receive the shares and distribute the food to families more easily.

Lessons Learned

In 2013, the growing season began late due to snow at the end of May. Typically, the growing season began in early spring, (e.g., lettuce). In 2013, the vendors for the farm stand began growing produce (e.g., transplant lettuce) indoors. This allowed for more efficient production and sale of fresh produce in early spring.

See Figure 3: Farmers' Market Infographic for more information.

Figure 3: Farmers' Market Infographic



PARKS AND PLAY SPACES

The Healthy Kids Initiative worked to create access to opportunities for physical activity through the redevelopment of parks and the transformation of vacant lots into pocket parks.

Policy, Practice, and Environmental Changes

Several policy and environmental changes took place in Rosedale and Ivanhoe related to parks and play spaces including:

Rosedale

- Fisher Park infrastructure improvements included a quarter-mile walking trail, trail heads, benches, signs, and lights that were installed in Fall 2011.
- Noble Prentis Elementary School completed a quarter-mile walking/biking trail and school playground within \$4,821.28 grant from the Sunflower Foundation, written by Rosedale Development Association staff along with the school and Parent Teachers Association.
- An informal joint use agreement between Frank Rushton Elementary and Rosedale Neighborhood was established to allow for the Rosedale Summer Soccer League to utilize the school soccer fields.
- Rosedale Healthy Kids Initiative worked with Parent Teachers Association at Frank Rushton Elementary School to ensure new soccer goals were open to the community including youth soccer leagues led by high school students.
- Noble Prentis Elementary installed soccer goals and opened them to the community.
- A joint use agreement was established to build a walking trail around a Noble Prentis schoolyard and playground that could be used by the surrounding community.
- A joint use agreement was established with the University of Kansas Medical Center gymnasium to host a six-week winter basketball clinic during its slow hours. Rosedale Development Association received a reduced rental rate for the gym, and a local church raised funds for the rental fee.

Ivanhoe

- Three parks in Ivanhoe were renovated: New playground equipment installed in 3.4-acre Sanford Brown Park in 2011; Boundless Playgrounds and CVS Pharmacies provided playground equipment for 0.69-acre Nutter Park improvements made in 2011; a new walking trail, football and baseball fields, playground, and gazebo were built in 13.58-acre Ivanhoe Park in 2010.
- Ivanhoe Neighborhood Council worked with area businesses that assisted in transforming a double vacant lot into a beautiful new park that included a community garden. By working with these businesses, Ivanhoe Neighborhood Council was nominated and chosen to be a boundless playground site. This included over \$75,000 worth of new playground equipment that was accessible to children all ages and abilities.
- A joint use agreement with Faxon School was created to allow the Ivanhoe Heat basketball team to practice in its gym twice a week after school.

Although not directly funded by HKHC, the Healthy Kids Initiative supported the Douglass-Sumner community to re-open John F. Kennedy Recreation Center which had been closed and vacant for ten years. Local Initiatives Support Corporation was the funder for this initiative and primary partner.

Complementary Programs/Promotions

To increase the participation at Rosedale's two disc golf courses, the Rosedale Middle School Physical Education class utilized the community organization's disc golf equipment to teach students how to play the sport.

When the Rosedale Development Association requested additional soccer programming from the Kansas

City, Kansas Unified Government, it was told that there was not sufficient interest to form teams for a league. The Association responded by forming an informal summer soccer camp that was coordinated by volunteers and Rosedale Development Association interns. A local soccer team was recruited to scrimmage with the kids and take photos with them on the final day of the camp. More than 40 children attended the soccer program in 2013. The Rosedale Development Association planned and executed an informal six-week summer baseball program for youth and recruited volunteer coaches for basketball and flag football programs. It also trained area high school youth to coach teams recruited for these programs. As a part of these efforts, the Rosedale Development Association developed baseball, soccer, basketball, and flag football drill manuals that will guide the work for future programs.

Implementation

Kansas City, Missouri and Kansas City, Kansas each had its own parks and recreation department. Although there was collaboration between the two departments, projects were managed separately across the boundary of the city. Both departments were members of the larger National Recreation and Park Association and collaborated on educational conferences, sharing ideas, and working together when there were joint projects within the city.

The city and county merged into one unified government entity (Kansas City, KS and Wyandotte County, KS), but the parks and recreation departments remained under the county governance, which created confusion and lack of coordination for funding and support for parks.

Community forums were held to allow community residents and city and neighborhood officials opportunities to address issues, concerns, and needs within the community. Topics addressed at the forums included parks and recreation projects. For example, community residents and organizers identified a vacant lot next to Ivanhoe Neighborhood Council, and it was transformed into Nutter Park complete with playground equipment.

For the Rosedale neighborhood association leaders, the larger goal was to create a joint use agreement across the whole school district for use of the indoor facilities. Winter months were especially when the neighborhood wanted to access the indoor school facilities for physical activity. The Rosedale Middle School agreed to allow access to the indoor basketball courts during the winter months for a fee. A formal joint use agreement for use of indoor school facilities was still needed for the entire school district. The school district's legal department and the unified government's legal department were in negotiations. The neighborhood association leaders continued to advocate for and inquire about the progress of the negotiation.

Parks were redesigned or added throughout Ivanhoe and Rosedale neighborhoods, creating more opportunities for physical activity. The joint use agreements targeted youth outside of school time to have opportunities to utilize school facilities.

Twenty Rosedale elementary school students participated in the six-week winter basketball clinic at the University of Kansas Medical Center gymnasium. After the clinic ended, the gymnasium staff stated that they were willing to host future clinics and provide additional opportunities for the community to use the gym.

Challenges and Sustainability

Kansas City, Kansas did not have the budget for parks like Kansas City, Missouri; therefore, it was more challenging to create park infrastructure changes on the Kansas side. With ongoing support from the parks department and community residents, park improvements will continue to be an issue addressed by the Healthy Kids Initiative partnership. A formal joint use agreement with the school districts needs to be established to ensure residents have access to school facilities outside of the school day.

ACTIVE TRANSPORTATION

The Healthy Kids Initiative helped to develop several versions of a Complete Streets policy (based on the desires of the participating communities or coalitions) and then advocated for the adoption of the Complete Streets policies throughout the region. Additional local efforts in Rosedale were targeted toward engaging residents in creating sidewalk and corridor master plans and beginning to implement the plans through infrastructure changes.

Policy, Practice, and Environmental Changes

Complete Streets policies were adopted in 10 jurisdictions across the metro Kansas City area and in the states of Kansas and Missouri. However, lack of funding was a significant issue for implementing the policy. Additionally, other policy and environmental changes occurred including:

- The Green Corridor Master Plan was adopted by the Unified Government Commission in 2011.
- The Healthy Communities Wyandotte Sidewalk and Trail Master Plan was adopted in 2012.
- Bank Midwest constructed a missing 150-foot section of sidewalk in front of its bank on state highway KS-169. The sidewalk was the final missing section along the long stretch of highway.
- Rosedale received a new public transit line to create access to transportation for residents to get to different destinations (e.g., work, healthy food).
- As a result of the Green Corridor Master Plan a one-mile stretch of Southwest Boulevard/Merriam Lane was improved as a complete street in 2013, including a new surface, new storm water drainage, bike lanes, sidewalks (in most places), crosswalks, and curb cuts.
- Three new walking/biking trails were built, and additional amenities were included: a new sidewalk section, five new bike racks, bicycle lanes (in engineering phase), and a repainted crosswalk.

Complementary Programs/Promotions

The Rosedale Development Association engaged area schools to expand and promote a Walking School Bus program. In 2013, 50 participants met to bike and walk to school to celebrate Bike Month. The Association also led efforts to organize a Rosedale Bike Week. Activities featured included a bike/walk to school day, a bike-in movie (where residents ride bikes to an area drive-in theater) that was preceded by a bike-in carnival and a bike to work day. Rosedale Development Association developed a bike rodeo kit and trained staff and Parent Teachers Association members at one elementary school on how to organize a bike rodeo for children. Parent Teachers Association members took on this event and it is now part of a sustained effort.

Rosedale Development Association worked with teacher liaisons to establish a regular walking school bus route to Frank Rushton Elementary School and Noble Prentis Elementary School. At Rushton Elementary, the route ran every Wednesday through the school year, and approximately 10-15 kids regularly participated—even in the cold! At Noble Prentis, 20 students regularly participated. The teacher liaison at Noble Prentis provided additional resources (i.e., safety vests, maps, flyers, walking cards) to encourage participation.

International Walk to School Day at Frank Rushton included 75 people that met and walked a half-mile to school together. A commissioner, teachers, and school staff joined parents and kids for the walk. International Walk to School Day drew attention to two homemade crosswalk that used a chalk-style spray paint that washed away in the rain.

Bagels on the Boulevard promoted bike commuting by handing out free breakfast to bike commuters on Southwest Boulevard. Staff also took the opportunity to conduct an informal bike count. Bagels on the Boulevard lasted from 6-8 AM, and was followed by a Bike to Work Day celebration in which participants rode from Rosedale Development Association offices to City Hall to pick up four Bike Month Proclamations from the Mayor's office.

The Frank Rushton Parent Teachers Association was trained and ready to organize the additional bike rodeo. Members fully took on the event with minimal help from Rosedale Development Association. The bike rodeo consisted of bike repair, helmet fitting, safe riding activities, games, numerous community and school

volunteers, and approximately 150 kids.

The bike-in movie started with a bike carnival for families, including a bounce house, soccer and disc golf, a bike maze, helmet painting, and bike repair. The event was a lot of fun and brought a lot of excitement to community bikers.

In 2010, the Rosedale Development Association collaborated with the Kansas City Art Institute and launched an "I Need a Sidewalk" campaign, which included a video, billboard, and buttons for area residents. Media reported on the sidewalk issues and the "I Need a Sidewalk" campaign.

The Rosedale Development Association approached Freewheels for Kids, a non-profit organization in Kansas City, Kansas dedicated to helping kids earn a free bicycle by learning how to repair bikes. It also worked to connect area children with this non-profit through churches, schools and other institutions to increase area bicycle programming.

Rosedale Development Association hired a consultant who planned a curriculum for use with an outdoor wildlife learning site (OWLS) module. The consultant worked with a group that developed a plan and map for a nature trail that also explored possible funding options. Rosedale Development Association garnered the support of area schools and recruited volunteers to start building the trail. An OWLS grant was received to plant native species that would attract birds and insects, maintain an outdoor learning space, and train teachers on incorporating the OWLS spaces into their curricula.

Implementation

With the adoption of the Wyandotte Sidewalk and Trail Master Plan, Rosedale Development Association staff and partners leveraged funding to implement the master plan. Phase one included improvements on a street for one mile. Once the whole master plan is implemented, improvements will cover 3.9 miles.

The Rosedale Development Association Green Corridor Master Plan was a hallmark of building the capacity of the Rosedale Healthy Kids Initiative, because it was an example of how neighborhoods could guide city planners on fostering a healthy community through improvements in the built environment. It was a conversion of Southwest Boulevard and Merriam Lane to be improved as a complete street and the plan was adopted in 2011. The Master Planning process was led by the Rosedale Development Association and featured input from residents, area businesses, schools, churches, and the University of Kansas Medical Center. The plan represented a comprehensive community effort to effect environmental change in a way that supported the ability of its residents to lead healthier lives. Plan components included, health and environment, land use, corridor image, mobility and transportation, vision and goals, and implementation strategies.

Kansas City Area Transportation Authority conducted a transit service study to determine how often the transit line would run in Rosedale. It was suspected that the transit would run at least hourly during weekdays, possibly more often. It is scheduled to start running on May 1, 2014.

Rosedale Development Association also advocated for a bicycle/pedestrian coordinator, who was allocated and assigned to the Rosedale Development Association by the local health department. Rosedale Development Association explored applying for Bicycle Friendly Community status; however this tactic was dismissed by the Unified Government City Engineer because of an overall lack of readiness to apply. Rosedale Development Association staff participated in Unified Government Healthy Communities Wyandotte Coalition meetings and secured leadership positions on the coalition. Rosedale Development Association also took the City Planner and Engineer on a tour of potential bike infrastructure sites in Rosedale as part of its plan, to develop a bike infrastructure build plan and timeline.

Kansas University Medical Center Area identified four new locations for bike shares. Rather than identifying independent locations, Rosedale Development Association decided to advocate for the locations identified by BikeWalk KC, which had the advantage of being part of a network of bike shares planned across the city.

Although street improvement was not a major strategy focus for the Healthy Kids Initiative efforts in Ivanhoe, a portion of Ivanhoe laid within the Green Impact Zone. The Green Impact Zone received a \$50 million Transportation Investment Generating Economic Recovery (TIGER) grant for street improvements, and a small portion of that was slated to be used in Ivanhoe for new streets, curbs, and sidewalk

construction. Residents identified the improvement priority areas.

Population Reach

Residents living in Rosedale were predominately targeted through the active transportation work. The residents living in the housing authority and other areas will have more opportunities to utilize active transportation methods through the new public transit bus. Additionally, youth walking to school, college students attending Kansas University, and all other residents could be targeted through the addition of sidewalks, bike lanes, crosswalks, and other active transportation amenities.

Population Impact

Through the collaboration with the schools on the walking school bus program, the idea arose to redevelop a School Wellness Policy in Rosedale schools. Interest and logistics of this policy were being discussed.

Rosedale Development Association supported the adoption of wellness policies in two area daycares with the development of protocols for assessing daycare wellness practices and proposing new policies. It drafted templates for suggested wellness policies and practices, met with daycare staff, and presented them with draft wellness policies which they edited, adopted, and incorporated into their daycare handbooks.

Lessons Learned

The community engagement process to involve residents in the design of the sidewalk master plan and the greenway corridor plan took longer than anticipated. Resident input was valued and incorporated into the planning products and infrastructure changes that were made.

The walking school bus days and programs were made possible by community champions who supported the program through creating awareness, walking with the students, and offering incentives.

Sustainability

The planning products (i.e., master plans) that were adopted will ensure that residents' perspectives on the walkability and bikeability of their environment will be addressed. Continued funding will be needed to implement the plan.

OTHER STRATEGIES

Grocery Stores

Regional

The Food Policy Coalition, supported through KC Healthy Kids, organized the Grocery Access Task Force and published its report, *Stimulating Supermarket Development in Bi-state Kansas City*, outlining nine state and local policy recommendations for developing healthy, affordable food retail in under-resourced communities throughout Kansas City, Kansas, and Kansas City, Missouri. The Food Trust consulted throughout the effort.

Ivanhoe

An Aldi Supermarket opened in January 2014 in Kansas City, Missouri in Ivanhoe neighborhood. One of the conditions the Ivanhoe Neighborhood Council informally negotiated with Aldi Supermarket was that it hire new employees who reside in the community. Job interviews were held at the neighborhood association site. There were 150 applicants who interviewed for positions at Aldi Supermarket. There were areas stationed throughout the neighborhood association office building for each round of interviews.

Aldi Supermarket anticipated hiring approximately 20-25 new positions, some considered seasonal and holiday-only positions. Due to restrictions and concern for discrimination language, there was not a formal clause or statement within the contract or negotiations stating Aldi Supermarket would hire from the local community. This was an agreement discussed in conversations between the Executive Director of Ivanhoe Neighborhood Council and the Aldi Supermarket representatives. Funding for the grocery store primarily came from the Aldi Supermarket Company. A small portion of the funding was derived from tax increment financing money, a public financing method that was used as a subsidy for redevelopment, infrastructure, and other community-improvement projects of approximately \$5 million.

Douglass-Sumner

Elected officials from the Unified Government of Wyandotte County and Kansas City, Kansas provided \$43,000 of general funds to the Kansas State Extension Office and the Healthy Kids Initiative to determine if a virtual grocery store could be created to serve the northeast area of Kansas City, Kansas.

Hy-Vee grocery was a local grocery store chain in Kansas City which had an established online grocery store program. For a \$20 fee, individuals ordered groceries online and the store delivered the items.

Hy-Vee provided the transportation and distribution of the foods purchased through the online grocery store program. The trucks were refrigerated and the centralized distribution center was refrigerated to maintain quality of fresh foods. After researching the utilization of the online purchasing program, it was determined that the program was not being utilized as intended.

Restaurants

Rosedale has started the planning process for a healthy restaurant initiative that will be rolled out in December of 2014 to enroll restaurants to promote healthy foods. Three restaurants signed on in the program design phase and provided feedback on incentives (e.g., printed publicity, features on websites), other promotions (e.g., pamphlets, door and window stickers), and guidelines to be classified as a healthy restaurant. A set of ten criteria was being established to ensure restaurants met the healthy guidelines such as menu items, purchasing, and/or the restaurant environment. A classification system of restaurants meeting the system was in design including a bronze, silver, or gold member status.

SUSTAINABILITY OF THE PARTNERSHIP AND INITIATIVE

Quarterly meetings are planned to continue efforts on healthy eating and active living. KC Healthy Kids created partnerships with organizations on the ground working in Ivanhoe and Rosedale, which will increase the sustainability of the work as neighborhood organizations will continue to work toward healthy eating and active living policy and environmental change accomplishments.

Rosedale Neighborhood

Rosedale Development Association is actively working on sustainability of healthy eating and active living efforts through identifying funding and collaborating with influential policy-makers. The association is described as being opportunistic in positive ways, such that it has been able to successfully interject its agenda in other planning taking place in the community. It has learned valuable lessons and skills through its successes, and it has learned how to step away from projects that have not been as effective as anticipated.

The association has been able to leverage interns from local high schools and colleges to work on assigned projects that will sustain workplans that have been developed.

The Rosedale Development Association collaborates with policy-makers for the H2O to Grow program. The association has been very involved in this process and worked closely with the water department to develop training for the farmers in terms of being able to apply for grants.

Through the established collaboration between the neighborhood and policy-makers, the association has learned to conduct meetings and maintain productive communication with policy-makers on community initiatives. This collaboration and effective communication has allowed the neighborhood association to implement successful changes.

Ivanhoe Neighborhood

The Ivanhoe Neighborhood Council has been applying for additional grants. The council has established many relationships throughout Kansas City, Missouri, and has contacts within the City Council office. For example, the association has developed a strong relationship with major funding organizations, such as the Health Care Foundation of Greater Kansas City. The association takes policy-makers, elected officials, and other influential people on the garden tours as an opportunity to showcase the association's accomplishments. The neighborhood of Ivanhoe is very proud to be included as a place to visit on the policy tour. The neighborhood association is exploring further opportunities to leverage its relationships with funding organizations and policy-makers.

Future Funding

Funding has been secured to maintain the community organizer positions at Ivanhoe Neighborhood Council and Rosedale Development Association for eight months after Healthy Kids, Healthy Communities. The lead agency is exploring national funding and federal funding opportunities to continue to support neighborhood initiatives and recruit additional communities to organize and work toward healthy eating and active living.

They have also secured funding from the Health Care Foundation of Greater Kansas City to expand to up to 10 new neighborhoods to address health and from the H&R Block Foundation and the Hall Family Foundation to support work in the Indian Mound Neighborhood.

There are many private foundations and smaller foundations that have a difficult time understanding the broader healthy eating and active living strategies, goals, and purpose. Often foundations inquire why the evaluation is not presented as reduction in body mass index.

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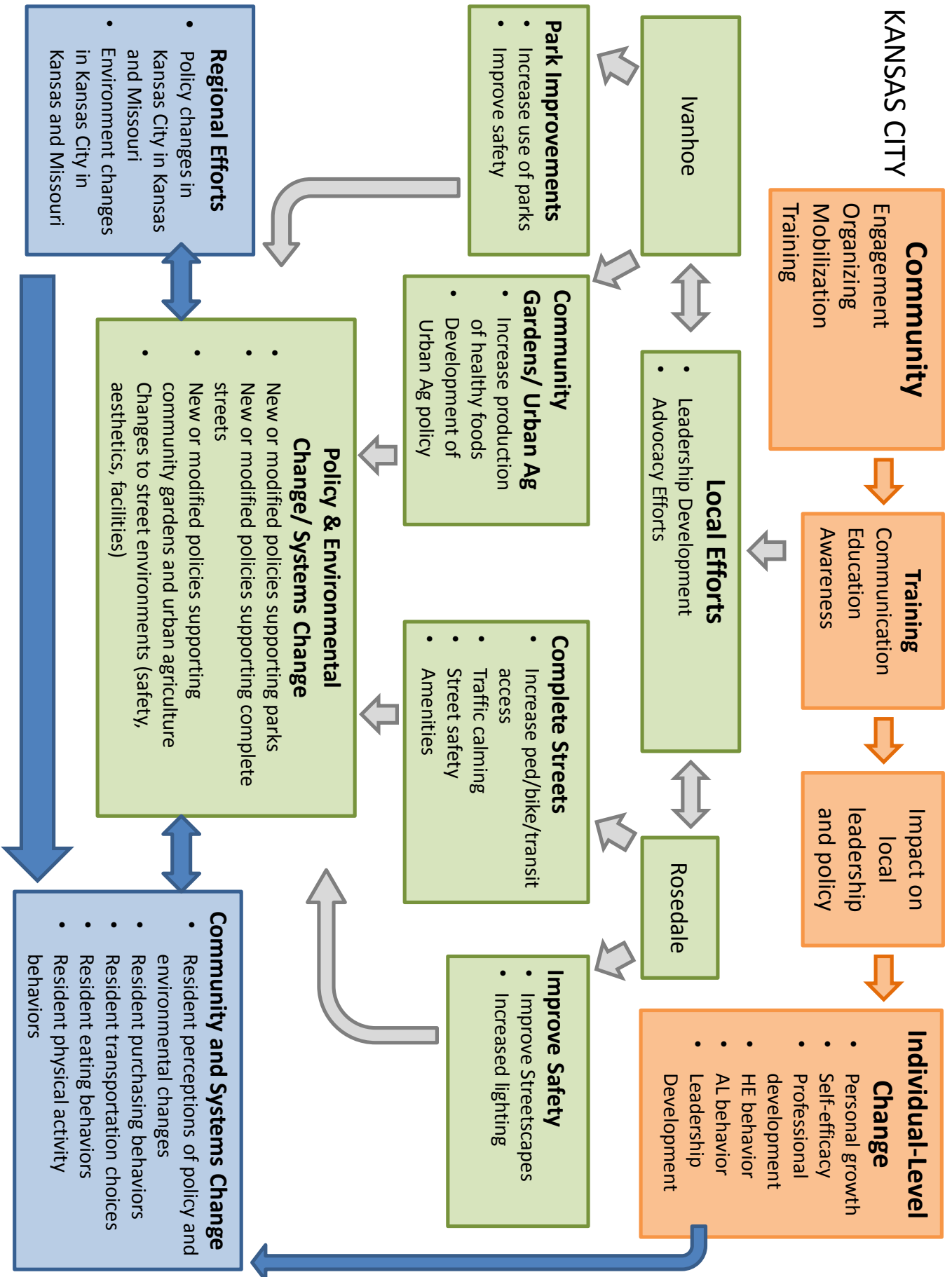
APPENDIX A: HEALTHY KIDS INITIATIVE EVALUATION LOGIC MODEL

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

The healthy eating and active living strategies of the Healthy Kids Initiative included:

- *Urban Agriculture/Community Gardens:* The Healthy Kids Initiative focused on community-based agriculture through the introduction of community, demonstration, school, and home gardens. Regionally, partners led advocacy efforts for policy development and implementation to promote equitable access to water and urban agriculture zoning, while local neighborhoods developed community support and capacity to grow and sustain community and home gardens.
- *Farmers' Markets:* The Healthy Kids Initiative wanted to expand access to affordable and healthy foods through the pilot of the Beans and Greens mobile market, Ivanhoe Small Growers Farmers' Market, Rosedale Farmers' Market, and adding nutrition assistance programs to the markets (Supplemental Nutrition Assistance and Senior Farmers' Market Program).
- *Parks and Play Spaces:* The Healthy Kids Initiative wanted to create access to opportunities for physical activity through the redevelopment of parks and the transformation of vacant lots into pocket parks including three parks in Ivanhoe and joint use agreements and trail development in Rosedale.
- *Active Transportation:* The Healthy Kids Initiative worked regionally to create Complete Streets policies and then worked with areas to adopt the policies. Additional local efforts in Rosedale were targeted toward engaging residents in creating sidewalk and corridor master plans and beginning to implement the plans through infrastructure changes including sidewalks, bike lanes, cross walks, and other amenities.
- *Other Strategies:* The Healthy Kids Initiative worked on creating a healthy restaurant initiative and supported the addition of a grocery store.

APPENDIX A: KANSAS CITY HEALTHY KIDS EVALUATION LOGIC MODEL



APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

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

Methods

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design,⁴ an 82-item partnership capacity survey solicited perspectives of the members of the Healthy Kids Initiative 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 the Healthy Kids Initiative 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

Seven of the project staff and key partners involved with the Healthy Kids Initiative completed the survey. See Partnership and Community Capacity Survey Results starting on page 30.

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APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Partnership and Community Capacity Survey

Respondent Summary

Community Partnership

Kansas City

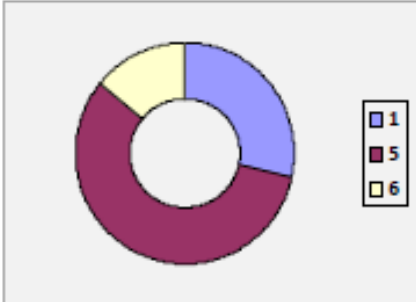
Respondents (n= 7)

Respondent Characteristics

Gender		Identified Race/Ethnicity				Identified Role	
Female	6	American Indian or Alaskan Native	0	Hispanic or Latino	1	Community Partnership Lead	2
Male	1	Asian	0	Not Hispanic or Latino	1	Community Partnership Partner	3
No response	0	White	4	Don't know/ Unsure ethnicity	0	Community Leader	1
Age Range		African American/ Black	1	Refused to identify ethnicity	1	Community Member	3
18-25	2	Pacific Islander/ Native Hawaiian	0	Other ethnicity	0	Public Official	0
26-45	4					Other role	0
46-65	1						
66+	0						
No response	0						

Type of Affiliated Organization

Faith- or Community Based Organization	2	28.6%	(1)
School (district, elementary, middle, high)	0	0.0%	(2)
Local Government Agency (city, county)	0	0.0%	(3)
University or Research/Evaluation Organization	0	0.0%	(4)
Neighborhood Organization	4	57.1%	(5)
Advocacy Organization	1	14.3%	(6)
Health Care Organization	0	0.0%	(7)
Child Care or Afterschool Organization	0	0.0%	(8)
Other	0	0.0%	(10)
No response	0	0.0%	(999)



Partnership and Community Capacity Data

Provision of required space and equipment

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

Strongly agree	38.10%	Strongly disagree	0.00%
Agree	9.52%	I don't know	44.44%
Disagree	7.94%	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	41.56%	Strongly disagree	0.00%
Agree	54.55%	I don't know	3.90%
Disagree	0.00%	No response	0.00%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

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	27.27%	Strongly disagree	2.60%
Agree	46.75%	I don't know	16.88%
Disagree	6.49%	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	34.29%	Strongly disagree	0.00%
Agree	40.00%	I don't know	11.43%
Disagree	14.29%	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	11.43%	Strongly disagree	5.71%
Agree	40.00%	I don't know	8.57%
Disagree	34.29%	No response	0.00%
Partnership structure, organization, and goals			
Participants provided level of agreement to statements suggesting partnership has processes in place related to structure, meeting organization, and goals.			
Strongly agree	45.24%	Strongly disagree	0.00%
Agree	35.71%	I don't know	16.67%
Disagree	2.38%	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	28.57%	Strongly disagree	0.00%
Agree	71.43%	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	9.52%	Strongly disagree	19.05%
Agree	42.86%	I don't know	9.52%
Disagree	14.29%	No response	4.76%
Leadership motivation			

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

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

Strongly agree	53.57%	Strongly disagree	0.00%
Agree	46.43%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

Community member and partner participation

Participants provided level of agreement to statements indicating that community members and partners have opportunities to serve in leadership roles and participate in group decision-making.

Strongly agree	33.33%	Strongly disagree	0.00%
Agree	52.38%	I don't know	14.29%
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	42.86%	Strongly disagree	0.00%
Agree	53.57%	I don't know	3.57%
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	32.14%	Strongly disagree	0.00%
Agree	57.14%	I don't know	7.14%
Disagree	3.57%	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	35.71%	Strongly disagree	0.00%
Agree	64.29%	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	14.29%	Strongly disagree	0.00%
Agree	47.62%	I don't know	9.52%
Disagree	28.57%	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	7.14%	Strongly disagree	7.14%
Agree	57.14%	I don't know	14.29%
Disagree	14.29%	No response	0.00%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

Leadership lives in the community			
Participants provided level of agreement to a statement indicating that at least one member of the leadership resides within the community.			
Strongly agree	42.86%	Strongly disagree	0.00%
Agree	28.57%	I don't know	28.57%
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	42.86%	Strongly disagree	0.00%
Agree	42.86%	I don't know	14.29%
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	14.29%	Strongly disagree	0.00%
Agree	85.71%	I don't know	0.00%
Disagree	0.00%	No response	0.00%
Division of resources			
Participants provided level of agreement to a statements suggesting that resources are equally divided among different community groups (e.g., racial/ethnic, lower income).			
Strongly agree	28.57%	Strongly disagree	0.00%
Agree	42.86%	I don't know	0.00%
Disagree	28.57%	No response	0.00%

APPENDIX C: HEALTHY KIDS INITIATIVE PARTNER LIST

Members of Healthy Kids Initiative	
Organization/Institution	Partner
Business/Industry/Commercial	Good Natured Family Farms *
	Urban Development
	AE COM
	Dakota Worldwide
	General Mills Walgreens/CVS
	Sporting Kansas City
Civic Organizations	Boundless Playgrounds ISC Neighborhoods NOW Program Slow Food KC
Colleges/Universities	Lincoln University Extension Kansas City Art Institute
Community Residents	Ivanhoe Rosedale
Foundations	Hartwig Legacy Foundation d/b/a KC Healthy Kids*
	Health Care Foundation of Greater Kansas City
	Kansas Health Foundation
Government Organizations	Mid America Regional Council (MARC)
	Kansas City Health Department (KCHD)
Other Community-Based Organizations	Cultivate Kansas City (formerly Kansas City Center for Urban Agriculture)
	Kansas City Community Gardens
	Green Impact Zone
	Ivanhoe Neighborhood Council (INC)
	Argentine Neighborhood Development Association (ANDA)
	Rosedale Development Association
	Weighing In Collaborative
	Christ Community Church Mennonite Service Network/Voluntary Service
Kansas city Rescue Mission Mattie Rhodes Center	
Harvesters (The Community Food Network)	
Other Youth Organization	Healthy Kids Club & Summer Youth Program
Policy/Advocacy Organization	Greater Kansas City Food Policy Coalition (GKCFPC)
Schools	Frank Rushton Elementary School Noble Prentis Elementary School

*Denotes lead agency for the HKHC partnership

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue			
Community Partnership	Kansas City		
Resource source	Year	Amount	Status
Business			
Matching funds	2010		Annual total \$20,000.00
		\$20,000.00	Accrued
	2013		Annual total \$7,000.00
		\$7,000.00	Accrued
Other			
	2011		Annual total \$75,000.00
		\$75,000.00	Accrued
Sum of revenue generated by resource source		\$102,000.00	
Individual/private donor			
Other	2011		Annual total \$700.00
		\$700.00	Accrued
Sum of revenue generated by resource source		\$700.00	
Local government			
Matching funds	2013		Annual total \$50,000.00
		\$50,000.00	Accrued
	2014		Annual total \$100,000.00
		\$100,000.00	Approved
Sum of revenue generated by resource source		\$150,000.00	
Foundation			
HKHC funds	2009		Annual total \$90,000.00
		\$1,366.00	Accrued
		\$5,634.00	Accrued
		\$83,000.00	Accrued
	2010		Annual total \$88,739.00
		\$83,000.00	Accrued
		\$1,786.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership	Kansas City		
Resource source		Amount	Status
		\$3,953.00	Accrued
	2011		Annual total
			\$90,000.00
		\$83,000.00	Accrued
		\$7,000.00	Accrued
	2012		Annual total
			\$91,060.00
		\$906.00	Accrued
		\$484.00	Accrued
		\$3,362.00	Accrued
		\$86,308.00	Accrued
	Matching funds		
	2010		Annual total
			\$240,500.00
		\$40,000.00	Accrued
		\$10,000.00	Accrued
		\$5,000.00	Accrued
		\$20,000.00	Accrued
		\$48,000.00	Accrued
		\$7,500.00	Accrued
		\$20,000.00	Accrued
		\$15,000.00	Accrued
		\$20,000.00	Accrued
		\$35,000.00	Accrued
		\$20,000.00	Accrued
	2011		Annual total
			\$171,337.00
		\$8,000.00	Accrued
		\$50,000.00	Accrued
		\$5,000.00	Accrued
		\$10,000.00	Accrued
		\$16,837.00	Accrued
		\$5,000.00	Accrued
		\$75,000.00	Accrued
		\$1,500.00	Accrued
	2012		Annual total
			\$32,000.00

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Kansas City	
Resource source	Amount	Status	
	\$2,000.00	Accrued	
	\$30,000.00	Accrued	
2013		Annual total	\$374,940.00
	\$24,940.00	Accrued	
	\$300,000.00	Accrued	
	\$50,000.00	Accrued	
Sum of revenue generated by resource source			\$1,178,576.00
Non-profit organization		Year	
Matching funds			
2009		Annual total	\$2,500.00
	\$2,500.00	Accrued	
2010		Annual total	\$15,000.00
	\$10,000.00	Accrued	
	\$5,000.00	Accrued	
2011		Annual total	\$44,000.00
	\$4,000.00	Accrued	
	\$40,000.00	Accrued	
2012		Annual total	\$55,927.00
	\$3,427.00	Accrued	
	\$42,500.00	Accrued	
	\$10,000.00	Accrued	
2013		Annual total	\$81,000.00
	\$81,000.00	Accrued	
Other			
2011		Annual total	\$200.00
	\$200.00	Accrued	
Sum of revenue generated by resource source			\$198,627.00
Other		Year	
Matching funds			
2010		Annual total	\$20,000.00
	\$20,000.00	Accrued	
2011		Annual total	\$1,500.00

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership	<input type="text" value="Kansas City"/>		
Resource source		Amount	Status
		\$1,500.00	<i>Accrued</i>
Sum of revenue generated by resource source	<input type="text" value="\$21,500.00"/>		
Grand Total			<input type="text" value="\$1,651,403.00"/>