Community Coalitions for Change (C3)

University of Tennessee
1416 CDC Grant
Final Evaluation Report

Report created by
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ACKNOWLEDGMENT
This work would not have been possible without the tireless efforts of community coalitions, community partners, and Karen Bernard, Danita Lynn Brookins, A. Rachel Erwin, Lynne Knight, Z. Tennille Short and Denise Schaeffer.
EXECUTIVE SUMMARY

In 2014, the University of Tennessee (UT) Extension Department of Family and Consumer Sciences (FCS) received a 1416 grant from the Centers for Disease Control and Prevention (CDC) with the long-term goal of reducing obesity in four counties with adult obesity rates over 40 percent: Haywood, Humphreys, Lake and Lauderdale. This initiative was called Community Coalitions for Change (C3). County Extension FCS agents and program assistants worked closely with coalitions and community members to implement programs and activities to promote healthy eating and physical activity.

A variety of evaluation methods were implemented to inform interventions and to capture the impacts of C3 efforts. These methods included: a comprehensive needs assessment, environmental assessments, surveys, interviews and Ripple Effects Mapping (REM) sessions (an evaluation technique that uses appreciative inquiry and mind mapping).

INTERVENTIONS AND ACTIVITIES
This initiative successfully engaged each community through strong coalitions, direct education and increased access to healthy foods and physical activity. Activities included working with food retailers to promote healthy food options, providing nutrition education and physical activity programs to community members, creating and supporting community gardens and farmers markets to increase access to healthier foods, and enhancing places and opportunities for physical activity.

KEY FINDINGS
» 1,844 adults and youth participated in nutrition education and physical activity programs delivered by UT Extension FCS staff. Participants reported eating more fruits and vegetables and being more physically active.
» 80 physical activity sites, including public parks and schools, were enhanced and supported.
» 36 C3-supported gardens increased access to fruits and vegetables. More than 8,300 community members received produce from these gardens.
» 21 food retailers promoted healthy food options in grocery stores, corner stores and restaurants. Retailers reported positive feedback about the initiatives, and customers reported increased willingness to choose healthier options.

SUMMARY
C3 activities resulted in a new attitude in C3 counties with the realization that leaders in government, commerce and the community are also health leaders. C3 activities increased access to healthy foods and physical activity for all county residents. Because of strong partnerships with UT Extension FCS and coalition and community members, sustainability efforts are underway to continue to support the efforts of the initiatives.
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This report summarizes the major evaluation activities implemented for the entire four-year funding period (October 2014-September 2018). During this period a variety of evaluation methods were implemented to inform interventions and to capture the impacts of C3 efforts. These methods included: a comprehensive needs assessment, environmental assessments, surveys, interviews and Ripple Effects Mapping (REM) sessions (an evaluation technique that uses appreciative inquiry and mind mapping).

**Interventions implemented in years two through four focused on:**

- Increased number of direct education programs for youth and adults delivered through Extension.
- A social marketing campaign that included positive messages and images about healthy eating and physical activity to reinforce education and community efforts.
- Nutrition interventions that promoted nutrition and healthy options.
- Physical activity interventions that promoted exercise and being active.
Theoretical Foundation

The ultimate goal of the C3 intervention activities was to initiate individual and community change by targeting different levels of the socioecological framework. The socioecological framework posits that complex interventions are most effective when they target changes at multiple levels rather than focusing solely on individual choices and behaviors. The idea is that the individual is impacted by larger social forces including their support system (or lack of positive support) and an environment that promotes healthy behaviors. This environment includes access to healthy foods and physical activity as well as institutions and policies that encourage and reward healthy behaviors. The most successful interventions are ones that combine efforts across different levels with a social marketing campaign to reinforce concepts and promote healthy changes (Brownson, Haire-Joshu, & Luke, 2006; Foltz et al., 2012).

SOCIOECOLOGICAL FRAMEWORK WITH C3 INTERVENTION EXAMPLES.
NEEDS ASSESSMENT

During the first year, UT Extension FCS evaluation staff worked with county FCS agents and community partners to complete a comprehensive situational analysis for each county. A situational analysis identifies both needs and strengths in communities. To begin, evaluation staff examined existing data, including recent community needs assessments (conducted within the last five years), census data, health department reports and Community Commons data. The results of these assessments were used to inform coalition decisions and C3 interventions as described in the following sections.

The four selected counties were primarily rural and were located in the western part of Tennessee.

Population and socioeconomic indicators for C3 counties and Tennessee.

<table>
<thead>
<tr>
<th></th>
<th>Haywood</th>
<th>Humphreys</th>
<th>Lake</th>
<th>Lauderdale</th>
<th>Tennessee</th>
</tr>
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<tbody>
<tr>
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<td>5,700</td>
<td>25,000</td>
<td>325,719,178</td>
</tr>
<tr>
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<td>$32,350</td>
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</tr>
<tr>
<td>Living Below Poverty</td>
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<td>43%</td>
<td>25%</td>
<td>16%</td>
</tr>
<tr>
<td>Food Insecure</td>
<td>22%</td>
<td>14%</td>
<td>22%</td>
<td>22%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Evaluation staff also collected input from community members through surveys and focus groups and worked with county FCS agents and program assistants to complete assessments of parks and food retail venues.

Type and number of needs assessment methods.

<table>
<thead>
<tr>
<th></th>
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<td>3 (26)</td>
<td>4 (30)</td>
<td>15 (132)</td>
</tr>
<tr>
<td>PARA-Baseline Assessments</td>
<td>11</td>
<td>8</td>
<td>5</td>
<td>12</td>
<td>36</td>
</tr>
<tr>
<td>NEMS Surveys</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>11</td>
</tr>
</tbody>
</table>
NEEDS ASSESSMENT FINDINGS

TOP 3 BARRIERS TO HEALTHY LIVING

Lack of access to quality produce.

Affordability of healthy foods.

Lack of access to recreational opportunities

IDENTIFIED COUNTY STRENGTHS

Strong social and community support, especially through churches and other faith-based organizations.

Potential for healthy living through recreational opportunities such as state parks.

Improved access to healthy foods through farmers markets and gardening.
COALITION ENGAGEMENT

C3 COALITIONS WERE FORMED TO:

» Provide direction on all grant activities including identifying and engaging new coalition members.
» Work on needs assessment activities, prioritize grant activities, and work on interventions projects.
» Identify opportunities for sustainability and potential to expand grant activities.

COALITION ENGAGEMENT MEETINGS IN YEAR ONE:

The community-based participatory approach was the guiding force for C3. Existing county groups provided a key first step for coalition development and community engagement. All four counties had standing health councils. UT Extension FCS agents were active members or leaders of these councils; their connections to these groups allowed them to utilize these partnerships during startup and throughout the C3 grant period. A list of coalition partners by agency and title is provided in the appendix.

To facilitate planning, each county held three C3 coalition meetings. The purpose of these meetings was to select interventions based on county needs.
COALITION IMPACTS

Grant activities throughout C3 were coalition led. Each county formed a coalition. Each county coalition was an integral part of the development of chronic disease focused health interventions and C3’s success depended on effective and engaged coalitions.

ASSESSMENTS & FINDINGS

To improve coalition functioning, a partner survey was distributed via mail to all coalition members in years two and three with 73 members completing surveys in year two and 53 completing surveys in year three.

» In both years, C3 coalition members reported high levels of satisfaction with coalition functioning. This finding included confidence in coalition leaders, perception that coalitions had adequate resources to complete their work, and satisfaction with how decision-making processes worked.

» 97 percent of coalition members in 2015 and 94 percent in 2016 reported that the benefits of belonging to the coalition exceeded the drawbacks. When asked to identify specific benefits and drawbacks, coalition members identified more than five times as many benefits compared to drawbacks (142 benefits vs. 26 drawbacks in 2015 and 149 benefits vs. 29 drawbacks in 2016). See the appendix for complete report.

Over the course of the grant, 160 individuals representing 67 different organizations served on C3 coalitions.
DIRECT EDUCATION PROGRAM IMPACTS

UT Extension FCS agents and C3 program assistants implemented direct education programs with adults and youth in the four counties. Programs focused on improving key nutrition and physical activity behaviors and included cooking classes, gardening workshops, nutrition programs and exercise classes.

ASSESSMENTS & FINDINGS

A variety of surveys were used to assess the individual-level impact of Extension-delivered direct education. 405 direct education participants completed surveys about physical activity, and 199 completed surveys about healthy eating.

» For physical activity, 61 percent reported being more physically active as a result of participating in the programs (248 out of 405).

» For healthy eating, 59 percent reported eating more fruit (117 out of 199), and 66 percent reported eating more vegetables (131 out of 199).

Over the course of C3, 1,844 adults and youth participated in these programs.
BE MORE SOCIAL MARKETING IMPACTS

» UT Extension contracted with a marketing firm, Design Sensory, to develop messages for community members to reinforce healthy eating and physical activity.

The Be More messages were incorporated into websites and also used throughout the interventions, such as signage at food retail outlets and parks.

ASSESSMENTS & FINDINGS

» Focus groups and content experts informed message development and refinement.

» 224 community members completed feedback on messages and images.

» A telephone survey was conducted in 2017 and repeated in 2018. In both years, 15 percent of respondents indicated that they had seen Be More materials in their communities. Most reported seeing Be More messages at grocery stores and other retail stores as well as at parks and playgrounds.

» Of the respondents who indicated that they saw the Be More signs, about 25 percent reported that they changed behavior based on these messages. These changes included thinking about making healthier food choices, buying and eating more fruits and vegetables, planning healthier meals, and exercising more. **SEE THE APPENDIX FOR COMPLETE REPORT.**
PHYSICAL ACTIVITY ENVIRONMENT IMPACTS

» Increase access to physical activity and exercise.
» Promote physical activity.
» Encourage policy changes to support physical activity.

INCREASED ACCESS TO PHYSICAL ACTIVITY AND EXERCISE OPPORTUNITIES

C3 enhanced 80 sites to encourage physical activity and exercise. Venues included parks, churches, schools, community centers and other community locations.

PARK IMPROVEMENTS
Parks received equipment upgrades that led to positive attention and resulted in improved usage. One notable example of this was the development of a bridge to connect a housing development to the nearby park. The park had received new playground and exercise equipment, but neighborhood residents had to walk there through a rocky, overgrown area. The county government installed the footbridge to help residents access the park safely.

PHYSICAL ACTIVITY EQUIPMENT
C3 funded sports equipment for community-based teams, facility improvements, playground enhancements, indoor and outdoor exercise equipment, and activity seating for local schools.

NEW PARKS
During the course of C3 activities, four new parks were created in the counties. C3 supported these parks through purchasing equipment, signage and other supplies such as mulch. Two examples are the Uniquely Haywood Park, where the county government and partners applied for and received a grant to construct the park, located in an underserved, low-income neighborhood, and the Gates park in Lauderdale County. A new children’s playground that allowed nearby neighborhoods access to a space for children to play.

ASSESSMENTS & FINDINGS

» The Physical Activity Resource Assessment evaluated C3 parks and identified opportunities to improve physical activity access for community members. The number of physical activity resources increased by 18 percent. See the Appendix for complete report.

» Fitbits were used to evaluate outdoor exercise equipment. Average daily use per unit ranged from four to 50 minutes. See the Appendix for complete report.
PROMOTION OF PHYSICAL ACTIVITY

Promotion of physical activity reinforced the enhanced environment, including physical activity related Be More messages placed throughout the counties and promotion of physical activity community events and biking.

SIGNAGE
Signage that encouraged physical activity and/or provided mileage measurements was placed at 71 outdoor and indoor venues that included businesses, parks, schools, community centers, churches and other community locations. Mileage signs had motivational messaging and provided a distance for trails, lots and walking paths. Signs were placed near benches in parks and downtown locations. These signs included exercises that incorporated the benches.

WALKING GROUPS AND PROMOTION
C3 formed 18 walking clubs with 615 participants. An additional 41 community events were held that promoted walking, running and other physical activities.

» More than 3,200 adults and youth participated in these events. Twelve walk-to-school day events were held with 1,804 students and adults taking part.

» REM participants identified walking groups and clubs as successful C3 initiatives.

BIKE RACKS
Coalitions placed bike racks in 31 strategic locations within their counties to promote more biking. These locations included parks, playgrounds, community centers and downtown centers.

» C3 supported five bike safety events that provided bike helmets and safety information to 273 children.

PROMOTION MAPS
Physical activity maps were developed by C3 coalitions in partnership with the UT Center for Transportation. These maps were placed at community sites throughout the counties to advertise local areas to be active.

PHYSICAL ACTIVITY POLICY CHANGES
Policy changes were implemented in six sites that included churches and schools. Churches implemented policy changes related to encouraging healthy behaviors for members including increased physical activity. The Humphreys County School System implemented a policy to increase time spent in physical activity for all students. The C3 coalition helped the school system to meet these guidelines through activities designed to encourage physical activity throughout the day.
NUTRITION ENVIRONMENT IMPACTS

» Increase access to fruits and vegetables.
» Promote healthier options and choices.
» Encourage policy changes to support healthier options.

INCREASED ACCESS TO FRUITS AND VEGETABLES

“We are far away from fresh produce on this side of town. Everything is a nice drive away from the residents here, so this [garden] gives them access to fresh produce within their own community. It has truly, truly benefited the community.”
– Community Member

COMMUNITY GARDENS
C3 established and supported 36 community gardens at schools, churches, senior centers, community centers and other locations.

» As a result, more than 8,300 community members were reached through gardening efforts, including students, seniors, subsidized housing residents and food pantry clients.
» Gardens were successful in engaging volunteers and leveraging funds. 632 volunteers donated 6,188 hours. An estimated value of contributed hours and supplies is over $164,000.

FARMERS MARKETS
C3 coalitions in Humphreys and Lauderdale worked with their existing farmers markets to encourage community members to purchase locally grown fruits and vegetables. C3 program assistants conducted events and cooking demonstrations at the markets. As a result of this grant, Humphreys County was able to establish and sustain a second farmers market in the town of McEwen.
PROMOTION OF HEALTHIER OPTIONS AND CHOICES

Promotion of healthier options occurred in food retail venues and with community groups. Food retail interventions targeted grocery stores, corner stores and restaurants. The promotion of healthier food options at these venues was a major initiative in all four of the counties.

FOOD RETAIL INTERVENTIONS

Food retail interventions were present at 21 grocery stores, corner stores, restaurants and farmers markets. Intervention efforts included: overhead signs, point-of-decision prompts, healthy checkout endcaps, floor “talkers,” shelf inserts, food/cooking demonstrations, “bundling” healthy items, offering take home boxes at restaurants and equipment to build capacity to serve healthier options.

NUTRITION-RELATED ENHANCEMENTS

C3 worked with churches and community agencies to provide nutrition-related enhancements. The enhancements included purchasing items such as grills, cooking equipment, water refill stations, etc. Venues included churches, parks, schools, senior centers, community centers and other community locations.

ASSESSMENTS & FINDINGS

Surveys were conducted with 162 customers at grocery stores participating in C3. At least half of the customers recalled seeing at least one C3 promotion.

» About 27 percent of respondents indicated that these promotions encouraged them to buy healthier foods.

SEE THE APPENDIX FOR COMPLETE REPORT.

Eight food retail managers completed interviews to collect feedback and input about the food retail interventions.

» At least half felt that the interventions had been successful (7 respondents) and felt that the interventions had improved their sales (4 respondents).

NUTRITION POLICY CHANGES

Nutrition policy changes were implemented in 12 different venues. These policies related to eating healthier foods, drinking water instead of sugary beverages, and overall commitments to healthier living and wellness. For example, in several schools where C3 provided water bottles and water refill stations, the existing classroom structure changed to allow students to bring their water bottles into the academic setting with them.
The four counties received $483,000 in grants and $19,900 in donations to supplement and support C3 activities. In addition, 274 laborers and 933 volunteers contributed more than 8,857 hours for an in-kind contribution of more than $217,723.

In the Ripple Effects Mapping sessions, coalition members discussed ways that they could continue to work together to transform their communities. They recognized the importance of maintaining newly formed partnerships in order to continue to expand their efforts. Comments were made about how much they had accomplished in a short amount of time as well as how much more work needed to be done.

REM participants discussed the momentum that C3 has given them to continue to work together to sustain the changes made by C3 efforts. Efforts included continuing to work together to identify additional funding opportunities, continuing to promote successful events and promotions, and looking at the larger picture when working together on other opportunities. UT Extension FCS agents will continue to be actively involved in C3 initiatives as part of their FCS programming efforts. Initiatives include their active involvement on health councils and working to continue to bring together community groups and organizations to work toward improving health throughout their counties.

The overriding triumph is the new attitude permeating C3 communities: the realization that leaders in government, commerce and faith are also health leaders. For the first time, grocery store managers, mayors and ministers are acknowledging that, within their own spheres of influence, they can — and should — build business and social infrastructure to promote human health.

These efforts have resulted in increased access to healthy foods and physical activity for all residents and have provided opportunities to strengthen community partnerships to promote healthy lifestyles for everyone.

“...we can ‘hook their caboose to.’ We can continue working to collaborate, to learn more and keep pushing the change so that we don’t fall backwards to where we were. We are taking motivation away from this opportunity.”
—REM Participant
REFERENCES


In 2014, University of Tennessee (UT) Extension Department of Family and Consumer Sciences received a 1416 grant from the Center for Disease Control and Prevention (CDC) with the long-term goal of reducing obesity in four counties with adult obesity rates over 40%: Haywood, Humphreys, Lake and Lauderdale. This initiative was called Community Coalitions for Change (C3) and county Extension Family and Consumer Sciences (FCS) agents and program assistants worked closely with coalitions and community members to implement programs and activities to promote healthy eating and physical activity. This report summarizes major activities implemented for the entire four-year funding period (October 2014-September 2018).

Background

Needs Assessments

The four selected counties were primarily rural and were located in the western part of Tennessee. Three of the counties (Haywood, Lake and Lauderdale) were located in the Delta region and these counties reflected the socioeconomic challenges faced by these communities (Table 1).

<table>
<thead>
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2 U.S. Census Bureau, American Community Survey, 5-Year Estimates, Median household income, 2012-2016
3 U.S. Census Quick Facts, 2016
4 Household Food Security in the United States in 2013 ERR-173, September 2014
During the first year, UT Extension FCS evaluation staff worked with county FCS agents and community partners to complete a comprehensive situational analysis for each county. A situational analysis identifies both needs and strengths in communities. To begin, evaluation staff examined existing data, including recent community needs assessments (conducted within the last five years), census data, health department reports, and Community Commons data. Then evaluation staff collected input from community members through surveys and focus groups and worked with county FCS agents and program assistants to complete assessments of parks and food retail venues (Table 2).

**Table 2. Type and number of needs assessment methods**

<table>
<thead>
<tr>
<th>County</th>
<th># Community Surveys</th>
<th># Focus Groups (# Participants)</th>
<th># Physical Activity and Recreation Assessments (PARA) (baseline)</th>
<th>Nutrition Environment Measures Surveys (NEMS)</th>
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<td>Haywood</td>
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<td>6 (48)</td>
<td>11</td>
<td>2</td>
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<td>Humphreys</td>
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<td><strong>Totals</strong></td>
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<td><strong>15 (132)</strong></td>
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Assessments yielded three top barriers to healthy living across the four counties:
1. Affordability of healthy foods
2. Lack of quality produce
3. Limited recreational opportunities.

Identified county strengths included strong social and community support especially through churches and other faith-based organizations. Additional strengths included the potential for healthy living through access to recreational opportunities such as state parks and access to healthy foods through Farmers’ Markets and gardening.

The results of these assessments were used to inform coalition decisions and C3 interventions as described in the sections below.

**Coalition Engagement**

The community-based participatory approach was the guiding force in conducting C3 grant activities. All four counties had existing health councils and UT Extension FCS agents were active members of these councils. In addition, three counties had existing Supplemental Nutrition Assistance Program Education (SNAP-Ed) coalitions that were led by FCS agents. These existing groups provided a key first step for community engagement for C3 efforts. C3 coalitions were created to provide direction on grant activities that included identifying and engaging new coalition members, working on needs assessment activities, prioritizing grant activities, working together on different interventions projects, and identifying opportunities for sustainability and potential to expand grant activities. Over the course of the grant, 160 individuals representing 67
different organizations served on C3 coalitions. In addition to coalition members, many professionals and volunteers from diverse organizations and agencies helped to implement C3 activities and programs.

In each county, three C3 coalition meetings were held (Figure 1). In the first meeting, state level C3 staff met to introduce the grant to coalition and community members and to discuss the needs assessment process. In the second meeting, evaluation staff presented findings to coalition members. Members used this information to select evidence-based interventions related to healthy eating and physical activity that would meet the needs of their communities. In the third meeting, coalition members prioritized C3 interventions that they selected previously. Priorities were based on community needs, community resources and available funding.

![Figure 1. Coalition engagement meetings in year 1](image)

After C3 coalition members selected the interventions appropriate for their communities, coalition members continued to work with FCS agents and C3 program assistants to implement these projects. C3 coalitions continued to meet regularly (at least monthly) throughout the grant to conduct interventions and to inform coalition members of grant activities. In addition to coalition meetings, coalition workgroups also formed to coordinate activities related to specific projects.

Interventions were implemented in years two through four. Interventions focused on:

- Increased number of direct education programs for youth and adults delivered through Extension
- Nutrition interventions that promoted nutrition and healthy options
- Physical activity interventions that promoted exercise and being active
A social marketing campaign that included positive messages and images about healthy eating and physical activity to reinforce education and community efforts

In addition to the C3 coalitions, FCS agents and C3 program assistants collaborated with 19 other community groups and councils. This included the Health Councils coordinated by the county Health Departments in the four counties, Coordinated School Health Councils, Drug Alliances, Commission on Aging, and several county and state park boards.

Coalition Assessment

To collect input from members to improve coalition functioning, C3 coalition members completed surveys in years two and three with 73 completing surveys in 2015 (69% response rate) and 53 completing surveys in 2016 (54% response rate). In both years, C3 coalition members reported high levels of satisfaction with coalition functioning. This included confidence in coalition leaders, perception that coalitions had adequate resources to complete their work, and satisfaction with how decision-making processes worked. In addition, almost all coalition members (97% in 2015 and 94% in 2016) reported that the benefits of belonging to the coalition exceeded the drawbacks. When asked to identify specific benefits and drawbacks, coalition members identified more than five times as many benefits compared to drawbacks (142 benefits vs. 26 drawbacks in 2015 and 149 benefits vs. 29 drawbacks in 2016). The successful C3 interventions reinforce the effectiveness of C3 coalitions in motivating community members and organizations to improve health. See Appendices A and B for a complete summary of these assessments.

Ripple Effects Mapping

As one of the final evaluation methods in year four, Ripple Effects Mapping (REM) was conducted with coalition members and community partners in each of the four counties. The purpose was to collect feedback and perceptions about how C3 had changed their communities, the potential legacy of C3 interventions, and any unintended or unexpected consequences of grant activities. Forty participants attended four REM sessions with attendees representing diverse types of community organizations (Figure 2).
REM results were coded using the community capitals framework. The community capitals framework posits that all communities have resources that can be invested back into the community to create new resources or community capital (Chazdon, Emery, Hansen, Higgins, & Sero, 2017). Seven capitals are commonly used: natural, cultural, human, social, political, financial and built. These capitals work independently and dependently to contribute or take away from community sustainability. The top coded community capitals were an increases in human, cultural, and social (Table 1).

Table 1 Results of REM

<table>
<thead>
<tr>
<th>Type of capital</th>
<th>Definition</th>
<th>Number of responses</th>
<th>Examples</th>
</tr>
</thead>
</table>
| Human             | The skills and abilities of people to develop and enhance their knowledge and resources and improving their capacity to participate in healthy behaviors | 59                  | • Equipment at the senior center gave seniors a reason to be there. Items purchased helped to increase attendance and senior engagement.  
• School gardens showed kids where food comes from and kids get excited about planting. They experienced new ideas about food growth and healthy living.  
• Community garden increased gardening knowledge and changed how people felt about gardening. They realized it doesn’t take a lot to garden. |
<p>| Cultural          | The way people know the world and how they act within it, as well as traditions and language | 49                  | • C3 helped fund cooking event that brought unity to churches and the community changing the mindset of church members about healthy eating as part of church activities. |</p>
<table>
<thead>
<tr>
<th>Social</th>
<th>Connections between people and organizations</th>
<th>39</th>
</tr>
</thead>
</table>
|             | • At a grocery store the deli changed recipes to be healthier because of consumer demands and requests.  
|             | • Gardens connected youth with seniors and bridged the generation gap. |    |

<table>
<thead>
<tr>
<th>Built</th>
<th>Infrastructure supporting recreational facilities or areas including main streets. Includes community development efforts.</th>
<th>37</th>
</tr>
</thead>
</table>
|             | • A State Park had trail races that included a partnership with the Health Department. The Health Department made use of tobacco funding.  
|             | • Working with the Farmers’ Market, a high school hosted teens to cooked dinner with fresh vegetables.                  |    |

<table>
<thead>
<tr>
<th>Natural</th>
<th>Enhancing green space through natural improvements or cleanup efforts</th>
<th>26</th>
</tr>
</thead>
</table>
|             | • Senior center is grilling food more now, and seniors can choose something besides sugar sweetened sodas and sweet tea. The equipment allows them to cook for large groups, enough for people who show up unexpectedly.  
|             | • A neighborhood was accessing a park through a weedy, unmaintained area that would flood. Because of increased park usage due to C3 enhancements, the local municipality built a bridge from the neighborhood to the park to increase safe access. |    |

<table>
<thead>
<tr>
<th>Financial</th>
<th>Paying for health related development now and in the future. Accumulating wealth for future community development</th>
<th>18</th>
</tr>
</thead>
</table>
|             | • Motivated by C3 efforts, the county wrote a KABOOM park grant to create a new park.  
|             | • Church gardens foster physical and spiritual health by using healthy food to enhance spiritual health.                    |    |

<table>
<thead>
<tr>
<th>Political</th>
<th>Access to power, organizations and connection to resources. Ability of people to find their own voice and engage in actions that contribute to the</th>
<th>11</th>
</tr>
</thead>
</table>
|             | • As a result of C3, Curve Community Center received other funding including a Health Department Built Environment grant. They also received a grant for equipment installation and raised monies through fundraisers and donations to match the grant. Now the community center is on the county budget.  
|             | • Donations for gardens included plants donated by Walmart, irrigation installed by the municipality and supplies like dirt and planters. |    |

|             | • The hospital and health department worked together to get the county designated as a Healthier Tennessee Community.  
|             | • The mayor is involved in programs. He paired programs with health screenings. |    |
wellbeing of the community.

**Intervention Findings**

**Theoretical Foundation**

The goal of the interventions was to initiate individual and community change by targeting different levels of interventions using the socioecological framework (Figure 3).

![Socioecological framework with C3 intervention examples](image)

Figure 3. Socioecological framework with C3 intervention examples

The socioecological framework posits that complex interventions are most effective when they target changes at multiple levels rather than focusing solely on individual choices and behaviors. The idea is that the individual is impacted by larger social forces including their support system (or lack of positive support) and an environment that promotes healthy behaviors. This includes access to healthy foods and physical activity as well as institutions and policies that encourage and reward healthy behaviors. The most successful interventions are ones that combine efforts across different levels with a social marketing campaign to reinforce concepts and promote healthy changes (Brownson, Haire-Joshu, & Luke, 2006; Foltz et al., 2012).
UT Extension Direct Education Programs

UT Extension FCS agents and C3 program assistants implemented direct education programs with adults and youth in the four counties. UT Extension provides a variety of evidence-based programs to meet the needs of adults and youth in Tennessee communities. UT Extension FCS programs focus on four key areas: consumer economics, health and safety, human development, and nutrition and food safety. FCS promotes programming that is holistic and comprehensive and tailored to meet specific needs of audiences and communities. For C3, funded programs focused on improving key nutrition and physical activity behaviors. These programs included cooking classes, gardening workshops, nutrition programs, and exercise classes.

Over the course of this four year project, 1844 adults and youth participated in these programs. Of these 1844 participants, 405 completed surveys about physical activity and 199 completed surveys about healthy eating. For physical activity, 61% reported being more physically active as a result of participating in the programs (248 out of 405). For healthy eating, 59% reported eating more fruit (117 out of 199) and 66% reported eating more vegetables (131 out of 199).

In addition to these programs, Class Act educational cards were developed by Extension staff to help teachers and school staff promote nutrition and physical activity through integration with classroom activities. Laminated card sets targeted two groups: an early-age set with lessons and activities for those in grades K-5 and a high school age set for grades 9-12. Across the four counties, teachers at 21 schools received the Class Act cards with the potential reach of about 11,000 students. In spring 2018, 80 teachers who received the cards completed surveys. Of these 80 teachers, 42% used their cards at least once. Teachers who had not used the cards identified lack of time as being the biggest barrier for incorporating these activities into their classrooms. See Appendix C for a complete summary of results. Survey results were used to refine the cards and make them more accessible to teachers such as identifying how much time each activity will take and identifying the amount of prep work associated with each activity.

BeMore Social Marketing Campaign

UT Extension contracted with a marketing firm, Design Sensory, to develop messages for community members to reinforce healthy eating and physical activity. The idea was to brand the campaign and create messages and images to be used in different venues throughout the counties.

The overall brand of BeMore was developed with input from focus groups conducted with community members in the four counties. Design Sensory developed messages and associated images based on the BeMore concept. Messages were reviewed and refined by UT Extension nutrition and health faculty who were content experts in nutrition and physical activity. This review was completed to ensure message accuracy and to align messages with standards such as the Dietary Guidelines for Americans. C3 evaluation staff then conducted intercept surveys with 224 community members to collect feedback on 16 messages and 32 images (each message had two associated images).
The final messages and images were incorporated into county C3 websites and were shared on partners’ websites such as schools and community agencies. Messages were also used throughout the interventions such as signage at food retail outlets and parks.

A third party evaluator, Market Decisions Research, conducted telephone interviews with county residents in years three and four (2017 and 2018). In both years, 15% of respondents indicated that they had seen BeMore materials in their communities. Most reported seeing BeMore messages at grocery stores and other retail stores as well as parks and playgrounds. Of the respondents who indicated that they saw the BeMore signs, about 25% indicated that they changed behavior based on these messages. This included thinking about making healthier food choices, buying and eating more fruits and vegetables, planning healthier meals, and exercising more. See Appendices D and E for complete reports from Market Decisions Research.

**Changes to the Nutrition Environment**

Nutrition interventions included work with food retail venues, community gardens, and nutrition enhancements in community agencies. The goals of these interventions was to:

1. Increase access to fruits and vegetables
2. Promote healthier options and choices
3. Encourage policy changes to support healthier options

**Increased Access to Fruits and Vegetables**

*Farmers’ Markets.* C3 coalitions in Humphreys and Lauderdale worked with their existing Farmers’ Markets to encourage community members to purchase locally grown fruits and vegetables. C3 program assistants also conducted events and cooking demonstrations at the markets and distributed recipe cards that featured common produce. As a result of this grant, Humphreys County was able to establish and sustain a second Farmers’ Market in McEwen. REM participants identified the mutual benefit the market has for farmers and participants. They reported that the market was well attended and sold out of produce on occasion. REM participants credited the BeMore campaign with providing increased marketing and information about the market to the community including a large sign for advertising and ties in with Facebook and an email list.

*Community gardens.* Community gardens were identified as an important method for encouraging healthier eating in the needs assessment focus groups and by C3 coalitions in the initial planning meetings. All four counties are rural and have a long agricultural history so gardening traditionally has been an important part of family and community. C3 established and supported community gardens at schools, churches, senior centers, community centers and other locations. This included home gardening workshops conducted by the C3 program assistant in Lauderdale County.

As a result of these efforts, over 8300 community members received produce from these gardens including students, seniors, subsidized housing residents, and food pantry clients. Gardens were
successful in engaging volunteers—632 volunteers donated 6188 hours for an estimated value of over $152,300. In addition, 37 laborers contributed 350 hours and $3790 of donated supplies were received. Fifty-four people completed home gardening workshops.

**REM participants identified community gardens as one of the most successful interventions funded by C3.** Participants talked about the benefits of the different types of gardens. Highlighted examples include:

- In Lake County a straw bale garden was installed at the Ridgely Senior Center which received the 2017 Aging Innovation Award from the Tennessee Federation of Aging for this garden. The garden allowed seniors to plant and harvest vegetables without having to bend down or stoop over and was also wheelchair accessible. Seniors received produce from the garden to supplement their diets.
- The Stanton Health Clinic in Haywood County is a low cost clinic in a rural part of the county with few services and amenities. Clinic staff established a garden and used produce to “reward” patients who kept their appointments.
- Church gardens were used as a way to improve the health of parishioners and also tie the churches to the community. For example, a church youth group in Humphreys County tended a garden and donated produce to a local food pantry and to residents who lived at subsidized housing.
- The Douglass Community Garden in Haywood County helped to encourage individuals to start their own home gardens when they realized that gardening could be successful on a small scale. REM participants reported that the garden generated interest from youth to young adults to seniors and helped to bridge the generation gap and bring the community together.
- The Ripley City Garden in Lauderdale County is a teaching garden where families learn how to garden and how to prepare healthy meals using fruits and vegetables. Churches helped to distribute over 1000 pounds of garden produce to families at a local food bank, seniors at the senior center, and to residents of subsidized housing.

**Promotion Healthier Options and Choices**

Promotion of healthier options occurred in food retail venues and with community groups. Food retail interventions targeted grocery stores, corner stores, restaurants, and Farmers’ Markets. The promotion of healthier food options at these venues was a major initiative in all four of the counties.

**Food Retail Action Institute.** This was the first time FCS agents and food retailers partnered together to promote healthy foods so training and technical assistance was an important component of this initiative. In an effort to help train Extension staff on best practices for working with food retailers, a Food Retail Action Institute was held in March 2017. Speakers from Kansas State University and University of North Carolina discussed different methods for engaging food retailers and for using behavioral economics to promote healthy eating. Sixty-two people attended the seminar including UT Extension FCS county agents, C3 coalition members,
food retail managers, and state Extension staff. Forty-two participants responded to the post seminar survey that included the following:

- 90% increased knowledge about resources available to food retailers to help encourage healthy food sales
- 90% increased knowledge about ways that small food retail stores can purchase healthy food to sell
- 80% increased knowledge about ways that food retailers and community partners can work together
- 83% increased confidence about having information to implement what they had learned
- 76% planned to use information in their work

See Appendix F for a complete summary of results.

Grocery store and corner store interventions. Although needs assessments indicated that most residents shopped at large grocery stores, there were several barriers for working with these stores in the four counties. First, these stores were not locally owned and had more corporate restrictions on signage and promotions compared to smaller, locally owned stores. In addition, many of the stores frequented by county residents were located outside of the identified counties—for example, Lake County only has two grocery stores that are small and locally owned. Most Lake County residents who were able to travel went to neighboring counties to purchase groceries from larger chain stores. Therefore, this initiative focused on locally owned grocery stores where managers and owners were more receptive to these efforts and had fewer or no corporate restrictions. In addition, agents and program assistants engaged corner store owners. Most of these corner stores sold snacks and limited types of staple items as well as prepared, prepackaged foods and had grills and fryers to cook and serve breakfast and other meals.

Intervention efforts in these retail outlets included:

- Overhead directional signs
- Point-of-decision prompts
- Healthy check-out end caps
- Floor “talkers”
- Shelf inserts
- Healthy recipes featuring common produce
- Food/cooking demonstrations
- “Bundling” healthy items
- Equipment to build capacity to serve healthier options

Intercept surveys were conducted with customers at grocery stores participating in C3. These surveys were collected with 162 customers at the store and the purpose was to gauge familiarity with BeMore signage and related behavior changes. Of these respondents, 59% reported shopping at the store at least once a week and about one third reported buying fruit and vegetables at the store most of the time. Familiarity with the different promotions ranged from 38% who recalled seeing the bundled promotions to 54% who recalled seeing the shelf talkers.
About 27% of respondents indicated that these promotions encouraged them to choose healthier foods.

Six grocery store managers and two corner store managers also completed interviews with FCS agents and C3 program assistants. The purpose of these interviews was to collect feedback and input about the food retail interventions. Almost all felt that the interventions had been successful (7 out of 8 respondents) and four felt that the interventions had improved their sales. Typical responses included:

- “I’ve sold more sweet potatoes since we’ve put them in colanders than I ever have! The healthy check-out aisle is probably our biggest success. Anything that you put in those baskets sells.”
- “BeMore has helped us work more hands on with our community in a different way. It’s also allowed us the chance to work with the Mayor and his Healthy Moves initiative as we promote health here in the store.”
- “We’ve been selling a lot more baked chicken and vegetable plates. We typically see the baked children sold more in the summer and fried chicken sold more in the winter, but this winter was different. I’d say the baked sold consistently throughout the year.”

See Appendix G for a complete summary of these results.

*Restaurant interventions.* Haywood County was successful in working with 3 restaurants. This included signage for healthier options including special menu designations and encouraging servers to encourage customers to drink more water. Lilie’s Restaurant received specially-designed take out boxes so patrons could reserve half of their meals in advance to help control portion sizes.

*Nutrition-related enhancements.* C3 was able to work with churches and community agencies to provide nutrition-related enhancements. This included purchasing items such as grills, water bottles, water refill stations, etc. Venues included churches, parks, schools, senior centers, community centers, and other community locations. *REM participants mentioned the importance of these enhancements in encouraging community members to eat healthier.* Notable examples include:

- C3 purchased a freezer for the Helping Hands Food Bank in Humphreys County. This allowed them to offer healthier options to their recipients and to offer food boxes that contain items to make complete healthy meals. Helping Hands also provided C3 recipes.
- In Haywood County, C3 collaborated with the City of Brownsville’s Annual Health Fair. C3 sponsored the “On a Wing and a Prayer” church grilling competition. Eight churches grilled chicken and health fair participants voted on best grilled wings, best grilled chicken, and best grilled vegetables.

*Nutrition Policy Changes*
Policy changes were implemented in 15 different venues. These policies related to eating healthier foods, drinking water instead of sugary beverages, and overall commitments to
healthier living and wellness including being more physical active. Typically, these policies replaced favorite foods with healthier options (e.g., fried chicken replaced by grilled chicken) or sweet tea replaced by water. For one of the schools where C3 provided water bottles and water refill stations for schools, the existing classroom structure changed to allow students to bring their water bottles into the academic setting with them. Lake County schools also adopted a policy change in collaboration with C3 where students were offered healthy snacks and opportunities for physical activity (such as getting to play in a bouncy house) rather than unhealthy food (such as a pizza party).

Changes to the Physical Activity Environment

Physical activity interventions included work with parks, city centers and other venues to support physical activity and exercise opportunities. The goals of these interventions were to:
1. Increase access to physical activity and exercise
2. Promote physical activity
3. Encourage policy changes to support physical activity

Increased Access to Physical Activity and Exercise Opportunities
C3 enhanced 53 sites to encourage physical activity and exercise. Venues included parks, churches, schools, community centers, and other community locations. Enhancements included:
- Outdoor adult exercise equipment
- Indoor adult exercise equipment
- Youth playground equipment

New physical activity venues. During the course of C3 activities, four new parks were created in the counties. C3 supported these parks through purchasing equipment, signage and other supplies such as mulch. Motivated to greater physical activity through C3, Haywood County government and other collaborating partners applied for and received a KABOOM grant to construct its Uniquely Haywood Park, located in an underserved, low-income neighborhood.

Park improvements. Three parks in Lauderdale County were notable examples of improved access to physical activity. Rice and Curve Parks had received negative attention for their unsafe conditions. Through C3 coalition efforts, these parks were rehabilitated receiving equipment upgrades and increased positive attention that resulted in increased usage and civic pride. The small Gates community in Lauderdale County created a new children’s playground and improved downtown walkability to allow safe travel to reach it. Another notable improvement was the development of a bridge to connect a housing development to a nearby park in Lauderdale County. The park had received new playground and exercise equipment and residents were accessing the park through a weedy, overgrown area. The county government installed a foot bridge to help residents access the park safely.

Physical activity equipment. C3 funded sports equipment and facility improvements for community-based teams and sports equipment and playground enhancements. This also included activity seating for some local classrooms. REM participants commented on the increased usage
of parks and community agencies such as senior centers as a result of the new equipment. Notable examples included:

- “This grant came at the right time—the same time as new [Reelfoot State Park] leadership and the new FCS agent. The park has always been known as a sportsman’s paradise but it’s now being seen as a place for healthy living and physical activity. People have starting bringing their own kayaks and canoes to use at the park.”
- “At the [Fort Pillow State Park] there are now buoys and waterway trails as well as exercise equipment. The equipment gets used throughout the day. The changes give people who wouldn’t normally be outside the comfort and confidence to get out there. The equipment is placed so the parents can exercise and watch their kids at the same time.”
- “As a result of this program, at the Senior Center the exercise room is staying busying and there is an increase in seniors using the equipment. Seniors are now excited to exercise. All day the room is busy.”
- Increased usage of physical activity equipment at senior centers
- Increased civic pride as a result of volunteers and community members installing equipment

The Physical Activity Resource Assessment (PARA) was used to assess existing parks and playgrounds in the four counties (see Appendix H for a complete report). A baseline assessment was conducted in all of the existing parks in year one as part of the needs assessment. These results were used in coalition meetings to identify potential sites for C3 interventions. In years two through four, parks and playgrounds were reassessed using the PARA if C3 interventions had taken place in those locations. At baseline, 36 sites were assessed and then 21 sites were selected for C3 interventions with an additional 5 sites created through C3. Sites improved access to physical activity for community members by increasing physical activity resources by 18% from an average of 11 resources at year two to an average of 13 resources in year four. Resources included amenities such as mileage signs, playground equipment, adult exercise equipment, and bike racks.

FitBits were used to evaluate outdoor exercise equipment at five sites (see Appendix I for report). FitBit sensors were placed on an elliptical or glider unit to track usage across several days. Average daily use ranged from 4 minutes to 36 minutes with an average weekly use ranging from 30 minutes to 4.2 hours. Recommendations from these findings were used to design promotional events and signage to increase usage.

**Promotion of Physical Activity**

Promotion of physical activity reinforced the enhanced environment. This included BeMore messages that specifically targeted increased exercise that were placed throughout the counties. Physical activity maps were developed by C3 coalitions in partnership with the University of Tennessee Center for Transportation. These maps were distributed to residents and students.

**Signage.** Signage such as mileage signs were placed in 71 outdoor and indoor venues that included businesses, schools, community centers, churches, and other community locations. These signs encouraged physical activity and provided mileage feedback. Signs were also placed
on benches in parks and prominent downtown locations. These signs included exercises that incorporated the benches such as push-ups. REM participants commented on how the benches allowed for elderly and infirm individuals to enjoy walking trails and interact with peers outside.

**Walking groups and promotion.** Officially, C3 formed 18 walking clubs with 615 participants. An additional 41 community events were held that promoted walking, running and other physical activities. Over 3200 adults and youth participated in these events. Twelve walk to school day events were held with 1804 students and adults taking part. In addition, REM participants reported that informal walking groups formed in a variety of locations: parks, schools, senior centers, churches, gymnasiums, and even a grocery store parking lot in Humphreys County. REM participants identified walking groups and clubs as successful C3 initiatives. Examples included patients asking staff and family members to walk with them at the walking track at the hospital, state park trail races and hikes, and walking teams formed at a community center.

**Bike Racks.** Coalitions placed bike racks in 31 strategic locations within their counties to promote more biking. These locations included parks, playgrounds, community centers, and in downtown centers. C3 supported five bike safety events that provided bike helmets and safety information to 273 children.

**Physical Activity Policy Changes**
Policy changes were implemented in seven sites that included churches, one school, and an entire school system. Churches implemented policy changes related to encouraging healthy behaviors for members including increased physical activity. The Humphreys County School System implemented a policy to increase time spent in physical activity for all students. The C3 coalition helped the school system to meet these guidelines through the Class Act Cards and other activities designed to encourage physical activity throughout the day.

At the beginning of the grant, several schools already had signed joint use agreements that allowed community access to gyms and walking tracks. As a result of C3, one additional school signed a joint use agreement to allow exercise classes to be conducted at the school gym. In addition, one church implemented an informal joint use agreement for community members to use outdoor exercise equipment purchased through C3.

**Funding, Leveraged Resources and Sustainability Actions**

C3 efforts were successful in obtaining outside funding for several projects as well as leveraging resources such as donated labor and volunteer costs and other donations. In years three and four, the four counties received $483,000 in grants and $19,900 in donations to supplement and support C3 activities. In addition, 274 laborers and 933 volunteers contributed over 8857 hours for an inkind contribution of over $217,723.

**Sustainability Actions.** UT Extension has been identified several methods to sustain and extend C3 activities to counties across the state. Sustainability activities started with the 2017
Sustainability Summit. This summit introduced other counties and their FCS agents to C3 activities that could be replicated in their communities.

Additional sustainability efforts include using SNAP-Ed funds to bring C3 activities to low-income audiences and communities. This will include extending the BeMore social marketing campaign using SNAP-Ed funds with a focus on reaching low-income audiences and reinforcing obesity prevention direct education and PSE efforts. In addition, SNAP-Ed funds will be used to bring Class Act Cards to additional classrooms across the state that qualify for SNAP-Ed programming. SNAP-Ed also plans to extend the lessons learned from C3 activities with food retailers to focus on interventions with food retailers in limited resource neighborhoods and communities to reinforce healthy food choices.

One of the results of the Ripple Effects Mapping was the theme of sustainability that coalition members identified as a critical need for their efforts. Coalition members discussed ways that they could continue to work together to transform their communities and they recognized how important it would be to maintain their partnerships in order to continue to expand their efforts. Comments were made about how much they had accomplished in a short amount of time as well as how much more work needed to be done.

**Partnerships**

A list of coalition partners by agency and title is provided in Appendix J. C3 coalitions included diverse members ranging from health serving agencies such as hospitals and health departments to local businesses, local government, school systems, parks and recreation and volunteers.

REM participants identified partnerships as one of the keys to the success of C3 interventions. Several commented on the need for partnerships in order to effectively implement these interventions including comments like “We can do more together” and “This couldn’t have been done by one agency—had to have collaboration.” REM participants also talked about the renewed energy that C3 activities brought to coalition members as described in this example: include:

“The C3 coalition has a lot of energy and that’s something we can ‘hook their caboose to.’ We can continue working to collaborate, to learn more and keep pushing the change so that we don’t fall backwards to where we were. We are taking motivation away from this opportunity.”

Church partnerships reflected many of the successes of the C3 initiative. UT Extension has partnered with churches and faith-based organizations for years especially in rural communities where faith-based leaders and organizations are community assets and resources. C3 efforts strengthened these relationships and allowed these leaders to identify themselves as health leaders and influencers. REM participants described these partnerships through these examples:

- “Churches want to be a part of C3, they have embraced healthy living and the pastors are on board.”
- “Within the churches, raising awareness through C3 was key. This made more people conscious of their food choices.”
Three of the four C3 counties are home to state parks: Humphrey’s Johnsonville State Historic Park, Lake’s Reelfoot Lake State Park, and Lauderdale’s Fort Pillow State Park. Partnerships with state park rangers was a successful part of C3 efforts. Fortified by C3 events and promotion (such as 5K walks and runs), as well as trail markers and new signage, these state assets have enjoyed increased usage as reported by park rangers. Park rangers also described how the initiative increased their ability to engage with the community and to offer increased access to physical activity opportunities.

**Collaboration with State Health Departments**

In all four of the counties, county health department staff were active members of the C3 coalitions. The UT Extension FCS county agents were active members of the county health councils which are coordinated by the county health departments. Because of this relationship the C3 coalitions coordinated efforts with the health council meetings. Because Lake County did not have an FCS agent until the C3 grant, the Lake County Health Council was an important part of establishing the C3 coalition. This active health council had been addressing health needs in the community for over fifteen years and was a tremendous resource in establishing the legitimacy of the C3 grant and the FCS agent.

The timing of this grant aligned with the state Department of Health’s Personal Prevention Initiative (PPI). PPI focused on community engagement for employees to address community and environmental changes needed to prevent obesity. Health department employees in the four counties were able to participate in C3 projects while meeting the PPI goals. Furthermore, these state-level efforts included funding that was targeted at supporting healthier communities. The C3 coalitions and efforts resulted in the receipt of several grants from the health department to county agencies. C3 efforts supported these efforts. For example, several school systems received funds to install water coolers for students and staff. C3 funded water bottles for all students and installed signage encouraging students and staff to drink more water. In addition, in Tennessee, UT Extension Department of Family and Consumer Sciences works closely with 1305 state health department staff because some of the 1305 programs are implemented through UT Extension. Because of this relationship, C3 activities were coordinated with 1305 activities to prevent duplication.

**Additional Successes**

The overriding triumph is the new attitude permeating C3 communities: the realization that leaders in government, commerce, and faith are also health leaders. For the first time, grocery store managers, mayors, and ministers are acknowledging that, within their own spheres of influence, they can—and should—build business and social infrastructure to promote human health.

REM participants identified the ability of C3 activities to bring county and regional partners together. Comments included:
• “You can’t quantify the impact its [C3] had on our community. It’s priceless.”
• “C3 created a movement and now we’re able to see a bigger impact.”
• “C3 showed the community how to make grants work together.”
• “There was a need to breakdown silos between communities. The mayor has a plan for the whole county and needs to look at the whole picture. A regional point of view is key.”

Next Steps
C3 results have been disseminated through a variety of methods. This has included 32 presentations at state, regional and national conferences, 3 publications in peer-reviewed journals, 108 newspaper articles, two radio interviews, and one video. In addition, the BeMore Implementation Resource was peer-reviewed and contains information about successful PSE implementations based on lessons learned from C3 interventions. A comprehensive list of publications is presented in Appendix K.

A joint training with the University of Kentucky will be held in summer 2019 with a focus on lessons learned from CDC 1416 efforts to help FCS agents in both states develop effective PSE interventions with their community coalitions.

REM participants discussed the momentum that C3 has given them to continue to work together to sustain the changes made by C3 efforts. This included efforts to continue to work together to identify additional funding opportunities, to continue to promote successful events and efforts, and to look at the larger picture when working together on other opportunities. UT Extension FCS agents will continue to be actively involved in C3 initiatives as part of their FCS programming efforts. This will include their active involvement on health councils and working to continue to bring together community groups and organizations to work towards improving health throughout their counties.

References

