

Collective Impact Context Narrative

The Collective Impact framework seeks to ensure that strategies are only implemented in communities that embrace readiness and have the potential to sustain the projects and policy changes created through the strategies. Central to this is 1) A sense of urgency regarding HEAL 2) Strong leadership from HEAL champions and 3) Availability of sufficient financial resources to support LWL. Other considerations are economic conditions, demographics, community history & culture, political will, recent news events, pop culture, the political environment, the media focus and local laws and policies. Also essential is to uncover the ways in which the context/environment of Longmont is shifting, changing and adapting and how that could contribute or hinder LWL's efforts.

The context allowing for successes of LiveWell Longmont and the sustainability of those HEAL changes will be evaluated based on the Collective Impact context framework. Initial observation indicates that the framework for sustainability exists in Longmont based on the evaluation utilizing the Pillars of Sustainability and Community Readiness Evaluation and Planning Tool. This tool was formulated in 2009 as one mechanism to answer questions of LiveWell Longmont partners and leadership as to what sustainability is, how to reach it and why. During early years, it was LWL's framework for measuring the effectiveness of creating lasting (sustainable) cultural change in Longmont to support healthy eating and active living. LWL viewed and adapted goals and their associated strategies through the lens of the Pillars to encourage a systematic, policy and environmental change focused approach. The Pillars provided LWL with evidence-based support to address all levels of the Socio-Ecological Model while working to engage, build and expand the capacity of their community and its coalition through a variety of mechanisms. Although Collective Impact has become a much more valuable and in-depth framework for evaluating sustainability of the design and implementation of the strategies, as well as the strategies themselves; we have found it useful to pull from the Community Section of the Pillars for an initial look at the environment of Longmont and the context that necessitated the development of LiveWell Longmont as well as supporting sustainability of LWL's efforts.

The evaluation of the Community Section of the Pillars includes:

- 1) **Community Awareness of HEAL:** Longmont residents recognize the need for HEAL changes to be established in Longmont and there is self-interest in residents' participation. Examples of data sources include employee worksite wellness needs assessments, the food system assessment focus groups and surveys and the Student Advisory Council focus groups on food and healthy eating.
- 2) **Motivation from within the community** - The motivation to seek solutions is self-imposed, rather than encouraged from outside "experts". Examples of data sources include analyzing the development process of LWL coalition and taskforces, the employee wellness collaboration leadership among partners and the collaboration survey of the partnership, and the crossing guard survey administered to all Longmont Schools. A Sanborn School principal indicated, *"Our parents have been begging/pleading for crossing guards for many years. They were*

about ready to ‘take the bull by the horn’ and just start acting in this role and, apparently, the city shut them down because they weren't trained properly. We would be a school VERY interested in a parent-run crossing guard program!”

- 3) **Small geographic area** where planning and implementing activities are more manageable. With LWL initiatives the geographic areas have been broken down largely into:
 - Schools – Safe Routes to School Programs may happen at all communities in a city or county, but is more successful if each program is tailored to the needs of each particular school or community (e.g. not using a “cookie cutter” approach). In an interview, the SRTS coordinator said, *“the reason SRTS works now is because it’s not a district mandate. Every school is different and has different needs and the parents of each of these schools are behind efforts to grow the programs.”*
 - Worksites – In the Collaboration, each worksite implements its own policies with the same end-goals and makes plans to work together. It is not the same goal across all businesses. This works because there is a strategic framework but the individuality of each business’ is supported through the collective framework.

- 4) **Preexisting social cohesion** - The strength of interrelationships among community residents. Data sources include the coalition and collaboration surveys. Social Cohesion resources:
 - <http://www.soc.ucsb.edu/faculty/friedkin/Reprints/ARSCohesion.pdf>
 - <http://www.cohesioninstitute.org.uk/Resources/Toolkits/Health/TheNatureOfCommunityCohesion/MeasuringCommunityCohesion>

- 5) **Existing identifiable leadership** - There are residents whom most community members will follow and listen to, who can motivate and act as spokespersons, and who can assume leadership roles in a community building initiative. Data sources could include roster of coalition and taskforce members. Interviews regarding how well LWL regrouped and continued during the leadership vacuum of when Melissa was on maternity leave. LWL leadership in early organizing came from key figures of the YMCA, City of Longmont, St Vrain Valley School District, Longmont United Hospital, the OUR Center and the Longmont Chamber of Commerce.

Moving Forward

Additional work to be done includes transferring information from the Pillars of Sustainability to the sections of the Collective Impact Context framework, filling in data gaps as needed and exploring the ways in which the context of Longmont has been shifting, changing and adapting in ways that are contributing or hindering LWL HEAL efforts.

Collective Impact Design & Implementation Evaluation Plan

Shared Measurement

Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.

Eval Question	Outcome	Indicators	Data Source	Data Collection Schedule
To what extent and in what ways are partners engaged in using the shared measurement system (SMS)?	Partners understand the value of the SMS	<ul style="list-style-type: none"> Partners understand how they will participate in the SMS Partners feel a collective accountability for results 	<p>Worksite Wellness Collaboration:</p> <ul style="list-style-type: none"> COL & LUH 2011 Employee Wellness Survey Communication Toolkit LiveWell Workwell Collaboration Business Plan Jan 2012 Needs/Interests Survey 7/2011 Worksite Collaboration-Coalition Survey 8/2011 Worksite Collaboration Partner Survey 10/2012 HERO scorecard, began 2011 Multiorganization WS Collaboration Interviews 6/2010 Partner evaluation training post-training survey Collaboration Partner Survey July 2012 <p>Full representation of LWL partners:</p> <ul style="list-style-type: none"> BCPH commitment in exploring an innovative evaluation model during LWL advanced implementation years 8/25/14 8/2014 site visit minutes Evaluation plan preparation for Advanced Implementation with input (occurring now—8/2014) Yearly School Implementation Charts 	<ul style="list-style-type: none"> Baseline for Worksite Wellness Collaboration completed Need to establish for other partners of LWL
	The process of designing and managing the shared measurement system is participatory and transparent	<ul style="list-style-type: none"> A participatory process is used to determine a common set of indicators and data collection methods Partners continually re-assess indicators, data collection methods, and approaches to sharing findings as needed Partners agree to a data sharing agreement that supports ongoing collaboration 		
To what extent and in what ways does the shared measurement system's design and implementation support learning?	The shared measurement system has been designed to track progress toward the CI's outcomes	The system includes a common set of indicators and data collection methods that can provide timely evidence of (a lack of) progress toward the CI initiative's outcomes		

Common Agenda

All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon action

Eval Question	Outcome	Indicators	Data Source	Data Collection Schedule
<p>To what extent do LWL partners have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions?</p>	<p>The development of the common agenda has included a diverse set of voices and perspectives from multiple sectors</p>	<p>The Executive Committee includes voices from all relevant sectors and constituencies</p>	<ul style="list-style-type: none"> • Executive Committee Interviews • 8/22/13 LWL Steering Committee Facilitated Meeting minutes on Moving Into Advanced Implementation 	<p>Baseline Completed 4/2014</p>
		<p>Members of the LM target populations help shape the common agenda</p>	<ul style="list-style-type: none"> • Community Dialogues • YMCA Neighborhood Priorities/Needs Assessment 4/2012 • Worksite Collaboration-Coalition Survey 8/2011 • Multiorganization WS Collaboration Interviews 6/2010 • LWL Community Partner Responses to Food Systems Projects Survey 10/2011 • Garden/Food Distribution community survey 5/2011 	<p>Ongoing</p>
		<p>Community members are aware of LWL's goals and activities</p>	<ul style="list-style-type: none"> • Social Media sources: website hits, FB followers, Twitter followers, Newsletter subscribers started tracking 9/10/13 	<p>Baseline completed</p>
	<p>Partners have achieved a common understanding of the problem</p>	<p>Partners understand and can articulate the problem</p>	<ul style="list-style-type: none"> • Executive Committee Interviews 4/2012 • Worksite Collaboration Partner Survey 10/2012 • Worksite Collaboration-Coalition Survey 8/2011 	<p>Baseline completed</p>

			<ul style="list-style-type: none"> • Multiorganization WS Collaboration Interviews 6/2010 • 8/22/13 LWL Steering Committee Facilitated Meeting minutes on Moving Into Advanced Implementation • LWL Community Partner Responses to Food Systems Projects Survey 10/2011 	
	Partners have come to consensus on LWL's ultimate goals and are committed to a shared vision for change	<ul style="list-style-type: none"> • Geographical boundaries and population targets are clear for all partners • Partners accurately describe the goals of LWL • Partners show commitment to the elements of the common agenda 	<ul style="list-style-type: none"> • Executive Committee Interviews Survey 10/2012 • Worksite Collaboration Partner Survey 8/2011 • Multiorganization WS Collaboration Interviews 6/2010 • 8/22/13 LWL Steering Committee Facilitated Meeting minutes on Moving Into Advanced Implementation • LWL Community Partner Responses to Food Systems Projects Survey 10/2011 	Baseline completed

Mutually Reinforcing Activities

Participant activities must be differentiated while still coordinated through a mutually reinforcing plan of action.

Eval Question	Outcome	Indicators	Data Source	Data Collection Schedule
<p>To what extent and in what ways are LWL partners' activities differentiated, while still coordinated through a mutually reinforcing plan of action?</p>	<p>Partners have developed and are using a collective plan of action</p>	<ul style="list-style-type: none"> • An action plan clearly specifies the activities that different partners have committed to implementing • Working groups (or other collaborative structures) are established to coordinate activities in alignment with the plan of action • Partners have clear approaches/goals for their own contribution to their working group • Partners understand each other's work and how it supports the common agenda • Partners understand the roles of other working groups and how these support the common agenda • Partners collaborate within and across working groups 	<ul style="list-style-type: none"> • EC interviews 2/2014 • Steering Committee Roles & Responsibilities MOU 3/2012 • Internal Communication Plan Survey 6/2011 • LWL Internal Communications Plan 6/2011 • LWL Community Dialogues 4/2012 • Worksite Collaboration-Coalition Survey 8/2011 • Worksite Collaboration Partner Survey 10/2012 • Multiorganization WS Collaboration Interviews 6/2010 • Collaboration Partner Survey July 2012 • 8/22/13 LWL Steering Committee Facilitated Meeting minutes on Moving Into Advanced Implementation 	<p>Baseline Completed</p>

Backbone Infrastructure

Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Eval Question	Outcome	Indicators	Data Source	Data Collection Schedule
Has LWL established an effective backbone infrastructure and governance structure?	<ul style="list-style-type: none"> • The initiative’s steering committee has been established • Staff have been hired 	The EC includes a diverse set of voices and perspectives from multiple relevant sectors and constituencies	<ul style="list-style-type: none"> • Executive Committee (EC) Interviews 4/2014 • Steering Committee Roles & Responsibilities MOU 3/2012 	Baseline completed
To what extent and in what ways does the backbone infrastructure provide the leadership, support, and guidance partners need to do their work as planned?	The backbone infrastructure (BBI) effectively guides LWL’s vision and strategy	<ul style="list-style-type: none"> • Backbone (BB) staff effectively manage complex relationships • BB staff demonstrate commitment to LWL’s vision • BB staff are respected by partners • BBI effectively engages SC members in issues of strategic importance • Partners look to the BBI and EC for initiative support, strategic guidance, and leadership 	<ul style="list-style-type: none"> • Internal Communication Plan Survey 6/2011 • LWL Internal Communications Plan 6/2011 • School Wellness Coordinator with SVVSD MOU 	Baseline Completed
	LWL is the partner of choice in HEAL	<ul style="list-style-type: none"> • Connect with, understand and be respected by grasstop and grassroots leaders and coalitions. • Connect and align efforts under a common agenda, resolving competing priorities, directing resources and building bridges between groups • Convene stakeholders across sectors, systems, levels, related coalitions, provider networks and partnerships • Facilitate strategic planning and coordinate implementation of action plans. • Focus on accountability for own staff and the partnership 		

		<ul style="list-style-type: none"> • Devote time to fund development priorities of the partnership, not just the organizations. • Dedicate staff skilled in the above functions with sufficient time to prioritize coordination and alignment efforts 		
To what extent and in what ways does the backbone infrastructure engage community members and other key stakeholders to ensure broad-based support for LWL?	The BBI ensures alignment of existing activities and pursuit of new opportunities toward LWL ultimate goals	<ul style="list-style-type: none"> • BBI provides project management support, including monitoring progress toward goals and connecting partners to discuss opportunities, challenges, gaps, and overlaps • BBI convenes partners and key external stakeholders to ensure alignment of activities and pursue new opportunities • BBI creates paths for and recruits new partners so they become involved 	<ul style="list-style-type: none"> • Community listening sessions • Yearly progress reports • EC meetings • Survey of EC members • Chamber Events • Expansion of Employee Wellness program • Community Listening Sessions • Internal Communication Plan Survey 6/2011 • 8/22/13 LWL Steering Committee Facilitated Meeting minutes on Moving Into Advanced Implementation 	Ongoing
	The BBI supports the collection and use of data to promote accountability, learning, and improvement	<ul style="list-style-type: none"> • BBI regularly reviews data on progress toward goals and uses it to inform strategic decision making • BBI shares progress reports, lessons, and trends with partners and relevant external stakeholders 	<ul style="list-style-type: none"> • Progress Reports • Grant applications 	
	BBI supports the development of policy goals and ways to achieve them	<ul style="list-style-type: none"> • BBI has developed a policy/advocacy agenda in collaboration with partners • BBI equips partners for effective advocacy (e.g., providing talking points, identifying windows of opportunity) • BBI reaches out to policymakers and builds relationships 	<ul style="list-style-type: none"> • Comp Plan Review • Comp Plan letters of support guidelines • Town Meeting public comments on Comp Meeting review • Comment Cards from Comp Plan public meeting 2/2010 • SWOT analysis 11/26/2011 	Ongoing

			<ul style="list-style-type: none"> • Evaluation of Sustainable & Healthy Communities Trainings, 5/2010 • Food Policy Scrub, 10/2012 	
To what extent and in what ways does the BBI engage community members and other key stakeholders to ensure broad-based support for the initiative?	The BBI has built public will, consensus, and commitment to the goals of LWL	<ul style="list-style-type: none"> • There is a perceived sense of urgency and a call to action among targeted audiences • Community members are engaged in HEAL-related activities • A variety of communications are used to increase awareness and garner support for the CI initiative 	<ul style="list-style-type: none"> • Community dialogues • Community listening sessions • Social media tracking began 9/10/13 • External communication plan/Marketing plan 	Baseline completed

Continuous Communication

Consistent and open communication is needed across the many players and among external stakeholders to build trust, assure mutual objectives, and create common motivation.

Eval Question	Outcome	Indicators	Data Source	Data Collection Schedule
<p>To what extent and in what ways does cross-initiative communication help to build trust, assure mutual objectives, and create common motivation?</p>	<p>Structures and processes are in place to engage partners, keeping them informed and inspired</p>	<ul style="list-style-type: none"> • Working groups (or other collaborative structures) hold regular meetings • Members of working groups or other collaborative structures attend and participate actively in meetings • Partners communicate and coordinate efforts regularly (with and independently of backbone staff) • Partners regularly seek feedback and advice from one another • Timely and appropriate information flows throughout the cascading levels of linked collaboration • Partners publicly discuss and advocate for the goals of the initiative 	<ul style="list-style-type: none"> • EC interviews 2/2014 • Steering Committee Roles & Responsibilities MOU 3/2012 • Internal Communication Plan Survey 6/2011 • LWL Internal Communications Plan 6/2011 • LWL Community Dialogues 4/2012 • Worksite Collaboration-Coalition Survey 8/2011 • Worksite Collaboration Partner Survey 10/2012 • Multiorganization WS Collaboration Interviews 6/2010 • Collaboration Partner Survey July 2012 • 8/22/13 LWL Steering Committee Facilitated Meeting minutes on Moving Into Advanced Implementation 	<p>Baseline Completed</p>
	<p>Structures and processes are in place to engage external stakeholders, keeping them informed and inspired</p>	<ul style="list-style-type: none"> • The CI initiative engages external stakeholders in regular meetings and integrates their feedback into the overall strategy • The CI initiative regularly communicates key activities and progress with external stakeholders 	<ul style="list-style-type: none"> • Progress Reports • Site visits • Monthly evaluation calls • Grant applications • Evaluation plans 	<p>ongoing</p>

Learning Culture

Collective impact learning culture refers to the ways in which learning is embedded in the initiative.

Eval Question	Outcome	Indicators	Data Source	Data Collection Schedule
<p>To what extent and in what ways does the CI initiative's context support learning, experimentation, dialogue, and reflection?</p>	<p>The CI initiative has established structures and processes to support ongoing learning</p>	<ul style="list-style-type: none"> • Partners regularly make time for group reflection and discussion • Partners openly and regularly share observations, lessons, setbacks, challenges, failures, and best practices with one another 	<ul style="list-style-type: none"> • EC interviews 2/2014 • Steering Committee Roles & Responsibilities MOU 3/2012 • Internal Communication Plan Survey 6/2011 • LWL Internal Communications Plan 6/2011 • LWL Community Dialogues 4/2012 • Worksite Collaboration-Coalition Survey 8/2011 • Worksite Collaboration Partner Survey 10/2012 • Multiorganization WS Collaboration Interviews 6/2010 • Collaboration Partner Survey July 2012 • 8/22/13 LWL Steering Committee Facilitated Meeting minutes on Moving Into Advanced Implementation • LWL Community Partner Responses to Food Systems Projects Survey 10/2011 	<p>Baseline Completed</p>

Overall Capacity

Collective impact capacity refers to the interstitial elements that keep the CI process moving forward (e.g., funding, human resources).

Eval Question	Outcome	Indicators	Data Source	Data Collection Schedule
<p>To what extent does the initiative have the resources and capacity it needs to implement its work as planned?</p>	<p>The initiative has sufficient financial resources to do its work as planned</p>	<p>Sufficient funding is available over a multi-year period to support the initiative's work</p>	<ul style="list-style-type: none"> • 8/2014 Site visit • Worksite Wellness Collaboration 2014 meeting • 8/22/13 LWL Steering Committee Facilitated Meeting minutes on Moving Into Advanced Implementation 	<p>Needs to be determined</p>
	<p>The CI initiative has sufficient people and skills to do its work as planned</p>	<ul style="list-style-type: none"> • Backbone staff, initiative leadership and community partners are skilled and engaged • Initiative has supporters who can champion the strategy with the broader community 	<ul style="list-style-type: none"> • EC interviews 2/2014 • Steering Committee Roles & Responsibilities MOU 3/2012 • Internal Communication Plan Survey 6/2011 • LWL Internal Communications Plan 6/2011 • Worksite Collaboration-Coalition Survey 8/2011 • Worksite Collaboration Partner Survey 10/2012 • Multiorganization WS Collaboration Interviews 6/2010 • Collaboration Partner Survey July 2012 	<p>Baseline established</p>

Collective Impact Strategy Evaluation

Behavior Change: Organizational/Professional Practice				
Eval Question	Intermediate Outcomes	Indicators	Data Source	Data Collection Schedule
To what extent and in what ways is LUH making changes in their work as it relates to employee wellness goals?	<ul style="list-style-type: none"> • Education and standards are evolving to support employee wellness 	<ul style="list-style-type: none"> • Education/training are more aligned with employee wellness • Standards are more aligned with employee wellness 	<ul style="list-style-type: none"> • LUH received the Healthyroads Fit Company Gold Award from American Specialty Health Incorporated • Needs & Interests Survey 10/2011 (baseline) • HERO Scorecard began 2011 (baseline) 	
To what extent and in what ways is the COL making changes in their work as it relates to employee wellness goals?			<ul style="list-style-type: none"> • Needs & Interests Survey 10/2011 (baseline) • HERO Scorecard began 2011 (baseline) 	
To what extent and in what ways is SVVSD making changes in their work as it relates to employee wellness goals?			<ul style="list-style-type: none"> • Instituting active Wellness Council and Wellness Site Advocates • Needs & Interests Survey 10/2011 (baseline) • HERO Scorecard began 2011 (baseline) 	
To what extent and in what ways are other employers making changes in their work as it relates to employee wellness goals?			<ul style="list-style-type: none"> • Healthy Hour Quarterly Education and Networking Events • Northern Colorado Worksite Wellness Workshop • May 2011 Worksite Focus Groups (baseline data) • Healthy Hour Chamber of Commerce employee wellness surveys (baseline data) began July 2010 • Employee Wellness Media Package pre and post surveys 	<ul style="list-style-type: none"> • Employee Wellness Media Package baseline pre-package survey will go out depending on when employers join, starting Fall 2014
To what extent and in what ways is SVVSD making changes in their work as it	<ul style="list-style-type: none"> • Physical activity education and standards are evolving 	<ul style="list-style-type: none"> • Education/training are more aligned with increasing student physical activity 	<ul style="list-style-type: none"> • Adoption of the Colorado Comprehensive Health and Physical Education Standards (Fall 2011) 	

relates to student physical activity?		<ul style="list-style-type: none"> Standards are more aligned with increasing student physical activity 	<ul style="list-style-type: none"> Wrote a district curriculum aligned with the new state standards (August 2012) Completion of SOFIT evaluation (01/2012-05/2012, Spring 2013, Spring 2014). Five for Life/WELNET training occurred - 2 days (Fall 2012) with follow-up planned Formed a District Wellness Committee (2012) School Wellness Coordinator hired under direction of SVVSD (2013) Designing, Integrating and Sustaining Your School Food Garden Survey (10/2011) from Professional Development Workshop 	
To what extent and in what ways is SVVSD making changes in their work as it relates to student healthy eating?	<ul style="list-style-type: none"> Healthy eating education and standards are evolving 	<ul style="list-style-type: none"> Education/training are more aligned with student healthy eating Standards are more aligned with student healthy eating 	<ul style="list-style-type: none"> Formed a District Wellness Committee (2012) School Wellness Coordinator hired under direction of SVVSD (2013) Alliance for Healthier Kids USDA regulations USDA Smart Snack Regulations Education Garden Procedure 	
To what extent and in what ways are individual schools making program and policy changes as it relates to HEAL?	<ul style="list-style-type: none"> Healthy eating education and standards are evolving 	<ul style="list-style-type: none"> Individual schools are making program/policy changes to support student healthy eating 	<ul style="list-style-type: none"> Healthy school environment checklist LiveWell Colorado Culinary Training participation Breakfast in the Classroom Implementation School Wellness Survey (2011) Red Hawk Elementary School was recognized as a national winner of ChildObesity180's Active Schools Acceleration Project for their "Red Hawk Movement" (2012) Environmental changes made with the addition of bike racks (2013) 	Baseline for changes in individual schools completed in 2011 with the School Wellness Survey

Behavior Change: Individual Behavior

Eval Question	Intermediate Outcomes	Indicators	Data Source	Data Collection Schedule
How much more produce is being consumed as a result of adding a salad bar?	1A: Partner, assist and provide technical assistance within SVVSD to increase number of children who consume the recommended servings of fruit and vegetables each day	<ul style="list-style-type: none"> • # of students eating from salad bar increases • Salad bar sales increase • Increase fruit and vegetable consumption as a result of changes to district menu's to add ½ cup more f/v to kids lunches for their main entrée 	<ul style="list-style-type: none"> • Plate waste study • Salad Bar observation • School policy related to fruits and vegetable servings in school lunch entrée's 	<ul style="list-style-type: none"> • Baseline collected (follow-up dependent on whether Shelly Allen gets interns and when) • One-time observation of new salad bars will occur in Fall or Spring 2014
To what extent are students increasing PA as a result of PE class?	2D Partner, assist and provide technical assistance within SVVSD to increase the amount of physical activity in schools	Increase PA as a result of the PE quality improvement grant	SOFIT Tool	Collected yearly in June and reported in July 2012, 2013 and 2014
To what extent are students eating healthier in schools as a result of cafeteria and vending machine changes?	1A: Partner, assist and provide technical assistance within SVVSD to increase number of children who consume the recommended servings of fruit and vegetables each day	<ul style="list-style-type: none"> • Decrease consumption of higher fat dressings • Increase the quality of foods in school kitchens by having food service staff go through the LiveWell Culinary Bootcamp • Decrease consumption of unhealthy processed foods at schools from vending machines 	<ul style="list-style-type: none"> • Only offering low fat, homemade ranch and vinaigrette dressing on salad bars in the district • Number of staff going through culinary bootcamp • Changes to district vending policy 	<ul style="list-style-type: none"> • Baseline and follow-up data collected through post intervention food service coordinator interview in Summer 2014
<ul style="list-style-type: none"> • To what extent are employees increasing PA as a result of worksite wellness interventions? • To what extent are employees eating healthier as a result of worksite wellness interventions? 	2A: Facilitate adoption of a comprehensive worksite wellness program	<ul style="list-style-type: none"> • Increased physical activity • Increased consumption of F&V • Reduced BMI 	<ul style="list-style-type: none"> • BMI – (baseline data is from 2009, f/u 2010-11 and 2012-13) <u>COL</u> – Will use actual Biometric data collected <u>LUH</u> – they collect BMI in house. <u>SVVSD</u> – collecting Biometrics in April and 	<ul style="list-style-type: none"> • BMI: <u>COL</u> – Collect in Sept; report in Dec <u>LUH</u> – Collect in Oct, report in March 2014 <u>SVVSD</u> – Collect in April, report in Sept • Evaluations per program

			<p>Health Assessment in May through Cigna and KP.</p> <ul style="list-style-type: none"> • Evaluations per program – <u>COL</u> does a year summary through Total Health Assessment and have 3 years of data. <u>LUH</u> - Personal Health Assessment and Health Ambitions. <u>SVVSD</u> – Will wait to see which programs are implemented that we can evaluate. Might get data through total health assessment. • Employee Wellness Media Package 	<p><u>COL</u> – THA data and program results reported yearly in January.</p> <p><u>LUH</u> – check in quarterly.</p> <p><u>SVVSD</u> – Check in quarterly on program data. THA data collected in May, reported in Oct.</p> <ul style="list-style-type: none"> • Employee Wellness Media Package baseline pre-package survey will go out depending on when employers join, starting Fall 2014
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System Change: Cultural Norms

Eval Question	Intermediate Outcomes	Indicators	Data Source	Data Collection Schedule
<p>To what extent and in what ways are social and cultural norms evolving in ways that support HEAL in Longmont?</p>	<p>Social and cultural norms that govern individual behaviors are evolving to support HEAL</p>	<ul style="list-style-type: none"> • Media messages support HEAL (e.g., PSAs, television/radio/newspaper messages, blogs) • Social media messages support HEAL (e.g., messages, conversations, or campaigns on social networking sites such as Twitter, Facebook, YouTube, or Pinterest) • The public narrative surrounding the targeted issue area/system includes language and messaging that support the goals of the CI initiative 	<ul style="list-style-type: none"> • Non-LWL Media scrub (needs to be done) • LWL Social Media sources: website hits, FB followers, Twitter followers, Newsletter subscribers started tracking 9/10/13 • External communication plan/Marketing plan • LWL Community Dialogues (messaging community listening) 4/2012 	<ul style="list-style-type: none"> • Baseline for LWL Media complete • Baseline for public narratives complete • Baseline for media scrub needs to be done
<p>How can LWL develop effective communications and advocacy agendas that create a sense of urgency for change among participants, policymakers, funders, and the public?</p>	<p>LWL is the resource for local HEAL needs.</p>		<ul style="list-style-type: none"> • LWL Social Media sources: website hits, FB followers, Twitter followers, Newsletter subscribers started tracking 9/10/13 • External communication plan/Marketing plan • LWL Community Dialogues (messaging community listening) 4/2012 	<ul style="list-style-type: none"> • Baseline for LWL Media complete

Systems Change: Advocacy & Public Policy

Eval Question	Impact Outcomes	Indicators	Data Source	Data Collection Schedule
<p>How will LWL advocate for a Comp Plan that includes health objectives, activities and measures?</p>	<p>LWL is strengthening alliances around Comp Plan changes</p>	<ul style="list-style-type: none"> • Increased number of partners supporting Comp Plan changes • Improved alignment of partnership efforts • Stronger or more effective alliances • City officials and project leads support health concepts included in Comp Plan • Community residents and organizations work with city officials to communicate visions for “their” healthy community • Convene and support advocacy efforts to ensure youth voice is heard and incorporated 		
	<ul style="list-style-type: none"> • LWL Coalition utilized as an expert • LWL has created institutional knowledge of connection between health & planning • Progress is being made toward health outcomes being included in Comp Plan 	<ul style="list-style-type: none"> • Comprehensive Plan is passed and includes goals, objectives and measures that address health determinants and impacts and which demonstrates a commitment to quality of life and a healthy community where the easy choice is the healthy choice while helping to preserve a small town, friendly feel in the community • COL produced health-related documents with input of LWL • COL produces outreach events with input of LWL • Proactively provide health-related info and expertise to elected officials via meetings, documents and databases • Provide technical input into COL produced planning documents and outreach events through written and oral feedback • Advocate city officials and staff leads to include health concepts in Comp Plan through letters, meeting and testifying • Develop communication tools and messaging strategies to make connections between Comp Plan outcomes and health and provide rationale for health priorities 	<p>Comprehensive plan review</p>	

	<ul style="list-style-type: none">• 2C: Increase awareness of active community environments and influence development in the City of Longmont.	<ul style="list-style-type: none">• Implementation of comprehensive plan occurs, including changes to the environment• Weight loss at Weigh and Win kiosk's	<ul style="list-style-type: none">• Comprehensive plan review• Installation of 65 new bike racks in the city• Weigh and Win kiosk data	
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LWL's Ultimate Goal: Make Longmont the healthiest city in the healthiest state by igniting a movement that makes the healthy choice the easy choice.

Eval Question	Impact Outcomes	Indicators	Data Source	Data Collection Schedule
How can LWL lead the grassroots movement to make "the healthy choice, the easy choice?"	Solidify LiveWell Longmont's role in the community as the coalition working to advance healthy eating and active living	<ul style="list-style-type: none"> • Advocating for successful inclusion of healthy eating and active living policies in the Longmont Area Comprehensive Plan • Inclusion of branding and series of small steps campaign designed to engage and inspire those living in Longmont to make healthier choices (on an individual level and through worksites). • Elevating and galvanizing the voices of youth and the business community • Exploring an innovative evaluation system with Boulder County Public Health to address ongoing evaluation needs. 		
Why will Longmont be better off with a Comprehensive Plan that includes health objectives, activities and measures?	Those living, working or playing in Longmont will have an enhanced quality of life through a connected community that provides for needs of all users including pedestrians, cyclists, vehicles, transit and the disabled	<ul style="list-style-type: none"> • Comp Plan is being enforced and/or maintained in alignment with health and wellness goals • Efforts to eliminate or erode the Comp Plan are blocked 		
	Those living, working or playing in Longmont will have an enhanced quality of life through safe and convenient opportunities for play and physical activity			
	Those living, working or playing in Longmont will have an enhanced quality of life through safe and convenient access to healthy food for all			