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This plan for evaluation of the Downtown Greenway, Greensboro, NC was developed by the UNCG Department of Public Health Education and the UNCG Center for Housing and Community Studies in response to grant funding awarded to Action Greensboro from The Safe States Alliance.

**Action Greensboro**

The Downtown Greenway is a collaborative project of the City of Greensboro and Action Greensboro. Action Greensboro, together with the Chamber of Commerce, serves as the city’s primary economic and community development group. Formed in 2001, Action Greensboro is comprised of six local charitable foundations and is a national model for philanthropic collaboration. In partnership with business, higher education, and municipal government, Action Greensboro works to strengthen Greensboro’s economy and ensure the continuation of its excellent quality of life.
BACKGROUND

The Safe States Alliance

The Safe States Alliance, Atlanta, GA is a national non-profit 501(c)(3) organization and professional association whose mission is to strengthen the practice of injury and violence prevention. Formed in 1993, the Safe States Alliance is the only national non-profit organization comprised of public health injury and violence prevention professionals representing all U.S. states and territories. The organization’s vision is to be the recognized leader and driving force in understanding and preventing injuries and violence.

Greensboro Department of Transportation

Construction of the Downtown Greenway is an initiative of Action Greensboro in partnership with the City of Greensboro. The Greensboro Department of Transportation is a primary collaborator in this effort. The Greensboro Department of Transportation’s mission is to provide Greensboro safe, seamless and equitable transportation choices. The Department is responsible for maintaining, planning, developing and implementing all aspects of Greensboro’s transportation system. GDOT’s four divisions oversee public transit, traffic engineering and safety, short- and long-range planning, and public parking.

Additional City departments collaborating on this effort include Parks and Recreation, Field Operations, Water Resources and Engineering and Inspections.

Downtown Greenway

The Downtown Greenway is a multi-use, walking and biking trail that promotes “fitness, connectedness, and well-being in the community” (see https://downtowngreenway.org/). The Downtown Greenway is a collaborative project of the City of Greensboro and Action Greensboro. The paved, four-mile urban trail, once completed, will loop around downtown Greensboro and serve as a connector to other trails and greenways as well as businesses, universities, and neighborhoods (see Figure 1).

The rationale for creating the Downtown Greenway was to spur economic development of nearby properties and increase property values, increase connectivity of the 100+ miles of trails and greenways in Greensboro, promote health and wellness in the community, encourage people to walk or bike around downtown, and improve quality of life by making Greensboro a vibrant community that appeals to young professionals. The Downtown Greenway also serves as a unique landmark of the city, enhancing its reputation as a creative city. It was designed with a variety of amenities to enhance the experience of its users, including lighting, benches, bike racks, fountains, trash and recycling bins, and trailhead parking. Additionally, the Downtown Greenway has landscaping that includes an edible orchard, eco-gardens, bee houses, butterfly gardens, Little Free Libraries, and major public art installations. Public art plays a prominent role along the Downtown Greenway, serving as a way to tell community stories with art for pure inspiration and as a showcase of works that celebrate history as well as functional pieces. The Downtown Greenway is also home to many free public programs and events such as gardening classes, fitness classes, art-focused workshops, and running and cycling events.
As of September 2021, three out of the four miles of the Downtown Greenway have been constructed. The final mile of construction is expected to be completed in 2023. The creation of the Downtown Greenway has been funded through a public/private partnership and includes federal and state funding, grants, local bond referendums, community organizations, and individual, corporate, and foundation donations. Upon completion of the Downtown Greenway, responsibility for its operations and management will be transferred to the City of Greensboro’s Department of Parks and Recreation.

At present, Action Greensboro estimates an average of 3,500 people utilize the Downtown Greenway each month and anticipates 10,000 visitors each month upon completion. In 2019, more than 300 volunteers were engaged in conducting 68 events that served 2,050 people. Signature events include the annual Run for the Greenway, a 4-mile race, 1 mile fun walk/run for families with strollers or pets, and block party; free, weekly fitness classes in partnership with the Kathleen Price Bryan Family YMCA; and Wheels on the Greenway, a biking event for kids and families that includes a bike ride, bike rodeo, and biking safety education. Also in 2019, 10,352 users visited the Downtown Greenway website. To date, the Downtown Greenway has attracted 17,371 followers across social media platforms.
The community as a whole and individual community groups are key stakeholders for evaluations of community engagement. This information provides a baseline to understand how infrastructure enhancements such as the Downtown Greenway impact the city and citizens of Greensboro.

Communities within a one-mile radius of the Greenway are diverse and skew younger overall than the rest of Greensboro (see Figures 2 and 3). There are 28,450 individuals living within this area, accounting for nearly 1 out of 10 residents of Greensboro and nearly 8,000 households. The population within this radius is 62.7% non-white or people of color.
FIG. 2

Median Age, One Mile Radius of the Downtown Greenway

(American Community Survey, 2020)
Due to having many college-aged residents, the income distribution in the area is split with a third (35%) falling under $20,000 annually, a little less than a third (29%) between $20,000 and $50,000, and 35% above $50,000, compared with a citywide distribution of 19%, 32%, and 49% respectively (see Figure 4). Two-thirds (67.9%) of households are renting their homes. Educational attainment in the area is on par with the rest of Greensboro. Socio-demographic characteristics for Greensboro residents living within a one-mile radius of the Downtown Greensboro are compared with the greater Greensboro area in Table 1. Future evaluation activities will track income distribution over time.
### COMMUNITY CONTEXT

**TABLE 1**

Socio-Demographic Characteristics
(American Community Survey, 2020)

<table>
<thead>
<tr>
<th>Demographic Characteristic</th>
<th>Downtown Greenway 1 Mile Radius</th>
<th>Greensboro</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POPULATION &amp; SEX</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Population</td>
<td>28,450</td>
<td>294,424</td>
</tr>
<tr>
<td>Male</td>
<td>12,190</td>
<td>136,226</td>
</tr>
<tr>
<td>Female</td>
<td>16,242</td>
<td>158,196</td>
</tr>
<tr>
<td>Households</td>
<td>7,967</td>
<td>116,349</td>
</tr>
<tr>
<td><strong>RACE &amp; ETHNICITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White alone</td>
<td>10,883</td>
<td>138,190</td>
</tr>
<tr>
<td>Black or African American alone</td>
<td>15,902</td>
<td>123,697</td>
</tr>
<tr>
<td>American Indian and Alaska Native alone</td>
<td>178</td>
<td>1,411</td>
</tr>
<tr>
<td>Asian alone</td>
<td>508</td>
<td>14,846</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander alone</td>
<td>26</td>
<td>241</td>
</tr>
<tr>
<td>Some other race alone</td>
<td>192</td>
<td>8,058</td>
</tr>
<tr>
<td>Two or more races</td>
<td>726</td>
<td>7,978</td>
</tr>
<tr>
<td>Not Hispanic or Latino</td>
<td>27,591</td>
<td>272,651</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>844</td>
<td>21,772</td>
</tr>
<tr>
<td><strong>EDUCATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than high school diploma</td>
<td>1,520</td>
<td>18,135</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>2,787</td>
<td>41,877</td>
</tr>
<tr>
<td>Some college</td>
<td>2,710</td>
<td>44,107</td>
</tr>
<tr>
<td>Associate’s degree</td>
<td>775</td>
<td>16,883</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>2,619</td>
<td>45,757</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>1,355</td>
<td>19,415</td>
</tr>
<tr>
<td>Professional school degree</td>
<td>293</td>
<td>5,288</td>
</tr>
<tr>
<td>Doctorate degree</td>
<td>426</td>
<td>3,850</td>
</tr>
<tr>
<td><strong>HOUSING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owner occupied</td>
<td>2,544</td>
<td>57,328</td>
</tr>
<tr>
<td>Renter occupied</td>
<td>5,409</td>
<td>59,020</td>
</tr>
</tbody>
</table>

Comparison of selected characteristics for Greensboro residents living within a 1-mile radius of the Downtown Greenway, compared to the greater Greensboro area.
COMMUNITY CONTEXT

There are five hotels, two major universities, and two colleges in this area as well as several historic neighborhoods and the downtown arts, governmental, and business districts. The area around downtown Greensboro includes some of the oldest homes in the city, with some dating as far back as the mid-1800s (see Figure 5). Within one mile of the Downtown Greenway, 75% of the parcels are residential, 15% are commercial (including retail, office, and industrial parcels), and nearly 5% have government or institutional use (see Table 2).

Home values vary greatly and it appears that northern and western areas surrounding the Downtown Greenway have significantly higher values than those found in the south or eastern area. However, home values were not available for some neighborhoods; data were temporarily “insufficient” to generalize values at the block group level. Future evaluation activities will track home values over time.

Gateway of the Open Book, Brower Hatcher
Photo credit: Peter Vahan
FIG. 5

Median Year for Housing Structures, One Mile Radius of the Downtown Greenway

(American Community Survey, 2020)
### TABLE 2
Downtown Parcel Characteristics (American Community Survey, 2020)

<table>
<thead>
<tr>
<th>Parcel Use Type</th>
<th>Total Parcel Count</th>
<th>Average Year Structures were Built</th>
<th>Estimated Average Parcel Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family</td>
<td>6292</td>
<td>1948</td>
<td>$114,600</td>
</tr>
<tr>
<td>Condos &amp; Townhomes</td>
<td>1137</td>
<td>1974</td>
<td>$139,900</td>
</tr>
<tr>
<td>Commercial &amp; Retail</td>
<td>836</td>
<td>1948</td>
<td>$618,400</td>
</tr>
<tr>
<td>Government Owned</td>
<td>580</td>
<td>1954</td>
<td>$1,063,000</td>
</tr>
<tr>
<td>Office</td>
<td>444</td>
<td>1954</td>
<td>$2,149,000</td>
</tr>
<tr>
<td>Industrial</td>
<td>284</td>
<td>1952</td>
<td>$394,300</td>
</tr>
<tr>
<td>Multi-Family &lt;4</td>
<td>234</td>
<td>1936</td>
<td>$154,500</td>
</tr>
<tr>
<td>Institutional</td>
<td>211</td>
<td>1954</td>
<td>$930,000</td>
</tr>
<tr>
<td>Apartment</td>
<td>156</td>
<td>1965</td>
<td>$1,476,600</td>
</tr>
<tr>
<td>Other</td>
<td>271</td>
<td>N/A</td>
<td>$547,500</td>
</tr>
<tr>
<td>Total</td>
<td>10445</td>
<td>1952</td>
<td>$380,500</td>
</tr>
</tbody>
</table>

Parcel use by type within a 1-mile radius of the Downtown Greenway, with median age of structures and estimated median parcel value.
Traffic counts are reported as the number of vehicles and pedestrians expected to pass a given location on an average day. This value is called the “average daily traffic” (ADT). Between 2016 and 2021, the various traffic intersections and pedestrian crossings along the route of the Downtown Greenway have ADT counts ranging from 6,088 to 35,736, including biped (bicycle and pedestrian) counts from 16 to 348. As shown in Figure 6, between 2015 and 2019 there were 440 crashes along the Downtown Greenway, the vast majority being between vehicles at the roadway intersections that overlap the trail. A total of seven of those crashes involved pedestrians (5) and bicycles (2). About 20 of those were hit-and-run crashes. The northern segment along Smith Street and Fisher Street accounted for the most severe crashes per mile. Future evaluation activities will track ADT counts for vehicles, pedestrians, and biped traffic over time.

The Downtown Greenway averages about 300 calls for service to the Greensboro Police Department each year, including those for traffic-related incidents. After traffic, 911 hang-ups and unknowns (33), suspicious activities and persons (31), as well as disorderly subjects (13) account for the highest volume of calls per year. This coincides with the next highest types relating to calls involving alcohol, drugs, or overdoses (11) and individuals experiencing mental health crisis (10).

Excluding traffic, there were relatively few reports taken from the calls for service indicating most callers were in need of assistance rather than reporting an actual crime (crime reports included approximately six larcenies or burglaries, two assaults, and one robbery reported annually). There were only two validated incidents specifically involving a firearm and four incidents of vandalism over the five-year period. Future evaluation activities will track both traffic-related incidents and calls for service over time.
The area surrounding the Downtown Greenway has continued to develop in recent years. From 2009 to the present, $140 million has been invested in completed projects and an additional $275 million in projects are currently underway or planned for the future. These projects span a variety of sectors from non-profit, recreational, residential, and commercial use. Locations of these investments are illustrated in Figure 6 and the investment projects are listed in Figure 7. Future evaluation activities will track investments over time.
FIG. 6

Private Investment Locations in the Area Surrounding the Downtown Greenway

(https://downtowngreenway.org/)
PRIVATE INVESTMENTS

<table>
<thead>
<tr>
<th>#</th>
<th>Project Name</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Brown Building</td>
<td>$13 million</td>
</tr>
<tr>
<td>2</td>
<td>Lindbrook Development</td>
<td>$25 million</td>
</tr>
<tr>
<td>3</td>
<td>Greenway at Fisher Park/Stadium Park</td>
<td>$10 million</td>
</tr>
<tr>
<td>4</td>
<td>600 Battleground Ave.</td>
<td>$2.2 million</td>
</tr>
<tr>
<td>5</td>
<td>Deep Roots Market</td>
<td>$3.5 million</td>
</tr>
<tr>
<td>6</td>
<td>Joymongers</td>
<td>$1 million</td>
</tr>
<tr>
<td>7</td>
<td>Fisher East Apartments</td>
<td>$1 million</td>
</tr>
<tr>
<td>8</td>
<td>COG Redevelopment opportunity</td>
<td>TBD</td>
</tr>
<tr>
<td>9</td>
<td>Old Gate City Motors Property</td>
<td>TBD</td>
</tr>
<tr>
<td>10</td>
<td>State Employees Credit Union</td>
<td>$3 million</td>
</tr>
<tr>
<td>11</td>
<td>Thomas Tire</td>
<td>$2 million</td>
</tr>
<tr>
<td>12</td>
<td>News &amp; Record site</td>
<td>TBD</td>
</tr>
<tr>
<td>13</td>
<td>Westin Hotel/Dillon Development Partners</td>
<td>$80 million</td>
</tr>
<tr>
<td>14</td>
<td>AZ Development: Rhythm Works</td>
<td>$2 million</td>
</tr>
<tr>
<td>15</td>
<td>AZ Development: Studio 503</td>
<td>$1.5 million</td>
</tr>
<tr>
<td>16</td>
<td>United House of Prayer project</td>
<td>$50 million</td>
</tr>
<tr>
<td>17</td>
<td>Historic Magnolia House</td>
<td>$3 million</td>
</tr>
<tr>
<td>18</td>
<td>Prestwick Development</td>
<td>$25 million</td>
</tr>
<tr>
<td>19</td>
<td>Family Dollar</td>
<td>$1.5 million</td>
</tr>
<tr>
<td>20</td>
<td>New Zion Church</td>
<td>$6 million</td>
</tr>
<tr>
<td>21</td>
<td>Union Square Campus at South Elm</td>
<td>$40 million</td>
</tr>
<tr>
<td>22</td>
<td>South Elm/REA multiuse development</td>
<td>$50 million</td>
</tr>
<tr>
<td>23</td>
<td>South Elm/JV multiuse development</td>
<td>$25 million</td>
</tr>
<tr>
<td>24</td>
<td>AZ Development: Gateway Building</td>
<td>$12 million</td>
</tr>
<tr>
<td>25</td>
<td>The Reserve Apartments Greensboro</td>
<td>$25 million</td>
</tr>
<tr>
<td>26</td>
<td>Salvation Army Boys &amp; Girls Club</td>
<td>$12 million</td>
</tr>
<tr>
<td>27</td>
<td>Fresh. Local. Good. Food Group</td>
<td>$5 million</td>
</tr>
<tr>
<td>28</td>
<td>Arbor House Condominiums</td>
<td>$8 million</td>
</tr>
<tr>
<td>29</td>
<td>Greensboro College slab renovation</td>
<td>$500,000</td>
</tr>
<tr>
<td>30</td>
<td>Chaney development</td>
<td>$1 million</td>
</tr>
</tbody>
</table>

Underway
Planned
Completed
Planning for this evaluation was conducted using the principles of collaborative evaluation (O’Sullivan, 2004) and structured using the Centers for Disease Control and Prevention (CDC) Evaluation Framework (see https://www.cdc.gov/eval/framework/index.htm). The CDC Evaluation Framework defines the steps of evaluation and is aligned with the standards for evaluation promoted by the American Evaluation Association (see Figure 8). Collaborative evaluation is an approach to evaluation in which evaluators share responsibility and decision-making, and respond to needs of organizations and communities to improve validity and promote utilization of findings. In addition to conducting the evaluation, the UNCG Principal Investigators provided technical support and advising to Action Greensboro. We met at least monthly with the project sponsors and principal beneficiaries, presented progress reports on the status of the project, and produced this evaluation plan.

FIG. 8

Previously, the evaluation team accomplished the first 3 stages of the CDC Evaluation Framework, described below. In the end, the evaluation team produced this evaluation plan comprised of a description of the Downtown Greenway and community and baseline data, evaluation purpose, evaluation questions and data collection strategies, timeline of evaluation activities, and qualification statements describing the evaluation team.

**Stage 1: Engage Stakeholders**

The evaluation team identified 62 stakeholders: People affected by the Downtown Greenway, people involved in creating or sustaining the Downtown Greenway, and people who will use the results of the evaluation. Using purposeful and snowball sampling, the evaluation team engaged 19 executive, 6 business, 13 public service, and 7 resident stakeholders in discussions to elicit and align values, and promote buy-in and collaboration. Afterward, UNCG Principal Investigators produced a report that summarized results of the discussions.

**Stage 2: Describe the Downtown Greenway**

The evaluation team consulted documents and stakeholders to describe the Downtown Greenway and what it means to the community. Specifically, the team explored the history and significant activities of the Downtown Greenway; identified the shared vision that encouraged its development; identified potential inputs (the resources needed to build and operate the Downtown Greenway), events and activities, and outputs (tangible products, capacities, or deliverables that result from activities); identified desired outcomes (changes that occur because of activities and outputs) and impacts (distal/long-term outcomes) as well as potential moderators (contextual factors that may help or hinder achievement of outcomes); and identified pre-existing monitoring and evaluation activities and their associated costs. Afterward, UNCG Principal Investigators produced a logic model that depicts shared relationships. As illustrated in Figure 9, the Downtown Greenway is anticipated to enhance (1) community engagement and civic pride, (2) health and wellness, (3) economic development, and (4) transportation.

**Stage 3: Focus the Evaluation Design**

The evaluation team consulted experts, literature, and stakeholders to learn: Who needs information from the evaluation and how will they use it; how much money, time, skill, and effort can be devoted to evaluation; who needs to be involved in the evaluation for it to be ethical; and what evaluation designs would be appropriate and yield purposeful and accurate information. Afterward, UNCG Principal Investigators drafted a measurement table presented in Tables 3, 4, and 5 that proposed evaluation questions, indicators, data sources, and data collection methods.
This evaluation plan describes the future steps for conducting an evaluation that accomplishes the final 3 stages of the CDC Evaluation Framework. Specifically, the plan describes gathering credible evidence to strengthen evaluation judgments and the recommendations that follow, as well as creating a repository for pre-existing and new data (Stage 4); justifying conclusions by linking them to the evidence gathered and judging them against agreed-upon values or standards (Stage 5); and ensuring use of evaluation findings and share lessons learned by design, preparation, feedback, follow-up, and dissemination (Stage 6). Additionally, the plan establishes processes to prioritize outcome variables of interest and identifies strategies to sustain and integrate future evaluation activities.

**Evaluation Purpose**

The primary purpose of this evaluation will be to assess the role of the Downtown Greenway as an economic, social, cultural, transportation, and health promotion asset to the city of Greensboro. The aim of the evaluation will be to determine how the Downtown Greenway contributes to the betterment of the city and its businesses, organizations, and residents. This will be achieved through a rigorous examination of how it (a) promotes economic activity, (b) enhances access to cultural social events, (c) serves as a space for educational and instructional opportunities, and (d) provides places and spaces for exercise, walking, and other leisure activities. Along with the potential benefits of the Downtown Greenway, the evaluation will focus on outcomes of greatest concern to stakeholders relating to its continuous improvement and development as a nexus for (a) community engagement and civic pride, (b) health and wellness, (c) economic development, and (d) transportation.
The secondary purpose of this evaluation will be to engage the city, businesses, organizations, residents, and visitors who use or benefit from the Downtown Greenway to actively participate in conducting evaluation activities by cultivating partnerships and formalizing cooperative agreements to institutionalize ongoing evaluation activities. Because a single point in time assessment cannot adequately capture the role, benefits, and issues that might occur associated with the Downtown Greenway, we propose an open plan that will allow for periodic assessment of the varied uses and benefits of the Downtown Greenway. This will allow us to take advantage of optimal times for certain types of uses, and enable periodic assessments of features (i.e., exhibits, programs), engagement involving community and school groups, and physical and aesthetic improvements (i.e., greenery, artwork, benches) as they occur. An aspect of this part of the evaluation will be to establish the capacity of Downtown Greenway partners to conduct and collect information for evaluation of the Downtown Greenway and garner ongoing support by cultivating partnerships and formalizing cooperative agreements to institutionalize ongoing evaluation activities.
Evaluation Questions and Data Collection Strategies

The proposed evaluation will be guided by three general questions: (1) What aspects of the Downtown Greenway provide value to the city, businesses, and residents; (2) When, who, how, and why is the Downtown Greenway used; and (3) What are the effects of developing the value and utilization of the Downtown Greenway for social and economic impact? Each of these questions will be explored using a mixed methods approach that will include surveys, interviews, observations, economic indicators (i.e., home sales, bus ridership, downtown parking fees) and measures of use (i.e., user counts, police reports) related to the Downtown Greenway. Economic and business development will be assessed through both business surveys and from local and state economic indices. Utilization of city and county services will also be used as an indicator for estimating economic activity impact.

A detailed list of the targeted attributes, examples of variables and outcomes to be assessed, and data collection strategies for each of these evaluation questions are presented in Tables 3, 4, and 5. As noted above, we propose an open evaluation plan that will involve collecting data at fixed points that allows for comparisons over time as well as “spot evaluations” and assessment of utilization experiences immediately after improvements, events, and activities. Because use of the Downtown Greenway will vary seasonally with high use points around holidays and cultural and social events, it will be important to collect immediate use data involving those involved at the time of the event or activity and longer-term assessments as a means of gauging lasting impact or contributions of Downtown Greenway use. Consequently, we will use the base questions, attributes, and data collection strategies outlined in the following tables to guide development of specific questions, recruitment of respondents, and selection of specific features and aspects for assessment. Where possible, we will employ comparative methodologies using quasi-experimental methods to elicit appropriate information that addresses the evaluation questions.
### TABLE 3
Evaluation Questions and Data Collection Strategies to Assess Value

What aspects of the Downtown Greenway provide value to the city, businesses, and residents?

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Examples of Variables and Outcomes</th>
<th>Proposed Data Collection Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cultural and historic symbolism</strong></td>
<td>• Public &amp; Private Funding</td>
<td>Track changes to perception of value to self and the city by season and over time for people with different reasons for visiting the city and the Downtown Greenway</td>
</tr>
<tr>
<td><strong>MODERATORS</strong></td>
<td>• Programs/Activities • Promotional Activity</td>
<td></td>
</tr>
<tr>
<td><strong>COMMUNITY ENGAGEMENT &amp; CIVIC PRIDE</strong></td>
<td>• Connects diverse neighborhoods • Expands idea of downtown • Connect universities • City Park visits • Model of long-term funding • Model of environmental stewardship • Model of quality facility • Share community values • Maintenance of facility • Promotion of use • Attract multiple visits • Inspiration for art • Art installations • Community pride</td>
<td>• Celebrate diversity • Showcase uniqueness of city • Connect with history of city • Neighborhood connectedness • Promote neighborhood unity • Community engagement • Celebrate community creativity • Attract millennials to city • Retain student residents • Create shared identity • Excitement about downtown • Revitalize neighborhoods • Community ownership</td>
</tr>
<tr>
<td><strong>INPUTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A path of transit around the city and connections to neighborhoods</strong></td>
<td>• Connects diverse neighborhoods • Expands idea of downtown • Connect universities • City Park visits • Model of long-term funding • Model of environmental stewardship • Model of quality facility • Share community values • Maintenance of facility • Promotion of use • Attract multiple visits • Inspiration for art • Art installations • Community pride</td>
<td>• Routine surveys of businesses, residents, and visitors • Surveys of visitors and residents via electronic links posted at businesses, restaurants, and hotels • Formal assessments of walkability (i.e., Federal Highway Administration Walkability Checklist) • Centers for Disease Control and Prevention Behavioral Risk Factor Surveillance System (BRFSS) telephone survey</td>
</tr>
<tr>
<td><strong>Potential as an attraction for tourism</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Utilization for recreation and exercise</strong></td>
<td>• City quality of life • Neighborhood quality of life • Walkability of downtown • Active and walkable communities • Mental/emotional health • Community health</td>
<td>• Gatherings of family/friends • Reduce crime • Stream restoration • Ascetic benefits • Diverse users (age, activity levels) • Job satisfaction</td>
</tr>
<tr>
<td><strong>HEALTH &amp; WELLNESS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Connection to nature and place for reflection</strong></td>
<td>• Connect disparate communities • Pedestrian and bicycle friendly • Reduce vulnerable road user crashes</td>
<td></td>
</tr>
</tbody>
</table>
**PROJECT APPROACH**

### TABLE 4
**Evaluation Questions and Data Strategies to Assess Utilization**

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Examples of Variables and Outcomes</th>
<th>Proposed Data Collection Strategies</th>
</tr>
</thead>
</table>
| **INPUTS** | - Community/neighborhood partnerships  
             - Downtown revitalization | Track changes to utilization by season and over time for people with different reasons for visiting the city and the Downtown Greenway |
| **MODERATORS** | - Programs/Activities  
                      - Art/Cornerstones | |
| **HEALTH & WELLNESS** | - Walking  
                         - Biking  
                         - Recreation activities  
                         - Promote meandering  
                         - Integrate use into wellness programs  
                         - Exercise before/after work  
                         - Healthy way to spend time outdoors  
                         - See city at slower pace  
                         - Physical activity | - Family bonding  
                      - Stream restoration  
                      - Tree plantings  
                      - Storm water management  
                      - Green space  
                      - Showcase local artists  
                      - Showcase neighborhoods  
                      - Recreational pleasure  
                      - Entertainment  
                      - Solar lighting |
| **TRANSPORTATION** | - Traffic safety  
                        - Cornerstone of trail network  
                        - Expand trail network  
                        - Access to communities  
                        - Promote walk/bike commuting  
                        - Neighborhood connectedness | - Trail connections  
                      - Transportation corridor  
                      - Quick path to travel through downtown  
                      - Connect parks  
                      - Connect recreation centers |

Attributes of the Downtown Greenway that indicate utilization, and examples of outcome variables to be assessed with proposed data collection strategies.
### Evaluation Questions and Data Strategies that Indicate Economic Impact

What are the effects of developing the value and utilization of the Downtown Greenway for social and economic impact?

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Examples of Variables and Outcomes</th>
<th>Proposed Data Collection Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INPUTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic activity</td>
<td>• Public &amp; Private Funding</td>
<td>Track social and economic impacts</td>
</tr>
<tr>
<td></td>
<td>• Downtown Revitalization</td>
<td>associated with development of</td>
</tr>
<tr>
<td></td>
<td></td>
<td>values and utilization of the</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Downtown Greenway</td>
</tr>
<tr>
<td><strong>MODERATORS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic development</td>
<td>• Safety</td>
<td>Track business activity</td>
</tr>
<tr>
<td></td>
<td>• Parking</td>
<td>Surveys of businesses and residents moving in or near the city</td>
</tr>
<tr>
<td></td>
<td>• Long-term maintenance</td>
<td>Track funds and funding by the city and private donors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Track investments that relate to installation or development of the Downtown Greenway</td>
</tr>
<tr>
<td></td>
<td>ECONOMIC DEVELOPMENT</td>
<td>Track private investments in the surrounding area of the Downtown Greenway</td>
</tr>
<tr>
<td></td>
<td>• Job creation</td>
<td>Formal assessments of economic</td>
</tr>
<tr>
<td></td>
<td>• Attract new business</td>
<td>development</td>
</tr>
<tr>
<td></td>
<td>• Support high density environment</td>
<td>Monitoring of crime incidents and traffic crashes</td>
</tr>
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<td></td>
<td>• Property values</td>
<td>Trust for Public Land Park Score Index</td>
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<td></td>
<td>• Building occupancy</td>
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<tr>
<td></td>
<td>• Downtown visitors</td>
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<tr>
<td></td>
<td>• Increase business sales</td>
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<tr>
<td></td>
<td>• Promote family-oriented business</td>
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<td></td>
<td>• Increase artist wages</td>
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<tr>
<td></td>
<td>• Attract funding for greenway</td>
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<tr>
<td></td>
<td>expansion</td>
<td></td>
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<tr>
<td></td>
<td>• Promote revitalization</td>
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<tr>
<td><strong>TRANSPORTATION</strong></td>
<td></td>
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<tr>
<td>Support and improvement</td>
<td>• Increase foot traffic downtown</td>
<td>Safe intersections</td>
</tr>
<tr>
<td></td>
<td>• Easier accessibility to downtown</td>
<td>Connect downtown areas</td>
</tr>
<tr>
<td></td>
<td>businesses</td>
<td>Connect parks</td>
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<tr>
<td></td>
<td>• Sustainable mode of transportation</td>
<td>Connect to trails</td>
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<td></td>
<td></td>
<td>Promote trail expansion</td>
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<tr>
<td>Event use</td>
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<td></td>
<td>• Safe intersections</td>
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<td></td>
<td>• Connect downtown areas</td>
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<td></td>
<td>• Connect parks</td>
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<td>• Connect to trails</td>
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<td></td>
<td>• Promote trail expansion</td>
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</tbody>
</table>

Attributes of the Downtown Greenway that indicate economic impact, and examples of outcome variables to be assessed with proposed data collection strategies.
**Timeline of Evaluation Activities**

We propose that this evaluation project would be conducted over 16 months, as presented in Table 6. Duration and start date are open to negotiation and can be revised as needed. Work will begin within two weeks from a fully executed agreement. Project team members will schedule recurring monthly check-in meetings and will be in touch with Downtown Greenway staff on a weekly basis. After preparation, the project will move through the 3 stages described below including 12 months of data collection.

**TABLE 6**

**Timeline of Evaluation Activities**

<table>
<thead>
<tr>
<th>Months</th>
<th>1</th>
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<th>13</th>
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<tbody>
<tr>
<td><strong>Preparation</strong></td>
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<tr>
<td>Establish partnerships and data sharing agreements with community organizations</td>
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<tr>
<td>Create repository for evaluation data</td>
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<tr>
<td><strong>Gather Credible Evidence</strong></td>
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<td>Prioritize outcome variables</td>
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<tr>
<td>Establish protocols for acquiring and tracking secondary sources data</td>
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<tr>
<td>Acquire or create data collection instruments</td>
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<tr>
<td>Implement data collection strategies</td>
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<tr>
<td>Safeguard confidentiality of data</td>
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<tr>
<td>Monitor data quality</td>
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<tr>
<td><strong>Justify Conclusions</strong></td>
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<td>Analyze and synthesize data</td>
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<tr>
<td>Formulate conclusions and recommendations</td>
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<tr>
<td>Prepare final report of findings</td>
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<tr>
<td><strong>Ensure Use and Share Lessons</strong></td>
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<tr>
<td>Establish processes for sustaining and integrating evaluation activities</td>
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<tr>
<td>Provide interim reports of findings and interpretations</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Disseminate final report of findings to various stakeholders</td>
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<td>X</td>
</tr>
</tbody>
</table>

*Duration and stages of evaluation activities for the Downtown Greenway to be completed over a 16-month evaluation period.*
UNCG Organizational Information

DUNS number: 616152567
Federal Employment ID/Taxpayer ID: 56-6001468
UNCG W-9 (http://go.uncg.edu/ospw9)

The Carnegie Foundation classifies UNC Greensboro as a Research University with High Research Activity, Community Engagement, and Curricular Engagement and Outreach and Partnerships. UNC Greensboro is well equipped and well suited to bring together the proposed research project. It is a comprehensive doctoral research institution with $42,000,000 in annual sponsored research funding. UNCG has also been identified as a Minority Serving Institution, with a student body in Fall 2019 consisting of 16,106 degree-seeking undergraduates, among which approximately 34.7% identify as African American and 11.7% identify as Hispanic or Latinx. UNCG also serves a significant proportion of students with financial need, with approximately 51.8% of UNCG students eligible for need-based Pell Grants, leading the U.S. Department of Education to officially recognize UNCG as a Title III Part A institution.

This project will be well supported by Office of Research and Engagement staff who assist in grant and contract management, federal financial reporting, payroll and accounting, website development, information technology management, public relations, etc. This will allow the researchers to focus on applied, community-engaged health research. UNCG’s facilities and resources are robust and fully capable of supporting all grant and contract activities and sustaining programming following the end of the project. The Information Technology computing environment is comprised of centrally managed software including statistical and mathematical analysis programs, such as SAS, SPSS, AMOS, Stata, Matlab, Maple and Mathematica; and qualitative research packages including Atlas.ti and QSR Nvivo. The technology infrastructure at UNCG is maintained by a highly qualified team of certified systems, networks, database and infrastructure engineers, monitored centrally by a Service Operations Center that is fully staffed 24x7x365. Additionally, the UNCG Library contains over 2.4 million volumes of books, government documents, recordings and scores. It also has extensive virtual resources through its website including over 40,000 electronic journals, over 300 databases and over 300,000 electronic books, electronic resources accessible from the 16 other UNC libraries and several academic libraries in the Piedmont.

UNCG Department of Public Health Education

The Department of Public Health Education is housed within the School of Health and Human Sciences at the University of North Carolina Greensboro. The department, which includes 20 full-time faculty members, is a highly active center of research, teaching, and community engagement, receiving on average over one million dollars in external funding from federal, local, and private agencies to support their work. The department offers three public health degree programs in Community Health Education (a PhD program, a CEPH-accredited MPH program, and a campus-based B.S. program). We also offer an online B.S. program in Health Studies, which was ranked #1 best online Public Health Degree in 2018 by the SR Education Group. In addition, we have two post baccalaureate certificates: one in Workplace Wellness and one in Health and Wellness Coaching. As an academic community of faculty, staff, students and community partners, we are committed to the infusion of social justice into our teaching and scholarship with active research programs and projects in: adolescent and young adult health, athlete health and wellness, health coaching, immigrant and refugee health, physical activity and cardiovascular health, sexual and reproductive health, tobacco and substance use prevention, violence prevention, women’s health, and worksite health promotion.
UNC Center for Housing and Community Studies

The Center for Housing and Community Studies (CHCS) was established in 2015 as a research, evaluation, and technical assistance center. As part of its mission, the University of North Carolina Greensboro’s Center for Housing and Community Studies is committed to investigating and understanding how the social, economic, environmental and spatial aspects of home and neighborhood affect people’s health, well-being, and life course. Recent projects also include the use of advanced data visualization and mapping. We have conducted HUD Fair Housing Assessments and Analysis of Impediments to Fair Housing Choice, as well as paired-testing studies. We are actively engaged in funded studies of impediments to fair housing, Continuum of Care for the homeless, housing market trends and market segmentation studies, municipal, county and regional community planning, and studies of the impact of housing on health.

CHCS was the lead organizer of the Invest Health Greensboro Collective Impact initiative, funded by the Robert Wood Johnson Foundation and Reinvestment Fund. This cross-sector collaboration model aligning Cone Health, the City of Greensboro, East Greensboro Now, the Greensboro Housing Coalition, and UNCG CHCS focused on assisting residents in remediating substandard housing to create improved health outcomes in identified “Health Impact Communities,” identified through Cone Health System data. The Invest Health project combined services (outreach, health education, resource navigation) with repair and rehabilitation work to empower residents and landlords to make their properties healthier and safer. The project has led to over $4.5 million in neighborhood revitalization efforts (RWJF/Reinvestment Fund Invest Health Grant). Now in its second round of competitive funding, CHCS is leading Invest Health Greensboro to develop a pipeline of affordable housing investment projects in Greensboro.

CHCS currently has a staff consisting of twenty-seven researchers, research assistants, interns, and work-study students. Our full-time staff includes: Director (PhD Sociology); Senior Research Scientist (PhD Psychology); Evaluation Specialist (PhD in Educational, Psychology, and Methodology); a GIS Specialist (MGIST); Housing and Urban Policy Coordinator (JD/MPA); Community Advocacy Coordinator; and Healthy Homes Program Coordinator. This year CHCS is also host to a Faculty Research Fellow from the UNCG Department of Public Health. CHCS is housed within the Office of Research and Engagement (ORE) under the direction of Dr. Terri Shelton, Vice Chancellor for Research and Engagement. CHCS works with a 15-member Community Advisory Board which includes residents living in health impacted communities, non-profit and governmental organizations, and researchers at area institutions.
Dr. Stephen Sills, Professor, CHCS Director, Lead-PI  
*Project Administration, Instrument Design, Data Analysis, Personnel Management*

Dr. Stephen Sills is a Community-Engaged Scholar and Full Professor of Sociology. He received a B.A. in Spanish from UNCG, and an M.A. and Ph.D. in Sociology from Arizona State University. His early work focused on global migration, immigrant access to health and social services, and social support networks for marginalized people working often in Southeast Asia. For the last fifteen years, Dr. Stephen Sills has conducted housing research in North Carolina. Dr. Sills has served as the principal investigator, co-principal investigator, evaluator, and methodological consultant on over 100 applied and community-engaged projects. Dr. Sills often uses Community-Based Participatory Research (CBPR) frameworks such as Asset Based Community Development (ABCD), Participant Action Research (PAR), and methods such as Photovoice (PV), Community Asset Mapping (CAM), and Community Action Planning (CAP) to leverage community resources to empower residents. He has been part of a “living laboratory” model of collaboration formalized in a partnership between UNCG and Guilford County Government through the MetroLab Network. This partnership has been used to identify community issues (including eviction, homelessness, and substance use) that can be solved through innovative research, development, and deployment (RD&D).

Dr. Muhsin Michael Orsini, Evaluation Scientist, Independent Consultant  
*Project Design, Data Collection, Analysis, Report Writing*

Dr. Orsini is an Evaluation Scientist who has practiced collaborative evaluation for 20 years, helping programs celebrate success and realize their merit, worth, and value. After honorable service in the US Army as a chaplain assistant, he received a B.S. in psychology from Campbell University and M.S. in teaching from the New School for Social Research. After working as a high school teacher of mathematics and social studies, he received an Ed.D. in curriculum and instruction from UNC Chapel Hill. He has served as the principal investigator, co-principal investigator, and evaluation consultant on numerous projects related to public health education and prevention funded by the National Institute for Mental Health, National Institute on Alcohol and Alcohol Abuse, National Institute on Drug Abuse, National Institute of Nursing Research, US Department of Education, and various non-profit organizations.

Dr. Robert W. Strack, Professor, Department Chair, Co-PI  
*Project Design, Analysis, Report Writing*

Dr. Strack is a Professor in and the Chair of the Department of Public Health Education at UNCG. He received a B.A. in Marketing from Michigan State University, an MBA from Indiana University, and a PhD in Health Education and Health Promotion from the School of Public Health at the University of South Carolina in Columbia. Following his doctoral training, he worked as a Research Scientist at the Center for Adolescent Health at the Johns Hopkins School of Hygiene and Public Health in Baltimore, Maryland. At the CDC funded Prevention Research Center, Dr. Strack was responsible for promoting a research-to-practice approach that relied on forging relationships with community partners and for applying research methods and best practices to adolescent programming. While at Johns Hopkins and during his career at UNCG he has secured funding through numerous sources, including state and national agencies such as the State of MD and NC, the CDC, NIAAA and NINR. Dr. Strack’s research is primarily focused on the health and social issues of youth and adolescents which specifically includes research interests in: photovoice, program planning and evaluation, adolescent programming, health promotion intervention design, and the application and study of advocacy and policy related to health.
UNC GREENSBORO PERSONNEL

Dr. Jennifer Toller Erausquin, Associate Professor, Associate Dept Chair, Co-PI
Project Design, Analysis, Report Writing

Dr. Erausquin is a social epidemiologist whose research examines gender, race/ethnicity, and socioeconomic factors as determinants of sexual and reproductive health, with an emphasis on HIV prevention and care engagement. She earned her undergraduate degree from the University of Michigan and her MPH and PhD from the UCLA Fielding School of Public Health. She was a predoctoral fellow of the California Center for Population Research and the UCLA AIDS Research Training Program, receiving training in demography and epidemiology. She completed a postdoctoral fellowship at the Duke Global Health Institute. Dr. Erausquin is a quantitative researcher with expertise in sampling hard-to-reach populations and analyzing large survey data sets, and a substantive expert in structural approaches to understand and eliminate health inequities. She co-edited a book, Global Perspectives on Women’s Sexual and Reproductive Health Across the Lifecourse (Springer, 2018), and since 2019 has served as a consultant to the World Health Organization.

Dr. GracieLee Weaver, Assistant Professor, Co-PI
Project Design, Analysis, Report Writing

Dr. GracieLee Weaver is an Assistant Professor in Public Health Education at the University of North Carolina Greensboro. Her current work is focused on the development, implementation, and evaluation of health promotion interventions in the workplace. She received grant funding from the National Institute on Drug Abuse to develop and test an online opioid misuse prevention program for workers in industries with high risks for injury. She is also familiar with trends in workplace wellness in the U.S. and experienced with assessing organizations’ needs related to the health, wellness, and safety of employees. Dr. Weaver was the lead on a project to examine current trends in the quality of workplace wellness initiatives using the Well Workplace Checklist (WWC) dataset representing over 4,000 U.S. companies. She served on WELCOA’s advisory council to revise and update their quality benchmarks and Well Workplace Checklist.

Dr. Kenneth Gruber, Senior Research Scientist, Co-PI
Project Design, Analysis, Report Writing

Dr. Kenneth Gruber is a research psychologist with over 40 years of research and program evaluation experience. His areas of specialty include data collection design and methodology, statistical analysis, program evaluation, technical writing assistance, and grant application review. His evaluation/research experience has covered a variety of community health topics including chronic illnesses, nutrition, adolescent pregnancy prevention, the impact of diet on health and weight management, health access for uninsured adults, substance use and environmental factors in the home affecting the incidence of asthma. He is currently working on projects relating to integrated care and treatment of co-occurring disorders for the insured adults, the impact of a rapid response and syringe exchange program in connection with address opioid overdose (GCSTOP), housing as a health issue, housing eviction and homelessness, and pediatric asthma.
Meredith DiMattina, GIS Specialist
Geospatial Analysis, Mapping

Meredith DiMattina is a GIS Specialist for the Center for Housing and Community Studies. She is skilled in data analytics, spatial problem solving, and well-versed with a variety of GIS technologies including open-sourced integration and process automation. In 2017 she completed a Master of Geospatial Information Science and Technology (MGIST) at NC State University. While in graduate school, she was concurrently employed with UNCG’s Center for Housing & Community Studies as a GIS Specialist and also with the City of Greensboro’s Urban Areas Metropolitan Planning Organization. She also has three years of experience as the Crime Analysis Unit Supervisor at the Burlington, NC Police Department where she utilized data-driven approaches to support the agency’s deployment of evidenced-based policing strategies. Meredith is a certified Spatial Risk Analyst, presenting on Risk Terrain Modeling in Spain at the International Conference on Crime Risk Analysis in 2019. She currently serves in multiple capacities on URISA’s Vanguard Cabinet and is a member of the local Carolina URISA chapter.
**UNCG Contact Information**

**Contractual Matters**
Valera T. Francis, PhD  
Director, Office of Sponsored Programs  
The University of North Carolina at Greensboro  
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Dabney Sanders, Project Manager Greensboro Downtown Greenway

Dabney works as the Project Manager for the Downtown Greenway – a collaborative project of Action Greensboro and the City of Greensboro. Action Greensboro is a nonprofit organization of foundations dedicated to projects that enhance business recruitment efforts and community vitality in Greensboro. As project manager of the Downtown Greenway, Dabney oversees & coordinates all activities related to the creation of the $50 million, 4-mile loop including design, fundraising, construction, communications, and public art.

Dabney grew up in Rhode Island and came south to attend Sewanee: The University of the South. She graduated with a major in Natural Resources (Forestry & Geology) and a minor in Botany in 1987. After living in Charlotte and working at Wing Haven - a public garden and bird sanctuary, she moved to Greensboro in the Fall of 1999 with her husband, Walker, when he joined the Community Foundation of Greater Greensboro as its President.

In addition to her work, Dabney is involved in a number of volunteer activities. She is the Chair of the Board for the Greensboro Literary Organization that produces Greensboro Bound, an annual literary festival and partners with Guilford County Schools to bring authors and books into schools. She is the Immediate past Chair of the Triad Stage Board of Trustees. In addition, she serves on the board of the Eastern Music Festival, the Public Art Advisory Committee for the Piedmont Triad International Airport, and is on the Light the Way Campaign cabinet for UNCG’s College of Visual and Performing Arts. She is a former member of the Weatherspoon Art Museum Association Board and is a former member and President of the Board of Green Hill Center for North Carolina Art and the Public Art Endowment Steering Committee at the Community Foundation of Greater Greensboro. Dabney has served as committee member and chair of numerous fundraising events for a variety of non-profit organizations.

Dabney was selected as a finalist for the Knight Foundation Public Space Fellowship in 2019 and was named the 2019 Jim Roach Downtown Person of the Year by Downtown Greensboro.

Dabney enjoys Greensboro and lives happily in historic Fisher Park with her husband Walker, their dogs Hudson and Scout, and their chickens Violet, Adelaide, Phoebe, and Emma.

Laura Lorenz, Downtown Greenway Assistant & Campaign Manager

Laura works as the Downtown Greenway Assistant and in this capacity she manages programs, volunteers, and communications for the project. In addition, Laura serves as the Campaign Manager and the Race Director for the Run 4 the Greenway. Laura graduated from UNCG with a degree in Organizational Communications and has a Master’s Degree in Public Affairs with a concentration in Non-Profit Management. She also holds a certificate in non-profit management from Duke University Continuing Studies.
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Hanna Cockburn, AICP, Director of Transportation at City of Greensboro

Hanna has practiced public sector transportation, recreation, land use and sustainability planning in North Carolina since 1998. Hanna joined the City of Greensboro as the Director of Transportation in April 2020, where she oversees transportation planning, facility design, traffic operations, parking, public transportation, and safety programming. The city focuses on integrating mobility options for Greensboro’s residents and visitors by making Greensboro a great place to get around.

Hanna holds a Bachelor of Arts from Cornell College and a Master of Arts in Urban and Regional Planning from Minnesota State University. She is a member of the American Planning Association, American Institute of Certified Planners and a LGFCU 2015 Local Government Fellow.

She is the President of the North Carolina Chapter of the American Planning Association, a member of the Transportation Research Board Standing Committee on Transportation Needs of National Parks and Public Lands (AEP 20) and served as a Greensboro Housing Authority Board member from 2018-2020.

Lydia M. McIntyre, EI, Sr. Transportation Planning Engineer,
Greensboro Metropolitan Planning Organization

Lydia received her B.S. in Civil Engineering and Masters of Public Administration Degrees from N.C. State University. She has been working in the transportation planning profession since 1998 and began her career with NCDOT in the Transportation Planning Branch. She has been with the City of Greensboro in the Transportation Department since 2005 where her primary responsibilities are providing technical assistance for the MPO including project development, travel demand modeling support, and performance measures. In addition, she is serving as the Project Manager for Vision Zero Greensboro, a new departmental initiative.

Gray Johnston, Transportation Planner, Greensboro Metropolitan Planning Organization

Gray received his B.A. in Public Policy from the University of North Carolina at Chapel Hill. He is a transportation planner who primarily focuses on public transit strategies for short- and long-range planning, and has worked for the city of Greensboro since 2017. As a Greensboro native, he feels compelled to improve multimodal mobility in a town historically dominated by cars. While his work is rooted in public transit, he takes a comprehensive approach to transportation planning by coordinating with bicycle, pedestrian and roadway projects, and also by collaborating on land-use, housing and economic development projects.
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Julie Alonso, Program and Communications Manager

Julie Alonso is the Program and Communications Manager at the Safe States Alliance and is located in Olympia, Washington. Prior to joining Safe States in 2015, Julie served as the Child Injury Prevention Specialist for the Washington State Department of Health and state designee for Safe Kids Washington. Julie has over eighteen years’ experience working in public health and substance abuse prevention. She brings extensive experience leading coalitions, conducting strategic planning, and communications. Julie earned her Bachelor of Arts from the University of Maryland University College.

Julie manages programs aimed at strengthening partnerships between public and private partnerships, strategic communications and web development. She provides staff support to the Hospital Injury Prevention Special Interest Group (HIP SIG).

Sharon Gilmartin, MPH, Deputy Director

Sharon Gilmartin, MPH, is the Deputy Director at the Safe States Alliance and is located in Greensboro, North Carolina. Sharon joined Safe States in 2014 bringing a background in public health injury prevention, with an emphasis in motor vehicle injury prevention. She earned her undergraduate degree from the University of North Carolina-Chapel Hill, and her Master of Public Health in Social and Behavioral Sciences from the University of Washington in Seattle.

Sharon is responsible for all Safe States Alliance’s programs, membership, and overall organizational activities.

Safe States Contact Information

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Morehead Park & Gateway of the Open Book at Motion Cornerstone (SW) opens
Downtown Greenway funding exceeds $18M

2006
City-adopted Bi-Ped Plan identifies the Greenway as the hub of Guilford County trails
Named Greensboro’s Bicentennial signature project

2007
City Council supports Greenway with resolution
Action Greensboro hires staff to manage the project

2008
$4.5M raised via private funds
$7M secured through Street Improvement Bond passed by voters

2009
First phase breaks ground in the Warnersville neighborhood
Five Points, the first 1/4 mile opens
Morehead Park: the second 1/4 mile breaks ground

2012
Morehead Park & Gateway of the Open Book at Motion Cornerstone (SW) opens
Downtown Greenway funding exceeds $18M

2013
Third 1/4 mile opens on Smith Street
Innovative storm water treatment facilities added

2014
Meeting Place at Tradition Cornerstone (NW) opens
Chandler Concrete sells plant to make way for future design of western phase (railroad corridor)

2015
Eastern phase (Murrow Blvd) & southern section designs completed
Railroad Corridor (western section) design begins
Innovation Cornerstone design & construction begins

2016
Woven Works Park at Innovation Cornerstone opens
Parks & Recreation Bond for railroad corridor construction passes

2017
Continued planning for construction of southern, northern, and eastern sections
Downtown Greenway funding surpasses $38M

2018
LoFi Park & surrounding Greenway opens
Southern section construction complete
Railroad corridor (western section) engineering design complete

2019
Northern section construction complete
Eastern section begins construction
Agreement reached with Norfolk Southern for use of railroad corridor for trail

2020
Freedom Cornerstone artist commissioned
WestWoods Project (Cain’s Course) complete
Work continued on Eastern section (Murrow Boulevard)

2021
WestWoods Project (Cain’s Course) complete
Eastern section (Murrow Boulevard) complete
Final Mile Campaign launched
Western section (Railroad Corridor) goes out to bid

FUTURE MILESTONES
- Freedom Cornerstone complete
- Western section (Railroad Corridor) construction begins
- Complete entire Downtown Greenway

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