



Blue Zones Project® Value Brief

Fort Worth, Texas

August, 2014



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Fort Worth: \$1.75 Billion in Value Generation

Over the next five years, Fort Worth, Texas has the opportunity to **unlock \$1,750,000,000 in value generation and savings**, directly benefiting employers, government entities, and the community at-large through the current Blue Zones Project® that is being deployed in partnership with Texas Health Resources, the Fort Worth Community, and Healthways.

This value is based on cumulative savings in medical expenses, improvements in workforce productivity, and overall benefits within the regional economy. Unlocking this value is predicated on improving well-being across the area—specifically, improving elements of individual and collective well-being that are proven to positively drive medical cost savings and productivity.

The Blue Zones Project is centered on our collective knowledge that healthier people with positive well-being cost less and perform better. Through third-party reviewed and published studies, Healthways has illustrated that the status of well-being (purpose, social, financial, community, and physical) directly contributes to or subtracts from future medical costs and human performance (productivity, absenteeism, and more).

Moving the needle on individual and collective well-being in a positive manner directly results in long-term value creation from reduced future medical spend and improved performance.

Creating Value for Fort Worth, Texas

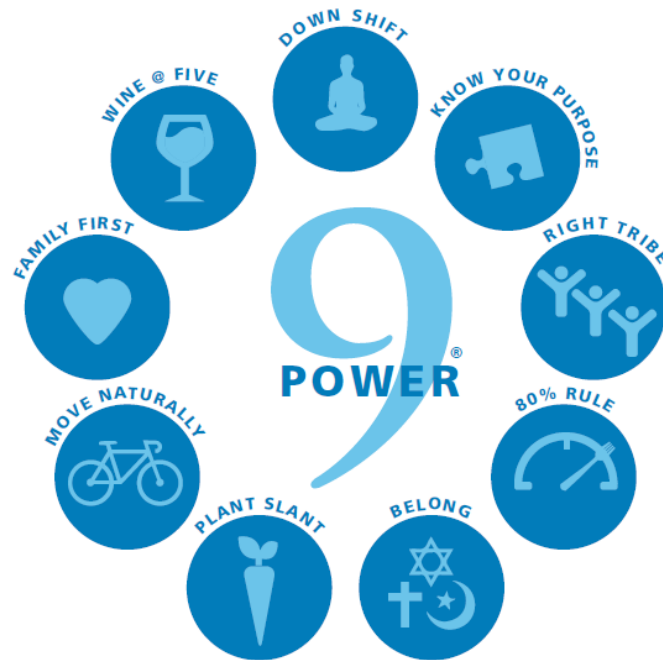
The impact of a full-scale Blue Zones Project™ intervention can achieve:

- A cumulative savings of **\$300M** in direct medical expenses over the next five years;
- Reduce projected lost productivity by **\$1.1B**;
- **\$350M** of additional direct and indirect induced benefits within the regional economy;
- **A cumulative total of \$1.75B in value**; and
- **\$426 average annual per capita value.**

Public-Private Partnership

Blue Zones® are places where people live measurably longer, happier lives with lower rates of chronic diseases and a higher quality of life. Scientists found five Blue Zones in different parts of the world and Dan Buettner documented these findings in *The New York Times* best-selling book, “The Blue Zones: Lessons for Living Longer from the People Who Have Lived the Longest.” Physically, socially, and emotionally these people are living their lives longer and better.

This research, coupled with an eight-year worldwide longevity study, has been used to develop tools and programs that help people live longer, healthier, and happier lives by optimizing their surroundings. Central to the Blue Zones Project are the Power 9® principles, identified as shared lifestyle traits across all five identified Blue Zones areas:



The Blue Zones Project ignites and leads a broad-scale community environmental well-being transformation designed to create healthier, happier, and more productive citizens all living and working together in vibrant cities across America.

The focus of the Blue Zones Project is to positively impact well-being across Fort Worth by creating environments that promote the Power 9 principles. This public-private collaboration around a common approach makes the Blue Zones Project initiative unique. We deploy a unifying campaign that drives permanent changes by engaging the business community (employers, grocery stores, and restaurants), government entities, non-profits, schools, the faith-based community, the media, and citizens.

Our approach to improved well-being is to enhance policies throughout critical community sectors within Fort Worth. Coupled with an extensive outreach/marketing program and active support from civic and faith-based leaders, we will drive heightened awareness, support, tools, and programs for individuals and community organizations to improve well-being. We accomplish this by increasing and strengthening social connections that work in concert with policy enhancement to assure well-being improvement is viewed as a sustainable course-of-action for immediate and long-term results.

Proven Model for Successful Outcomes

Our stated value opportunity for Fort Worth is rooted in our proven experience deploying the Blue Zones Projects in communities across the country. We have measured multiple positive outcomes across our existing Blue Zones Projects.

For example, through the Blue Zones Project we helped the State of Iowa improve its Gallup-Healthways Well-Being Index® state ranking from 16th to 10th. We helped the Beach Cities, California improve well-being scores across the population by three points, on average—a statistically significant improvement. We also drove a 40% reduction in health care costs among city workers in Albert Lea, Minnesota.

The Blue Zones Project model is a proven approach to community transformation, supported by extensive science, research, and proven outcomes. Through our collective experience, we will transform Fort Worth, resulting in significant value from reduced medical costs and improved productivity, as well as an overall enhanced regional economic impact.

Well-Being Improvement across Fort Worth

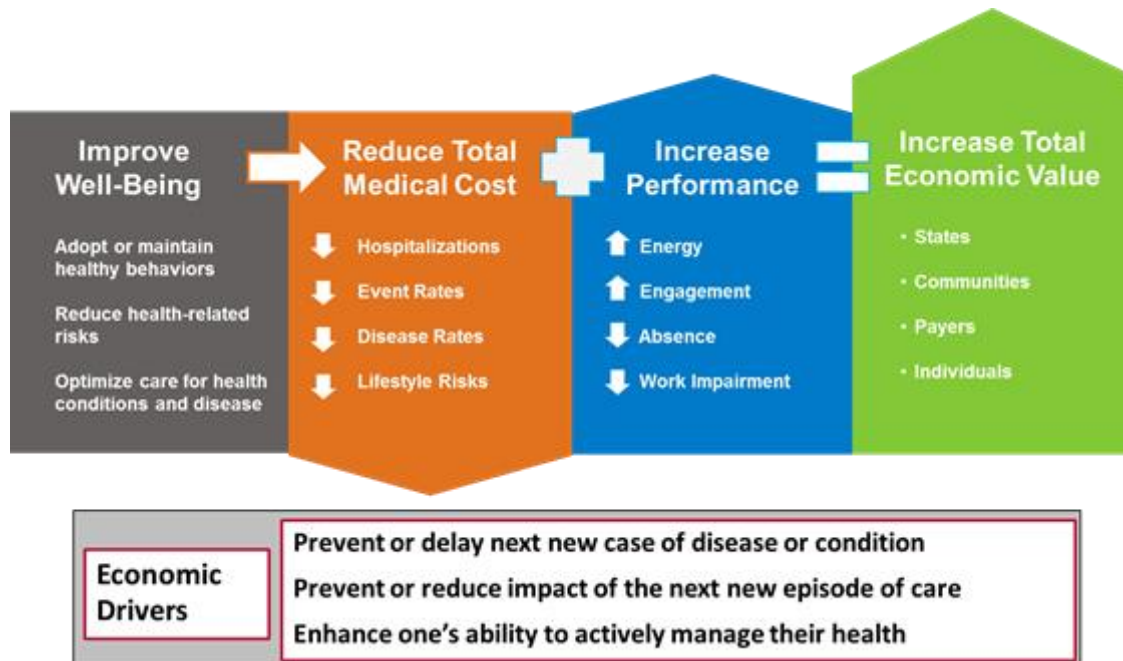
The Blue Zones Project drives positive change at the individual level across multiple health and well-being behaviors for an entire population. The resulting impact of well-being improvement achieved through the Blue Zones Project directly correlates to financial and economic improvements for employers, governments, and individuals across the community.

Fort Worth's investment in the Blue Zones Project over the next five years can directly create over \$1.75 billion in value, including significant impacts to medical cost savings, productivity savings, and benefits across the regional economy. More importantly, this investment will directly improve the well-being of the individuals across Fort Worth, Texas—a lasting and differentiated change that ensures each citizen is at his/her best each day.

This value brief provides details on the current state of well-being across Fort Worth and how the Blue Zones Project can positively impact well-being, resulting in significant value creation, through a focused and collaborative approach. This includes extensive research and forecasting performed by Healthways' Center for Health Research and Blue Zones Project team. We have also included details on the success and outcomes we have achieved through other Blue Zones Projects in Minnesota, California, and Iowa.

Community Well-Being Transformation

The Blue Zones Project solution offers a comprehensive strategy and proven framework to catalyze communities to collaboratively work toward a higher state of well-being. An improved state of well-being, by definition, encapsulates both tangible and intangible benefits which, in turn, yield direct and indirect economic value to a Blue Zones Community. In short, healthy people cost less and perform better.



The Blue Zones Project model aligns with Healthways' overall value proposition for the improvement of well-being, as measured by the Gallup-Healthways Well-Being Index, resulting in a decrease in medical costs in the population and improved performance.

The focus of the Blue Zones Project is to positively impact well-being across Fort Worth by creating environments that promote the Blue Zone Power 9 principles. We deploy a unifying campaign that drives permanent changes by engaging the business community (employers, grocery stores, and restaurants), government entities, non-profits, schools, the faith-based community, the media, and citizens. The Blue Zones Project ignites and leads a broad-scale, city-by-city environmental transformation designed to create healthier, happier, and more productive citizens all living and working together in vibrant cities across America.

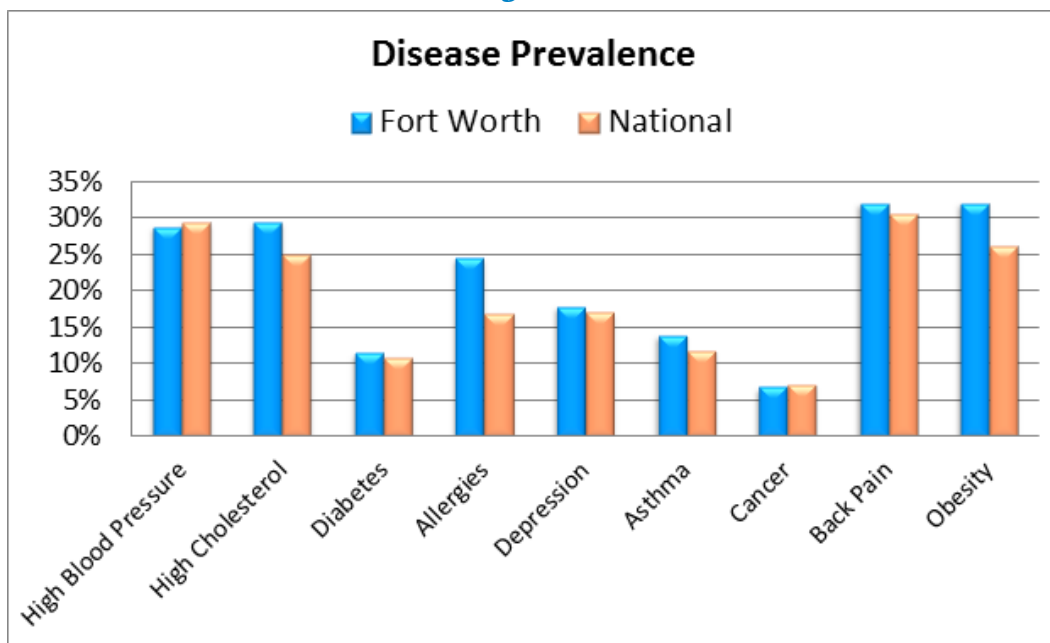
Long-Term Well-Being Value in Fort Worth

Current State of Well-Being in Fort Worth

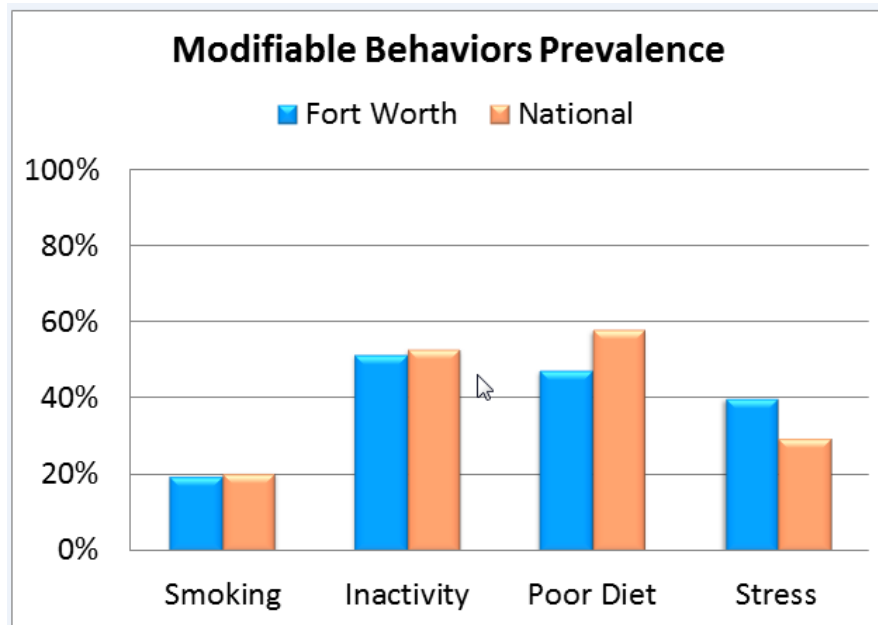
According to the 2012 Gallup-Healthways Well-Being Index, Texas ranks twenty-seventh (27th) in the nation for well-being. This places Texas within the middle ranking of all U.S. states for well-being. The Well-Being Index is today's "voice of the people" and is the most ambitious effort ever undertaken to measure well-being across the country. Together, Gallup and Healthways have established the nation's largest well-being database that allows us to scientifically measure well-being changes at a national, state, regional, and community level year-over-year.

The Blue Zones Project team leveraged 2012 Well-Being Index data to identify dominant health conditions in Fort Worth. Fort Worth trends above the national average in several disease categories, with the largest variance noted in high cholesterol, allergies, and obesity. **Figure 1** that follows outlines disease prevalence comparisons between Fort Worth and the national average:

Figure 1



Fort Worth was comparable to the national average with the presence of modifiable healthy behaviors, with the exception of poor diet (lower than national average) and stress (higher than national average), as illustrated in the in **Figure 2** that follows:

Figure 2

Blue Zones Project Potential Economic Impact to Fort Worth

Unlocking the value of the Blue Zones Project can be achieved by making permanent and semi-permanent changes across the community, within employers, schools, churches, restaurants, stores, and among individuals with their families and friends. Cumulatively, the changes afford Fort Worth the opportunity to drive well-being improvements across the community by making the healthier choices the easier choices—at home, work, school, and play. Because of the nature of the types of change, the value created will grow over time and will be sustainable.

Well-Being Equals Reduced Costs and Higher Performance

Research demonstrates the link between high well-being, higher job performance, and reduced health care costs. **Figure 3** that follows illustrates the odds of specific outcomes based on well-being level. Low well-being individuals are oftentimes more likely to visit the emergency department, have high medical claims expenditures, leave an organization (turnover), have lower supervisor performance ratings, experience absence, disability, and attend work without doing their best. Optimal well-being leads to a higher-performing, healthier, and more productive community, thus creating economic value for the region.

Figure 3

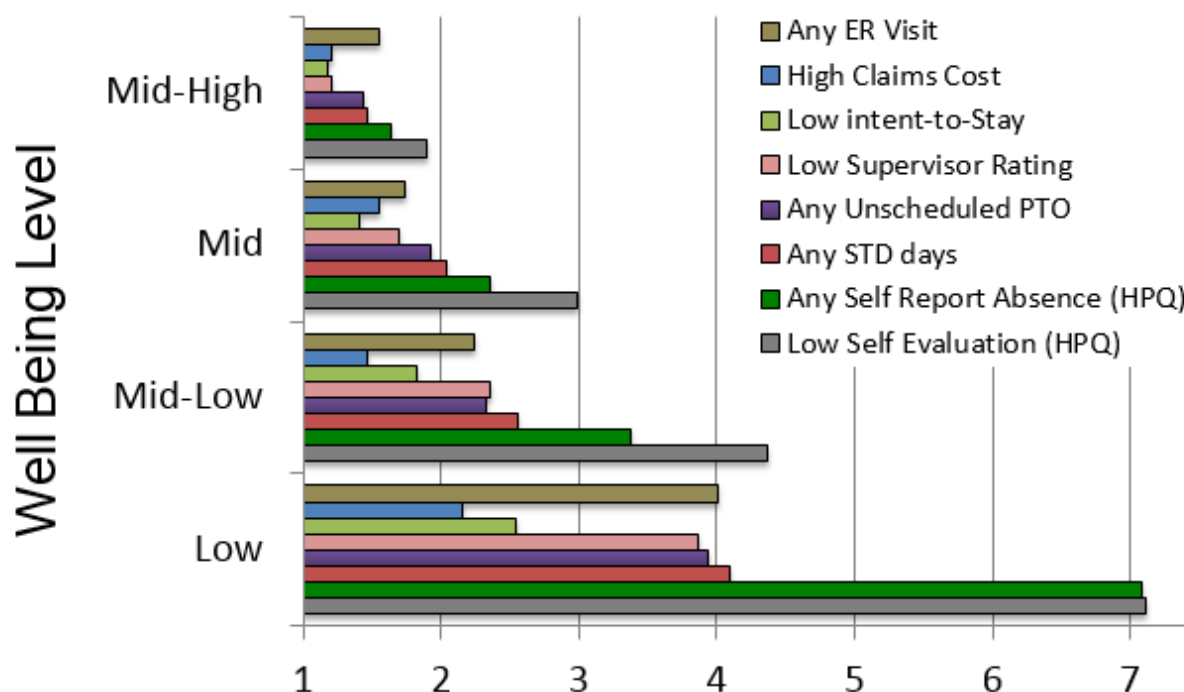


Figure adapted from: Overall Well-Being as a Predictor of Healthcare, Productivity and Retention Outcomes in a Large Employer. *Population Health Management*, 2013.

To estimate the total economic impact of a Blue Zones Project for the Fort Worth area, methodology similar to the Bankert et al. (2014)¹ study was applied. Annual estimates of the regional economic impact to the Fort Worth area were developed based on the estimated productivity gains among employed persons modeled by the Healthways Simulation Model™.

The regional economic impact estimates were computed using publicly available data and interestingly, the derived multiplier was approximately equal to the multiplier used to assess the regional economic impact of Texas Christian University to the Dallas-Fort Worth metro area.²

¹ Bankert B, Coberley CR, Pope JE, Wells AR. Regional Economic Activity and Absenteeism: A New Approach to Estimating the Indirect Costs of Employee Productivity Loss. *Pop Health Manag.*; 2014 July 16 [Epub ahead of print]

² Impact Data Source. 2009. A Report of the Economic Impact of Fiscal Year 2009 Operations of Texas Christian University. Accessed on August 15, 2014 at <http://www.magazine.tcu.edu/Assets/images/310Economicimpact%20.pdf>.

This is likely due to the fact that they used similar geography and the same data sources for regional economic activity. Based on our regional economic impact methodology, we derived a multiplier of 1.33 which reflects an additional \$0.33 per dollar of output generated in indirect and induced economic impacts throughout the Fort Worth area for each \$1.00 of direct impact on output created by improved productivity among employed persons.

The schedule that follows illustrates in more detail our projected estimates of the regional economic impact of the Blue Zones Project interventions in the Fort Worth area. Collectively, for the modeled population and interventions, the total economic impacts derived from reduced medical claims over the course of 5 years, avoided lost productivity, and additional direct and indirect induced benefits regionally, *the Fort Worth, Texas average annual per capita^{***} value is projected to be \$426³:*

Blue Zones Project Implementation Schedule of Direct and Regional Economic Impacts in the Fort Worth Area*				
Year	Direct Medical Savings	Direct Productivity Savings**	Regional Economic Impact (REI) of Savings From Productivity Gains	Total Savings (Per Capita)
1	\$8,419,928	\$50,514,446	\$16,669,767	\$75,604,142 (\$96.80)
2	\$32,848,226	\$120,634,803	\$39,809,485	\$193,292,514 (\$244.28)
3	\$51,473,034	\$207,338,162	\$68,421,593	\$327,232,789 (\$408.18)
4	\$88,598,551	\$284,875,761	\$94,009,001	\$467,483,313 (\$575.54)
5	\$124,126,927	\$404,261,359	\$133,406,249	\$661,794,535 (\$804.18)
<p>* Sources: Mean wage data and employed persons estimates from Bureau of Labor Statistics (All Occupations); http://fortworthtexas.gov/about/population/ for population estimates in the per capita calculation; and Bureau of Economic analysis for real earnings and gross domestic product estimates.</p> <p>** Based on the Healthways Simulation Model™</p> <p>*** Average Per Capita Cost = (96.80+244.28+408.18+575.54+804.18) / 5</p>				

³ Average per capita value = (96.80+244.28+408.18+575.54+804.18) / 5

Regional Impact to Fort Worth

Regionally, as well as for other partners involved in sponsoring the Blue Zones Project, the return on investment is exceptional. The Healthways Center for Health Research, in collaboration with the World Economic Forum, Harvard and Johns Hopkins School of Public Health, as well as experts at the Boston Consulting Group, developed a predictive population health simulation model.

The Healthways Simulation Model is an epidemiology-based model that prospectively forecasts the complex relationships that exist between chronic conditions and modifiable behaviors. A model is needed that not only can calculate health care-related costs associated with conditions and behaviors based on a given set of data, but can also forecast the incidence and progression of these diseases over time. Research has proven the value—via reductions in medical claims costs, decreases in absenteeism, and increases in productivity (decreased turnover, costs and time of training replacement employees)—of wellness and disease interventions.

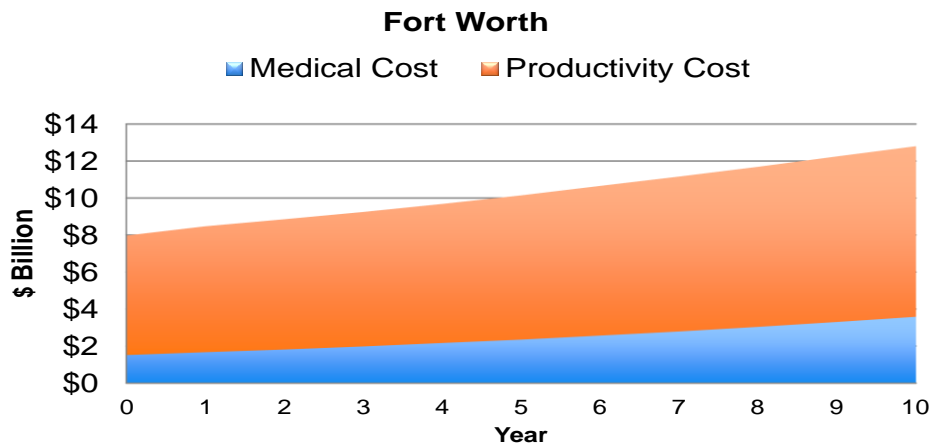
Using the Gallup-Healthways Well-being Index empiric data and publicly available, economic, health and demographic information, all specific to Fort Worth, this proprietary tool creates a baseline of chronic disease burden, as well as modifiable lifestyle risk of the population. From this baseline, the tool projects how these conditions and risk factors will interact over time and how that affects health-related costs.

Changes in these costs are modeled and attributed to source and type in the form of medical expenditures and changes in workforce productivity and performance. With this information, the model can accurately predict the cost of not doing anything differently for populations over a given period. The accuracy of this model was scientifically and independently tested using data available from the Framingham Heart Study⁴, the longest-running longitudinal epidemiologic public health study of its kind, to ensure validity of the model using real data points.

The output of the forecast suggests that Fort Worth struggles with many of the same chronic conditions and lifestyle behavior issues that plague the entire country. The cost of not doing anything differently for this population and community is astounding. Over the next ten years, the Healthways Simulation Model projects the burden of medical cost and lost workforce productivity to rise by \$6B (please refer to **Figure 4** that follows):

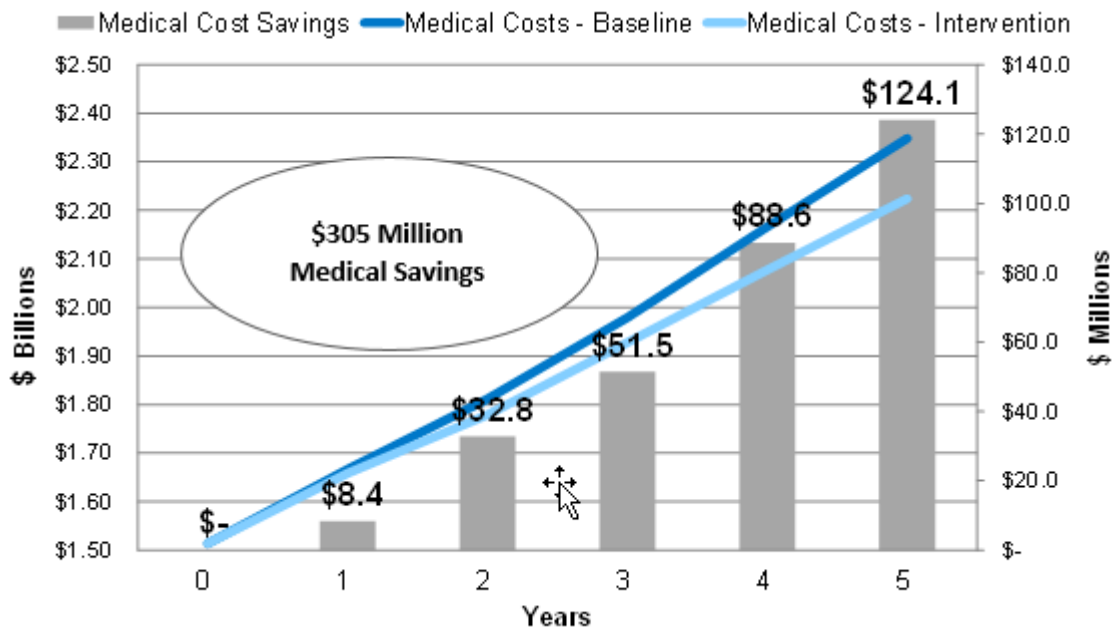
⁴ Dawber TR. *The Framingham Study: The Epidemiology of Atherosclerotic Disease*. Cambridge, Mass: Harvard University Press; 1980.

Figure 4: Forecasted Costs



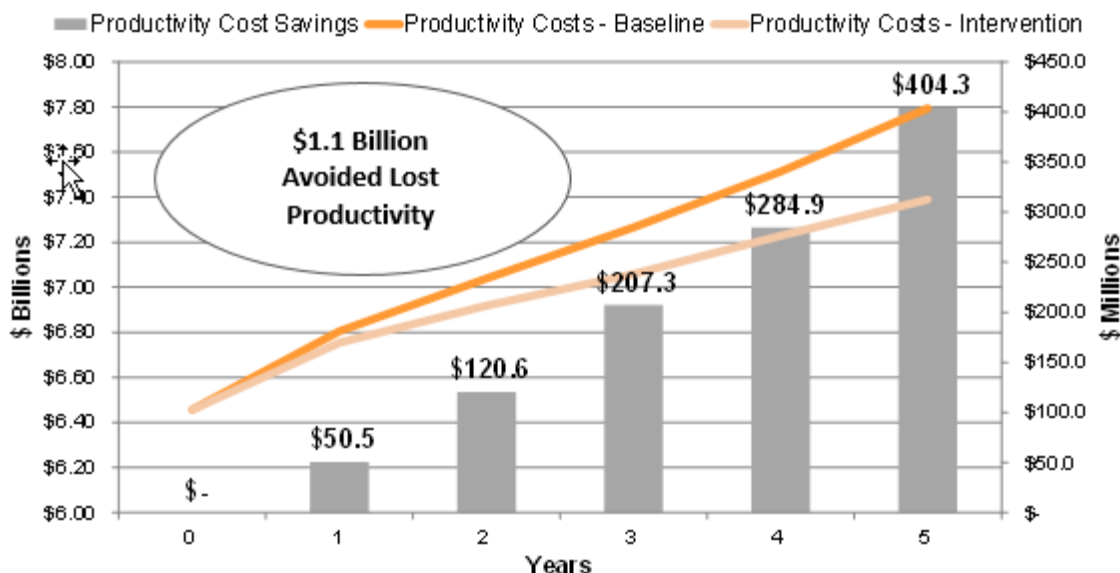
In reviewing medical costs alone, we believe *our efforts have the potential for creating over \$300 million in medical claims savings over the next five years* (please refer to **Figure 5** that follows):

Figure 5: Forecasted Medical Cost Savings through Intervention



The Healthways Simulation Model projects an even greater opportunity to impact workforce productivity and provide a significant economic contribution for Fort Worth. Over the next five years, *the model projects the Blue Zones Project initiative to support over \$1 billion in workforce productivity savings in the form of reduced absenteeism and increased performance*. This savings increases when the full regional economic impacts are considered (please refer to **Figure 6** that follows):

Figure 6: Forecasted Productivity Cost Savings Through Intervention



Clearly, *improving the well-being of Fort Worth will drive substantial financial and quality of life returns for the residents and employers* of this city.

Ripple Effect across Larger Regional Economy

In addition to the direct cost savings forecasted by the Healthways Simulation Model, regional economic theory suggests that savings or increased efficiency in one company in the region will have a ripple effect across the larger regional economy.

This approach comes from the public sector financing field in which regional economic impact modeling is employed to monetize the network of benefits accruing to a regional economy as a result of a significant capital investment. In addition to a comprehensive valuation of the Blue Zones Project, a projection of the aggregate costs to a community of not having invested in the Blue Zones Project affords an illuminating contrast between what is and what would have been absent the Project.

From an econometric perspective, there are both tangible and intangible benefits to the deployment of the Blue Zones Project. Tangible benefits include lower health care utilization, a more productive workforce, increased consumption of healthier foods, and higher utilization of fitness clubs by the populous. Effectively, tangible benefits such as these are goods and services that are transacted in the community or regional economy. On the other hand, intangible benefits are not transacted in a market and are not associated with a value denominated in monetary terms.

Such benefits include higher reported well-being, increased number of social connections, reduced obesity prevalence, improved fitness levels, more citizens engaged in volunteer activities, and improved educational achievement levels. These intangible benefits can propagate over social networks so that they amplify and create synergy. Both the tangible and intangible benefits are interconnected and translate into direct economic value for a community in the form of lower health care expenditures and a more productive workforce.

In addition to direct economic value, indirect economic value of the Blue Zones Project includes increased property tax revenue stemming from higher property values (due to a safer and more educated community), increased regional employment among firms supplying inputs to the participating Blue Zone Project firms, higher income tax from a greater number of employed persons, and higher business tax revenue from more productive employers. The direct and indirect benefits of the Blue Zones Project ultimately translate to a more fiscally sound community that has options for prudent planning of future public projects.

Extending the concept of interconnected, individual-level behaviors to the broader populous, Bankert et al. (2014) demonstrated that reduced absenteeism due to one's own physical or emotional health can be translated from the individual level to the regional economy through economic impact multipliers. Because this method uses output per labor hour as the valuation basis, the absence costs per employer were extrapolated to the regional economy of each investigated employer.

The regional economic impacts of absence at each of the three evaluated employers were approximately twice the magnitude of the direct employer-impacts. Specifically, the regional economic impact was \$13.2 million for the largest employer (n=~2000 employees) and \$1.5 million (n=~324) on average for the other two much smaller employers. This method accounts for the interconnectedness between employee absence and employer productivity in terms of output and the regional economy.

Similar to the Bankert et al. (2014) study, we developed annual estimates of the regional economic impact to the Fort Worth area based on the estimated productivity gains among employed persons modeled by the Healthways Simulation Model. The regional economic impact estimates were computed using publicly available data and interestingly; the derived multiplier was approximately equal to the multiplier used to assess the regional economic impact of Texas Christian University to the Dallas-Fort Worth metro area.⁵ Based on our regional economic impact methodology, we derived a multiplier of 1.33 which reflects an

⁵ Impact Data Source. 2009. A Report of the Economic Impact of Fiscal Year 2009 Operations of Texas Christian University. Accessed on August 15, 2014 at <http://www.magazine.tcu.edu/Assets/images/310Economicimpact%20.pdf>.

additional \$0.33 per dollar of output generated in indirect and induced economic impacts throughout the Fort Worth area for each \$1 of direct impact on output created by improved productivity among employed persons.

Over the next five years, through a successful Blue Zones Project, ***Fort Worth could experience cumulative savings of \$300M in direct medical expense, reduce projected lost productivity by \$1.1B, and add another \$350M of additional direct and indirect induced benefits within the regional economy. This represents a cumulative total of \$1.75B in value to Fort Worth, Texas, or \$426 average annual per capita value.***

Achieving Well-Being: A Community-Led Approach

While the course of action is well-defined, a large part of the Blue Zones Project is community-led, with a menu of options from which each sector can choose. Rather than using a prescriptive approach that says, “Here’s what [you] must do,” we take an organic approach that says, “Here’s what has worked well in other communities that has helped develop a menu of ‘best practices’ that Fort Worth may choose from.”

The ultimate goal is to improve residents’ overall well-being, resulting in reduced medical costs and increased employment and school productivity—leading to increased economic vitality for the community and higher quality-of-life and longevity for its citizens. Our approach to improved well-being is to enhance policies throughout critical community sectors in an effort to make both permanent and semi-permanent changes that make more of our daily choices automatically healthier. This approach helps make healthier choices the easier choices.

Coupled with an extensive outreach/marketing program and active support from civic and faith-based leaders, we intend to drive heightened awareness, support, tools and programs for individuals and community organizations by increasing and strengthening social connections that work in concert with the policy enhancement to assure well-being is not simply a fad but rather a sustainable course-of-action for immediate and long-term results. Examples of potential policy changes follow:

Community Policy

At City Hall, Fort Worth may choose to ask for additional sidewalks and bicycle lanes to encourage residents to become more physically active and connect socially more often with their neighbors. Alternatively, as a group, we may ask for tighter smoking ordinances in public places so that children are not exposed to cigarettes in parks and festivals. We may choose to adopt a “complete streets” policy that affords children safe routes to walk to and from school, or adopt joint-use facilities agreements between city and school properties.

We may consider pedestrian and parking master plans, angled street parking, or traffic circles to help ensure neighborhoods are safer for pedestrians. We may also consider use of public property for community gardens, particularly in underserved areas where tacos and hamburgers are plentiful but fresh fruit and vegetables are not. We may seek zoning for urban agriculture or farmers’ markets and mobile food carts, or incentives for grocery stores to relocate to current food deserts. Policy changes such as these would not be limited to City Hall.

Worksites

We will encourage key employers to consider policy changes that enhance well-being for their employees. Their menu of options range from the more intensive (increasing benefit coverage to include health coaching or smoking-cessation programs, for example) to no-brainers (replacing candy on the receptionists’ desks with a bowl of apples; replacing soft drinks with bottled water in company refrigerators).

Other best practice choices include incentivizing employees to make healthy choices such as offering healthy snacks and catering by default at company meetings or events, and pricing healthy alternatives a bit cheaper in vending machines or cafeterias. Additionally, options may include adopting volunteer policies, providing breastfeeding rooms, ensuring ergonomic work stations, encouraging 15-minute fitness breaks, promoting use of stairs over elevators (ensuring stairwells are safe and well-lit), or providing workshops or seminars on well-being improvement.

Schools

We will work with numerous school districts and individual schools throughout Fort Worth. One Blue Zones Project hallmark is the walking school bus where children are chaperoned safely in their walks to and from school. Another is gaining parental support for adhering to USDA *Smart Snack* guidelines for all school-related events. We may foster discussion on eliminating soft drinks from all schools, integrating physical activity into daily lesson plans outside of physical education classes, integrating nutrition education, encouraging school gardens, activating health-and-wellness councils at each school, discontinuing use of food for fundraisers, and enforcing tobacco-free campuses. Other options schools may include teaching mindfulness and purpose to select classes.

Restaurants

Restaurants will be encouraged to select new policies that do not negatively impact their bottom line but that offer healthier choices to their customers. Options range from refraining from placing bread or salt on the table unless requested, to offering smaller portions and promoting “doggie bags” to avoid over-eating onsite. Other policy options include expanding vegetables offered, ensuring low-calorie or low-fat entrees are included on the menu, and offering non-fried/non-buttered cooking options upon request. Offering publicity/marketing assistance to those who participate is an incentive.

Grocery stores

Grocery stores will be engaged in changing some of their policies to help customers make healthier choices at the check-out line such as ensuring there are alternatives to candy bars and soft drinks. Other options include in-store demonstrations with fruits and vegetables, providing recipes for plant-based entrees and side dishes, using shelf-talkers to highlight more nutritious products, and using end-caps for nutritious displays. Promotion for participating stores provides an economic incentive and helps drive further awareness among their customer base.

Individuals

Most importantly, we will engage with residents directly and encourage them to take a personal pledge of behavior modification. Families and neighborhoods also have policies, even if they are thought of more often as habits or traditions. By taking the Blue Zones Project personal pledge, families may agree to have dinner with the television off, use smaller plates or restrict portion sizes at home, increase servings of vegetables, and limit processed foods, sweets, and snacks.

They may also agree to limit screen time and increase physical activity together.

Families or individuals may join **Moais*** produced by the Blue Zones Project; these are 10-week programs (either plant-based potluck dinners or walking groups) that encourage social connectedness and healthy behavior. Individuals may also participate in Blue Zones Project workshops to help them discover their purpose* in life and to encourage a spirit of volunteerism throughout the community.

**Moais and purpose workshops are the core “programs” the Blue Zones Project conducts. Our focus is on policy change for long-term, sustainable behavior modification and we rely on organizations such as FitWorth, United Way, YMCA, Texas Health Resources, and others to deliver complementary programs.*

Fort Worth Blue Zones Project Next Steps

We will discuss the program, the benefits of improving well-being, and the opportunities to participate. We will develop volunteer committees for each of the six sectors previously identified, in addition to others (for example, a faith-based committee, a publicity committee, and more). Additionally, we will host policy charrettes with nationally recognized experts facilitating and then work collaboratively with all of these committees to develop a blueprint for specific action. Neighbors in far west Fort Worth may identify different needs than those in southeast Fort Worth; civic leaders may believe working with fewer-but-larger employers may be more effective than working with more-but-smaller employers (or vice versa). Meanwhile, we will have a large public/media event once the blueprint is ready to present and will continue to take the message to other groups through a rigorous speakers' bureau and selected existing events (key health fairs or large social gatherings such as Mayfest).

Beginning in **2015**, we will aggressively work with sectors in two of six identified geographic sections of the city that are approved by our Steering Committee. Those two are tentatively identified as “Central South” and “Far North”— areas that have a large number of employers and restaurants, as well as a diverse representation of residents.

In **2016**, we will assume two others, and in **2017** the final two sections. In **2018**, having now reached all corners of the community and completed sustainable policy change throughout, we will transition the program to the city for monitoring and maintenance, having trained hundreds of local volunteers to remain engaged in the continuation of the concept. Our team will then be disbanded or potentially re-engaged with other markets, possibly in North Texas.

Necessary resources include trained and focused staff members to support the assessment, design, development, and implementation of this work plan; tools and technology in support of programs for the community, organizations and individuals; hundreds of volunteers who will be trained to co-implement and sustain the project; communication materials for a variety of audiences, cultures, and needs; nationally recognized experts to help facilitate and guide discussion on best practices; committed civic leadership to be role models and motivators; a significant marketing program in English and Spanish to engage the public-at-large; supportive

and engaged sponsors who have the community's best interest at heart; and funding for five years to introduce, implement, and transition this program to sustainability.

As in each of the communities, we have expectations around engagement and participation goals across our key areas. These targets represent the tipping point to create momentum and sustainable change across each critical community sector. These broad impacts to policies and environments benefit the entire community, as opposed to simply those who actively engage with the project. The types of targets that will be finalized by the steering committee include:

- 20% of the total population of 550,305 citizens and neighbors (15 years old or greater) that commit to the Blue Zones® Personal Pledge;
- 25% of independently or locally owned restaurants become Designated Blue Zones Restaurants™;
- 25% of schools that pledge and become Designated Blue Zones Schools™;
- 25% of grocery stores that become Designated Blue Zones Grocery Stores™;
- Leading community-identified employers become Designated Blue Zones Worksites™; and
- The city completing selected community policy requirements in the areas of built environment, food, and tobacco policy.

Our Steering Committee will be responsible for collaborating with the team on how to best achieve key certification expectations and guide the successful work in Fort Worth. More importantly, over the course of time our project goals have been to sustainably increase well-being as evidenced by the Gallup-Healthways Well-Being Index. The benchmark survey is currently underway in Fort Worth.

The Proven Success of the Blue Zones Project

Our confidence in the Blue Zone Project and our collective ability to unlock \$1.75B in value across Fort Worth is rooted in our proven success with Blue Zones Projects across the country. Through strong collaboration and investment from businesses, governments, sponsors, and individuals, we have experienced significant outcomes in Minnesota, California, and Iowa through current Blue Zones Project initiatives. The following are examples of measured success and outcomes:

Albert Lea, Minnesota

In 2009, Blue Zones led a community-wide pilot project in Albert Lea, Minnesota based on the lifestyle traits of centenarians from Blue Zones. A sampling of success (2009 through 2011) included an increase in tobacco-free establishments, decrease in the incidences of diabetes, improved walkability of the community, and broad-based community engagement all influencing an overall reduction in city workers health care claims year over year, as follows:

- 51% of large employers participated;
- Absenteeism reportedly down by 20%;
- Grocery stores report 46% sales gain in 36 healthy foods;
- Average life expectancy gained: 3.2 years;
- Average weight loss: 2.8 pounds;
- 40% reduction reported in city workers' health care costs; and
- Smoking rates declined from 23 percent to 19 percent from 2010 through 2012, according to county health rankings by the Robert Wood Johnson Foundation; work completed in 2009 and City renewing commitment in 2014.

“The Blue Zones Project helped our community set amazing, aggressive, and achievable strategies that moved the Public Health agenda further in 10 months than what I could have expected in 10 years.” – Lois Ahern, Director of Freeborn County Health (retired), Albert Lea, Minnesota

Beach Cities, California

In 2010, Blue Zones partnered with Healthways to replicate the Albert Lea experience in three California communities: Hermosa Beach, Manhattan Beach, and Redondo Beach (collectively referred to as Beach Cities) through the Blue Zones Project. Overall, the Well-Being Index for this population has increased from 73.4 to 76.4 for a total increase of three points. Derived from Gallup's research team, this data represents a statistically significant well-being increase. The following outcomes represent the results seen thus far in the Beach Cities:

- 14% drop in obesity with an estimated 1,645 fewer obese adults; lost pounds translate to \$2.35M in health care-related savings for Beach Cities businesses and residents from 2010 through 2012;
- 30% drop in smoking or 3,484 fewer smokers; this decrease equates to \$6.97M in healthcare-related savings between 2010 through 2012;
- Exercise rates increased by more than 10% as more people reported exercising at least 30 minutes, three times per week; healthy eating habits improved 10% with more people reporting eating five plus servings of fruits and vegetables four or more days in the past week;
- Fourteen (14) schools in the Cities of Hermosa Beach, Manhattan Beach, and Redondo Beach, CA started Walking School Bus (WSB) Programs. One-third of all Beach Cities students now walk to school, resulting in approximately 11,000 miles walked and 15,000 car trips saved; and
- Twelve (12) of the city's top 20 worksites implements campus-wide tobacco-free policies.

"It's a rare thing that you can come up with a real measurable success like this in the public health field. We are the envy of the public health world right now." - Susan Burden, CEO Beach Cities Health District

The State of Iowa

This well-being movement has since spread to the state of Iowa where, in 2011, the Blue Zones Project expanded to 10 large communities, and five smaller communities in Iowa sponsored by Wellmark® Blue Cross® and Blue Shield® as the cornerstone of its *Healthiest State Initiative*. Governor Branstad established this initiative with Blue Zones Project as the cornerstone of the initiative at the beginning to improve well-being across the state, with a goal of becoming the number one state in the country in terms of well-being, as measured by the Gallup-Healthways Well-Being Index by 2016.

State of Iowa: 2012 to Present

- State well-being ranking rose from 16th to 10th in 2013, as measured by the Gallup Healthways Well-being Index;
- Work environment index increased from 23rd to 4th;
- Fifty-six (56) communities competed to become demonstration sites; 10 selected;
- Three (3) communities certified to-date; seven cities are still in progress;
- As part of Blue Zones Project, several cities have adopted Complete Streets Policies. In 2014, policies adopted by three Blue Zones Project sites in Iowa (Muscatine, Cedar Falls, and Waterloo) were ranked in the top 15 strongest policies out of over 80 Complete Streets policies adopted in the same year;
- More than 150,000 Iowans statewide have pledged their support for Blue Zones Project; and

- 250+ Blue Zones designated organizations (worksite, restaurants, groceries, schools).

“The Blue Zones Project is a community-by-community, business-by-business movement that will help Iowa communities make a lasting difference in their health and well-being. By making changes to our environment and social networks, Iowans can not only live longer, we can also live better.” - Terry Branstad, Governor, State of Iowa

Spencer, Iowa: 2012 to 2013

- The City of Spencer, Iowa reported a more than 20% decrease in city workers' healthcare claims; nearly half of city employees eliminated at least one of the risk factors for cardiovascular disease and diabetes;
- Elementary schools in Spencer, Iowa, increased the number of walking school bus Programs from one to six, resulting in a 10% increase in the number of students walking or biking to school in one year;
- Spencer has high awareness of Blue Zones Project in the community with 93% of residents aware of the project;
- In the third quarter of 2013, there were 3,195 volunteers with 24,653 hours logged – this equates to 35% of the adult population in Spencer volunteering;
- A hospital in Spencer, Iowa reported that insurance paid claims increased by only 1.4 percent between 2011 and 2012 compared to the national trend of 7 percent; their average was 15 percent over the previous five years. The hospital also reported that their 2013 wellness screening revealed that more than half of those screened eliminated one or more risk factors for cardiovascular disease and diabetes compared to the previous year. Only 6 percent experienced an increase;
- A restaurant trained servers to offer vegetables when taking orders and boosted vegetable sales by 50%;
- Created more community walkability by appropriating \$200,000 to new sidewalk construction, leading to 200 citizen applications for new sidewalks and implementing policy requiring sidewalks for future construction;
- Spencer Elementary Schools report a 10% increase in the number of students walking or biking to school from 2011-2012 school year to the 2012 to 2013 school year; and
- Work completed in 2013; City hired two (2) permanent Blue Zones Project staff members to continue work in the community.

Cedar Falls, Iowa: 2012 through 2014

- A new pedestrian and bicycle bridge was completed connecting a local industrial park with a large residential area, and an additional \$500,000 was spent to expand sidewalks and trails;
- Earned a second Physical Education Program Grant valued at \$1.3M in part through its implementation of Blue Zones Project principles and other initiatives;
- Local businesses increased their revenue by adopting Blues Zones Project principles (i.e., the Hy-Vee College Square location noted an increase in sales of healthy items):

- Healthy beverage sales associated with Blue Zones Project checkout lanes increased by 4,840 units or 122% in a 3 month period
- Product sales increase by 15.8%, with weekly sales of fruits and vegetables sold at the salad bar increasing up to 25%;
- The University of Northern Iowa increased the number of water stations on campus from two to 45, with more than 3500,000 water servings dispensed during the 2013 fall semester; local employer John Deere PEC installed three new stations and has dispensed 86,000 servings;
- Inspired by the Blue Zones Project, a University in Cedar Falls, Iowa established a student-run, sustainable campus garden that has provided over 700 pounds of fresh produce for the UNI cafeteria, local food banks, and community events since its inception in 2012;
- A grocery store in Cedar Falls, Iowa replaced unhealthy options in checkout lanes and beverage coolers with healthier options and saw a 99% increase in sales of healthy snack bars and a 151% increase in sales of healthy beverages;
- Cedar Falls, in collaboration with Waterloo, saw more than 9,500 residents volunteer in 2013, an increase of 700 volunteers from 2012; the volunteers contributed more than 49,000 volunteer hours;
- 48% of adult population is participating in the project; and
- Work is still in progress.

“Cedar Falls has enjoyed excellent economic performance in the last year including a reduction in unemployment to 3.8 percent, the creation of 191 new jobs, 10.76 million dollars added in economic investment, and the sale price of housing up 8.6 percent, with days on the market reduced by 11 percent. We feel strongly that this performance trend will only be accelerated because of the Blue Zones Project work.” - Mayor Jon Crews, Cedar Falls, Iowa

Mason City, Iowa: 2010 to Present

- Increasing produce sales at the two Mason City Hy-Vee stores by 14% between 2012 and 2013, and generating an aggregate increase of 21% since 2011; water promotions at both Hy-Vee stores increased average water sales by nearly 12 percent from 2012 to 2013;
- Securing a \$25,000 grant from the Wellmark Foundation to fund the Youth Task Force's installation of exercise stations in city parks;
- Passing a Complete Streets policy and a comprehensive Bicycle and Pedestrian Master Plan by the City Council as part of “Activating Mason City” plan; the City Council approved the master plan and committed \$1.8 million to fund the first five years of recommended projects within one fiscal year;
- Expanding public gardens through the addition of the Willow Creek garden, a 25 percent expansion of the Garden Acres garden and additional square feet added to the Community Kitchen of North Iowa garden; and

- Allocating \$150,000 in 2014 for a pavement markings program which will create bike lanes, shared lane markings, and street crossing markings.

“The last few years have resulted in a significant culture change across our entire community, and the Blue Zones Project has been a driving force in our River City Renaissance. It provided the format for the collaboration of our whole town in developing the Activating Mason City Master Plan, and then built the will to implement it. That, along with the work on other city policies and within our community by schools, worksites, organizations and individuals, has been nothing short of transformational. The work of the Blue Zones Project will benefit all of our citizens well into the future.” - Mason City Mayor Eric Bookmeyer

Muscatine, Iowa: 2013 to Present

- The Complete Streets policy passed by the city council in 2013 was named one of the top Complete Streets policies in the country by Smart Growth America; two major construction projects are currently underway in Muscatine using the Complete Streets policy guidelines:
 - A \$5.3 million project along Cedar Street which connects the YMCA, Muscatine High School, Jefferson Elementary School and Trinity Hospital; included in the project is a wide trail for pedestrians and bicycles and a roundabout that is expected to reduce accidents at the intersection
 - A \$2.4 million project along Colorado Street designed to improve safety on a key route to Colorado Elementary School. Sidewalks are being added with safe crossings to enable students to walk to school;
- The removal of all vending for students and staff at the three Blue Zones Schools, making healthy choices easier and prohibiting the sale of sugar-sweetened beverages;
- Positive employee transformations at Musco Sports Lighting including a 3% reduction in employees with high Body Mass Index and a 12% reduction in total cholesterol and high LDL cholesterol during the past two years;
- A 60% increase in space dedicated to produce at the Hy-Vee Mainstreet grocery store with a 75% increase in the sales of produce;
- Four Muscatine restaurants have enhanced the dining experience with the addition of outdoor dining parklets, offering an opportunity for residents to spend time outdoors, enjoy the community and socialize with others; and
- The City has allocated \$50,000 annually to complete sidewalk gaps, resulting in approximately one mile of new sidewalks per year for the next 15 years.

“The resources and expertise of the Blue Zones Project have energized our community to put more positive changes in place in one year than we ever could have imagined. These are the kinds of policies and changes that won’t be lost or reversed over time, but will only continue to impact lives in this community for many, many years.” - DeWayne Hopkins, Muscatine Mayor

Blue Zones Investment

What can I expect to see?

Deliverables

In order to achieve the final outcome – certification of Fort Worth as a Blue Zones Community™ – six primary sectors will be engaged: residents, employers, restaurants, grocery stores, public schools, and City Hall. Goals and numbers are detailed below. Additionally, the faith-based community must be engaged and a minimum number of people must participate in specific Blue Zones Project program events.

Also, the community must demonstrate a measurable increase in well-being, and a percentage of entities in each sector must complete certain action and achieve their own designation before the City may achieve certification.

Timing

The intent is that all pledge actions are to be completed by the end of 2017. The final year, 2018, is the transfer year: when all deliverables are verified, the final organizations are designated, volunteers are reconfirmed, and the sustainability transfer begins from Blue Zones Project back to the community.

While 2014 is the planning year, pledges and activities may occur and thus reduce the annual deliverables in 2015, 2016, and 2017. Also, if not all of the goals have been achieved by the end of 2017, the early part of 2018 will still be an option. Therefore, numbers reported below are for the three key years but may vary.

Volunteers

The Blueprint Advisory Committee will include between 60 and 100 volunteers: a minimum of 10 each in schools, policy, engagement, grocers, worksites and restaurants. Quality is more important than quantity in this key committee as it is the group that will confirm the goals, action items, and course of action as outlined below.

More than 1,000 volunteers will be recruited and deployed for implementation work. All implementation volunteers will undergo substantial training. The goal is to have their expertise remain in the community for long-term sustainability after the local staff is disbanded. They will assist staff in working with the primary sectors to engage and complete their pledge action items. Other volunteers may be one-time volunteers who assist in the hundreds of events detailed below and will not undergo as vigorous training as others.

Staff

Original budget projections for staff are as follows and may vary based on workload, success rates, and volunteer engagement:

2014: 25-35

2015: 40-55

2016: 40-60

2017: 30-45

2018: 10-20

We intend to end the year 2014 with 25-27 staff members. Salaries are in line with market rates for Tarrant County, generally falling in the middle range. The management staff are seasoned professionals, all from the local market, who have undergone intensive training by Healthways and Blue Zones LLC, and who are supported by their peers from projects in other markets.

Resident Engagement

Our universe has been recommended by the Steering Committee and defined by the 2010 Census as provided by the City of Fort Worth. It is residents aged 15 and older, which in Fort Worth is 555,305 individuals.

In order for the City to receive designation in 2018, at least 20% of this universe must sign a personal pledge and complete at least one action item on it; 3% must participate in either a Blue Zones walking or potluck moai; 3% must participate in a plant-based cooking class; and at least 1% must participate in a Blue Zones purpose workshop.

Total personal pledges needed: 111,061

Goal: 37,020 pledges per each year in 2015, 2016, and 2017

An active speakers' bureau, utilizing both staff and volunteers, will be engaged to reach professional, civic and non-profit organizations with an engagement message to solicit personal pledges. Pledges will also be solicited through worksites, schools, faith-based organizations and online marketing.

	Universe In Goal	Typical Size of Class	Number of Events to Reach Goal	Divided by 3 years (2015/2016/2017)
Presentation:	n/a	35-50	225 - 300	75 – 100 per year
Moais:	16,649	5-8	2,081 - 3,330	693 – 1,110 per year
Cooking:	16,649	35-50	333 – 475	111 – 158 per year
Purpose:	5,553	70-100	166 – 238	55 – 79

Average number of anticipated resident engagements events per year: 934 – 1,447 (18 – 28 per week). Please note these do not include events for other sectors, which are outlined below.

Additionally, our aspirational goal is to engage at least 25% of faith-based organizations with a membership of 200 or more.

Worksites

Our Steering Committee has recommended a goal of designating a sufficient number of employers to represent 85,000 employees. This represents half the workforce of our Top 100 employers in order to achieve critical mass in our community and also to allow employers of varying sizes to participate. The aspirational goal is to be inclusive of large employers, small employers, minority- and women-owned business enterprises, and employers in all areas of the city.

This will be achieved by one-on-one engagement with the employers by both staff and volunteers, and a series of employer workshops and summits where business leaders share best practices and work collaboratively on pledge actions. Staff will work closely with all area Chambers of Commerce and Economic Development Corporations.

Restaurants

There are approximately 400 locally owned or independent restaurants. The goal is to designate 25%, or approximately 100 restaurants. The aspirational goal is to make sure that a minimum number of restaurants in each section of the city are designated, for access to all residents. As with other sectors this initiative will be staff-led with heavy support from volunteers and community leaders.

Grocery Stores

There are approximately 54 grocery stores in Fort Worth. Although most of them are national or regional chains, the goal remains 25% of them achieving designation -- or 14. The aspirational goal, similar to restaurants, is to have grocery stores throughout the city participate in the program. Outreach will be by both staff and volunteers.

Schools

Our Steering Committee has recommended that any area school district with 50% or more of their schools inside Fort Worth should be a part of our program.

That includes the following:

District Schools	Schools in Fort Worth	Percentage of District's Total
Fort Worth ISD	134	100%
Crowley ISD	16	70%
Eagle Mountain Saginaw	17	68%
Keller ISD	24	62%
Lake Worth	3	50%
Northwest	18	67%

Targeted public schools: 212

The goal is to designate 25% or 53 schools. While that might appear to be about 18 schools per year in our primary three-year outreach program, it will really depend on policy changes at the district levels first. The Blueprint Advisory Committee will advise best outreach and targets by year for ultimate success. At this time, we anticipate starting with Fort Worth and Keller ISDs and moving into the others in the coming years.

Community Policy

Unlike other sectors where a minimum number of organizations must achieve designation, in order to achieve Community Policy designation, the city must achieve a minimum number of policy goals in three key categories. If the policies already meet Blue Zones' criteria, they may count toward the goal.

Additionally, the city must conduct three public workshops: one each for built-environment, tobacco, and food policies.

Community Policy Designation	
Built Environment	
4	required policies
3	short-term
2	long-term
9	total
Food Policy	
6	short-term
4	long-term
10	total
Tobacco Policy	
5	short-term
3	long-term
8	total
Total policies	
27	total policies to be enacted
Short-term:	typically within 1 year
Long-term:	typically within 3 years

The City and our Steering Committee propose holding the Built Environment workshop in early 2015; the Food Policy workshop in conjunction with the Tarrant County Food Policy Council in late 2015; and the Tobacco Policy workshop in early 2016.

Areas of Focus

Blue Zones Project does not focus on any particular health issue (such as diabetes) but concentrates on general well-being in four key areas: physical, social, community, purpose, following nine key principles identified by Blue Zones LLC and shared in previous documents.

Gallup-Healthways Well-Being index has recently been completed in Fort Worth and results will be shared with our Steering Committee members this fall. The comprehensive survey looks at well-being in all six sections of our city, individually and collectively. The survey will be repeated annually to measure progress in community well-being.

Events

As you can see from each sector, a huge number of events will be required, ranging from a 5-person walking moai to policy workshops involving several dozens to worksite or faith-based summits engaging a variety of audience sizes. The costs for each cannot be predicted at this

time, but wherever possible, staff will seek no-charge venues and volunteer facilitators. Some events, such as policy workshops, will require nationally recognized experts to facilitate; and purpose workshops will require certified facilitators that we will recruit from the community. Volunteers will assist staff in organizing, planning and conducting these events.

About 20 initial community awareness events have been planned for a comprehensive six-week timeframe to begin this process. They were strategically designed to be in a variety of weekdays and weekends, times of day, and locations across the city to allow a maximum number of people to attend. Consideration was given both to free parking and bus routes for best access.

Marketing

A national advertising agency and a local PR firm have been retained to assist with this project. In addition to a robust speakers' bureau already mentioned, communications will include publicity opportunities, out-of-home media, online media, and limited broadcast or radio media will be deployed as appropriate, supplemented heavily by electronic newsletters and opt-in communications.

Fort Worth Blue Zones Project Budget

Overview

Budget allocations and annual projections are just that: projections – based on our extensive experience with this program and on results of the initial community assessment. While sponsors, civic leaders and community volunteers will be instrumental in developing the overall scope of work and will continue to provide input on specific tasks, it is Healthways' responsibility to manage to the approved budget. Therefore, we reserve the right to shift allocations from one year to another, or funds from one category to another to assume maximum efficiency and success of the project.

Total project budget

\$48.6M over 5 years; average of \$10M per year but actual expenditures are not “flat” across all years reflecting intensity of staffing, engagement and marketing needs. Investment will likely be higher in Years 2 and 3 and likely lower in Years 4 and 5 as we transition into sustainability planning. Projections are as follows:

Year	Budget (in thousands of dollars)
2013	\$ 2,500
2014	\$ 8,028
2015	\$ 11,953
2016	\$ 12,741
2017	\$ 8,779
2018	\$ 4,615
Total	\$ 48,616

Breakout of funds allocated

This is an approximate range of allocations and may shift when the Blueprint is approved and as the project matures.

Allocation	Category
35-40%	Staff & Occupancy
15-18%	Marketing & Engagement
20-24%	Technology & Analytics
20-24%	Infrastructure & IP

Staff and Occupancy

Staffing: This will be a labor-intensive project, coordinating hundreds of volunteers, orchestrating thousands of events (several each week in various sectors, including recruiting presentations, public hearings, workshops, special-interest groups, community updates, cooking classes, seminars and many more); garnering public support and active engagement for policy changes in the city and 14 school districts; and managing the public participation process and lobbying efforts. Our plans call for 26 experienced staff members in 2014 and up to 39, depending on needs, by 2016, after which the staff begins to shrink. (Refer to our 2014 staff chart for a breakout of functions.)

Occupancy includes Class B office rental, furniture and equipment, hardware/software, office supplies and all other typical business expenses related to supporting staff and volunteers.

Infrastructure & Intellectual Property

Includes Healthways' management and oversight: consulting expertise from colleagues who have successfully implemented Blue Zones Projects in other communities; ongoing access to Healthways total population health management solutions, innovations, R&D and best practices; legal and accounting functions in our corporate office; senior management engagement and participation, including our CEO; an appropriate share of research and development fees that enable Blue Zones Project to be deployed in Fort Worth; and a reasonable profit margin.

Licensing and partnership fees include the rights to use the Blue Zones' trademark and principles owned and developed by Blue Zones, LLC, as a result of an eight-year international study supplemented with continual improvement initiatives. It also includes the personal participation by founder and National Geographic Fellow Dan Buettner and other internationally acclaimed well-being professionals such as Walkable and Livable Communities Institute, the Cornell Food Lab and others who bring their expertise and experience to the Fort Worth community in support of this project.

Technology & Analytics

Measuring pre- and post-project community well-being, as well as periodic checkpoints, is an expensive undertaking but critical to establish a baseline, provide opportunities for course-correction, and demonstrate success. We may also need to purchase existing third-party research that focuses on Fort Worth to establish benchmarks and progress in areas such as obesity, diabetes, and cardio-vascular risks.

This category includes website development and maintenance, including all back-end systems to capture pledges, participants, and certifications, as well as the CRM program to capture/manage all volunteers. Additionally, it includes costs to build and provide engagement and operational progress reporting.

Marketing & Engagement

Success in gaining public support for policy change will require extensive communications, education and outreach.

This category includes local ad agency/PR firm fees, marketing materials, website and social media development/maintenance, collateral materials, video, speakers' bureau, event invitations and materials and media relations. Additionally, it includes access to nationally developed core materials and an extensive online resource center developed exclusively for Blue Zones Project.

Fort Worth Blue Zones Project Value Summary

The Blue Zones Project drives positive change at the individual level across multiple health and well-being behaviors for an entire population. The resulting impact of well-being improvement achieved through the Blue Zones Project in Fort Worth directly correlates to financial and economic improvements for employers, governments, and individuals across the community.

Over the next five years, ***Fort Worth, Texas stands to benefit from saving \$300 million in total health care claims and \$1.1 billion in avoided lost productivity*** through the Blue Zones Project. Based on this projected improved workforce productivity, there are further gains. It is expected that the Blue Zones Project will support regional economic growth driven by a healthier workforce for employers. ***The five-year regional impact from Blue Zones is expected to create over \$350 million in economic benefit to the region. The average total value from the project for the first 5 years will equate to \$426 average annual per capita.***

In total, ***the overall five year value of the Blue Zones Project for Fort Worth, Texas is projected to be \$1.75 billion.***

The Blue Zones Project affords the means by which to affect positive change at the individual level across multiple health and well-being behaviors for an entire population. In turn, the aggregation of individual beneficial impacts stemming from the Blue Zones Project has an order of magnitude impact for the regional economy supporting the community.

Fort Worth's investment of approximately \$50M in the Blue Zones Project over the next five years creates an attractive, sound return on investment. More importantly, that investment will reflect the value of the collective well-being improvement of the individuals who are Fort Worth, Texas—with a lasting and differentiated change.