



HEALTHY COMMUNITY ZONES

Coordinated by BRHPC's TOUCH Initiative

HEALTHY COMMUNITY ZONE TOOLKIT



TABLE OF CONTENTS

Introduction	3
<i>About the Toolkit</i>	
<i>What is a Healthy Community Zone?</i>	
<i>Overview of the Healthy Community Zone Initiative</i>	
<i>Need for Healthy Community Zones</i>	
<i>Understanding the Determinants of Health</i>	
Getting Started	8
<i>Gaining Knowledge</i>	
<i>Determining your Community Health Needs</i>	
<ul style="list-style-type: none"> ○ <i>Asset Based Community Development (ABCD) Model</i> ○ <i>Definition of Community Assets</i> ○ <i>SWOT Analysis</i> ○ <i>Geographic Information System (GIS)</i> ○ <i>Identifying your Healthy Community Zone</i> 	
<i>Overview of Healthy Community Zones Five Focus Areas</i>	
Identifying Leads, Stakeholder Workgroups and Community Representation	20
<i>Healthy Community Zone Leads</i>	
<ul style="list-style-type: none"> • <i>Solidifying the role of the backbone agency</i> • <i>Identifying the lead</i> 	
<i>Creating Team Workgroups</i>	
<ul style="list-style-type: none"> • <i>About workgroups</i> • <i>Establishing workgroups</i> 	
<i>Engaging the Community</i>	
<ul style="list-style-type: none"> • <i>Why is it important to involve the community?</i> • <i>Community events</i> • <i>Community Liaisons</i> • <i>Other ways to engage the community</i> • <i>Walking Assessments</i> • <i>Dotmocracy</i> • <i>Safe Routes Florida Application</i> 	
Community Action Plans	27
<i>Development Framework</i>	
<ul style="list-style-type: none"> • <i>Specific Goal</i> • <i>Additional Knowledge</i> <ul style="list-style-type: none"> ○ <i>Current Reports</i> • <i>Social Network and Context</i> • <i>Identifying Motivators</i> • <i>Identifying Intercepts</i> • <i>Identifying Policy, Systems, and/or Environmental Changes</i> • <i>Monitoring</i> • <i>Evaluation</i> 	
Implementing the Action Plan	34
<i>Implementation Phase</i>	
<i>Prioritizing Strategies</i>	
<i>Evaluation & Sustainability Measures</i>	
Conclusion & Next Steps	40
References	41
Appendix	43

INTRODUCTION



About the Toolkit

This Toolkit is meant to serve as a guide and resource for municipalities, organizations, and agencies that acknowledge that through a common vision, collaboration and connection to community assets the health and wellbeing of the community can be improved. Based on the lessons learned of the Broward Healthy Community Zone, the guide provides suggestions on where to begin, who to engage, and how to develop your roadmap to success.



What is a Healthy Community Zone?

A Healthy Community Zone (HCZ) is defined as an area where existing community resources and activities are connected through coordinated partnerships to improve the community's health. The locations of these zones include healthy and safe sites such as schools, community centers, hospitals, clinics, libraries, local businesses, food retailers, parks, open green spaces, buses, train stops, and community trolleys, among others that are identified by stakeholders.



Overview of the Healthy Community Zones Initiative

The Healthy Community Zone (HCZ) Initiative began as a comprehensive project of the Broward Regional Health Planning Council's (BRHPC) Partnerships for Transforming Our Community's Health (TOUCH), funded by the Centers for Disease Control and Prevention Partnerships to Improve Community Health. The Broward HCZ Initiative involves the collaborative effort of dozens of community partners, local coalitions, and residents to foster a shared vision of health, economic development, and education for the community.

With years of experience in leading coalitions with multiple local partners and community organizations, TOUCH has overseen the planning, implementation and evaluation of numerous community health interventions. However, this intervention is different in the approach it's taken to implement ways to improve and optimize environments within communities to help people move towards healthier choices, by making the healthy choice, the easy choice.

Goal: Help the community move toward healthier choices by making the healthy choice the easy choice.

Together the group, in partnership with TOUCH and the broader community can build a strong collaborative effort that produces more engaged stakeholders and broadens the scope of service to all residents within the defined boundaries of each Healthy Community Zone. Empowered, these professionals, organizations and residents are able to coordinate and expand their efforts in innovative ways, maximize results and move the community towards better health and well-being.

Important Acronyms Used Throughout this Toolkit

The first five Healthy Community Zones in Broward County are:

- Dania Beach;
- Hallandale Beach;
- Fort Lauderdale’s Sistrunk Corridor;
- Lauderdale Lakes;
- A section of unincorporated Broward County designated as the Broward Municipal Services District (BMSD).

ABCD - Asset Based Community Development Model

BMSD - Broward Municipal Services District

CAP - Community Action Plan

CCL - Clinical and Community Linkages

CSI - Collective and Shared Impact

5E’s – Education, Enforcement, Engineering, Encouragement, Evaluation

HCZ - Healthy Community Zone

HEAL - Healthy Eating Active Living

HSBE - Healthy Safe Built Environment

PSE - Policy, Systems, Environmental Changes

SWOT - Strengths, Weaknesses, Opportunities, & Threats

TSF - Tobacco and Substance Free

Need for Healthy Community Zones

Each year, approximately seven out of ten deaths in the United States are due to chronic diseases.[1] These diseases, which include: heart disease, stroke, diabetes, obesity, hypertension, and arthritis are the most common and costly, accounting for 86% of the healthcare costs in the United States. According to the Centers for Disease Control and Prevention [2], in 2012, approximately 117 million people lived with one or more chronic diseases. [1,3] These are preventable health problems caused by lack of physical activity, poor nutrition, and tobacco use, among other behaviors that can be changed. [2]

7 out of 10 deaths in the United States are due to chronic diseases.

Although chronic diseases are found in people of all races and income levels, minorities living in low-income communities are the most affected and represent a disproportionate number of those with chronic diseases. The conditions, in which people are born, grow, live and work plays a significant role in their health outcomes. Particularly in underserved

Minorities living in low-income communities are the most affected and represent a disproportionate number of those with chronic diseases.

communities there are a number of factors that lead to health disparities including living at or below the federal poverty level, lack of or inadequate access to healthy nutritious food and medical care, among others.[4] These external barriers prevent individuals from making healthier choices and living their lives to their full potential. Healthy Community Zones addresses many of these factors by reducing or removing, where possible, the barriers to health equity in the community. This initiative brings community organizations, businesses, residents and other stakeholders together to accomplish common goal of improving the community's health by creating an enabling environment that makes the healthy choice the easy choice. The results are maximized in a manner that is not only efficient, but also sustainable with long term impact in reducing health disparities and inequalities.

Understanding the Determinants of Health

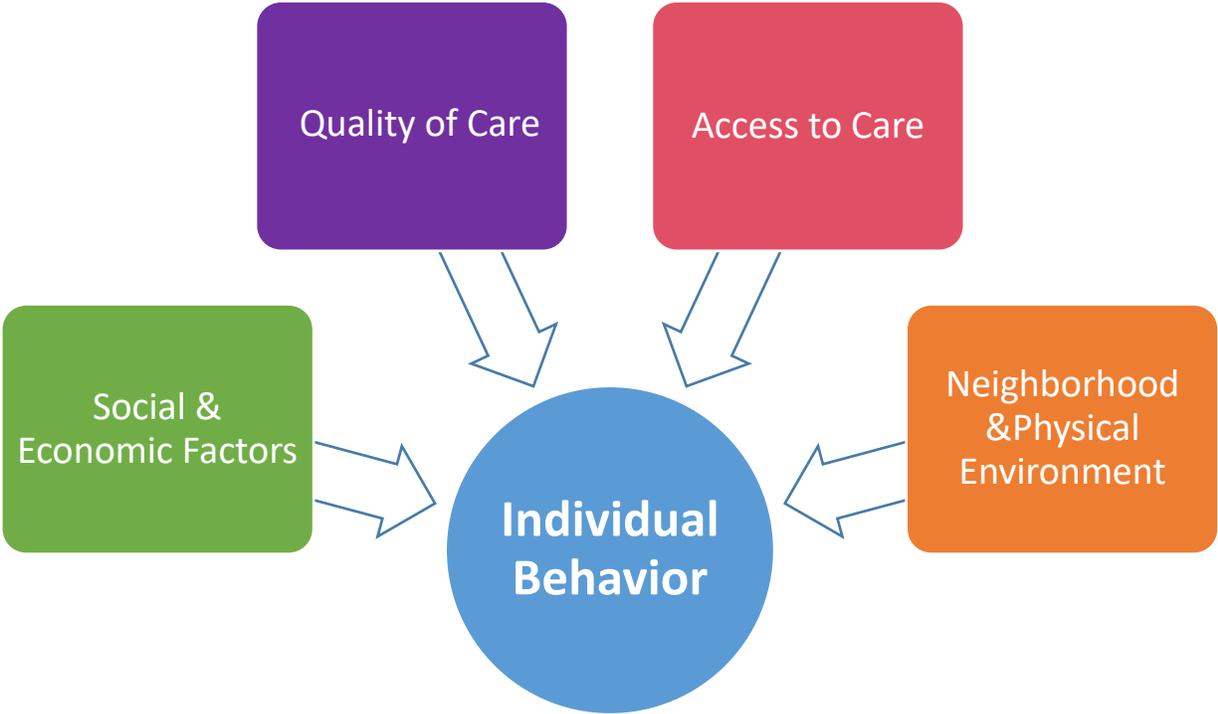
In order to effectively address health inequalities, it is important to understand the determinants of health. Although many chronic diseases are often preventable and a result of individual behavior, there are many factors that impact and influence the adoption of unhealthy or healthy behaviors. The neighborhood people live in, the physical environment, social and economic stability, access and quality of care all play a role in the health outcome of individuals in a community. Physical environment factors include: housing conditions, transportation, pedestrian infrastructure, aesthetic elements (i.e. neighborhood cleanliness, lighting, trees, benches), among others. Social and economic factors include: level of education and



job opportunities, access and affordability of healthy foods, neighborhood safety, etc.[5,6] Combined, these factors have a significant impact on health. The access and quality of medical care also plays a vital role in disease treatment and prevention, and therefore, determine the

health outcomes of individuals and communities. Addressing these factors through policy, system, and environmental changes removes many of the barriers that prevent individuals from adopting healthy behaviors and improves community health.

There are many factors that impact and influence the adoption of healthy and unhealthy behaviors



GETTING STARTED

Shared Vision and Common Agenda

A Healthy Community Zone begins with a group of residents or community leaders recognizing that the impact of where they live has on their quality of life and organizing to do something about it. The shared vision or common agenda among this group is the fire that gets the community going and the glue that keeps the Healthy Community Zone working.

Once buy-in has been gained and a shared interest has been expressed to consider creating a Healthy Community Zone, knowledge should be gained to make an informed decision on which assets should be built upon, what areas should the team focus on, who will lead and how will it be implemented.



Gaining Knowledge

Gaining baseline knowledge provides insight on what the specific determinants of health are for the geographic area and provides insight to the community's status on addressing the shared vision. Information is expected to be collected in various forms such as quantitative data, qualitative input, and illustrations or graphical representations of assets and structures. In some instances, local governments, hospitals, health councils, Community Redevelopment Agencies and others might have recent reports and data collected from a diverse group of stakeholders to inform your initial assessment. Examples of methods and sources utilized to gain knowledge include: reviewing an inventory of existing plans and reports, local statistics, Asset Based Community Development (ABCD) Model, Strengths, Weaknesses, Threats, and Opportunities (SWOT) analysis, and community input, etc.

Asset Based Community Development Model

Conducting needs assessments and assets mapping of your community will help you get a clear picture of the community in its entirety and identify the existing resources. Unlike the traditional models that focus on the community's needs, deficiencies, and problems, the Asset Based Community Development (ABCD Model) is a capacity model that focuses on a community's capacity, skills and assets to addressing community health. Furthermore, with the ABCD Model, the focus starts with what is present, rather than what is absent or a problem. Collectively, this capacity-focused community development approach will enable the connection of assets that build relationships by matching individual assets with people, groups or organizations that have an interest in that asset. Similarly, the analysis will enable problem-solving capacities of local residents, local associations and institutions in addition to development of policies. There are many tools that can facilitate mapping of existing community resources. These include, but are not limited to: SWOT analysis, geographic information system (GIS), and Walking Assessments.



Definition of Community Assets

Community assets, also known as community resources, can be defined as anything that can be used to improve the community's life and health. The purpose of asset mapping is to identify all of a community's assets, and map them with an end goal of restructuring the assets and relationships towards the shared vision of improving community health. Assets include:

- **Physical Space** refers to the areas and environments where people live. Examples of assets in the physical space include: parks, paths, housing developments, transit, natural resources, and public spaces around buildings.
- **Individuals** refer to people in the community with skills, traits, and interests that are important to the community. These include individuals, such as youth, older adults, students, parents, entrepreneurs, and activists.
- **Associations** refer to coordinated groups of individuals who work toward a common goal or interest. These include groups, such as Neighborhood Watch, social groups, health advocacy groups, and fitness groups.

- **Local Economy** refers to businesses and organizations in the community that contribute to the economy. These include local businesses, merchants, chambers of commerce, foundations, and banks.
- **Institutions** refer to large organizations that are anchors in the community and provide services or information. These include places like hospitals, schools, universities, libraries, charities, and media

SWOT Analysis

SWOT is the abbreviation of the words Strength, Weakness, Opportunity, and Threat.[20] A SWOT analysis allows you to identify the community’s strengths and weaknesses, as well as the opportunities and threats in each of the four HCZ focus areas. This analysis can be performed in an informal discussion format and involve different stakeholders in the community including partners, leaders, and residents. This allows you to obtain different perspectives about the community. Additionally, involving residents is a great opportunity not only to learn about their views of the community, but also to start engaging the community and making them part of the change. Studies have shown that community members are more receptive to changes when they are involved in every step of the process and are able to share their personal experiences.[25] The SWOT analysis is a simple and powerful tool that allows you to communicate about the HCZ initiative while obtaining valuable information about the community. Your SWOT analysis can be formatted in different ways including the example below.



STRENGTHS

Strengths in the community include all resources and capabilities that can be used to advance and improve the community and benefit its members.[26] Strengths include, but are not limited to:

- **Physical Locations & Spaces:** community Centers, Boys & Girls Club, Housing Authority Properties, YMCA, among others
- **Individuals:** active older adults, community leaders
- **Associations:** Faith-Based Organizations
- **Local Economy:** local businesses
- **Institutions:** schools, grassroots organizations, Farmers Market, African American Research Library, High Speed technology infrastructure investment throughout neighborhood



Weaknesses in the community include all barriers that work against the advancement and improvement of the community. Additionally, it includes resources and attributes that do not meet the necessary standards. Weaknesses may be controllable, minimized, or eliminated.[26] Weaknesses include, but are not limited to:

WEAKNESSES

- **Physical Locations & Space:** lack of safety throughout neighborhood, corridors that have been improved but not the neighborhoods, and large number of empty, vacant, boarded up properties within HCZ
- **Individuals:** local champions are not yet engaged in the community, community trust is low, and lack of local official involvement
- **Associations:** lack of coordinated efforts within community, community lacks political power because of lack of coordinated advocacy—city funds are going to other areas with more comprehensive plans or stronger advocates, and lack of coordination amongst organizations.
- **Local Economy:** safety concerns within community limits business investment, and food retail is lacking in the economy
- **Institutions:** troubled community needs more Law enforcement presence and positive law enforcement relationships



OPPORTUNITIES

Opportunities in the community include external factors that can be capitalized on and used to improve the community. A good idea is to look at the community's strengths for any opportunities. Alternatively, weaknesses may also be used to open up opportunities if they are eliminated. Opportunities include, but are not limited to:

- **Physical Locations & Space:** Housing Authority Property locations, improvements to built environment including sidewalks, curb cuts, and lighting that can be further improved, and rebuilding of properties throughout community
- **Individuals:** local champions, leaders, stakeholders, entrepreneurs, activists, and interested community members
- **Associations:** YMCA Active Older Adults group can mobilize volunteers quickly, organizations in the HCZ can connect to Children's Services Council resources or connect to larger Community Based Organizations, and Home Owners Associations are a direct link to the local residents
- **Local Economy:** internships, mentoring, and job opportunities within the HCZ. Housing Authority can build capacity with proper funding by providing job opportunities to high school dropouts with criminal backgrounds
- **Institutions:** opportunity for more Broward College presence in the HCZ. Capitalize on existing resources such as hospitals, schools, universities, libraries, charities, and media



THREATS

Threats are any factors that compromise the community’s wellbeing. These may include changes in the external environment or other conditions that pose threats to the community. Threats include, but are not limited to:

- **Physical Locations & Space:** insufficient transportation, and lack of affordable healthy foods
- **Individuals:** increased number of individuals with substance abuse problems; Emergence of synthetic drugs such as the new synthetic drug called Flakka
- **Associations:** neighborhood associations need support including access to basic communication technology. May need organizing support including administrative tasks such as agenda/minutes preparation and access to copier and computer
- **Local Economy:** lack of financial institutions, abundance of check cashing institutions, lack of employment, large number of school drop-outs and unemployed without productive path
- **Institutions:** limited availability of alternative high school programs and insufficient number of education institutions K-12 in the neighborhood

	 STRENGTHS	 WEAKNESSES
 OPPORTUNITIES	Opportunity-Strength (OS) Strategies Use the strategies to take advantage of opportunities	Opportunity-Weakness (OW) Strategies Overcome weaknesses by taking advantage of opportunities
 THREATS	Threat-Strength (TS) Strategies Use the strengths to avoid threats	Threat=Weakness (TW) Strategies Minimize weaknesses and avoid threats

Source: <http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/main>

Geographic Information System (GIS)

The Geographic Information System (GIS) is a type of computerized mapping that allows you to visualize your HCZ in many ways and identify existing assets and safe paths. It allows you to add the desired data into a map including city blocks, census tracts, neighborhoods, and demographics of a particular area. This is a valuable tool that reveals trends and patterns in the form of maps.[27] Examples of important data to include in your HCZ GIS map includes, but is not limited to:



- Race and ethnicity
- Income and education levels
- Prevalence of certain chronic diseases in a specific area
- Locations of substandard housing
- Assets in the community such as parks, schools, hospitals etc.

To obtain a GIS map for your community, check on your local County website as some counties, such as Broward County, offer free downloads of select GIS data.[28]

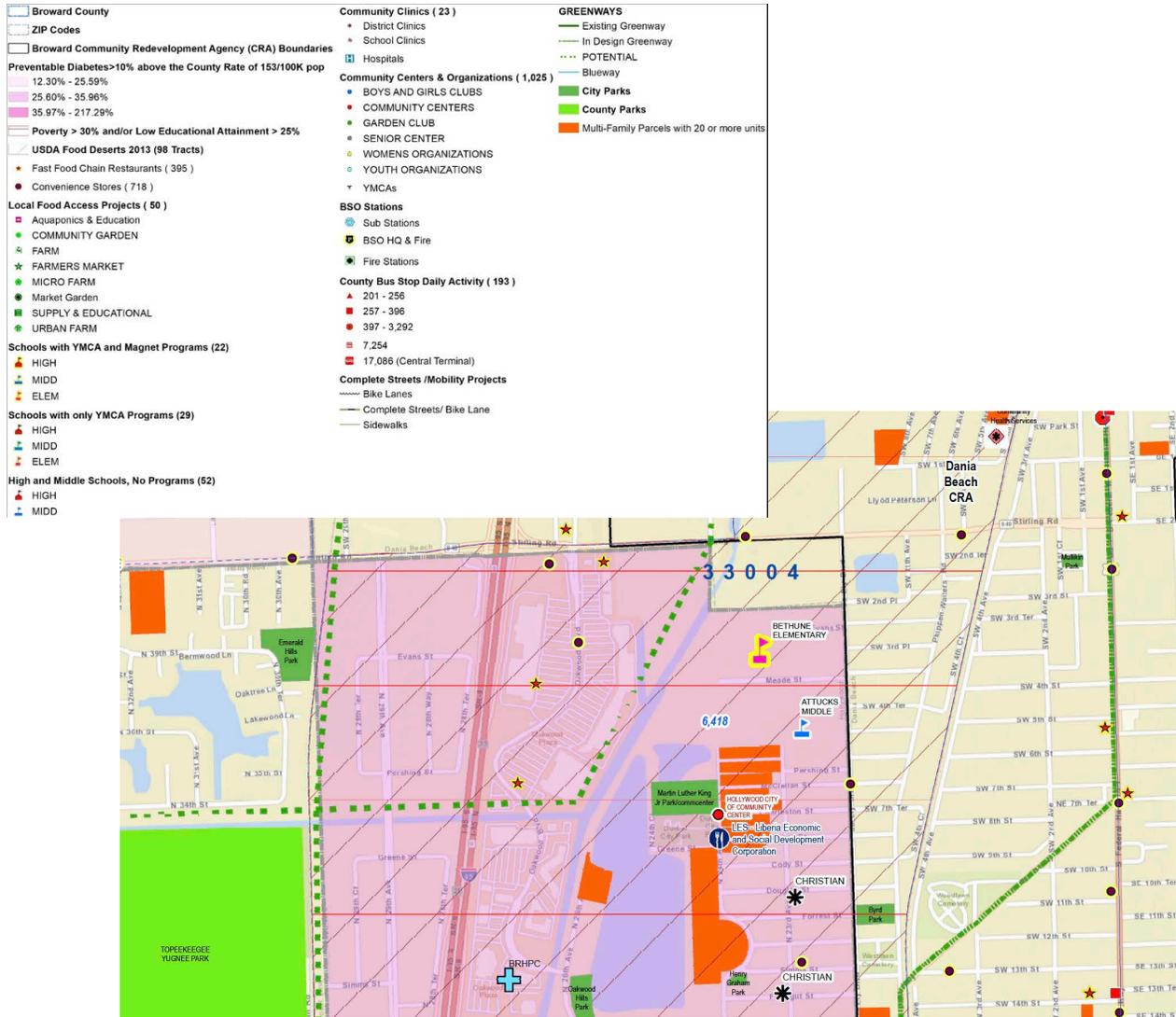
Identifying your Healthy Community Zone

To identify your Healthy Community Zone (HCZ), the following criteria should be met:

Selecting the Target Area

1. Identify a target geographic area for your HCZ with dimensions between 0.5 and 5 miles
2. Choose a community that has a preventable-diabetes-rate that is 10% above the County rate
3. Choose at least one of the focus areas to prioritize during implementation of the Healthy Community Zone (HCZ), and be willing to partner with organizations on additional focus areas as identified throughout the implementation process.
 - If Tobacco-Free Living is a focus area then select a target area that has at least one school with grades from 6 to 12, middle or high school students, with an established or intentions to form a Students Working Against Tobacco (SWAT) Team.

Sample map of target area:



Five Focus Areas



The Broward HCZ Initiative aims to reduce health disparities by addressing issues at an institution level as well as with tobacco use, obesity, and chronic diseases through policy, systems and environmental change at the community level. The five evidence-based focus areas for the Broward Healthy Community Zones are:

- Tobacco & Drug-Free Living
- Active Living & Healthy Eating
- Clinical & Community Linkages
- Healthy & Safe Physical Environment
- Collective & Shared Impact



Tobacco & Drug-Free Living

Problem Significance:

According to the Centers for Disease Control, currently approximately 40 million adults living in the U.S. are tobacco smokers.[8] Tobacco smoking is the leading cause of preventable disease and death in the nation, accounting for 20% of all deaths, nearly 500,000 per year.[9] Moreover, approximately \$300 billion dollars are spent yearly in direct health care and productivity loss.[8] Secondhand smoking also poses a significant threat to health. Over the last 50 years, nearly 2.5 million nonsmoker individuals have died due to secondhand smoking related health problems.[9] Studies have found that most secondhand smoking exposure happen at home or workplaces.[8] Children are the most affected by this problem that causes many health issues, including ear infections, asthma, respiratory infections, and even increased risk for sudden infant death syndrome. Recent studies have shown that children living in poverty and underserved communities are at an increased risk of exposure, where disadvantaged mothers face more barriers to protect their children, due to relationship and living instability.[10]

Main Goal:

Create an environment free of tobacco products and illegal drugs and one that provides social support for current users and a model environment for non-users.

Examples of Strategies:

- Increase the number of Tobacco Free parks and playgrounds within the Healthy Community Zone
- Increase the number of Young Lungs at Play signage within Healthy Community Zone public areas.
- Establish a mechanism for sustaining Tobacco Free programming in the Healthy Community Zone
- Provide templates for Tobacco and Substance Free policies and protocols for institutions residing within Healthy Community Zone
- Resident led education efforts targeting leaders and other community members about the impacts of Smoke Free Multi Unit Housing Ordinances
- Implement a Smoke Free Multi Unit Housing voluntary protection



Active Living & Healthy Eating

Problem Significance:

Currently in the United States, nearly 35% of adults and 17% of children are obese, and pre-school children from lower-income families are more likely to be obese.[11, 12] The high rates of obesity are mainly due to poor nutrition and the lack of physical activity. Obesity contributes to chronic diseases and early deaths from high blood pressure, high cholesterol, diabetes, heart disease, and cancer among others. Due to the higher prevalence of corner stores in low-income communities, individuals are more likely to purchase high caloric foods such as sugary beverages, chips, pastries, and candy, which further contributes to obesity and other related health problems.[13]

Main Goal:

Create an environment where healthy food choices are identifiable, available, and affordable and where opportunities exist for residents to become involved in cultivating a culture that supports healthy food access, and where incidental and organized physical activity opportunities are available to all.

Examples of Strategies:

- Expand opportunities for physical activity through enhanced facilities and program offerings throughout the Healthy Community Zone
- Implement the EatSmart Broward™ food labeling system throughout the Healthy Community Zone
- Create network of Good Neighbor Stores within the Healthy Community Zone
- Develop and support community gardens
- Educate residents and county leadership about Active Design Standards
- Implement Joint Usage Agreements to expand the evidence-based program reach across the Healthy Community Zone



Clinical & Community Linkages

Problem Significance:

According to the Centers for Disease Control, over 32 million individuals under the age of 65 are uninsured in the United States.[14] Individuals who lack or have inadequate health insurance, do not have consistent source of medical care and are more likely to postpone seeking care due to cost, which leads to untreated diseases.[15] Despite the growing rate of chronic diseases, individuals receive less than recommended preventive, counseling, and health education services. Additionally, referrals to outside providers and other community-based organizations are uncommon.[16] These factors coupled to other barriers such as high cost of medical care, lack or limited access to care, lack of public transportation, and racism, place individuals in underserved communities at increased health inequality.[17]

Main Goal:

Make clinical healthcare and proven health promotion resources available and affordable to all residents in the neighborhoods.

Examples of Strategies:

- Coordinate health promotion efforts and link them to clinical care in the Healthy Community Zone
- Recognize, support, and expand the role of local parks as health hubs in the Healthy Community Zone
- Expand the system of Community Health Workers or Community Liaisons willing to connect residents to clinical services within the Healthy Community Zone



Healthy & Safe Physical Environment

Problem Significance:

In 2015, on a national level pedestrian accidents resulted in 129,000 injuries and 5,376 fatalities.[18] Pedestrian safety in Florida ranks worst in the nation.[19] During the same year, there were over 9,000 pedestrian involved accidents in Florida, resulting in 606 deaths.[20] Older adults and children are the most vulnerable; individuals over the age of 65 account for 19% of all pedestrian fatalities, and 20% of children under the age of 14 who died in traffic crashes were pedestrians.[21]

Main Goal:

Implement roadway and neighborhood designs that will make it easier and safer for residents to travel using all modes of transportation including walking, biking, driving and public transit.

Examples of Strategies:

- Support Complete Streets implementation within the Healthy Community Zone
- Support closing the last-mile gap between pedestrian and bicycle facilities and transit stops
- Support place-making and tactical urbanism projects
- Adopt Smart Growth principals and land use design
- Social and institutional support for a clean and aesthetically pleasing physical environment
- Adopt Active Design Guidelines



Collective & Shared Impact Approach

Healthy Community Zones by design are coordinated efforts of multiple organizations and stakeholders who share a common vision for a more prosperous neighborhood. The Collective and Shared Impact focus area is anchored on the well documented collective impact model as well as the relevant application of addressing the root causes to institutional bias and marginalization. Collective impact is an effective solution to problem-solving social issues. [22] In the Broward Healthy Community Zones, TOUCH initially served as the backbone organization that continuously strengthened the relationship among all participants by coordinating the work of the group toward the common goal to produce exceptional results. [23, 24] As the Healthy Community Zones evolved the designated leads and their respective agencies became the backbone of each local Healthy Community Zone.

Main Goal:

A leadership team to support focus area workgroups by implementing overarching policies and practices that eliminate barriers to addressing health disparities and makes the healthy choice an easy one for all of the Healthy Community Zone.

Examples of Strategies:

- Health in All Policies
- Organize the structure of a leadership team
- Identify dedicated administrative support from the backbone agency
- Ensure residents are represented in governing committees that impact the HCZ focus areas
- Develop over all branding and communication plan for the Healthy Community Zone

IDENTIFYING LEADS, STAKEHOLDER WORKGROUPS & COMMUNITY REPRESENTATION



Healthy Community Zone Leads

Solidifying the role of the backbone agency

A backbone agency serves as the coordinating staff that provides direct assistance to establishing and maintaining the Healthy Community Zone. A designated budget commonly supports this agency or the coordinator of the Healthy Community Zone. As previously mentioned, in the Broward HCZs, TOUCH served as the backbone agency to initially begin the process and provide technical assistance to the HCZs, but over the three year period each HCZ lead transitioned to become the backbone of their HCZ.



Identifying the lead

The Broward HCZ leads were self-selected when they applied for the opportunity to become a Healthy Community Zone. All of the leads shared the qualities of being respected and trusted leaders among government officials and community residents. Co-leads also existed and proved to be beneficial in having high-level stakeholders play a key role in the development of the HCZ. However, over time most HCZs had one prominent lead that oversaw the coordination of the overall effort. The leads chair or co-chair the Collective and Shared Impact workgroup and coordinate with Community Liaisons and other workgroup leaders.

Creating Team Workgroups

About Workgroups

Workgroups are subgroups that lead the efforts in the community and report to the backbone agency or organization. These groups help during the entire process including strategy and indicator development, and implementation.

Establishing Workgroups

Before starting to address the issues affecting your community, you will need to establish a workgroup and identify a leader for each HCZ focus area. These groups should include community experts, partners, and members who will work together to engage community members, choose and implement strategies, as well as track progress and success.



Following best practices, workgroups:

- Work toward a common agenda;
- Determine how progress and success will be measured;
- Leverage the different skills, knowledge and experiences of each member to mutually reinforce activities through continuous communication to maximize results.



Engaging the Community

Community engagement is at the core of effective and successful implementation of the CAPs and overall community transformation. Continuous communication throughout the planning, outreach, action plan development and implementation is vital to achieve this goal. Community members are directly affected by the issues in the community; including them during all phases is helpful to define the problem and develop plans that actually addresses their needs.[33]

Community involvement is not an easy task; it requires consistent and intentional efforts and may take time and the need to revisit past and current methods to assure diverse and genuine representation is gained. Nevertheless, it is a crucial step in removing resistance to change. Even when the ultimate goal is to bring improvements to the community, fear and resistance to change are strong factors that need to be removed to ensure that the community is a part of and adopt the necessary changes. Community engagement has the power to build social networks, foster solidarity and collective efficacy, and generates shared commitment to community well-being.[34] It also empowers individuals by building civic capacity and personal efficacy, which in turn helps with adoption of healthy behaviors. Furthermore, it mobilizes community members to have a voice into the policies and programming they need, makes them part of the change and promotes community well-being.[34]

Community Events

Ongoing community participation is vital to promote change in the community. Increasing participation may not be an easy task, as there are barriers that may prevent individuals from getting involved. As previously mentioned, every community is different and ways to promote participation will vary. Some barriers that may need to be removed include [35]:

- Preconceptions and attitudes within the community
- Lack of experience with collective action and skepticism
- History of not having their voices heard and sense of powerlessness
- Lack of transportation, among others



It is possible to engage the community by strengthening connections and building trust through events such as kickoffs and active transportation forums. During these events residents can learn more about the initiative and have their voices heard, which will build rapport and increase social capital.

Kickoff Events

Kickoff events can help to initiate and generate momentum for public outreach campaigns, awareness campaigns and community feedback collection, to name just a few examples. A kickoff event could easily be combined with a series of workshops or community meetings to both help extend the awareness of a particular topic and also to raise community awareness to ensure there is an overall understanding that their feedback and comments are being requested by local government and will be considered.

Community Liaisons

Community Liaisons main role is to assure the HCZ is operating in a community-friendly manner with goals and projects reflective of the community's interest. The Community Liaison plays a vital role in engaging community members and maintaining connection between community residents and HCZ project leaders. The Community Liaison is a HCZ resident who can help motivate community members to get involved in improving the community, and ultimately help reduce health disparities. Some of the main duties and responsibilities of a Community Liaison include:

- Help connect the community with project leaders by providing information about the community's interests;
- Help connect residents to HCZ events and opportunities for involvement;
- Help connect community-based stakeholders and businesses (such as Corner Stores) to HCZ leadership and programs (like GNSI);
- Assure the community needs are reflected in the community action plan;
- Present the community action plan to the community then provide feedback back to the workgroups and leads; and
- Be extensively involved in the organization and promotion of HCZ events

Community liaisons should go through capacity building training to ensure that the information they will disseminate to the community is accurate and meets project goals. A sample curriculum and training manual can be found in the [Appendix](#) section of this toolkit. Be extensively involved in the organization and promotion of HCZ events

Other Ways to Engage the Community

Every strategy and project is intended to be co-designed by the Community; therefore the Broward HCZs gained knowledge about specific focus areas and approaches through activities such as Walking Assessments, Dotmocracy, and Safe Routes Mobile application that are led by community residents that have received training from a technical community partner.

Walking Assessments

Another great way to identify the assets and gaps in your community is conducting walking assessments. This process involves gathering data about the environmental conditions in the community that affect walking and bicycling.[29] When performing walking audits, it is important to include experienced or trained individuals who are able to identify pedestrian and bicycle issues, as well as



community residents. You may also create interactive maps as a way to allow the community to demonstrate where they would like to see environmental improvements in their community. When conducting walking assessments in your HCZ you can choose to focus on a specific area such as a school site, a popular corridor for bicycling, an intersection with high incidence of pedestrian accidents, among others.[29] Some important stakeholders to get involved in walking assessments are: parents, older adults, school staff, traffic department staff, engineers, and law enforcement. Results from walking assessments can provide valuable information about the community and its infrastructure, which will guide the development of an action plan. There are many existing walking and bicycling assessment tools that you can use in your community. A sample tool can be found in the [Appendix](#) section of this toolkit.

Safe Routes Application: Useful Tool for Walking Assessments

The Safe Routes application is a great tool to use during walking assessments. Safe Routes Broward (SRB) is a pilot app for mobile and online reporting of safety issues around neighborhoods, which then can be communicated to local government and/or decision makers. This non-emergency reporting system app is free and available on both Android and Apple App Stores. The goal is to help ensure that all safety concerns reported by citizens are directed to the appropriate County, Municipal, State, or partner agency, so that the issues are resolved in a timely manner.



Dotmocracy Boards

Dotmocracy boards generate valuable input from the community and play a major role in the Community Action Plan (CAP). These boards are created for each of the focus areas and contain overarching examples of ideas for the community to improve outcomes and health issues. These boards are then used to get feedback from the community, which in turn is used to build the CAP.



The dotmocracy activity allows community members to provide their input and have a voice on each of the four focus areas by placing green, yellow, or red dots on programs and services they would like to have in their community. A sample dotmocracy boards and a facilitation guide can be found in the [Appendix](#) section of this toolkit.

Multi-Media Strategies

Additionally, marketing tools such as releases, website development, social media, and print materials can be utilized to continue the conversation with the community.

- **Media Releases** is a great way to keep the community informed of the progress
- **HCZ Website Pages** is another option that provides the opportunity to keep the community informed on what the project is about, as well as follow progress
- **Social Media** is a great way to engage the community, especially younger residents
- **Print Materials: HCZ flyer and Community Action Plan one-pagers** provide a short summary of the initiative for community members and is a useful tool to engage the community.

COMMUNITY ACTION PLAN DEVELOPMENT (CAP)

Once you have established a shared vision, gathered general knowledge about local assets and statistics, and community input, and have established a leadership structure, it's time to create a Community Action Plan (CAP). A Community Action Plan can be defined as a road map for implementing necessary changes. This phase entails identifying what needs to be done, what strategies will be used to implement, who will be involved, how long it will take to implement, what the various action steps towards full implementation entail, and how progress and success will be measured.



As with previous phases, it is important to involve residents in the process since they are the ones who experience the issues in the community on a daily basis and can provide valuable insights during all phases. The development of the Community Action Plan is a great opportunity to continue strengthening the community by convening residents, partners, and stakeholders to define the specific issues affecting the HCZ and develop a common vision to address them. This action, working with the community and other stakeholders to define issues, and to develop a specific goal of what the community wants to achieve, is the first and most important step for developing an effective Community Action Plan, and planners should ensure that adequate time is spent developing a goal that accurately reflects the community's vision.

One criteria for a good action plan is that it should use "SMART (specific, measurable, achievable, results-focused, and time-bound) goals"[30]. Therefore, there are CAP Tools that allow the HCZ to go through a step-by-step process to develop from gathering the specific knowledge, to assessing the social network and context, to understanding what motivates the current health behaviors, and what are the change tools or intercepts needed to curve this behavior. Additionally, it is important to use sustainable evidence-based strategies or strategies that have been shown to be effective, and then monitor their process. The last step would be to evaluate if the specific goal was met and to what

It is important to note that it may take a full year to build the HCZ structure and develop the Community Action Plan (CAP). While some projects may be implemented early on, full implementation begins in a year to two after the CAP is developed.

extent. This will inform the CAP development framework and allow the HCZ to continue to address unmet needs.

Community Action Plan Tools

There are four tools that can be built to communicate the Healthy Community Zone’s intent and progress on the Community Action Plan process.

Tools	Description & Purpose
<input type="checkbox"/> Community Action Plan (CAP) Outline	<p>The outline list information that informs the first 5-steps of the Community Action Plan development process: setting specific goal, gather knowledge, assess social networks and context, identify motivators, and identify intercepts.</p>
<input type="checkbox"/> Full version of CAPs	<p>The long dense version of the CAP is known to the roadmap for securing additional funding and internally assessing where are the gaps and opportunities are within each focus area. They are useful in keeping the backbone organization, stakeholders and workgroup members informed by providing background information, justification for selection of strategy, robust evaluation methods and measures, a full set of objectives and milestones, and other detailed information. This detailed information on each strategy, how it will be executed and its implementation evaluated, and what resources can be used to implement the strategy, is repeated for each HCZ focus areas. A blank Action Plan template to be used for each strategy can be found in the Appendix section of this toolkit.</p>
<input type="checkbox"/> One-page summary CAPs	<p>This short one-page version of the CAP is an effective communication tool to educate and inform stakeholders about the project in a simple and concise manner.</p>
<input type="checkbox"/> Tracking tools	<p>The CAP tracking tool are known to be a project management tool that outlines the action items, the timeline for completion, and who is the responsible party. The tool is often used during workgroup meetings to progress and implementation status.</p>

Community Action Plan Development Process



8 Steps to Building a Successful Community Action Plan



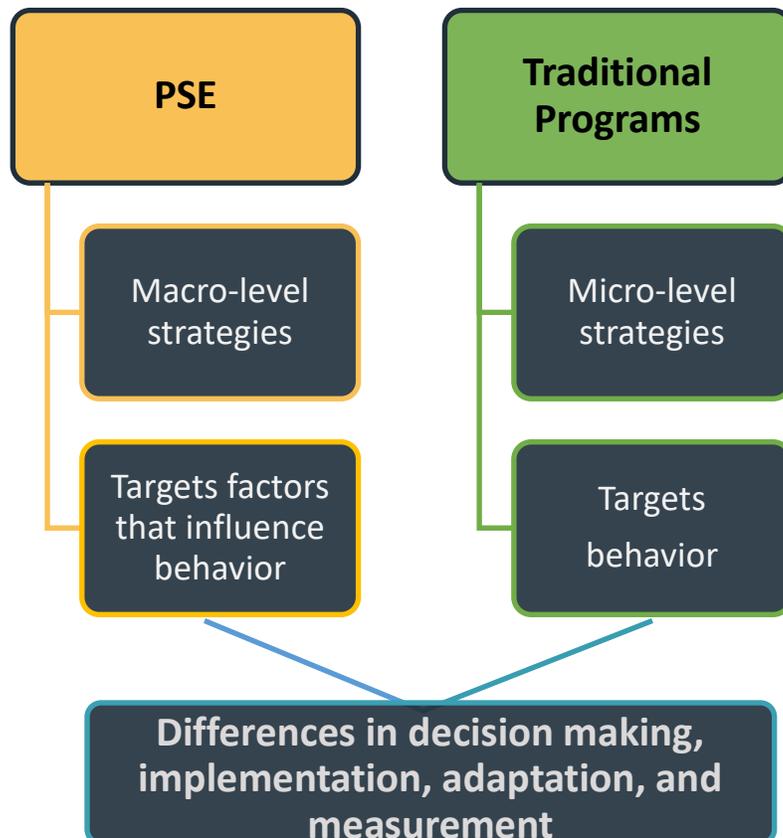
Definitions of Community Action Plan Development Process

STEP 1: Set Goal	Set a specific goal that is reflective of what the community wants to achieve. All subsequent steps will rely on this step being genuinely reflective of the community's desired outcome. The process begins with an overarching HCZ goal set by leadership and the backbone agency, and then proceeds to be specific for each focus area.
STEP 2: Gather Knowledge	Gather information from quantitative or qualitative data that provides insight to the community's status on addressing the goal. Examples include reviewing inventory of existing plans and reports, local statistics, SWOT analysis, community input, etc.
STEP 3: Assess Social Networks & Context	Assess the network of existing organized and unorganized groups that impact or support the community. Additionally, assess the cultural and historical context and social tendencies that could influence achieving the goal.
STEP 4: Identify Motivators	Identify what motivates the community to engage in the current behaviors that influence the set goal. Answer the question why the community chooses to behave the way they do.
STEP 5: Identify Intercept	Identify in layman terms promising change tools (intercepts) that would effectively address each motivator. Answer the question what needs to happen to motivate change in the community's behavior. Each intercept will lead to a proposed change.
STEP 6: Propose & Implement Change	Propose policy, system, and/or environmental (PSE) changes that implement the identified intercept through an evidence-based practice. Each proposed change should be written as a SMART objective. More than one change per intercept is encouraged. Identify achievable time bound milestones or action items, responsible parties, and expendable resources prior to implementation.
STEP 7: Monitor Change	Conduct a process evaluation during the implementation of a PSE change to document progress or identify modifications that need to be made to achieve the set goal.
STEP 8: Reassess Goal	Evaluate whether each PSE impacted the set goal. If there is full success in meeting the set goal then the cycle is complete; a failure or partial success will add to the knowledge base and the cycle should be repeated.

Propose and Implement Change

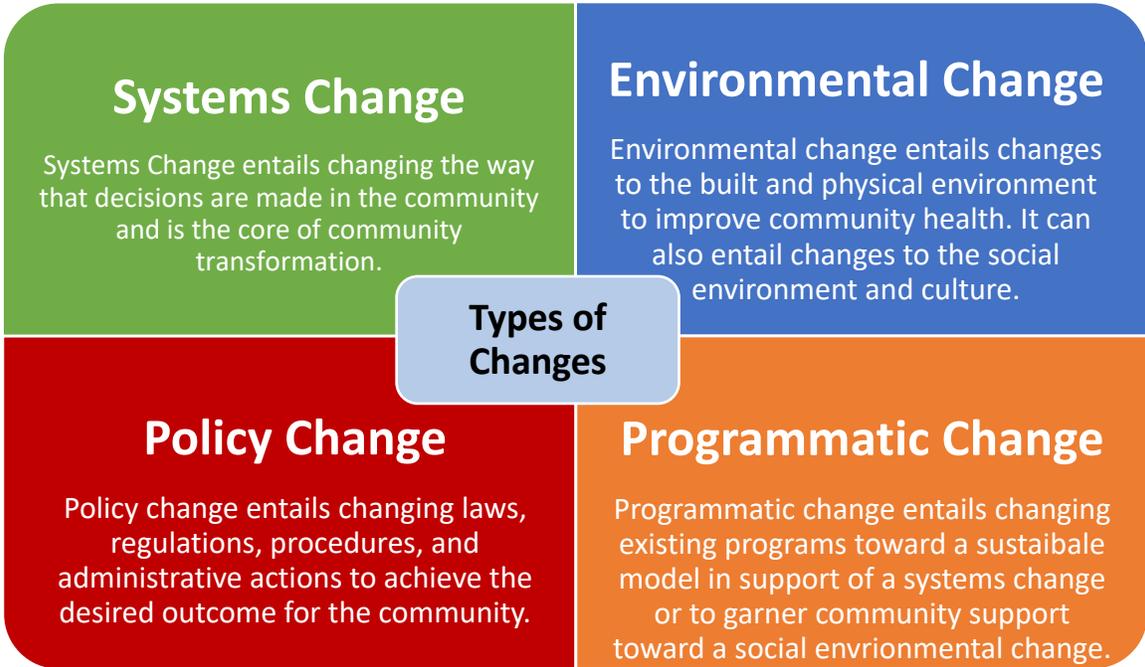
In developing a CAP, strategies are encouraged to be developed through a policy, systems, and environmental change (PSE) approach. In traditional community-based public health interventions, implementers seek to create programming and events, working on micro-level strategies to attempt to directly target and change behavior. While well-intended and often backed by evidence, this approach is often unsustainable in the long-term without a constant infusion of resources. By contrast, the PSE approach works at a higher level to implement strategies that target not undesirable behaviors themselves, but rather the factors that influence those behaviors. For example, a traditional public health intervention may develop an after-school exercise program at a local middle school to combat childhood obesity – the program may be effective during its duration, but if the program were unexpectedly halted due to lack of resources, it is possible that obesity rates may once again increase. By contrast, a PSE approach might include built environment changes such as traffic calming devices, crosswalks, protected bicycle lanes, etc., to encourage children to exercise by walking or bicycling to school – changes that remain long after resources dedicated to their implementation have been shifted elsewhere. The differences are also highlighted in the below diagram.

Proposing a Policy, Systems, or Environmental (PSE) Change vs. Traditional Public Health Interventions



PSE changes can take one of several forms:

Type	Description
Policy Change	Policy Changes typically occur at the government or institutional level, and include adoption of resolutions, changes in zoning or legal codes, promotion of decision-making policies that include health concerns as a factor, and other administrative actions that can benefit the community. An example would be adopting policies for governmental facilities requiring that only healthy foods be offered at vending machines and retailers within the facilities.
Environmental Change	Environmental Changes entail changes to either the built and physical environment (as an example, installing crosswalks at local schools), or the social and cultural environment and context within which community residents operate (creating marketing and educational materials to inform residents about healthy food choices at local fast food restaurants). At times, an objective can also encompass both types of environmental changes. As an example, the objective of increasing physical activity opportunities at parks may involve installing more physical exercise equipment (a built environment change), and it could also involve developing walking groups at the local parks in order to create a social network of local walkers and change cultural perceptions of the park (a social environment change).
Systems Change	Systems Changes involve changing the ways that decisions are made in the community, including but not limited to developing new rules, protocols, frameworks, and connections that modify the current way of operating. As an example, modifying a procurement process to allow or incentivize local farmers and growers to be a vendor to community schools could assist in achieving the goal for children to receive more nutritious food.
Programmatic Change	Programmatic Changes are not strictly part of the PSE framework, but are nonetheless often important as part of a larger PSE approach. Programmatic changes typically entail changing existing programs in order to make them more efficient, making the best possible use of resources that are available and/or already committed to that program – these changes should be executed in conjunction with the implementation of other PSE changes, such that the programmatic change reinforces other, more sustainable initiatives. As an example, implementing a project with a community garden youth group to redesign a local convenience store to better display nutritious items is strictly speaking a programmatic change – however, by fostering interest and providing guidance to the youth group, it results in sustainable capacity-building for the youth group which can in turn manifest into larger social-environmental changes



IMPLEMENTING THE ACTION PLAN

Implementation Phase

Similar to the earlier phases of the initiative, the implementation phase entails working together to take the strategies into action. This phase calls for continued shared investment among multi-sector stakeholders and organizations.[30]

Key Steps for Successful Implementation include[30]:

- ➔ Conduct **monthly meetings and reports to track progress** and determine next steps
- ➔ Continuously **foster communication and commitment** among stakeholders
- ➔ **Mobilize and promote internal connections** via Joint Use Agreements
- ➔ **Reach out** to other potential community partners and stakeholders whose mission aligns with that of the HCZ and therefore would have a vested interest in contributing to the CAP implementation
- ➔ Ensure that CAP implementation process uses **SMART goals** (specific, measurable, achievable, results-focused, and time-bound)
- ➔ Determine **communication and dissemination plan** for informing stakeholders and community members of progress, lessons learned, and results

Lessons Learned

- ✓ **Achieving a shared vision among stakeholders about factors that impact the community requires consistent efforts.**
- ✓ **Understanding what it takes to make change at the community level often requires a fundamental paradigm shift among those charged with designing it.**

Prioritizing Strategies

Once the Community Action Plans and tools are developed a Healthy Community Zone (HCZ) begins the implementation phase with having to prioritize its resources and determine the next steps for the partnership. This is an extremely important process in order to accomplish the HCZ goals and expand its momentum.

There are seven (7) factors that workgroups can consider to compare and assess which strategies and activities will be ripe for immediate, near future and long-term implementation. Each factor can be ranked as high, medium, or low and allocated 3, 2, and 1 points respectively.

→ Health Needs

The health needs of the community are very important when assessing priorities in a Healthy Community Zone. Ensuring that the proposed strategies are meeting specific health needs and identifying gaps in the community are essential to success in achieving health and wellbeing for the community. Health needs can be determined through data collection and tracking both through large data sets as well as local data, knowledge and experience.

→ Political Support

Every Healthy Community Zone (HCZ) will have a unique political support structure. Aligning the proposed strategies with political support and platforms can assist in achieving macro-level interventions that have high impact on the community's health and wellbeing. The HCZ can offer opportunities for all elected officials on the local, state, and national level to support strategies within the Community Action Plan.

→ Likelihood to Secure Funding

Policy, systems, and environmental change strategies can rely on funding from dedicated sources within a government budget, fundraising efforts, grant process, or other. The likelihood in which these funds can be obtained will depend of the capacity of the particular HCZ and the relationships that have been established along the way. Assessing the possibility of pursuing no-cost/low-cost strategies that require a shorter timeline and allow for short-term achievements that build momentum not only among partners, but also among community members, might be considered as a High Degree since the likelihood of securing funds is greater when the cost is low. This approach fosters support in the community and establishes relationships within workgroups, which is necessary to successfully implement long-term strategies.

Lessons Learned

- ✓ Recommended that you create educational materials that are tailored specifically to each target audience in a clear, concise, and effective manner.
- ✓ The HCZ is a dynamic process and the tools developed such as CAPs and educational materials will also change over time as progress is made and health outcomes are improved.

→ **Level of Community Support**

The Healthy Community Zone’s support for the Community Action Plan is essential to achieving the desired health outcomes goals. Documented support can be obtained by mobile apps, social media, outreach efforts, Dotmocracy, events, Community Liaison reports, surveys, etc. Information compiled from various tactics can help serve to inform the level for support that the community has expressed for an item.

→ **Proportion of the HCZ Served**

The number of individuals that would be served by the strategy divided by the number of individuals residing in the HCZ yield the proportion of the HCZ served by the strategy. If the strategy focuses specifically on older adults, children, or another group, then the proportion should only be calculated for the particular sector of the population. Although, in general a large sample is always desired this factor alone, without the consideration of cost and health needs, should not hold significant weight.

→ **Level of Resources Needed from the HCZ**

The Healthy Community Zone (HCZ) backbone agency will bear the administrative burden during the early phases of its development. These resources will be limited and will rely on leadership within the lead agency as well as from partnerships within the workgroups to share the responsibility of implementing the Community Action Plans.

→ **Support from Established Partnerships**

Leveraging current partnerships and building on the momentum and support from community stakeholders is a key to success. This will help with identifying potential funding, collaboration, and even the sustainability of the project. It will also ensure that you have champions in the community to move the work forward.

Aligning the Priorities of CAP Strategies

Factors to Consider	Degree		
	High	Moderate	Low
Health Needs	✓		
Political Support	✓		
Likelihood to Secure Funding	✓		
Level of Community Support	✓		
Proportion of the HCZ Served	✓		
Resources Needed from the HCZ	✓		
Support from Established Partnerships	✓		

Strengthening Partnerships

Maintaining a strong relationship with stakeholders, workgroup members, and community members can be a challenging task. As mentioned in previous sections, continued communication plays a significant role in building and maintaining relationships. The implementation phase is a great opportunity to strengthen these partnerships. Working together to implement a strategy, even if a small one, successfully builds relationships and empowers partners to continue collaborating to generate continuous Collective Impact and community change. Additionally, identifying leaders for the workgroups can also be challenging. One way to foster leadership is to identify partners and/or organizations that are willing to commit to specific tasks/actions to help during the process of implementing a strategy. This will build their ownership and empower them to become more involved to achieve their desired goal. Finally, having recurring meetings is important to strengthen and maintain partnerships.

Evaluation & Sustainability Measures [36]

In the 8-steps to building a successful Community Action Plan outlined on page X there are two main opportunities, through Step Seven (7) Monitor Change and Step Eight (8) Reassess Goal, to evaluate how successful the strategies and objectives are in achieving the desired outcomes. Monitor Change tracks the successfulness of the implementation process while Reassess Goal focuses on determining how effective the policy, systems, environmental or programmatic change in reaching the set goal.

→ Design, Variables, Tools and Methods

A Healthy Community Zone is a place-based initiative and by design is tailored to the community and relies on its assets, partnerships and infrastructure to produce change population wide. Therefore, expanding the traditional program evaluation to determine the effects of those directly in line of the services and those indirectly affected by the macro-level changes should be considered when selecting the variables, tools, and methods for evaluation. The HCZ model is not prescriptive; however process, outcome and impact evaluation is expected to be considered in the design. High cost effectiveness and

Lesson Learned

- ✓ Maintaining long-term interest and participation from community members and stakeholders is a challenging task. It is recommended that you set short and long-term goals so that you can use short term goals achieved to build and maintain momentum. Track progress often.
- ✓ Continuously communicate progress to community members. This will ensure that they see that their voices are being heard, which in turn will build trust and maintain interest for long-term involvement.

promising sustainability are desired constructs when aiming to achieve effective policy, systems, environmental changes, but the types of statistical modeling and tools selected will depend on the individual objective and overall strategies intent.

➔ **Cost Effectiveness**

The Broward Healthy Community Zones were recommended to consider cost effectiveness. The following factors were taken into account: (1) impact the objective or strategy had on the desired health outcomes, (2) the implementation cost paid by the HCZ leadership team or backbone agency, (3) the extent that the objective or strategy leveraged partnerships, existing relationships and facilities, and (4) the amount of funds needed to staff the project.

Sustainability Measure

Sustainability of community change goes beyond funding. The Broward Healthy Community Zones ranked how likely it is for the policy, systems, program, and social or built-environment change to be sustained with little or no ongoing funding provided.

Sustainability Measure

Degree	Description
Low	Costly, partnerships are reliant on ‘soft’ and/or grant funding and have a low historical, cultural, or institutional tie to the community
Medium	Cost is moderate or partially covered by guaranteed or ‘ear-marked’ funds, partnerships have a moderate historical, cultural, or institutional tie to the community
High	A one-time investment that yields high impact over the long term, partnerships have a strong historical, cultural, or institutional tie to the community

A key factor in sustainability is fostering community ownership during all phases of the initiative so that over time a sense of self-efficacy is built among community members and the community as a whole. For this to occur, a continuous effort to build and maintain momentum is necessary. Also key is building and sustaining the capacity of stakeholders and institutions rather than just programs. Additional factors involved in sustainability include:

- Maintaining a shared vision by continually applying collective impact principles and fostering collaboration among stakeholders
- Having clearly defined roles for all involved in the process
- Integrating strategies by connecting the dots and creating an alignment among interventions, resources, and geography, that combined can create a long-lasting

solution

- Creating meaningful and continuous community engagement
- Ensuring the strategies selected have fidelity to the policy, systems, environmental change framework
- Ensuring that strategies selected are achievable, focused, and affordable
- Building capacity among all stakeholders
- Creating linkages between community members and higher level civic organizations such as city, state, and federal government
- Capitalizing on existing resources such as using an existing community event location as a venue for an outreach opportunity

CONCLUSION

Conclusion

Based on the lessons learned by the Broward Healthy Community Zone, this toolkit provides models and suggestions on where to begin, who to engage, and how to develop and implement your own Healthy Community Zone. With these tools, you can begin to build a roadmap to success with an ultimate goal of helping community members make healthy choices the easy choices.

As discussed in the toolkit, every community is different. Each community has a unique set of individuals living in it, a unique environment, and a unique set of organizations and businesses that make up its network. These should all be considered and leveraged throughout the Healthy Community Zone development process from the selection of the Zone to the development of the Community Action Plan, implementation, and beyond.

The tools provided in this guide should be used as a template and are encouraged to be modified and updated to fit each community's unique situation and needs. The most salient points to remember are that through engaging the community, a common vision, collaboration and connection to community assets, the health and wellbeing of the community can be improved. It is through collective efforts and engagement at all levels that the community as a whole can begin to develop a plan and implement change toward health and wellness for all.

REFERENCES

References

1. *Chronic Disease Prevention and Health Promotion* | CDC. 2016; Available from: <http://www.cdc.gov/chronicdisease/>.
2. Cdcgov. *Up to 40 Percent of Annual Deaths from Each of Five Leading US Causes are Preventable*. 2014; Available from: <http://www.cdc.gov/media/releases/2014/p0501-preventable-deaths.html>.
3. *Chronic Disease Overview* | Publications | *Chronic Disease Prevention and Health Promotion* | CDC. 2016; Available from: <http://www.cdc.gov/chronicdisease/overview/index.htm>.
4. *Achieving Equity in Health*. 2011; Available from: http://www.healthaffairs.org/healthpolicybriefs/brief.php?brief_id=53.
5. WHO | *The determinants of health*. WHO 2010 2010-12-01 14:20:24; Available from: <http://www.who.int/hia/evidence/doh/en/>.
6. *Determinants of Health* | *Healthy People 2020*. 2012; Available from: <https://www.healthypeople.gov/2020/about/foundation-health-measures/Determinants-of-Health>.
7. Jablonski, B.B., D.T. McFadden, and A. Colpaart, *Analyzing the Role of Community and Individual Factors in Food Insecurity: Identifying Diverse Barriers Across Clustered Community Members*. J Community Health, 2016.
8. Health, C.s.O.o.S.a. *Smoking and Tobacco Use; Fact Sheet; Adult Cigarette Smoking in the United States*. 2016; Available from: http://www.cdc.gov/tobacco/data_statistics/fact_sheets/adult_data/cig_smoking/.
9. *The Health Consequences of Smoking- 50 Years of Progress: A Report of the Surgeon General*. 2014; Available from: <http://www.surgeongeneral.gov/library/reports/50-years-of-progress/full-report.pdf>.
10. Rowa-Dewar, N., C. Lumsdaine, and A. Amos, *Protecting children from smoke exposure in disadvantaged homes*. *Nicotine Tob Res*, 2015. **17**(4): p. 496-501.
11. *Adult Obesity Facts* | Data | Adult | Obesity | DNPAO | CDC. 2015; Available from: <http://www.cdc.gov/obesity/data/adult.html>.
12. *Childhood Obesity Facts* | Child | Data | Obesity | DNPAO | CDC. 2015; Available from: <http://www.cdc.gov/obesity/data/childhood.html>.
13. Lent, M.R., et al., *Corner store purchases made by adults, adolescents and children: items, nutritional characteristics and amount spent*. *Public Health Nutr*, 2015. **18**(9): p. 1706-12.
14. *Health Insurance Coverage of the Total Population*. 2014; Available from: <http://kff.org/other/state-indicator/total-population/>.
15. *THE UNINSURED A PRIMER 2013 – 4: HOW DOES LACK OF INSURANCE AFFECT ACCESS TO HEALTH CARE?* 2016.
16. Porterfield, D.S., et al., *Linkages between clinical practices and community organizations for prevention: a literature review and environmental scan*. *American journal of preventive medicine*, 2012. **42**(6): p. S163-S171.
17. Cutts, T., et al., *Community Health Asset Mapping Partnership Engages Hispanic/Latino Health Seekers and Providers*. *N C Med J*, 2016. **77**(3): p. 160-7.
18. *Traffic Safety Facts*. 2013; Available from: <http://www-nrd.nhtsa.dot.gov/Pubs/812124.pdf>.

19. *Dangerous by Design 2014*. 2014; Available from: <http://www.smartgrowthamerica.org/documents/dangerous-by-design-2014/dangerous-by-design-2014.pdf>.
20. *FIRES.DHSMV Published Documents- Traffic Crash Facts*. 2015.
21. *Pedestrian Safety | Motor Vehicle Safety | CDC Injury Center*. 2016; Available from: http://www.cdc.gov/motorvehiclesafety/pedestrian_safety/.
22. *Collective Impact (SSIR)*. 2010; Available from: http://ssir.org/articles/entry/collective_impact.
23. *The Collective Impact Framework | Collaboration for Impact*. 2016; Available from: <http://www.collaborationforimpact.com/collective-impact/>.
24. *Collective Impact Forum | What is Collective Impact?* 2016; Available from: <https://collectiveimpactforum.org/what-collective-impact>.
25. McDavitt, B., et al., *Dissemination as Dialogue: Building Trust and Sharing Research Findings Through Community Engagement*. *Prev Chronic Dis*, 2016. **13**: p. E38.
26. *Chapter 3. Assessing Community Needs and Resources | Section 14. SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats | Main Section | Community Tool Box*. 2015; Available from: <http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/main>.
27. *. Assessing Community Needs and Resources | Geographic Information Systems: Tools for Community Mapping | Main Section | Community Tool Box*. 2016; Available from: <http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/geographic-information-systems/main>.
28. *Broward County Geographic Information Systems (GIS)*. 2016; Available from: <http://gis.broward.org/>.
29. *SRTS Guide: Walking and Bicycling Audits*. 2015; Available from: http://guide.saferoutesinfo.org/engineering/walking_and_bicycling_audits.cfm.
30. *Community Commons: Act on What's Important*. 2015; Available from: <http://www.communitycommons.org/creating-an-action-plan/>.
31. *Commitment to Change | ChangeLab Solutions*. 2015; Available from: http://www.changelabsolutions.org/publications/HiAP_Model-Policies.
32. *Community Strategies to End Racism and Support Racial Healing*. 2015; Available from: <http://caseygrants.org/wp-content/uploads/2016/02/Community-Strategies-to-End-Racism-and-Promote-Racial-Healing.pdf>.
33. *Chapter 3. Assessing Community Needs and Resources | Section 2. Understanding and Describing the Community | Main Section | Community Tool Box*. 2015; Available from: <http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/describe-the-community/main>.
34. Bloemraad, I. and V. Terriquez, *Cultures of engagement: The organizational foundations of advancing health in immigrant and low-income communities of color*. *Soc Sci Med*, 2016.
35. *Encouraging Involvement in Community Work | Involving People Most Affected by the Problem | Main Section | Community Tool Box*. 2015; Available from: <http://ctb.ku.edu/en/table-of-contents/participation/encouraging-involvement/involve-those-affected/main>.
36. *Scope, Scale, and Sustainability: What It Takes to Create Lasting Community Change*. 2008; Available from: http://www.communityscience.com/pdfs/TFRIssue1-ScopeScaleandSustainabilit_1.pdf.

*Icons are from FlatIcon.com

APPENDIX

Appendix

-  *HCZ Request for Partnerships*
-  *Community Liaison Application*
-  *Community Liaison Curriculum*
-  *Dotmocracy Facilitation Guide*
-  *Dotmocracy Boards*
-  *Walking Assessment Facilitation Guide*
-  *Walking Assessment Form*
-  *Walking Assessment Evaluation Form*
-  *Community Action Plan Template*

Request For Partnerships (RFP) Guidelines

Broward Healthy Community Zone (HCZ)

The HCZ Partnerships will bring free technical assistance in the form of various coordinated initiatives that are intended to positively impact and improve the well-being and health of the residents in your community.

HCZ Champion Contact Information (Required Fill-in)

1. Name of primary contact:
2. Organization if applicable:
3. Email address:
4. Retype email address:
5. Phone number:
6. Physical address:

Criteria for HCZ Eligibility (Required Yes/No Option)

1. Is the proposed Healthy Community Zone (HCZ) located in one of the following Zip Codes? Please scroll through the drop-down and identify your zip-code.
YES or NO
2. Is the proposed HCZ located within Broward County, and does it encompass an area between .5 miles (5 blocks) to 2 miles (20 blocks) in length?
YES or NO
3. Is there a group of community champions, collaborators, or a coalition already working with you, or working in your community to achieve the goals in one or more of the four TOUCH areas: tobacco free living, healthy eating and active living, healthy and safe physical environments, and clinical and community linkages?
YES or NO

Tell Us More...

We want to know more about your proposed HCZ*. Please use the following section to elaborate on your unique location and situation. Each response should be provided within the 250-word limit.

1. Describe the street boundaries of the geographic area and the municipality where it is situated. (20 points)
2. How can this area benefit from the HCZ designation? Explain how or why this designation will impact your community's health. Please be specific. (20 points)
3. Please identify any local resources, community champions, and invested community groups or organizations that are actively engaged in your proposed HCZ. Explain how they will work together to achieve HCZ goals. (20 points)
4. What would you like to see implemented in your community to make it a healthier place to live, work, learn, play and retire? (20 points)

*Please note that 20 points will be allocated by reviewers based on community health need and identified assets.

Acknowledgment: All information provided in this document is true to the best of my knowledge. I understand that if selected as a HCZ, no direct funding will be provided. However, technical assistance and services in the following areas may be provided: tobacco free living, healthy eating and active living, healthy and safe physical environments, and clinical and community linkages.

Please submit your application and receive a confirmation email.

The reviewers will meet and respond to your application no later than July 1.

HEALTHY COMMUNITY ZONES - REQUEST FOR PARTNERSHIPS



Why Become a Healthy Community Zone?

Building a healthier community takes partnerships. However, building partnerships can be resource intensive. A Healthy Community Zone (HCZ) is an area where you would like your existing community resources and activities to be connected into coordinated partnerships for improving community health. The HCZ Partnership will bring free technical assistance through various coordinated initiatives that will allow your existing efforts to scale up and become more effective, while positively impacting the well-being and health of the residents in your community.

Who Can Apply for Healthy Community Zone Designation?

People, organizations, cities and CRA's who want to partner in bettering their communities! Your Broward HCZ may be from 5 to 20 blocks in length, must contain a middle or high school and

should have a demonstrated need to improve health. Communities with a current YMCA before- and after-school program will receive preference for HCZ designation. At least four communities will be selected to implement an HCZ.

How to Apply?

Visit www.TOUCHBroward.org/HCZ after **April 15th** to complete your application.

Important Dates:

Application will be accepted April 15, 2015 through June 1, 2015.

Contact:

For more information or if you have questions please reach out to Alena Alberani, TOUCH Project Manager Healthy Eating and Active Living (HEAL) Initiative, at aalberani@brhpc.org.

PARTNERING FOR HEALTHY COMMUNITY ZONES

REQUEST FOR PARTNERSHIPS

Health Community Zones will benefit you and your community by:

- ✔ Providing more than \$100,000 worth of in-kind Technical Assistance to assist you in your work
- ✔ Helping to improve your community's health and wellbeing
- ✔ Providing opportunities to partner and collaborate with TOUCH and leading community organizations
- ✔ Fostering a shared vision of health, economic development, and education in Broward County
- ✔ Envisioning and designing improvements for your community in the four TOUCH Focus Areas
- ✔ Ensuring that your community is recognized as a Healthy Community Zone and showcased at the National level

TOUCH can work with you to achieve your community goals. Take the first step and submit your application online starting April 15th at:

TOUCHBroward.com/HCZ

TOUCH Broward is accepting applications from **April 15 to June 1, 2015.**



Tobacco Free Living



- Improve outdoor air quality in public spaces and/or parks
- Designate smoke-free public areas and increase availability of smoke-free Multi-Unit Housing
- Develop and install signage to increase awareness of the effects of second-hand smoke



Healthy & Safe Physical Environments



- Facilitate creation of local revitalization campaigns
- Enhance built environments to increase opportunities for physical activity
- Implement Complete Streets innovations and Safe Routes to School Programs



Active Living & Healthy Eating



- Improve access to healthy and affordable fresh foods and availability of local food sources
- Increase identification of healthy food options
- Increase opportunities for physical activities in communities and workplaces



Clinical & Community Linkages



- Implement strategies and services to manage and reduce incidence of chronic diseases
- Implement Diabetes prevention programs within high-risk populations
- Perform outreach and provide education to increase use of preventive clinical services

HCZ Community Liaison Application

Overview:

Healthy Community Zones is an exciting and motivated new broad project that leverages years of experience in leading coalitions with multiple local partners and community organizations.

Healthy Community Zones is powered by Broward Regional Health Planning Council's Partnerships for Transforming Our Community's Health (TOUCH), which oversees the planning, implementation and evaluation of numerous community health interventions, as well as empowering professionals, organizations and community residents to coordinate and scale their efforts in innovative ways and therefore maximize results.

A Healthy Community Zone (HCZ) is a collaborative effort of more than 20 community partners, local coalitions, and you to foster a shared vision of health, economic development, and education for you, your loved ones and your community. The first four Healthy Community Zones include: Dania Beach; Hallandale Beach; City of Fort Lauderdale, Sistrunk Corridor; A section of unincorporated Broward County designated as the Broward Municipal Services District (BMSD).

Together, we'll design and implement community improvements in four (4) TOUCH Focus Areas: Tobacco Free Living; Active Living & Healthy Eating; Healthy Built Environments; and Clinical and Community Linkages. Urban Health Partnerships (UHP), in coordination with BRHCP and the HCZ initiative is searching for local Community Liaisons in each Healthy Community Zone to help leverage resources, and assets in the community and ensure successful implementation of HCZ strategies and activities.

HCZ Boundaries:

- The ***Dania Beach HCZ*** is the area from NW 3rd Street to the North, Sheridan St. to the South, Phippen Waiters Road (to Stirling Rd) and SW 5th Ave. to the East, and SW 12th Ave (JA Ely Blvd) to West Dania Beach Blvd. west to the C-10 Canal to the West.
- The ***Hallandale Beach HCZ*** is the area surrounding the Austin Hepburn Center in NW Hallandale Beach with boundaries from N to Pembroke Rd., S to Foster Rd. (NW 5th St) and from E Dixie Hwy to W NW 8th Avenue.
- The ***Corridor HCZ*** is within the City of Ft. Lauderdale from Broward Blvd to the South, Sunrise Blvd to the North, NW 7th Ave to the East, and I95 to the West.
- The ***Municipal Services District HCZ*** consists of the four central county unincorporated neighborhoods of Boulevard Gardens, Franklin Park, Roosevelt Gardens, and Washington Park. The Central County area is west of I95 and North of Broward Boulevard.

Main Duties & Responsibilities: The Community Liaison will:

- Help connect the community with project leaders in the HCZ
- Help connect residents to HCZ events and opportunities for involvement
- Help coordinate between the HCZ and the UHP/TOUCH teams for identification of Technical Assistance opportunities
- Attend meetings and events related to their HCZ
- Ensure the implementation of HCZ aims is reflective of the community's input
- Be in close contact with UHP and TOUCH teams provide updates and information as requested.

Time Commitment: Each HCZ Community Liaison is expected to work between 5-10 hours per week on the tasks described above.

Compensation: HCZ Community Liaisons will document their time online and will be paid \$15/hour for no more than 30 and no less than 20 hours/month.

Desired Qualifications, Knowledge, Skills & Abilities: Each HCZ Community Liaison should possess the following Qualifications, Knowledge Skills and Abilities:

- Must live within the assigned HCZ
- Must have a proven track-record of community involvement
- Must present themselves professionally
- Must be able to work with community in a context-sensitive and understanding way
- Must have availability to meet with community members, leaders, and attend events
- Must have reliable form of transportation
- Must be able to provide detailed notes on work to the UHP team and updates for reporting as needed
- Background check provided by BRHPC at no cost

How to Apply: Interested applicants should apply below and will complete information on the following:

APPENDIX

- Contact Information (name, email, phone, and address)
- Choose which HCZ you represent: (Dania Beach, Hallandale Beach, Sistrunk Corridor, Broward Municipal Services District (BMSD))
- 3 References (name and email or phone)
- Statement of Interest that Includes
 1. Why do you want this position?
 2. What experience do you have that makes you a good fit?
 3. What is your availability to work on this project?

Thank you for your interest in this HCZ Community Liaison position.

CONTACT INFORMATION

Name

Title	First	Last	Suffix

Phone Number

	-		-	
###		###		####

Email

Address

Street Address

Address Line 2

City

State / Province / Region

Postal / Zip Code

Country

Please select which HCZ you would like to represent:

- Dania Beach
- Hallandale Beach
- Sistrunk Corridor
- Broward Municipal Services District

STATEMENT OF INTEREST

Please use the following fields to provide information on your interest and experience that makes you a good candidate for this position.

1. Why do you want this position?

2. What experience do you have that makes you a good fit?

3. What is your availability to work on this project?

REFERENCES

Please use the following fields to provide names and contact information for 3 references.

Reference #1 Name

Reference #1 Phone Number and/or Email

Reference #2 Name

Reference #2 Phone Number and/or Email

Reference #3 Name

Reference #3 Phone Number and/or Email

Community Liaison Meeting		
AGENDA		
Date:	Time:	Facilitator:
Participation Availability:		Conference Line:

I. Welcome and Congratulations!

II. Housekeeping

- A. W9 and Direct Deposit Forms
 - i. Confirm receipt and obtain confirmation of submittal
- B. Harvest
 - i. Tracking hours through Harvest
- C. Dropbox
 - i. Platform where we keep our files and documents safe and its easy to share

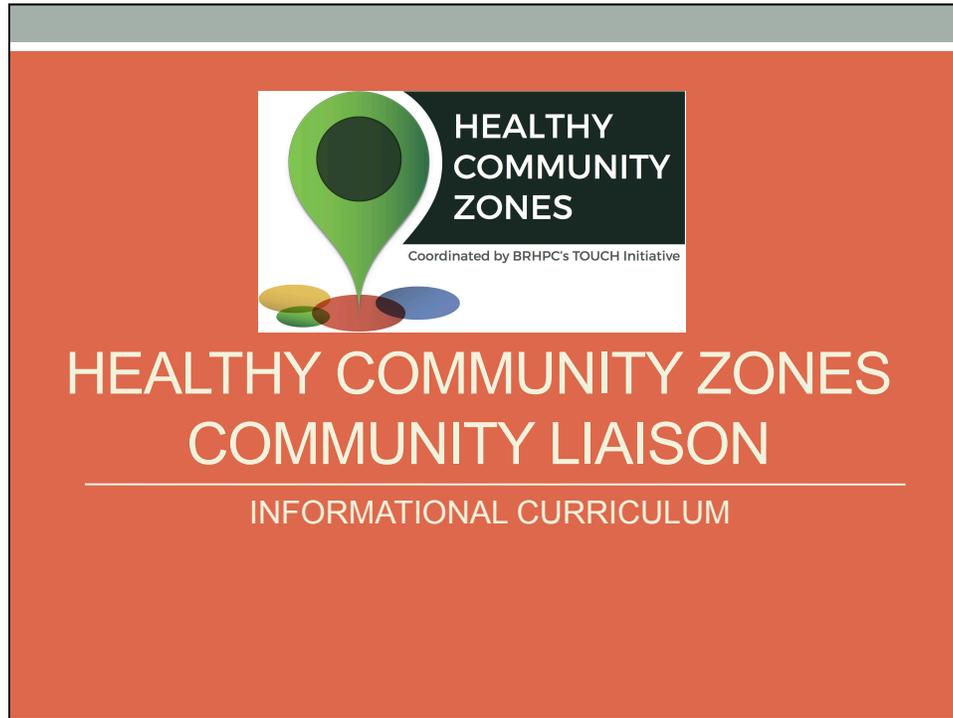
III. Overview of Healthy Community Zones and Community Liaison Role

- A. What is a HCZ?
- B. Purpose of Community Liaison
- C. Type of Community Liaison Tasks
- D. Mutual Support through Cohort
 - i. We encourage mutual support and learning from each other
- E. Community Liaison Commitment
 - i. Hours
 - ii. Timeframe & Stipend
- F. Communications
 - i. Who are expected to be in communication with you and how they will be doing it
 - ii. Main contact person
- G. Upcoming Event(s)
 - i. HCZ Sistrunk Kickoff Event scheduled for Saturday, December 12th

IV. Reminder of Next Scheduled Meeting

- A. Date, time and location confirmation
- B. Group Discussion: Q & A

V. Adjournment



Today's Agenda

- Introduction and purpose of the community liaison position
- Overview of Healthy Community Zones (HCZ) Initiative
- Defining assets
- Overview of policy, system and environmental (PSEs) change
- Review of community action plans (CAPs)
- Community liaison weekly assignment
- Questions and answers

Introduction

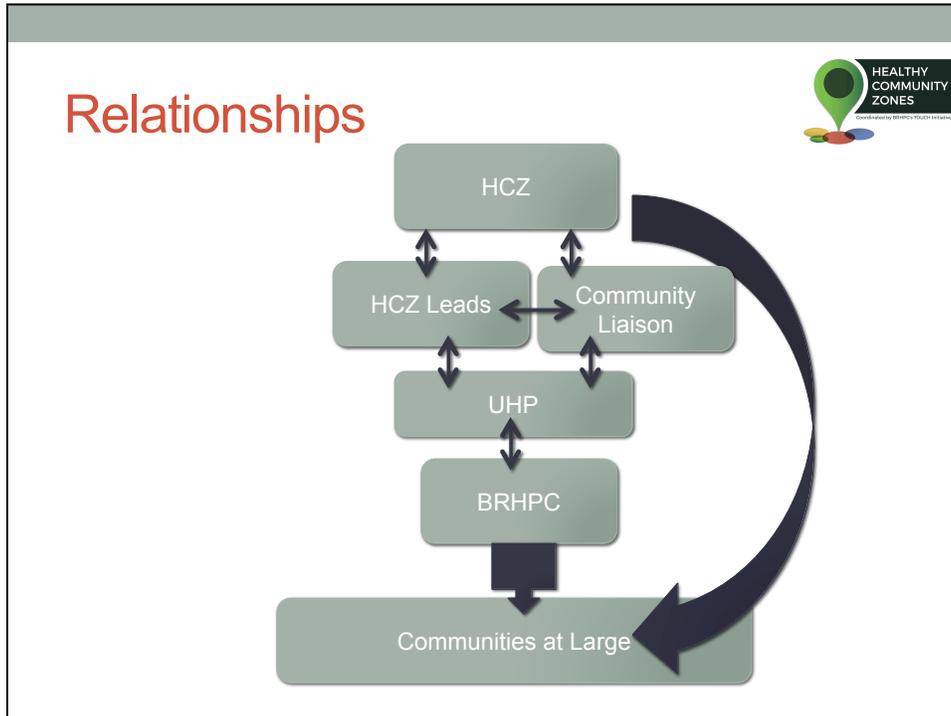
- A Healthy Community Zone is an area where existing community resources and activities are connected to coordinated partnerships to improve a community's health. Our goal is to work together for a healthier Broward! We are interested and currently working closely with residents, community leaders and community partners to move the communities towards better health and well-being.
- Our approach is to implement ways to improve and optimize environments within communities that help people move towards healthier choices throughout their day. For example, we aim to making healthy choices the easy choice, such as making walking and biking easier and more desirable than driving.



Introduction, *continuation*

- Healthy Community Zones is powered by Broward Regional Health Planning Council's Partnerships for Transforming Our Community's Health (TOUCH), which oversees the planning, implementation and evaluation of numerous community health interventions, as well as empowering professionals, organizations and community residents to coordinate and scale their efforts in innovative ways and therefore maximize results.
- A Healthy Community Zone (HCZ) is a collaborative effort of more than 20 community partners, local coalitions, and you to foster a shared vision of health, economic development, and education for you, your loved ones and your community. The first four Healthy Community Zones include: Dania Beach; Hallandale Beach; City of Fort Lauderdale, Sistrunk Corridor; A section of unincorporated Broward County designated as the Broward Municipal Services District (BMSD).





Purpose of the Liaison

- As Community Liaisons you will help champion your community to participate in helping us improve your community to ultimately help reduce health disparities. You will be vital in this initiative as your role will:
 - ✓ Help connect the community with project leaders in their HCZ community
 - ✓ Help connect residents to HCZ events and opportunities for involvement
 - ✓ Help coordinate between the HCZ and the UHP/TOUCH teams for identification of technical assistance opportunities
 - ✓ Attend meetings and events related to their HCZ
 - ✓ Ensure the implement of HCZ aims is reflective of the community's input
 - ✓ Be in close contact with UHP and TOUCH teams to provide updates and information as requested.



What could this work look like at your Healthy Community Zone?

- As a liaison, you will need to study your community's action plan to learn about the different strategies that will be implemented in your community. Additionally, you will assist the development of the CAPs by informing UHP about your community's interests.
- Upon studying the CAPs, you will present the CAPs to UHP as if you are presenting them to your community
- You will review your HCZ Website and inform UHP on viable updates
- You will be extensively involved in the development and promotion of your HCZ events



Mutual-Support Cohort



- As Community Liaison's you come from a range of backgrounds. Additionally, once you are working as liaisons, your experiences can vary significantly as well. Our goal is to create cohorts of liaisons that facilitate networking and mutual support among all liaisons.
- To encourage mutual support and learning from each other, UHP will schedule a time for "sharing" whenever all of us come together for training and preparations. During the sharing sessions, you will report on what you have been doing at your HCZ, what has worked well and what barriers you have or continue to face.
- The session aims at helping you collect ideas from one another in your area, as well as to offer and receive advice from your colleagues.

Engaging parents in education. http://www2.ed.gov/admins/comm/parents/parentinvolve/report_pg19.html. Accessed November 25, 2015.

Your Commitment



- As Community Liaisons you are expected to work between 5 to 10 hours per week on the tasks described in the previous slide.
- For your efforts, you will receive a \$5,000 stipend for work from November 13, 2015 to September 29, 2016. The stipend will be divided into four equal payments and provided at the end of each project quarter.

HEALTHY COMMUNITY ZONES

Why we are here

What is the HCZ Initiative?

11

Healthy Community Zones

A Healthy Community Zone is an area where existing community resources and activities are connected to coordinated partnerships to improve a community's health.

Working together for a healthier Broward!





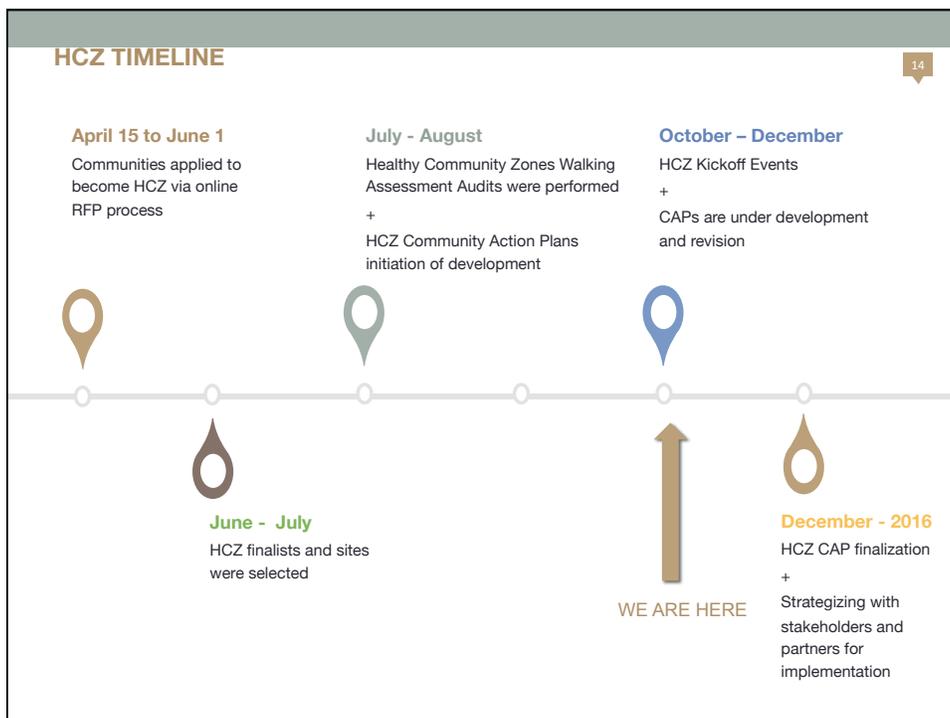
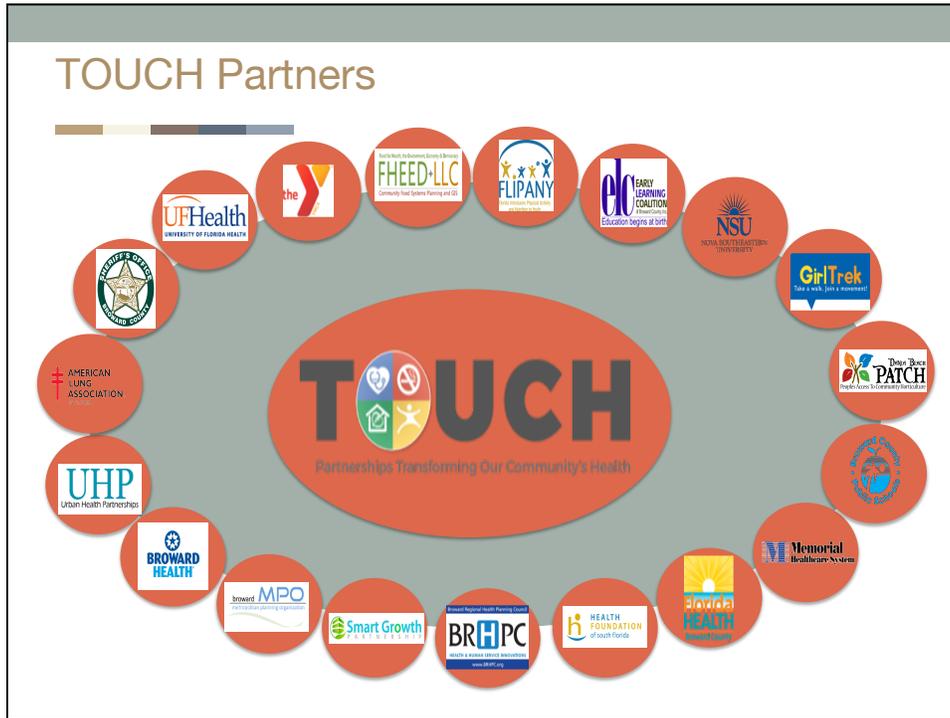



HEALTHY COMMUNITY ZONES
COMMUNITY BY BROWARD COUNTY PARTNERS

What is a Healthy Community Zone?

12

A Healthy Community Zone (HCZ) is a specific area where your existing community resources and activities can be connected into coordinated partnerships for improving community health.



ASSETS

Focusing on Community Resources

Utilization of Community Assets: 16

	Economic assets-e.g. local businesses, general fund, local government resources
	Local Residents-e.g. expertise, skills and passions and experiences
	Clubs & local voluntary associations-e.g., faith-based, cultural and social
	Local institutions-e.g. schools, parks, libraries, law enforcement
	Physical assets-e.g. the buildings, the land, transportation, the infrastructure
	Political assets-advocacy organizations, State & Federal Senators

HEALTHY COMMUNITIES

Improving your community

18

Your Community Health Matters:
Growing Healthy Communities



Communities Can Change & Improve for the Better

Community can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.



Healthy Communities

- A healthy community is more than just the absence of disease or illness.



Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.

Healthy People in Healthy Communities: A Community Planning Guide Using Healthy People 2010. <http://www.healthypeople.gov/2010/publications/healthycommunities2011/healthycom01hk.pdf>



POLICY, SYSTEMS & ENVIRONMENTAL CHANGE

Learning about PSEs



Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.



WHAT ARE PSE?

Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.

22



Policy Change

Definition:
Policies are formal and informal laws, rules and regulations that represent a point of view. However, these policies can be revised to support healthy lifestyles.



Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.

23

Policy Example



- Improvements on zoning regulations that allows communities to have grocery stores within their neighborhoods that in turn will reduce existing food deserts and make communities more walkable increasing physical activity.



Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.

24

Environmental Changes



Definition:

Environmental changes or interventions are revisions to the economic, physical or social environments.



Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.

25

Environmental Example



- Creating a community garden or farmers markets to improve and support access to fresh fruits and vegetables



Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.

26

Definition of System Change



- Revisions to the formal and informal elements or areas of a system to alter the way it provides a service or product.
- Types of systems:
 - Schools, parks and recreation, transportation



Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.



System Change Example

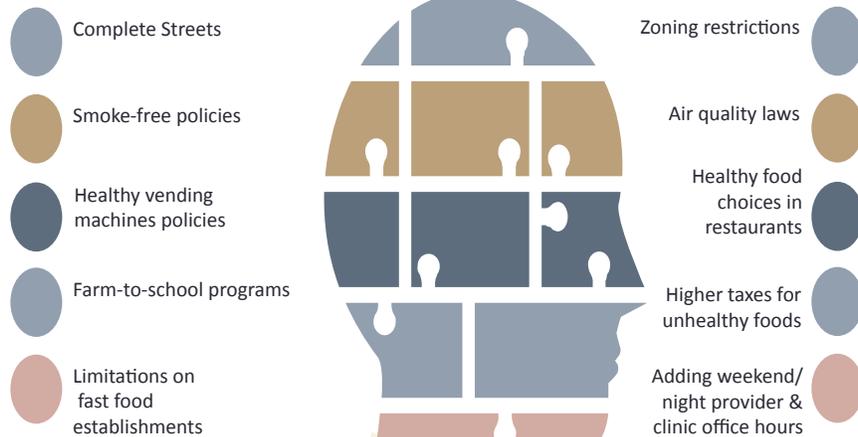
- Creating agreements between schools and the community that allows the community to use school grounds after school hours for physical activity



Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.

Policy, Systems & Environmental Changes

Improving community health by making healthier choices feasible and realistic



Policy, Systems & Environmental Changes

Going beyond programming approaches into the systems

 Policy Change	 Policy Change	 Systems Change	 Environmental Change	 Environmental Change
Passing a law that enables community residents to plant community gardens in their community vacant lots	Changing community park laws that enable fruit trees	Adopting community plan that accounts for the health impacts associated with new projects	Installing signage on existing bike and walking routes	Implementing safe sidewalks, pedestrian-friendly intersections and recreational areas

30

Defining Problems: Individual and Policy/Systems/Environmental

Individual Level	Policy, Systems, and Environmental Level
<ul style="list-style-type: none"> • I don't feel safe walking in my neighborhood with the stray dogs. • I'm afraid I'll get hit by a car because there are no sidewalks. • There is no place close to my house for my family to be active. 	<ul style="list-style-type: none"> • Animal policies do not exist in my community or they are too lenient. • City planners and other stakeholders need to create ordinances requiring sidewalks on new streets as well as adding sidewalks to the old streets. • The school systems have policies that lock up the playgrounds after school hours.

Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.

31

Defining Problems: Individual and Policy/ Systems/Environmental

<p>Individual Level</p> <div style="border: 1px solid black; height: 150px; width: 100%;"></div>	<p>Policy, Systems, and Environmental Level</p> <div style="border: 1px solid black; height: 150px; width: 100%;"></div>
--	--

Communities can change. <http://planhealthytexas.org/English/Default.aspx>. Accessed November 25, 2015.

32

Proposing a Policy, System, or Environmental (PSE) Change

VS

Traditional Public Health Interventions

PSE

Macro-level strategies

Targets factors that influence behavior

Traditional Programs/
Interventions

Micro-level strategies

Targets behavior

Differences in decision making, implementation, adaptation, and measurement



HEALTHY COMMUNITY ZONES
Coordinated by EMERY'S YOUTH Institute

COMMUNITY ACTION PLANS

Learning about CAPs

Community Action Plans (CAPs)

- The community action plan is an action plan geared towards turning your community's dreams into a reality.
- CAPs help ensure that your community's vision is correctly captured and made real.
- Ultimately, the CAPs describe the strategies that can be used to better your community and the ways it will be implemented. Essentially, the CAPs describe the following:
 - **Who** is involved in carrying out the changes
 - **What** actions or changes will happen
 - **What** resources (i.e. staff, money) are needed to carry out these changes
 - **By when** will the changes take place
 - **How long** are the changes expected to last
 - **Communication** (exactly who should know what?)

Developing an action plan. Work Group for Community Health and Development at the University of Kansas. <http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/develop-action-plans/main>. Accessed November 25, 2015.

Community Action Plan, *continuation*

What are the criteria for a good action plan?

- The CAPs should be complete, clear and current:
 - **Complete** means that it lists and covers all of the action steps or changes from all relevant parts of the community? For example, faith community, local business, schools and government.
 - **Clear** means it is obvious who would do what and by when?
 - **Current** means does the CAP cover current work and issues and does it anticipate emerging opportunities and barriers?

Developing an action plan. Work Group for Community Health and Development at the University of Kansas. <http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/develop-action-plans/main>. Accessed November 25, 2015.





HEALTHY
COMMUNITY
ZONES
Coordinated by BEPCO's TOUCH Program

Knowledge

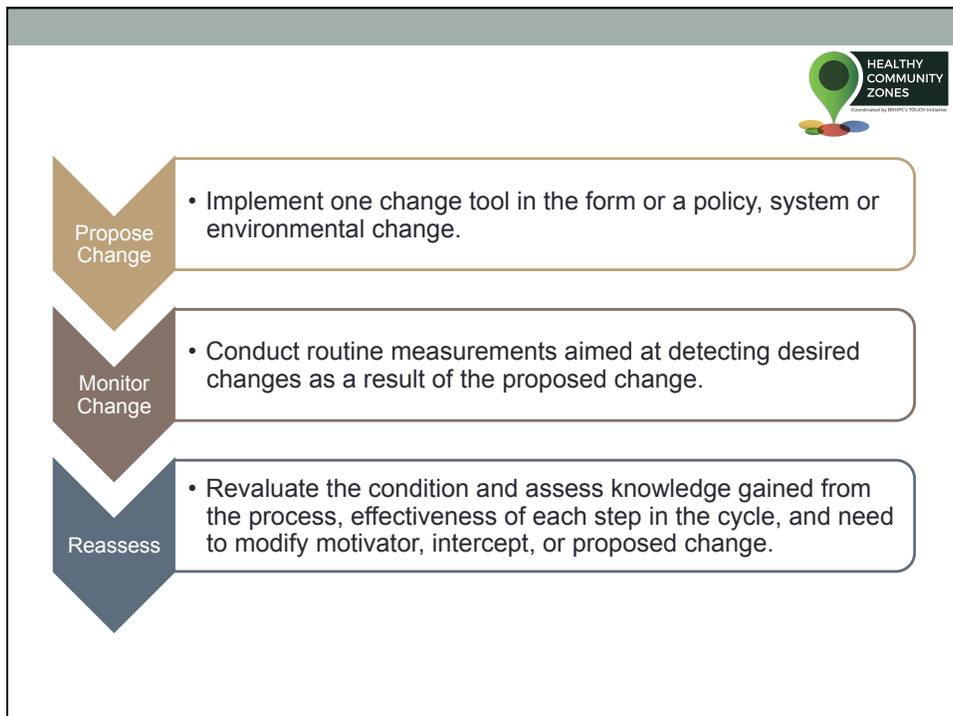
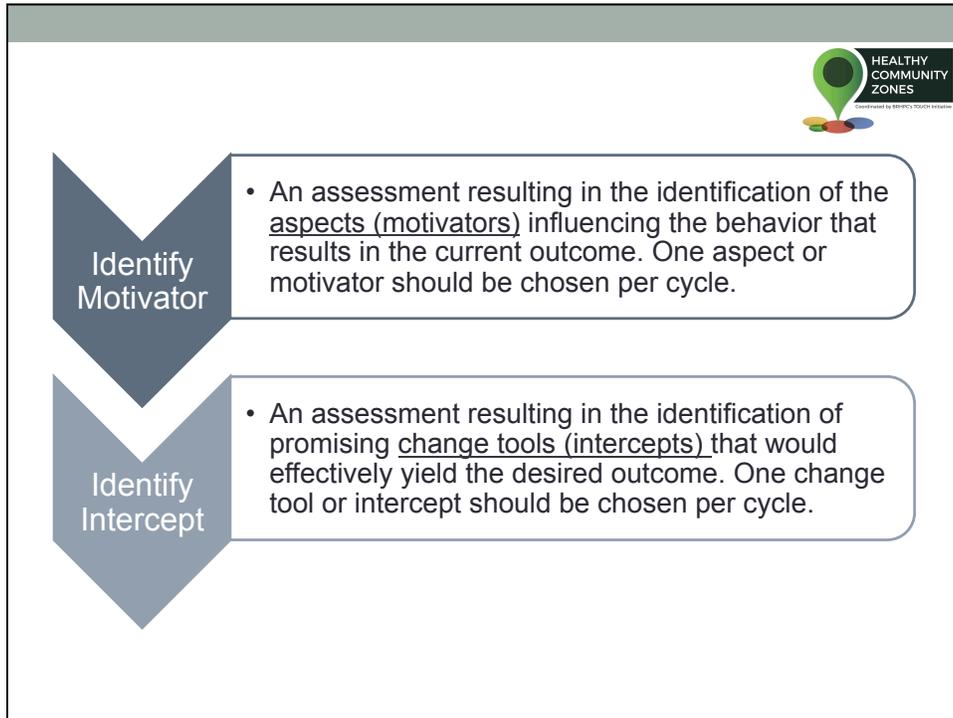
- Information gathered from recent and past data sources to inform current status



HEALTHY
COMMUNITY
ZONES
Coordinated by BEPCO's TOUCH Program

Assess Social Networks & Context

- The existing support structure involving all stakeholders, including community members, elected officials, interest groups, and affected private and public local, state, and federal agencies, as well as the current context in which the structure resides.





Community Action Plan
Creating Your Action Plans in 4 Focus Areas



Tobacco Free Living

Active Living & Healthy Eating

Clinical & Community Linkages

Healthy & Safe Built Environments

YOUR ASSIGNMENTS

Applying what you have learned

First Week Tasks



Learn:

1. You will be provided a copy of your Healthy Community Zone's latest Community Action Plan (CAP) to study.

Educate:

1. You will then proceed to present the CAPs to UHP staff as if you were going to present to your community. Use your experiences and community insight to best communicate your CAPs to your community. Envision what you believe would be the best way of reaching and engaging your community to get involved.

Inform:

1. Tell us what you liked about the your community action plan and what you believe can be updated or revised to better reflect your community's voice.

QUESTIONS & ANSWERS

Does anyone have any questions?



DOTMOCRACY FACILITATION GUIDE



The TOUCH initiative is a true collaborative working with multi-sector community organizations and agencies to reduce tobacco use and exposure to secondhand smoke, improve access to healthy foods and beverages, increase opportunities for physical activity and build connections to programs for preventing and managing chronic diseases.

The Dotmocracy exercise educates participants about the TOUCH focus areas and gathers community feedback about their level of interest in several proposed strategies. It also asks open ended questions to gain further insight into community ideas and concerns.

Materials

- TOUCH Focus area 2x3 Dotmocracy boards
- Easels to display boards
- Print copies of voting sheets
- Red/Yellow/Green dot stickers
- Post It Notes
- Pens

Process

- Facilitator explains the four TOUCH focus areas and introduces the proposed strategies.
- Facilitator instructs participants to vote on their voting sheets by placing a dot beside each picture indicating how desirable or important that feature is to their community (Green = very; Yellow = somewhat; Red = not important).
- Facilitator also introduces the open ended questions at the bottom of the board or poses additional questions. Participants can answer privately on the back of their sheets or write them on post it notes and stick them on the boards to generate conversation. Facilitator should ask follow up questions and engage the participant at the board for 2-5 minutes to gather information.

HEALTHY & SAFE PHYSICAL ENVIRONMENT



Implementing safer roadway and neighborhood designs

How important or desirable is this feature for your community?

Red = Not at All
Yellow = Somewhat
Green = Very Much



Covered bus stops with benches to rest



Shade trees along walking paths



Safe cross walks at busy intersections



Bike lanes on the streets

Tell Us!

- What times of day do you feel safe walking in your community?
- What would make you feel safer in your community: more neighbors out, better lighting, more patrol?
- Would you like to walk with an organized group?



HIGH-QUALITY CLINICAL & PREVENTIVE SERVICES

Improving access to healthcare and long-term health



How important or desirable is this feature for your community?

Red = Not at All
Yellow = Somewhat
Green = Very Much



Programs that help you prevent or manage chronic conditions such as diabetes or high blood pressure



A doctor's office where you have a specific doctor or nurse that you see regularly



A medical facility with evening and weekend office hours



Affordable medical care



Access to mental health services

Tell Us!

- Do you have healthy ways to manage stress?
- Would more health screenings in local parks or churches interest you?



ACTIVE LIVING & HEALTHY EATING



Improving access to healthy foods and physical activity

How important or desirable is this feature for your community?

Red = Not at All
 Yellow = Somewhat
 Green = Very Much



Safe parks for children to play



Exercise programs or spaces for adults



Gardens where you can grow your own food



Places where you can buy fresh fruits and vegetables that others grow



Neighborhood stores that sell healthy foods



Less advertising for unhealthy food

Tell Us!

- **Would you like fruit trees in your own yard or housing complex?**
- **Would you help build or maintain a butterfly garden in a school or park to support pollination?**
- **Are you interested in growing food at a Delevoe Park Community Garden?**
- **Do you know about the fitness centers at Franklin Park and Delevoe Park?**



TOBACCO-FREE LIVING



Reducing Harmful Exposure to Secondhand Smoke

How important or desirable is this feature for your community?

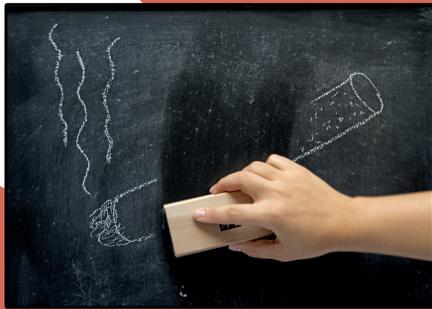
Red = Not at All
 Yellow = Somewhat
 Green = Very Much



Rules that prevent smoking in public spaces or apartment complexes



Signs that say Young Lungs at Play and encourage no smoking



More support for people who want to quit using tobacco



Less tobacco advertising directed at children and teens in your neighborhood

Tell Us!

- A Clean Air Zone around Dillard High School that is a smoke-free environment with more shade trees
- A Clean Air Corridor along NW 27th Ave. with more native plants and trees

• _____





Walking Assessment Facilitator Guide

Thank you for volunteering to serve as a facilitator for the Broward Municipal Services District Walking Assessment. Below, please find some reminders on how to facilitate a successful walking assessment:

ASSIGN ROLES FOR ALL MEMBERS

- Photographer
- Recorder of assessment form
- SeeClickFix lead
- Route navigator
- Presenter of observations – Individual will present findings to larger group after the walk
- Observer(s) – All members are observers and encouraged to take notes

ENSURE THE SAFETY OF ALL MEMBERS. SAFETY FIRST!

- Stay protected from the sun
- Stay hydrated
- Obey traffic laws
- Do not walk in the street
- Cross at intersections
- Be aware of auto traffic

ENSURE THAT ALL MEMEBRS ARE ENGAGED. HELP PARTICIPANTS COME UP WITH OBSERVATIONS. SOME QUESTIONS TO HELP PROBE, INCLUDE:

- What do you see here?
- How is traffic behaving?
- How would an older adult/child experience this?
- What makes this walking environment inviting?
- Where are the connections?
- Where are the transit accommodations?
- What can you walk to from here?
- What did you experience when crossing the street?

WATCH THE TIME

- At **6:50 PM**, make sure you are halfway through the assessment and walking back to Delevoe Park.
- If people are tired or hot, please stop along the way.

CALL ANDI AT 517.410.3904, IF YOU HAVE ANY QUESTIONS OR CONCERNS.



HEALTHY COMMUNITY ZONE WALKING ASSESSMENT FORM INSTRUCTIONS

THE REASON FOR A WALKING ASSESSMENT

A Walking Audit is an assessment of the walkability or pedestrian access of the built environment in a community and/or targeted area. The goal of the upcoming Walking Assessments in the Healthy Community Zones is to conduct an audit on routes that have been identified as a priority in a municipal, County, or regional transportation plan to maximize the opportunities to increase physical activity and identify assets. The findings will inform strategic leverage points to implement the Healthy Community Zone Community Action Plan.

HOW TO USE THE TOOL

The Walking Assessment Form can be used for an entire corridor if the street segments are similar. In a situation where a Walking Assessment route has street segments with different features (such as a shared-use path versus a narrow sidewalk, an urban setting versus a suburban, or a six lane roadway versus a two lane, etc.) additional forms can be used. The use of additional form will allow the opportunity to document the varying condition of a route.

Before starting the Walking Assessment, complete the information about the date, time, weather conditions, etc. In addition, on the last page of the form, please list each team member's name. Each section of the form, except for the overall rating questions and the highlight section, should be filled out while conducting the walking assessment. When returning to the meeting location after the Walking Assessment, the team can discuss the overall ratings and the highlights of the corridor.

This tool was derived from the Walking Suitability Assessment Form developed by James Emery, MPH – UNC School of Public Health, Health Behavior and Health Education, the CDC-HAN Environmental Audit Tool, and the CDC Built Environment Assessment Tool.

Physical Condition / Disorder

In this section, questions are related to the material attributes of the corridor.

Social Condition / Disorder

In this section, questions are related to attributes of the corridor that account for the community.

Level of Walkability

This question is related to the extent the route was walking friendly.

Additional Comments & Observations

Please provide any additional information related to the corridor that you think is beneficial to document.

Highlights of Corridor

In this section please describe the overall top three strengths and weaknesses of the route or segment if you filled out multiple forms.

Please Remember Safety First!

Data Collector: _____
 Road Name: _____
 Route: _____

Date: _____
 Time of Day: _____
 Weather Conditions: _____

PHYSICAL CONDITION / DISORDER

1) Do any intersections need crosswalk or intersection improvements?

(e.g. markings, traffic signals, pedestrian walk signals, countdown signal, etc.)

Yes Please describe: _____
 No _____

2) Is there a dedicated sidewalk along the entire route?

Yes
 No
 Please describe: _____

3) Are there poorly maintained sidewalk sections, trip hazards or barriers?

Yes
 No
 Please describe: _____

4) Is the sidewalk level or does it have conditions that affect walkers?

Yes
 No
 Please describe: _____

5) Are at least 75% of the buildings well maintained?

Yes
 No
 N/A

6) Are there any transit stops on route?

(check all that apply)

None
 Bus Stop
 Light Rail
 Senior Transit/Paratransit

7) Are the transit stops clearly marked and accessible?

Yes
 No
 N/A

8) Are there places to rest?

(check all that apply)

None
 Bench/Street Furniture
 Covered Shelter
 Other (e.g. Low Wall)

9) Which of the following items are present?

(check all that apply)

Graffiti
 Abandoned Cars
 Broken/Boarded Windows
 Litter in Yards, Street or Sidewalk
 Other: _____

10) Other Amenities

(check all that apply)

Trees that Offer Shade
 Bicycle Racks
 Working Drinking Fountains
 Accessible Public Restrooms

11) Are there aesthetically pleasant features?

(e.g. fountains, vegetation, gardens)

Yes
 No
 Please describe: _____

12) Overall of Physical Condition/Disorder Rating

Awful Many Problems Some Problems Good Very Good Excellent



SOCIAL CONDITION / DISORDER

1) Are there features to support orientation?

(e.g. tall structures, ocean, park)

- Yes/No checkboxes

Please describe: _____

2) Are street lights installed?

(check one)

- None, Some (Overhead Lights on Utility Poles), Ample (Pedestrian Lampposts) checkboxes

3) Do any of these condition exist?

(check all that apply)

- Gangs, Hostile Behavior, Homeless Individuals, Other: _____ checkboxes

4) What people are visible?

(check all that apply)

- Children, Teens, Adults, Older Adults checkboxes

5) What are people doing?

(check all that apply)

- Talking or Greeting, Walking, Biking, Riding Transit, Driving, Shopping checkboxes

6) Are vehicles speeding through the area?

(check one)

- Yes/No checkboxes

7) Did you feel safe walking through the area?

(check one)

- Yes/No checkboxes

8) What opportunites exist for people to be seen when walking?

(check all that apply)

- None, Windows Facing Street, Homes, Businesses, Parking Lots checkboxes

9) What aids are present to support wayfinding?

(check all that apply)

- Directional Sign or Marker, Landmark, Information Kiosk, Advance Street Name Signs, Neighborhood Flag or Marker, Pavement Markings, Aids for Low Vision or Hearing checkboxes

10) What else did you observe?

(check all that apply)

- Air Pollutants (e.g. diesel fumes), Heavy Vehicles (e.g. large trucks), Loud Ambient Sounds (e.g. construction, factories), Railroad Tracks, Aggressive Drivers, Extremely Crowded or Chaotic Sidewalks, Competeing Use of Sidewalks checkboxes

11) Overall of Social Condition/Disorder Rating

- Awful, Many Problems, Some Problems, Good, Very Good, Excellent checkboxes



LEVEL OF WALKABILITY

(Check One)

- Pristine walking environment; safe & accessible for all ages and abilities
- Lacking some amenities; a few visible but avoidable problems but still accessible, walkable, navigable
- More demanding with problems/barriers that are difficult to avoid; requires attention/judgement
- Most demanding environment - unavoidable accessibility barriers, safety hazards or navigational challenges

ADDITIONAL COMMENTS & OBSERVATIONS

HIGHLIGHTS OF CORRIDOR

STRENGTHS

- 1) _____
- 2) _____
- 3) _____

WEAKNESSES

- 1) _____
- 2) _____
- 3) _____

NAMES OF TEAM MEMBERS

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____
- 7) _____
- 8) _____

Thank you for taking the time to participate in the Walking Assessment!

Please take a minute to provide some feedback about the event and circle the appropriate responses below:



1. I feel that I experienced the area as a typical pedestrian might.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
2. With the tools provided, I was able to evaluate the safety and quality of the pedestrian experience in the area.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
3. I could identify opportunities for suggesting recommendations that might foster a more walkable environment.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
4. I realized some barriers to a walkable / bikeable / transit-friendly environment.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
5. I support creating a healthy community zone in this area.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
6. I have the following additional comments:

Thank you for taking the time to participate in the Walking Assessment!

Please take a minute to provide some feedback about the event and circle the appropriate responses below:



1. I feel that I experienced the area as a typical pedestrian might.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
2. With the tools provided, I was able to evaluate the safety and quality of the pedestrian experience in the area.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
3. I could identify opportunities for suggesting recommendations that might foster a more walkable environment.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
4. I realized some barriers to a walkable / bikeable / transit-friendly environment.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
5. I support creating a healthy community zone in this area.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
6. I have the following additional comments:

Healthy Community Zone
Community Action Plan Template

Section One			
TOUCH Focus Area:	Choose One: <ul style="list-style-type: none"> ○ Healthy Eating & Active Living ○ Clinical and Community Linkages ○ Tobacco & Drug Free Living ○ Healthy & Safe Physical Environments ○ Collective & Shared Impact 		
Desired Population Result:			
Primary Community Indicator(s): <i>There should be no more than 3 primary indicators</i>			
Baseline Curve(s):			
Indicator Information: <i>This information should be provided for each of the primary indicators listed above.</i>	Indicator #	Desired Direction of Change	Data Source for Indicator
	Indicator 1:		
	Indicator 2:		
	Indicator 3:		
Other Indicators:			
Is there a data-development agenda for this indicator? If so, please describe:			
What is the Story Behind the Curve?			
Who are the partners who have to play a role in turning the curve?			
What works - List of strategies that were considered during			

Healthy Community Zone
Community Action Plan Template

the planning period:	
What do we propose to do to turn the curve?	

Section 2: Strategy Detail (this section should be repeated for each strategy listed in the “what do we propose to do” section)												
Strategy 1:	Title of the Strategy (e.g. Implement Complete Streets policies in [community])											
Source of Strategy (or where has this worked?):	If the strategy is evidence-based, list the organization or community that has provided the evidence in support of this strategy.	Type of strategy:	<input type="checkbox"/> Policy Change <input type="checkbox"/> Systems Change <input type="checkbox"/> Environmental Change <input type="checkbox"/> Programmatic Change Check one box to indicate whether the strategy is programmatic or PSE focused.									
Justify the Selection of this evidence-based strategy	Explain why this strategy will work to “turn the curve.” This should include a linkage to the root causes identified above and explanations of how this strategy has worked in other places (if the strategy is evidence based). It should clearly demonstrate why, based on community knowledge, you think this strategy will be successful.											
Timeframe	Starting Year : What year do you plan for this strategy to begin? <i>(For example: 2015)</i> 2015	Setting/Sector	Check boxes to indicate where the strategy will be targeted. <table border="0" style="width: 100%;"> <tr> <td><input type="checkbox"/> Community</td> <td><input type="checkbox"/> Health Care</td> <td><input type="checkbox"/> Work Site</td> </tr> <tr> <td><input type="checkbox"/> Community Institution/Organization</td> <td><input type="checkbox"/> Housing</td> <td><input type="checkbox"/> Other (Specify):</td> </tr> <tr> <td><input type="checkbox"/> Faith-based</td> <td><input type="checkbox"/> School</td> <td>Click here to enter text.</td> </tr> </table>	<input type="checkbox"/> Community	<input type="checkbox"/> Health Care	<input type="checkbox"/> Work Site	<input type="checkbox"/> Community Institution/Organization	<input type="checkbox"/> Housing	<input type="checkbox"/> Other (Specify):	<input type="checkbox"/> Faith-based	<input type="checkbox"/> School	Click here to enter text.
<input type="checkbox"/> Community	<input type="checkbox"/> Health Care	<input type="checkbox"/> Work Site										
<input type="checkbox"/> Community Institution/Organization	<input type="checkbox"/> Housing	<input type="checkbox"/> Other (Specify):										
<input type="checkbox"/> Faith-based	<input type="checkbox"/> School	Click here to enter text.										
	Ending Year: What year do you expect that this strategy will be complete? <i>(For example: 2017)</i> 2020											

Healthy Community Zone
Community Action Plan Template

<p>Community Assets and Opportunities</p>	<p>List any community assets which may help drive the success of this strategy. Also include any opportunities that currently exist or may be coming in the near future that would enable community partners to gain success in this strategy. If the strategy will focus on a change in policy, explain what the current political climate is and why this strategy makes sense within that context. Examples: Mayor is in support of [strategy X]; Local organization has already received funding to take on a component of [strategy Y]; School board supports [strategy Z]; Local parks are working towards achieving [strategy A].</p>		
<p>Population Focus</p>	<p>Describe the specific population focus (i.e. children, adults, elderly, Hispanics, African Americans, Faith community, women, men, etc.)</p>		
<p>Estimated Direct Reach</p>	<p>Estimate the number of people that will be directly reached by this strategy. For example, if your strategy is to make improvements to parks, the reach would be the number of people in your community who use parks.</p>	<p>Estimated Indirect Reach</p>	<p>Estimate the number of people that will be indirectly reached by this strategy. For example, if your strategy is to make park improvements, indirect reach might include family members of park users or park staff.</p>
<p>Describe how will the strategy be implemented:</p>	<p>In this section, you should describe generally how this strategy will be implemented. Include any specific activities or next steps that need to happen in order for the strategy to be successful. For example, if your strategy is Complete Streets, will you aim to update the City's/County/s Master Plan? Build institutional capacity for complete streets? Create Partnerships to advance the policy?</p>		
<p>Describe any resources that are committed or pending to support to this strategy:</p>			<p>What additional resources need to be sought?: <i>(Include specific \$ ranges)</i></p> <p>If additional resources are needed, please enter a range of funding that will be sought for the support of this strategy.</p>

Healthy Community Zone
Community Action Plan Template

<p>How will the strategy be measured?</p>	<p>How will we measure <u>how much</u> will we do?</p>	<p>First, list the number of clients served. Distinguish different sets of clients as appropriate. Next, list the activities or services the department/division/program performs for its clients. Each activity or service should be listed as a measure. For example, “child welfare casework” becomes “# of child welfare cases” or “# of FTEs conducting child welfare case work.” “Road maintenance” becomes “# of miles of road maintained.” “Stream monitoring” becomes “# of stream sites monitored.” “Provide health care” become “number of patients treated.”</p>
	<p>How will we measure <u>how well</u> will we do it?</p>	<p>This quadrant is where most traditional performance measures are found. For each service or activity listed in the upper left quadrant, choose those measures that will tell you if that activity was performed well (or poorly). The measures should be specific. For example, ratio of workers to child abuse/neglect cases; percent of maintenance conducted on time; average number of sites monitored per month; percent of invoices paid in 30 days; percent of patients treated in less than an hour; percent of training staff with training certification.</p>
	<p>How will we know if <u>anyone is better off</u>?</p>	<p>Ask “In what ways are your clients better off as a result of getting the service in question? How would we know, in measurable terms, if they were better off?” Create pairs of measures (# and %) for each answer. Four categories cover most of this territory: skills/knowledge, attitude, behavior, and circumstances (e.g., a child succeeding in first grade or a parent fully employed). Consider all of these categories in developing measures of whether clients are better off. Examples are: #/% of child abuse/neglect cases that have repeat child abuse/neglect; #/% of road miles in top-rated condition; #/% of cited water quality offenders who fully comply; #/% of repeat audit findings;</p>