## I'm not a robot



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To transform the systems that perpetuate oppression and exploitation, we must change the balance of power in the United States. Community Change Action and creates a more powerful collective identity rooted in linked fates. We walk
with community-based partner organizations as co-conspirators, working to unlock opportunities for progressive governance to make a real difference in peoples lives. We figure out new approaches to meet emerging challenges from digital organizations as co-conspirators, working to unlock opportunities for progressive governance to make a real difference in peoples lives. We figure out new approaches to meet emerging challenges from digital organizations as co-conspirators, working to unlock opportunities for progressive governance to make a real difference in peoples lives. We figure out new approaches to meet emerging challenges from digital organizations as co-conspirators, working to unlock opportunities for progressive governance to make a real difference in peoples lives.
on state-level campaigns, deploy our staff to fill capacity gaps, and channel funds from major philanthropies to grassroots organizations. We build national coalitions that wield inside influence and exert outside pressure to win policy change on issues related to economic, racial, and immigrant justice. Through these strategies, Community Change
Action fuses together the people power of organizing, the political power of voter engagement, and the narrative power that changes the common sense of whats possible. As a library, NLM provides access to scientific literature. Inclusion in an NLM database does not imply endorsement of, or agreement with, the contents by NLM or the National
Institutes of Health. Learn more: PMC Disclaimer | PMC Copyright Notice . 2005 Apr;95(4):611616. doi: 10.2105/AJPH.2004.047704The community-driven model is a 5-step, community-driven model is a critical analysis identifying the
underlying social, economic, and environmental forces that create health and social inequities in a community. The goal is to provide community. The goal is to provide community and evaluate health and social inequities in a community.
disparities. Concrete policy outcomes demonstrate the models potential application to a wide variety of grassroots policy development efforts. Researchers have documented that socioeconomic status is an indicator of health disparities. 13 Because race
and ethnicity are major determinants of socioeconomic status, residents of color are more likely to be in poor health and to die early owing to disparities in health. Tobacco-related illness is no exception: cigarette smoking is a major cause of disease and death among African American, Asian American, Pacific Islander, American
Indian/Alaska Native, and Hispanic/Latino communities, with lung cancer being the leading cause of death in each case. 4Asthma, one of the most widespread chronic conditions in the United States, is especially prevalent in low-income communities in which there are high rates of tobacco use. 5 The synergistic effects of tobacco smoke and mold can
cause or exacerbate asthma, particularly among children.6 In addition, minority children are more likely to be exposed to hazards such as environmental tobacco smoke, mold, pests, and lead because of the dilapidated conditions often found in low-income housing.7 Exposure to these agents may play a part in the higher and disproportionate rates of
asthma-related diseases seen among African Americans and Latinos. 5A key feature of the state of Californias tobacco control program has been to to expose the tobacco industry has exposed itself through the cache of documents released to
the public as a result of recent litigation, documents that illustrate a long history of deceit, deception, and duplicity in the way the industry does business. Through manipulative and targeted advertising, disinformation campaigns refuting the health consequences of smoking, and political lobbying, the tobacco industry has grown and prospered over
the years, 10 and, as the industry has prospered, the number of people who die as a result of tobacco-related illnesses be conducted in the context of the global economic structures that promote these disparities. Health disparities in tobacco-related illnesses can
be addressed by integrating an analysis of the tobacco industry with an assessment of inequities in housing; corporate food production; and elements of the global economy such as privatization (transforming public entities such as health care providers into private, for-profit entities), deregulation (eliminating laws and regulations that, in many cases,
protect health and the environment), and free trade (free movement of products and services across borders). Transnational tobacco companies use the tools of the global economy to engage in aggressive marketing and promotion targeted at communities of low
socioeconomic status.11 The result is higher tobacco use prevalence rates in these communities and subsequent disproportionate rates of tobacco-related diseases. There are strong similarities between the promotional and marketing activities engaged in by the tobacco industry and those employed by food corporations to advertise unhealthy foods,
especially to children.12 Kraft and Nabisco, subsidiaries of Philip Morris/Altria, combined to represent the second largest corporate food producer in the world.13 These food corporations, like their parent tobacco company, aggressively promote their products and benefit from market-based trade agreements. The success of their marketing strategies
can contribute to both greater food insecurity (a communitys inability to access nutritious, affordable, and culturally appropriate food) and childhood obesity as people consume more commercial, packaged food products and less fresh, homemade food. Such companies are increasingly under attack for contributing to the epidemic of childhood obesity
in the United States, so much so that Kraft announced in July 2003 that it would discontinue advertising aimed toward children and develop more nutritious products. 14Obesity appears to disproportionately affect communities of color. 15 In some low-income neighborhoods, advocates have found that the 3 most accessible products in stores are
alcohol, cigarettes, and junk food.16 Local tobacco company food subsidiary products in these low-income neighborhoods. The community action
model is a 5-step process (Figure 1) designed to address the social determinants of tobacco-related health disparities through grassroots policy development. In California, the San Francisco Department of Public Health and is
responsible for developing and implementing a comprehensive tobacco control plan for San Francisco. The SFTFP has implemented the model since 1996 through funding community advocates (community advocates (community advocates). The community action model has been successfully
implemented with community members to address social determinants of tobacco-related health disparities. The 5 steps of the model have been applied to address social determinants of other health disparities as well and are designed to move toward environmental change in the form of a policy or change in organizational practices. The 5 steps of
the community action model process. The community action model is based on the theory of Paulo Freire, a Brazilian educationalist who integrated education in lived experiences, and heightening peoples consciousness to
enhance the belief that they have the power to transform reality, specifically with respect to addressing oppression. 17 The community action model involves participatory action research approaches and is asset based (i.e., it builds on the strengths of a community to create change from within). Its intent is to create change by building community
capacity, working in collaboration with communities, and providing a framework for residents to acquire the skills and resources necessary to assess the health conditions. The goals of the model are twofold. The first goal is promoting
environmental change by moving away from projects that focus solely on changing individual lifestyles and behaviors to mobilizing community members and agencies to eliminate characteristics of the community that promote economic and environmental inequalities. The second goal is to assist people in acquiring the skills needed to do it
themselves: as mentioned, the community action model provides a framework for community members to acquire the skills and resources they need to assess and improve the community shealth disparities. However, public health solutions whether one speaks of politics, health care, economics, or justicecontribute to health disparities.
frequently focus on persuading people to change their unhealthy behaviors or to make healthier lifestyle decisions. Unfortunately, this approach places the onus on the individual behavior change alone;
rather, any solution must focus on environmental change level. The community action model is designed to increase the capacity of communities and organizations to address the social determinants of health at the environmental change level. The community action model involves a 5-step process (described in the sections to follow and illustrated in
Figure 1): (1) skill-based training, in which advocates select an area of focus; (2) action research, in which advocates select, plan, and
implement an environmental change action and educational activities intended to support it; and (5) implementation, in which advocates seek to ensure that the policy outcome is enforced and maintained. The SFTFP has developed a curriculum in English, Spanish, and Chinese and the curriculum includes specific activities designed to assist
advocates in implementing the aforementioned steps. 19The community action model is designed to have a lasting impact by developing the capacity of both individuals and organizations to address disparities in health by creating environmental change through policy enactment. The Tobacco-Free College Campus Project is one example of the
successful implementation of the model. The goal of this project was to educate the San Francisco State University (SFSU) campus community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the tobacco industry and its harmful practices and to mobilize the community about the community about the tobacco industry and its harmful practices and to mobilize the community about the community
permanently end financial ties between the college and tobacco corporations. Step 1 of the community action model involves organizing a group of 5 to 15 community members, either youth or adults, to serve as advocates. As part of this step, health educators provide these advocates with skill-based training in their particular project area. This initial
training allows advocates to have a clear and concrete understanding of the community action process, along with specific area of work. Also during step 1, advocates engage in dialogue about concerns and issues they want to address and
choose a focus area that has meaning to their community. A key component of step 1 is naming the issue, whereby advocates use codes to critically analyze and identify the underlying social, economic, and environmental forces creating the health and social inequalities that need to be addressed. This is a crucial step in that no solution to dismantle
inequalities can be reached without the full involvement and leadership of the communities most affected. For example, a core group of SFSU student advocates were recruited and trained to carry out and lead the tobacco-free education and policy advocacy campaign. To ensure that these student advocates were prepared to meet the demands of the
project, they completed extensive training during the projects first year, learning about tobacco control issues and policies. They were given articles to read and research assignments to complete. Areas covered included tobacco stock divestment; tobacco economics and profits; marketing aimed at people of color, youth, and
residents of foreign countries; environmental tobacco and individual health; tobacco and indi
designing, and implementing a community diagnosis (action research) to determine the root causes of a community issue and outline the resources necessary to overcome it. This step is key in that health educators and program evaluators work closely with advocates to design and implement tools that can be used to assess the extent of the health
issue or issues affecting the community. Advocates outline the types of research they will conduct and then design the tools needed. For example, they may interview key leaders, conduct surveys, and research existing records. The community action model curriculum provides worksheets and examples of how to carry out this step in the designing
your diagnosis plan activity. The first task for the SFSU advocates was to conduct a diagnosis of the tobacco environment in regard to their campus as part of the community diagnosis. Each advocate group documented the following data: (1) current
tobacco-related campus policies, (2) types of decisionmaking bodies and processes, (3) extent of tobacco stock in the universitys investment portfolios. Step 3 involves analyzing the results of the diagnosis and preparing findings. At this point, advocates learn
how to input and analyze data and acquire the skills they need to present their findings in simple yet visually compelling formats. This step encourages advocates also learn how to use the statistics they have uncovered in making presentations to
student groups (e.g., La Raza Student Association, Black Student Union), policymakers, and the media. SFSU student advocates learned, through a verbal statement from the foundations investment manager,
Mellon Private Asset Management, confirming that statement. However, the students discovered that the SFSU Foundation had no written policy prohibiting investment in tobacco stocks. Step 4 involves advocates in selecting, planning, and implementing an action or activity to address their issue of concern. Here advocates use the findings of their
analysis to determine solutions to the issues they have chosen to address. The action defined represents the desired policy outcome for the project, and it should be achievable, (2) it should have the potential for sustainability, and (3) it should be achievable, (2) it should have the potential for sustainability, and (3) it should be achievable, (2) it should have the potential for sustainability, and (3) it should be achievable, (2) it should have the potential for sustainability.
community for the well-being of all. Activities, on the other hand, are defined as the educational interventions that lead up to and support the outcome. If a project has a short time line and no resources, advocates might identify an action (to accomplish with future funding and resources) and then dedicate existing time and
resources to activities related to that action. In this step, advocates develop and implement an action plan that may be in the form of outreach, media advocatory, development of a model policy, or advocating for a policy. The community action model curriculum includes an actions for health activity that helps groups delineate the difference between a
short-term solution based on individual behaviors and a longer, more sustainable environmental change outcome. SFSU and the tobacco industry.
They labeled this coalition Together Against Campus Tobacco Investment Campaign, or TACTIC. TACTIC went on to successfully advocate for the SFSU Foundation board of directors to pass (unanimously) a written policy permanently prohibiting investment in tobacco companies. Step 5 focuses on enforcing and maintaining the action identified to
ensure that the advocates efforts will be maintained over the long term and enforced by the appropriate bodies. As with the other steps, the community action model provides information on how to conduct enforcement activities (e.g., polls and compliance surveys). For example, after the SFSU Foundation board of directors unanimously approved the
policy to permanently prohibit investment in tobacco companies, the student advocates worked toward persuading the foundation to adopt a transparency policy that would make public its investment as a way to ensure that the policy was enforced. The success of an action, as defined by the community action model, hinges on policy development
the community action model process was followed and whether an action was identified that met the defined criteria. (1) Was the community action process completed? (2) Did the advocates capacity increase? and (4) Did the capacity of the involved agency or
agencies increase? These questions are measured through a combination of quantitative and qualitative methods such as observation, written reports (project leaders are required to submit a rationale for choosing their action), interviews, and pre- and postintervention surveys. The model has been successful in increasing the capacity of both
projects implemented a plan focusing on the accomplishment of an action meeting the 3 criteria described earlier, and 28 successfully accomplished the action itself. Successful outcomes of community action model projects are listed in Table 1 . Future evaluation methodologies are being planned to address long-term sustainability and to allow
comparisons of elements leading to success and capacity in agencies and elsewhere. Past Actions Successfully Accomplished With the Community Action ModelPolicies by the San Francisco school board to ban tobacco food subsidiary products and promotional itemsPolicy by City College to purchase healthy food and drink products for school vending
InternetCollege-based tobacco control policies Tenant-driven smoke-free policies in multiunit housing complexesParticipation in global southAs described, the community action model is based on capacity building and community organizing strategies
and is designed to make issues relevant to the community. There are a number of challenges facing the implementation of a model rooted in community organizing. First, although the paradigm of public health is shifting, the primary focus remains on people changing their unhealthy behaviors or making healthier lifestyle decisions. As a result, many
CBOs have traditionally received grants from funding sources that focus on behavior change models. These CBOs tend to lack the infrastructure necessary to coordinate a community-driven advocacy campaign based on action research and focusing on policy development. Second, lack of resources is a continual challenge, in that change at the
environmental level requires sustained funding over time and is labor intensive, thereby limiting the number of projects that can be funded. Finally, categorical funding often requires the community action model to have a predetermined area of focus that, depending on the situation, may make it more difficult to ensure that an issue is relevant to the
community in question. For example, the SFTFP receives funding from Proposition 99, the California State tobacco companies and the master settlement agreement reached between the tobacco companies and the state attorneys general. This funding structure requires that tobacco companies and the master settlement agreement reached between the tobacco companies and the state attorneys general.
funding, but tobacco control may or may not be of greatest concern to a particular community. Although the philosophy behind the community action model has not changed, there have been changes in the implementation of the model itself to address some of the factors that present challenges to the work involved. These changes have included
clearly defining the action criteria, amending the funding and application process, altering the way in which the model is operationalized, and supplementing the training and consultation component. In early projects, actions included conducting health fairs, making presentations, and coordinating awareness-raising events; thus, a number of these
projects focused on individual behavior change. This led to the need to alter the definition of an action so that it would meet the 3 criteria described earlierachievability; and potential for sustainability; and potential to persuade groups, agencies, or organizations to make policy changes in terms of focusing on environmental change. Alterations in the
community action model funding process were made in an attempt to fund organizations more focused on assisting community action model. First, the organization must be community based on assisting community action model.
second, it must demonstrate a history of or interest in activism; and, third, it must have the infrastructure to support the staff necessary to implement a project focused on system change. These criteria were integrated into the application and evaluation standards used to score applicants. The application specifically indicated that the funded CBO
would be required to implement the community action model, select an action meeting the models criteria, and implement a community plan to work toward successful completion of the action. The request for funding application included a list of potential actions that met the models criteria as a way to illustrate the types of projects that funded
CBOs might work on. In addition, many CBOs that were not directly service based were identified and included in the outreach mailing lists. Because activist-oriented CBOs tend to be relatively small, often making it difficult for them to meet the requirements of a city government contract, the SFTFP funded a sponsor organization with the
infrastructure necessary to meet such requirements. This enabled smaller CBOs to subcontract on larger contracts. Also, this structure allowed SFTFP staff to streamline the applications have been reduced to 4 to 6 pages. As just mentioned, activist CBOs
coordinator, stipends for community advocates, and budgets covering incentives for projects could use their budgets to purchase computers and pay for Internet access. Changes in technical assistance and training were made to address the challenge of working with groups that may be oriented toward individual
behavior change and to develop strategies to ensure that the issue or issues addressed are relevant to the community in question. For example, the 5 steps of the community action process were reinforced in an interactive curriculum and integrated in each funded CBOs work plan. SFTFP staff developed and provided training sessions that walked
project staff and supervisors through the 5-step process. These sessions are continually adapted and streamlined, and the original 5-day training on an as-needed basis. In addition, all funded project staff attend regular meetings to collectively brainstorm
and collaborate, and regular meetings are held between specific funded project staff and SFTFP staff. This process greatly enhances ongoing collaboration and the potential for project success. Separate training aimed at agencies funded to implement the community action model is also provided; these sessions address, along with other elements,
how to set up the necessary infrastructure, provide administrative support (e.g., budgets, work plans, staffing), and determine compensation for advocates (e.g., stipends or incentives). SFTFP project liaison staff meet regularly with agency staff to solve problems, brainstorm, and share resources. In addition, training materials integrate an analysis of
the root causes of and solutions to the health issue addressed, including, in the case of tobacco, the role of the transnational tobacco companies and the elements of the corporate-led global economy. Funded community action model projects partner with CBOs in countries with fewer resources, participate in exchange meetings, and collaborate on
joint environmental change actions. Media advocacy is a powerful strategy in any community organizing effort. However, many small CBOs do not have the necessary resources or technical expertise to implement successful media advocacy campaigns. In response, SFTFP hired a public relations and advertising firm to provide technical assistance and
consultation to the funded projects. Although SFTFP continues to support media advocacy efforts, SFTFP now provides media funds to each project and allows project staff to identify a culturally competent media consultant. The diagnosis or
action research component is another central facet of the community action model. To build the capacity of CBOs to design appropriate diagnosis plans, SFTFP funds an evaluation contractor to provide technical assistance and consultation to these organizations. SFTFP staff and evaluators may not have in-depth knowledge of a particular community action model.
issues and concerns; thus, ongoing collaboration is essential and must involve mutual information sharing and respect for the community-driven aspect of the process. During the diagnosis phase (step 2), the evaluator works closely with advocates as they define, design, and implement the research. Collaboration is central to the implementation of the
community action model, given that solutions to health disparities must be identified in partnership with the community. As described earlier, the SFTFP provides technical assistance and training to the staff members and advocates who are implementing the model. As a result, there is continual tension between the community-driven elements of the
model and the technical assistance and support provided to facilitate the ability of both staff and advocates make the links between a variety of issues of concern to them. The SFTFP staff liaisons, evaluation contractor, and media consultants
provide ongoing technical assistance and training. This approach allows for collaboration and linkages between the funding focustobacco controland other issues of concern to particular communities such as immigrant rights, housing issues, environmental justice, and food security. For example, 1 project focusing on food security issues in a low-
 income community of color in San Francisco is advocating for a good neighbor corner store policy that would promote inner-city residents access to healthy alternatives to tobacco subsidiary food products. The SFTFP implements a variety of strategies and activities that lead to successful completion of the 5 steps of the community action model. As
part of the requirements associated with funding, CBOs must complete the entire 5-step process, including selection of an action and completion of a plan to achieve it. The design of the model, along with intensive technical assistance, training, and consultation on the part of SFTFP staff, the evaluation contractor, and media contractors, is intended
to facilitate this process. These funding requirements are included in the memorandum of understanding, work plan, deliverables, and so forth. Also, because the community action model is designed to be community action model is
intended to have a lasting impact in developing both individuals and organizations capacity to continue social justice work by creating environmental policy change. Because health disparities are rooted in social inequities, empowering the most affected members of the community to acquire the skills needed to change social structures and inequities.
through environmental change will assist in addressing such disparities. Although the model has focused, by necessity, on tobacco-related issues, the skills and capacities developed are transferable to other issues that affect communities and prevent their residents from being healthy. In the case of tobacco control in California, the shift from focusing
on smoking cessation programs to focusing on norm change is complete. Health educators involved in the implementation of the community action model are currently addressing a number of other challenges that will help to advance learning and action related to social determinants of health. Projects sponsored by the San Francisco Department of
Public Health that address violence prevention, infant mortality, pedestrian safety, and substance abuse are integrating the model into their work plans. To further facilitate the transferability of the community action model to these health issues, a facilitator guide has been developed. In addition, the curriculum continues to be revised to be
increasingly user friendly. Health educators and advocates meet regularly to determine how to best implement each step of the process, develop appropriate activities to use with advocates meet regularly to determine how to best implement each step of the process, develop appropriate activities to use with advocates, and establish lists of potential actions in each step of the process, develop appropriate activities to use with advocates, and establish lists of potential actions in each step of the process, develop appropriate activities to use with advocates meet regularly to determine how to best implement each step of the process, develop appropriate activities to use with advocates meet regularly to determine how to best implement each step of the process.
model such that some of the instructors at a local San Francisco community college now use it in semester-long classes in which students work in teams and implement the 5 steps in short time periods with no resources. The San Francisco Tobacco Free Project is sponsored through funds from California Proposition 99 and the tobacco master
settlement agreement. This article was based on a paper presented at the Centers for Disease Control and Prevention Forum Social Determinants of Health Disparities: Learning From Doing, held in Atlanta, Ga, October 2003.1. Anderson RT, Sorlie P, Backlund E, et al. Mortality effects of community socioeconomic status. Epidemiology. 1997;8:4247
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principles, processes, programs, and partnerships. Health Promot Pract. 2003;4:303313. [DOI] [PubMed] [Google Scholar]19.San Francisco Tobacco Free Project. Available at: . Accessed February 8, 2005.Articles from American Journal of Public Health are provided here courtesy of American Public Health Association Open city conversation on
diversity and justice systemDear Mayor OConnor, Alderperson Morrissette, Alderperson Hall, Alderperson Hall, Alderperson Webber, Alderperson Hall, Alderperson Hall, Alderperson Hall, Alderperson Hall, Alderperson Hall, Alderperson Webber, Alderperson Webber, Alderperson Hall, Alder
march in solidarity with Black Lives Matter. There were people from different faiths, ages, political parties, professions, sexual orientations, and races. First, we want to thank Alderperson Hall was speaking, there was
pushback from the crowd about numerous things. One, the City of Hudson does have racist attitudes. Two, there are issues that need to be addressed with the policies and their policies. Three, Hudson is not always a welcoming place to everyone. We are requesting a neutral party moderate this conversation about these issues. The whole council,
mayor, and Chief Willems need to be present. Questions will need to be submitted by interested community members in advance. These are not just people across the border in the Twin Cities. Your neighbors, friends, and family are hurting. Having this conversation is a good place to start to help heal and promote understanding within the
community. We want there to be change, and we want Hudson to be open, safe, and welcoming to all people no matter what race, ethnicity, religion, gender, or sexual orientation they happen to be. We are also inviting District Attorney candidates Karl Anderson and Amber Hahn. It was mentioned several times to vote. Since you will be working
closely with the police and the justice system, we want to make sure that we are checking what you stand for, and that you are fighting to get rid of systemic oppression within the courts as well. We are voting in November, and justice
systemDear Mayor OConnor, Alderperson Morrissette, Alderperson Alms, Alderperson Mebber, Alderperson Deziel, Chief Willems, Karl Anderson, and Amber Hahn: On June 20th, 2020, over two hundred people from the City of Hudson and the surrounding area showed up to march in solidarity with
 Black Lives Matter. There were people from different faiths, ages, political parties, professions, sexual orientations, and races. First, we want to thank Alderperson Hall was speaking, there was pushback from the crowd
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we want to make sure that we are checking what you stand for, and that you are fighting to get rid of systemic oppression within the courts as well. We are voting in November, and your stance on these issues will make a difference. Thank you for your time. Community Change is both our name and a statement of our purpose. Our goal is to build the
power of people struggling to make ends meet. We build power from the ground up to strengthen movements to bring forth a multiracial democracy and an economy where all people have the freedom to flourish. Community Change Action is both our name and a statement of our purpose. Our goal is to build the power of people struggling to make
ends meet. Our role is to fuse the power of organized people, bold ideas, and political clout a three-dimensional power that we believe is the recipe for a multiracial democracy and an economy where everyone has the freedom to thrive. Have you had the motivation to mobilize your community to address a problem that affects the local population, but
just not known how to begin? You might wonder; How do I investigate the problem?, Whom do I investigate the problem?, Whom do I investigate the problem?, Whom do I investigate the problem? How do I investigate the problem? How do I investigate the problem?
these and other important questions. It will prepare you to lead your community in action planning. What is action planning? The overall goal of action planning is to increase your community in action planning. What is action planning? The overall goal of action planning is to increase your community in action planning. What is action planning? The overall goal of action planning is to increase your community in action planning.
community works towards a broad vision of health for all, creating supportive conditions for change requires community. These include health organizations, faith community coalition. Your community community community community community community.
coalition can strive to influence systems changesprograms, policies, and practices that can enhance the community coalition initiates its work by generating an action plan. An action plan outlines what should happen to achieve the vision for a healthy community. Desirable changes and proposed
activities (action steps), timelines, and assignment of accountability provide a detailed road map for collaborators to follow. How does action planning helps you: Understand the communitys perception of both the issue at hand and its
potential solutions Assure inclusive and integrated participation across community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on what can and should be done based on the community sectors in the planning process Build consensus on the community sectors in the planning process Build consensus on the community sectors in the planning process Build consensus on the community sectors in the planning process Build consensus on the community sectors in the planning process Build consensus on the community sectors in the planning process Build consensus on the community sectors in the planning process Build consensus on the community sectors in the planning process Build consensus on the community sectors are planning process.
communitys sectors and residents within those sectors work together to achieve a common vision. This tool will address each item and provide guidance for your action planning work that lies ahead. Why is action planning important? Proper planning of any initiative is critical for yielding the best results or outcomes possible. An action plan, while a
significant investment of time and energy, can be an effective tool that grounds all collaborators with a common purpose. Developing an action plan assures that:No detail is overlookedProposed action steps are feasible and/or realisticCollaborators follow through with their
commitmentsMeasurable activities are documented and evaluatedOverall, action planning is important because it provides a reference point with a detailed time line and assignment of accountability for accomplishing tasks along the path to making a difference. Research findings of the Center for Community Health and Development suggest that
there are a number of factors that appear to have a positive effect on rates of community and System changeand one of those includes action planning: Analyzing Information About the Problem, Goals, and Factors Affecting ThemEstablishing Your Group's Vision and MissionDefining Organizational Structure and Operating MechanismsDeveloping and Factors Affecting ThemEstablishing Your Group's Vision and MissionDefining Organizational Structure and Operating MechanismsDeveloping and Factors Affecting ThemEstablishing Your Group's Vision and MissionDefining Organizational Structure and Operating MechanismsDeveloping and Factors Affecting ThemEstablishing Your Group's Vision and MissionDefining Organizational Structure and Operating MechanismsDeveloping and Factors Affecting ThemEstablishing Your Group's Vision and MissionDefining Organizational Structure and Operating MechanismsDeveloping and Factors Affecting ThemEstablishing Your Group's Vision and MissionDefining Organization Affecting ThemEstablishing Your Group's Vision and MissionDefining Organization Affecting ThemEstablishing Your Group's Vision Affecting ThemEstablishing Your Group's V
Framework or Model of ChangeDeveloping and Using Strategic and Action PlansArranging for Community MobilizersDeveloping LeadershipImplementing Progress and Using FeedbackMaking Outcomes MatterSustaining the WorkWhen should you create an action plan?Ideally, you
should develop an action plan within the first six to twelve months of the start of an initiative or organization. Once an action plan is generated, it should be revisited frequently (e.g., as often as monthly but at least annually) so it can be modified to meet the changing needs of your community. What are the components of an action plan framework?
While some issues may be universal (for example, mental health issues), each community will have different assets and barriers for improving conditions for its residents. Therefore, each community will have different assets and barriers for improving conditions for its residents.
community action and change within the context of a community sunique needs. If you approach the action planning process as a manageable series of steps, you can take charge and help your community to involve a syou begin your action planning process as a manageable series of steps, you can take charge and help your community to involve a syou begin your action planning process as a manageable series of steps, you can take charge and help your community to involve a syou begin your action planning process as a manageable series of steps, you can take charge and help your community to involve a syou begin your action planning process as a manageable series of steps, you can take charge and help your community to involve a syou begin your action planning process.
process, you will need to accomplish three things:Document the problem or issue with information and statisticsLearn more about your community about issues and options. Conduct focus groups and public forums to obtain information about
perceived issues and solutions within the community. The key pieces of information you should gather in each listening session or focus group include: The perceived problem or issue Perceived barriers or resistance to address the problem or issue Perceived problem
 issue-Gather data to document the problem. In addition to hearing the community perspective on problems or goals related to the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important to document the issue at hand, it is important the issue at hand, it is important the issue at his indicate the issue at hand, it is important the issue at hand, it is important the issue at his indicate the iss
                                                                                                                                                                                                                                                                                                                                                      "What are the consequences of these issues?" Who is
affected?""How are they affected?""How are they affected?""Are these issues of widespread concern?"While the information that you collect can answer the questions above, remember that it will also play a key role in helping you determine how effective your group was in addressing the problem. You will use these baseline datadata that document the extent of the problem.
prior to implementation of your initiative. Listed below are helpful data sources that you may want to investigate. Keep in mind that not all of them will be relevant to your particular issue or problem. State or county health department dataState
social services department dataHospital admissions and exit recordsPolice recordsPolic
current efforts: If current efforts targeting your issue exist, think of ways in which they can become more effective via support, advocacy or other means. Consider the following: Do current efforts have a parallel vision? How many people are they serving? Do the services and program meet local needs? Particularly if pre-existing initiatives had a similar
mission and failed, seek to understand why and apply those lessons learned to your action planning. You might gain valuable insight by talking with the agency or group with the failed initiative. Involve key officials, service providers, or representatives from relevant
agencies, extend the boundaries of your planning group should reflect the diversity of the local community. Your group might use interviews with both key officials and key grassroots leaders to answer the following questions: Who can make things happen on this issue? What
individuals are in a position to create (or block!) change?What neighborhoods and ethnic and cultural communities are particularly affected by this issue?What individuals and groups make things happen in these neighborhoods?What
contact people within the initiative would be most successful in involving members of these neighborhoods? Convene a planning group. Dublicize planning group members are open to all group members. As facilitator, you should extend additional courtesies to
planning group members, such as starting and ending meetings on time, using an agenda, and covering items in as little time as possible. Other responsibilities that you might have as a facilitator include: Managing conflict. The richness of diverse views represented within your planning group may also lead to conflict among members. group leaders
may need to elevate discussions to a higher level on which there may be a basis for agreement. Leaders can also remind group members of the shared vision as a means of fostering discussion on a common gound. The Centers for Disease Control and Prevention's (CDC) Planned Approach to Community Health (PATCH) documentation includes
suggestions for reaching consensus in group meetings: Avoid the one best way attitude, and opt for that which reflects the best solution. When participants give and take, several viewpoints can be
combined. Healthy conflict may actually help participants reach a consensus; do not end conflict prematurely. Problems are best solved when all participants try to communicate and listen. Conflict resolution is the process of settling disagreements among group members. The CDC recommends trying one of four approaches to resolve conflicts about
goals, plans, activities, or procedures: Avoidance: While this can be a temporary solution, particularly if a conflict does not seem important enough to discuss, be sure to reassess the problem at a later date. Accommodation: Use tact and discretion to ask participants to yield or conform to the positions of others. Compromise: When a consensus cannot
be reached, compromise may be the only solution. With compromise, everyone both wins and gives up something. Collaboration requires all group members to acknowledge the conflict, consider many possible solutions and the consequences of each, and
select the alternatives that best meet the needs of the group. Creating a supportive context for planning and action. Several aspects of your community group can influence the element of support in the planning and action. Several aspects of your community group can influence the element of support in the planning and action. Several aspects of your community group can influence the element of support in the planning and action.
accept overall responsibility, effective organizations usually have a number of leaders who work with constituents to fulfill the groups mission. Leaders should have a clear vision and the capacity for listening and relating to others in the group. Size and Structure A maximum group size of 15 is recommended. If this seems prohibitive given the number
of persons interested in participation, you can also structure smaller groups such as task forces for specific functions within the action plan. Organization of the community is particularly large, you may want to allocate work to subcommittees for each sector of the community is particularly large, you may want to allocate work to subcommittees for each sector of the community is particularly large, you may want to allocate work to subcommittees for each sector of the community is particularly large, you may want to allocate work to subcommittees for each sector of the community is particularly large, you may want to allocate work to subcommittees for each sector of the community is particularly large, you may want to allocate work to subcommittees for each sector of the community is particularly large, you may want to allocate work to subcommittees for each sector of the community is particularly large.
businesses, schools). If your planning group or surrounding community is relatively small, the group might work as a whole to accomplish action planning. Diversity and Integration Include all types of participants: persons in positions of authority, grassroots leaders, and local residents with experience. Offering ongoing encouragement. Throughout the
planning process, let group members know when they are doing a good job. Positive feedback is very importantespecially when people are volunteering their time and energy. If you find it challenging or intimidating to facilitate planning sessions in which diverse ideas and opinions are spoken, try applying some of the information below to your
situation. Having a plan for effective facilitation will help you yield the most positive outcomes and best ideas from your planning meetings. Tips for Group Facilitation The Centers for Disease Control and Preventions (CDC) Planned Approach to Community Health (PATCH) documentation offers the following suggestions for facilitation meetings. Tips for Group Facilitation The Centers for Disease Control and Preventions (CDC) Planned Approach to Community Health (PATCH) documentation offers the following suggestions for facilitation meetings. Tips for Group Facilitation will help you yield the most positive outcomes and best ideas from your planning meetings.
an environment conducive to communication by seating participants around small tables or in semicircles. Make participants to encourage thought and participants to work in teams. Give small assignments in advance, and ask participants to
come to meetings prepared to share their work. Encourage participants to evaluate the groups working dynamic and offer solutions to improving interaction if needed. Talk with quiet participants during breaks, and help them express their ideas and share their thoughts with the group. Use flip charts or overhead transparencies to record comments,
but face participants while writing or ask someone else to do it. Suggest the next step if a meeting seems to be stagnating. Walk around to gain attention, but look directly at participants. Expect to make some mistakes! Acknowledge them, correct them, and move on. Lead brainstorming sessions. Brainstorming is a problem-solving technique that
encourages all members of a group to contribute ideas. You may find this technique of idea generation particularly helpful in the early phases of action planning. There are three common approaches to brainstorming: Freewheeling: Participants randomly call out suggestions, which are then recorded on a flip chart. Some group members may dominate
in this setting. Round robin: Each member is called upon for a suggestion in turn, and ideas are recorded on a flip chart. This is a more organized approach and prevents domination of the session by only a few individuals. Slip: Each member submits anonymous suggestions on a slip of paper, and ideas are then recorded on a flip chart. CDC suggests
that a group facilitator follow these guidelines for a brainstorming meeting: Explain all rules at the beginning of the session. Those are: No critical remarks allowed; evaluation comes laterGive all participants a chance
to share ideas. Ask one or two people to record ideas. Keep a lively tempo to the process. Praise the quantity versus quality of ideas. Convening and facilitating a planning group for a common vision, mission, or purpose can be challenging yet rewarding. Participation of diverse individuals can require skilled facilitation. However, you can successfully
facilitate a group meeting by applying the guidelines presented above. The more meetings you lead throughout the action planning meetings, brainstorming sessions, and other group discussions will yield an extensive compilation of great
ideas (and maybe some that are not so great!). What do you do with all of that information? How do you sort through the pile of rocks to find the gems? First, you will need to distill the many ideas and voices into a common vision and mission. Next, you will need to distill the many ideas and voices into objectives with corresponding strategies and actions. As
you distill the large number of ideas into a common vision, the VMOSA grocess (vision, mission, objectives, and action) will help your planning group develop a blueprint for moving from dreams to actions to positive outcomes for your community. VMOSA gives both direction and structure to your initiative. The five components of VMOSA
should be completed in the order in which they are presented here. Vision Your planning group needs a vision statement for your effort, help communicate you goals and attract participants, remind participants of the desired outcome, and guide important decisions. The vision statement should be a few short phrases or
a sentence. Catchy phrases such as "Healthy teens," "Safe streets, safe neighborhoods" and "Education for all" illustrate the communityBroad enough to include a diverse variety of perspectivesInspiring and upliftingEasy to
communicateMissionYour planning groups mission statement will be more specific than the vision. As the next step in the action planning process, it expresses the "what and how" of your effort, describing what your group is going to do to make your vision a reality. An example of a mission statement: "Our mission is to develop a safe and healthy
neighborhood through collaborative planning, community action, and policy advocacy. "While your mission statement inspires people to dream, your mission statement should inspire them to action. Create your mission statement inspires people to dream, your mission statement to be: ConciseOutcome-orientedInclusiveObjectives are the specific, measurable steps that will help you achieve
your mission. Develop objectives that are SMART+C: specific, measurable, achievable (eventually), relevant to your mission, and timed (with a date for completion). The +C reminds you to add another important quality to your mission, and timed (with a date for completion).
change include: Advocacy Coalition building Community and system change: A key question to ask as your group formulates strategies is, What combination of changes in programs, policies, and practices are necessary to make a
difference with the mission of promoting health for all? Your group will want to take inventory of ideas and objectives generated via the planning group into five specific strategy categories: Providing information and enhancing
skillAltering incentives and disincentives Modifying access, barriers, and opportunities and practices and support modifying policies and practices. To facilitate the process of thinking about how ideas fit most logically to widespread behavior change and
elimination or reduction of the problem to be addressed. You might want to think of this flow chart as a way to double check for any gaps that may remain despite your extensive planning and discussion up to this point. Furthermore, as you look at the pathways and linkages along the way to change, the visual representation may prompt you to think
of potential resources and barriers for accomplishing objectives. These noted resources and barriers will be applied to the development of action stepsthe last piece of your action plan (to be discussed in the next section). Determining strategies within your communitys contextOnce your planning group has a clear vision and mission and has chosen
community and system changes to be sought, you will have the foundation for making informed decisions regarding types of strategies as they relate to the priorities and desired changes in the context of your community. When developing strategies to
accompany your objectives, consider the following factors: Population levels to be affectedUniversal versus targeted outreachPersonal and environmental factorsWhich community sectors can benefit from and contribute to effortsBehavioral strategies to be used. The levels to be targeted (individuals vs. families and kinship groups vs. organizations and
sectors vs. broader systems). Whether the strategy will be universal (e.g., include all of those who may be at risk or may benefit) or targeted (e.g., targets those who may be at greater risk for the problem): Universal example: targeted example:
targeting all men ages 40 and over in the community with a family history of prostate cancer. The personal and environmental factors to be addressed by the initiative: Personal factors to be addressed by the initiative: Personal factors to be addressed by the initiative or physical abilities, gender, age. Environmental
factors: social support, available resources and services, barriers (including financial, physical, and communication), social approval, policies, environmental hazards, living conditions, poverty. Individuals who can most benefit and contribute and how they can be reached or involved in the effort. Targets of change - those who may at particular risk for
the issue and those whose actions (or omission of actions) contribute to the problem. Agents of change can be reached or involved to the solution or initiative (includes targets of change) community sectors through which targets and agents of change can be reached or involved to the solution or initiative (includes targets of change).
strategies to be used. Approaches may include: Providing information and enhancing skills - Delivery of information or training through media, courses, workshops, webinars or other modes. Enhancing services and supports - Increasing, improving or expanding assistance or social or technical supports related to the identified goal(s). This could
include expanding or changing components or offerings such as mental health or social services or expanding hours or to new locations. Modifying access, barriers, and opportunities - Changes in the environment (e.g., changes in office hours, reduced entry fees, changes in office hours, reduced entry fees, changes in the environment (e.g., changes in office hours, reduced entry fees, reduced entry f
improve access. Changing consequences - Changing the incentives or disincentives for outcomes. This might include public recognition or tax breaks. This might also take the form of implementation of policies that call for consequences to actions, such as a junk food tax. Modifying policies and broader systems - Changing existing policies or
regulations at the organizational or governmental level to promote desired behaviors/ outcomes. This might take the form of written regulations or organizational policies. For each strategy, consider what programs, policies, and/or practices should be created or modified. Make a list, keeping in mind how they work together to address the problem or
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goal. And finally, review your planning groups strategies for: Consistency with the overall vision, mission, and objectives Goodness of fit with the resources and poportunities available. Anticipated resistance and barriers and how they can be minimized. Whether those who are affected will actually be reached.

involvedBuilding consensus on proposed strategies for changeOnce you think that the strategies are finalized and in place, you will want to build consensus on proposed changes within your planning group. Keeping in mind the fact that multiple sectors of the community are represented in the planning group, you should complete two types of review: Review proposed changes for each sector taken together, do these proposed changes for each sector taken together, be sufficient to reduce the problem? What other changes in programs, policies, or practices could or should be made within the community or system? Furthermore, to help attract and preserve commitments on behalf of the sectors represented in your planning group, you should build consensus on the changes in programs, policies, or practices could or should be made within the community or system? Furthermore, to help attract and preserve commitments on behalf of the sectors represented in your planning group, you should build consensus on the changes in programs, policies, or practices could or should be made within the community or system? Furthermore, to help attract and preserve commitments on behalf of the sectors represented in your planning group, you should be made within the community or system? mission? Is this proposed change feasible? You can even put these two questions into a survey format and create a table for planning group members to respond to. Before administering the survey, set criteria for which sought changes will be kept or eliminated with a ranking score system. You can see below that a sample ranking system ranging from 1 for Not at All [Important or Feasible] to 5 for Very [Important or F you calculate the average ranking score using a scale like the one in the table above? Example: For a proposed change, 20 planning group members select one of the score values in their responding 34 responding 34 responding 4Given the suggested criteria of an average ranking of 3 or higher, will you keep or toss the proposed change? Step 1. 10(3) + 4(2) + 6(4) = 62 Step 2. 62 / 20 responses = an average ranking of 3.1 Step 3. Based on the scoring criteria, you determine to keep the proposed change since the overall consensus via the survey is 3.1. What is most important about the process demonstrated above is that each group member participates in the consensus vote on each proposed change. And when you are finished, your community will be armed with a targeted action plan that has the approval of all community sector representatives. The Grande Finale The Complete Action plan that has the approval of all community sector representatives. The Grande Finale The Complete Action plan that has the approval of all community sector representatives. community members, outlined a vision, mission, objectives, and developed appropriate strategies for your community. In this final step of action plan will also note the resources needed, potential barriers or resistance, and collaborators or communication lines that need to be active. You can rely on this plan to know what actions you should take day by day. Action Step Sriteria Your action step should outline: What actions or changes will occur. Who will carry out those changes By when the changes will take place, and for how longWhat resources are needed to carry out proposed changesCommunication (who should know what?) Drafting Action StepsAction steps are similar to well-written objectives in their structure and content, but include some additional information. First, lets start by looking at how to draft a strong objective. Then, we will take it one step further and write a comparable action steps. You may already be working from objectives in a funded grant proposal. If that is the case, you have a time saving, solid foundation for your action steps. The best action steps have several characteristics in common with well-written objectives. Those parallel characteristics are: Specific. That is, they tell how much (e.g., 40 %) of what is to be achieved (e.g., what behavior of whom or what outcome) by when (e.g., by 2010)? Measurable. Information concerning the objective can be collected, detected, or obtained from records (at least potentially). Achievable. Not only are the objectives themselves possible, it is likely that your organization will be able to pull them off. Relevant to the mission. Your organization has a clear understanding of how these objectives fit in with the overall vision and mission of the group. Timed. Your organization has developed a timeline (a portion of which is made clear in the objectives) by which they will be achieved. Challenging They stretch the group to set its aims on significant improvements that are important to members of the community is working to establish on-site childcare for childcare permits will be obtained. Now, lets take this information and generate a complete action steps address resources, and a communication plan. Now we will complete the five action steps address resources, and a communication plan. Now we will complete the five action steps address resources, and communication plan. Now we will complete the five action steps address resources, and communication plan. the sample, By June 2009. . . Criteria 1: What actions or changes will occur? All necessary regulatory permits will be obtained [for the on site provision of child care for health clinic Criteria 2: Who will the changes take place, and for how long? 2009, in order to open in 2010. They will be renewed annually after that. Criteria 4: What resources are needed to carry out the proposed changes? (For example, resources may be material, financial, or temporal). Contractors What potential barriers might affect this action step? Barriers to success might include: Faltering commitment on behalf of collaborators Key individuals or groups opposing efforts Lack of sustained interest in the initiatives City staff may resist providing a permit because it may appear to intensify the use of the clinic site. Criteria 5 Communication (who should be informed about these actions?) Clinic staff and patrons and community residents should be made aware of the availability of on site child care at the clinic. Note: You may find it most helpful to set up a template for a table in a word processing program so you can efficiently record each action step generated by your planning group. The table below has been filled in with the criteria and sample information listed above. Action StepActionBy WhomBy WhenResources/Support NeededPotential Barriers/ResistanceCommunicationBy June 2009, all necessary regulatory permits will be obtained from childcare licensing agency, city government, etc. Danelda Jackson and Tom Glinn, clinic staff and patrons and community residents should be made aware of the availability of on site child care at the clinic. Review your action plan for completenessOnce the planning process is complete, be sure to obtain review and approval of the final action plan from all group members. Assess the action plan from all group members are to obtain review and approval of the final action plan from all group members. Assess the action plan from all group members. Assess the action plan from all group members are to obtain review and approval of the final action plan from all group members. change. However, ultimately, this blueprint for action will be used over time, across sectors of the community, and across issues of interest. Therefore, strive to make it a powerful tool for community change. Follow ThroughYour completed action plan may contain many action steps. And while you will have mapped those out carefully along a timeline, you will probably have action steps that should occur simultaneously. Furthermore, you may sense a need to prioritize the order in which you execute action steps that are supposed to take place in the first six months of your initiative. You may find it easier to determine that ordering or prioritization strategy if you ask the following questions: Which changes are the most important or key to the initiative's objectives? Which changes may require other changes and relationships to be established. Which changes are easier or quicker? Could completing them give the planning groups members a sense of success? Part of following through with proposed action steps will be the task of maintaining collaborator communication: communication about timelines, upcoming planning meetings, progress, results, intermediary feedback, etc. Communication is paramount to continued support and commitment within all sectors of the community. Continue to hold planning group meetings and additional public forum meetings, making sure to publicize these appropriately via local newspapers, email listservs, etc. Communicate with all relevant audiences, and let them know how their feedback was used to modify the action plan when relevant. You may want to refer back to the communication column of your action step. It is best to include a communication plan in your action plan, and regularly share information about progress and outcomes relevant to the initiative. And the best means of having sound information to report is an evaluation plan. Document progress and outcomes relevant to the initiative. want a means of measuring progress towards the vision. It is important to evaluate your initiative toward that end. The purpose of evaluation may help you clarify action steps so they are measurable. Documentation and evaluation help you continually refine your program. Rememberan action plan is an ever-changing blueprint that can be modified according to community needs. If evaluation of the overall action plan Evaluation data provide information about the relative costs and effort for tasks so activity and budget adjustments can be made as needed. It is important to include evaluation components as you develop your action plan details how information will be collected, analyzed, and communicated. Because the action plan will be implemented over a long period of time, you may want to document intermediary accomplishments on a monthly basis. Such cumulative records help you identify trends in rates of community and system change over a number of yearsCelebrate progress and revisit/renew the action planEven the most effective initiatives can benefit from reflection on their accomplishments. Therefore, you should review your action plan as frequently as needed, but at least annually. Arrange for ongoing review and discussion of group progress and proposed changes in the action plan. And, when new and important changes occur (e.g., a long-awaited policy change by a major employer), celebrate them. Overall, focus on small wins versus creating the perfect program. This approach will:Reward outcomes versus actions rovide a sensitive measure of progress that can be monitored periodically to support improvement and accountability Throughout evaluation of progress, and renewal of the action plan as the community environment changes over time, maintain this key perspective: Your community environment changes over time, maintain this key perspective: Your community environment changes over time, maintain this key perspective: Your community environment and accountability Throughout evaluation of progress, and renewal of the action plan as the community environment changes over time, maintain this key perspective: Your community environment and accountability Throughout evaluation of progress, and renewal of the action plan as the community environment changes over time, maintain this key perspective: Your community environment changes over time, maintain this key perspective: Your community environment changes over time, maintain this key perspective: Your community environment changes over time, maintain this key perspective: Your community environment changes over time, maintain this key perspective: Your community environment changes over time, maintain this key perspective: Your community environment changes over time, maintain this key perspective: Your community environment changes over time, maintain this key perspective is the community environment of the action to the community environment of the community environment of the action to the action to the community environment of the action to the community environment of the action to the action t community and system changes related to the mission, rather than simply the delivery of a single program or service. While evaluation has its place in all initiatives, try to focus more on contribution rather than attribution as your community implements its action planning includes: Convening a planning group in your community that consists of: Key officialsGrassroots leadersRepresentatives of key sectorsRepresentatives from all parts of the communityDocumenting problems that affect healthy youth developmentIdentifying risk and protective factorsDeveloping a framework for actionBecoming aware of local resources and effortsRefining your group's vision, mission, objections, and strategiesRefining your group's choice of targets and agents of changes to be sought in each sectorBuilding consensus on proposed changesOutlining action steps for proposed changesDocumenting progress on bringing about community and system changesRenewing your group's efforts along the wayWhen you complete these activities, celebrate (for now) You have developed a blueprint for action. Regardless of the complexity of the problem at hand within your community, and system changes activities are completed as the complexity of the problem at hand within your community, and system changes activities are completed as the complexity of the problem at hand within your community, and system changes activities are completed as the complexity of the problem at hand within your community, and system changes are completed as the complexity of the problem at hand within your community, and system changes are completed as the complexity of the problem at hand within your community, and system changes are completed as the complexity of the problem at hand within your community, and system changes are completed as the complexity of the problem at hand within your community, and system changes are completed as the complexity of the problem at hand within your community, and system changes are completed as the complexity of the problem at hand within your community, and system changes are completed as the complexity of the problem at hand within your community. action planning helps you: Understand the communitys perception of both the issue at hand and its potential solutions. Assure inclusive and integrated participation across community sectors in the planning process. Build consensus on what can and should be done based on the communitys unique assets and needs. Specify concrete ways in which members of the community coalition can take action. Myles Horton, the late founder of the Highlander Center, talked about "making the road by walking." The work of transforming communities and systems to promote healthy youth development will be made by joining with local people who care enough to make needed changes. As we do this important work, we realize that we walk the path of those before us. And, eventually, with those who will carry on this cause after we are gone. Online ResourcesConcerns Report Handbook: Planning Guide for Community-Based InitiativesPreventing Adolescent Pregnancy: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Health for All: Improving Access and Eliminating Disparities in Community HealthPromoting Healthy Living and Preventing Chronic Disease: An Action Planning Guide for Improving Housing, Jobs, Education, Safety and Health, and Human DevelopmentReducing Risk for Chronic Disease: An Action Planning Guide for Community-Based Initiatives Frint Resources Fawcett, S., Carson, V., Collie, V., Bremby, R., &Raymer, K. 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Planned Approach to Community Health: Guide for the Local Coordinator. Atlanta, GA: U.S. Department of Health and Human Services. and Human Services, Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion. The kind of organising we do at Citizens UK is broad-based, meaning we work together on a broad range of issues that matter to people, from campaigning for zebra crossings on dangerous roads to reforming the immigration system, to the real Living Wage campaign. We know everyday people have the ability to shape the world around them and together, we put the power back into peoples hands to hold those responsible to account. Our member organisations to trade unions. Member organisations form alliances in which they pool their resources through paying membership dues and hire a community organisation form alliances in which they pool their resources through paying membership dues and hire a community organisation form alliances in which they pool their resources through paying membership dues and hire a community organisation form alliances in which they pool their resources through paying membership dues and hire a community organisation form alliances in which they pool their resources through paying membership dues and hire a community organisation form alliances in which they pool their resources through paying membership dues and hire a community organisation form alliances in which they pool their resources through paying membership dues and hire a community organisation form alliances in which they pool their resources through paying membership dues and hire a community organisation form alliances in which they pool their resources through paying membership dues and hire a community organisation form all a community organisation form all a community organisation form all a community organisation for the community organisation for elected power-holders and businesses, we make sure our members are getting a seat at decision-making tables and are heard. This is how we shift the balance of power, helping people come together across their differences, find common ground and win change. Together, we have a proven track record of winning change on the things that communities care about the most. So, how do we do this? We follow the 5 steps to Social Change. Organise - Everyday people have the ability to win changeListen - Your solutions form the roadmap to our campaignsPlan - We train you through the tools of community organisingAct - We shift the balance of powerNegotiate - We bring together powerholders with civil society to hold them accountable and progress change Start by building a team! This involves bringing together everyday people from local organisations such as schools, faith groups, universities, unions and others. Its not about leaving our differences at the door we value contrasting perspectives and bring each person into the solution for change by finding common ground. Communities we work with are too often shut out from decisions that affect their lives, and not involved in finding the best solution to these issues. So, we listen to each other and our communities to find out what is putting pressure on everyday people and families. We spot issues of social injustice that make peoples lives difficult but which they feel powerless to do anything about. Listening is not only about identifying issues, it is also a crucial way to build new relationships, learn new leadership skills, and build solidarity across people with different backgrounds. Once we have a strong team and we know what our people care about, we set about making a plan to use our power to win change. We identify solutions and decide which actions to take. This means knowing who the ultimate decision maker is for the changes we want to see and working out how we can get to a point where we can negotiate with them. We also need to assess the potential allies we might need to build along the way. We take action that is imaginative, legal and fun or meaningful to hold those responsible to account. We do this to prompt a reaction, such as securing an agreement to meet with us. Well support you through the steps to identify your team, equip your organisation with training, and connect you to the power holders who can implement change. The hard work will be yours, but were here to support you and take action. Finally, we negotiate with decision-makers in government, businesses, or whoever holds power to agree on change the debate and find a constructive way forward. Communities participating in decision-making, from a position of power, contribute to the common good and help us all build a better, fairer society. 90% of our community leaders in new Citizens alliances feel that they are better equipped to build stronger relationships in their own organisation and 82% report that community organising enables them to better connect with people of different backgrounds in their area. It is the development of local leadership that makes the change possible. When we see school students in Newham persuading London City Airport to pay the real Living Wage or see grassroots charities like One Roof Leicester and the Somali parents association SOCOPA transform the way they deliver services and engage with volunteers and service users alike, it is because of ordinary people stepping up. Communities have been organising reweaves the fabric of civil society. Find out more about the history of broad-based community, our approach to organising reweaves the fabric of civil society. Find out more about the history of broad-based community, our approach to organising for centuries. organising and take a look at our achievements since Citizens UK was founded over 30 years ago.

What is community change. What is the concept of social change in community action. What is community action. What is community action example.