Example Strategies Promoting Opportunities for Active Living

Following are some example strategies for promoting opportunities for active living. While these have been collected from the literature and are showing some promising potential, their inclusion on these pages does not imply they are a good fit for your community. Please use the links provided to learn more about the strategies. The strategies are organized into three categories:
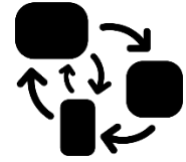
Environment Strategies	**Policy Strategies**	**System Strategies**
Page 1	**Page 2**	**Page 4**

Environment Strategies
Strategies to shift aspects of the physical, built, or social environment

Create environments within local organizations and settings supporting active living

Support worksite environments promoting physical activity
Help worksites create environments including**:**
- Facility maintained walking paths or trails
- Bike racks
- Maps of area walking/biking paths and trails
- Open area for recreation and exercise
- Shower and changing facilities
- Well lit, safe and accessible stairwells
- Post signs at elevators, stairwell entrances and other key "Point of decision" locations that encourage employees to use the stairs
  (Cited from Michigan Healthy Worksites DHEW Assessment, 2016) http://www.mihealthtools.org/

Create community environments supporting recreational physical activity

Improve safety and convenience of outdoor environments for physical activity
Given the importance of the sense of vulnerability and fear of crime affecting physical activity, it is crucial not only to enhance actions for crime prevention (e.g., community policing and natural surveillance), but also to promote community environments that amplify the sense of safety and remove barriers to outdoor physical activity. (Belon, 2014). http://www.sciencedirect.com/science/article/pii/S0277953614003955. This can include landscaping and lighting to enhance the aesthetics and perceived safety of the community; marked street crossing areas or pedestrian bridges over multilane highways; traffic-calming strategies, such as traffic circles, stop lights, and signs or speed bumps; bicycle lanes;, and repair of street-level eyesores such as broken windows and graffiti. (Glickman 2012). https://www.ncbi.nlm.nih.gov/pubmed/24830053
- **Examples:** Miami Dade County developed an Open Space Master Plan that ensures that every resident is within a 5-minute walking or biking distance from a neighborhood park, recreation center, civic space, etc. A rural community in South Dakota leveraged state funds to make trails more attractive, easier to navigate, and more accessible with bike racks and trail markers that include maps and other information. (Blanck, 2012).

Example Strategies Promoting Opportunities for Active Living

Redesign, renovate, and reimagine school playgrounds
Redesigned and renovated school playgrounds have been found to increase overall playground utilization and improve the physical activity levels of children and adults during school as well as after-school hours. (Glickman, 2012). https://www.ncbi.nlm.nih.gov/pubmed/24830053
- **Example**: The city of Eugene, Oregon, and the Bethel School District pooled their resources to purchase and develop a 70-acre parcel of land. The property now includes a 35-acre site for Meadow View School and 35 acres for Bethel Community Park, which includes wetlands, a running path, ball fields, and a skate/community park. Many students can walk through the park to get to school (Oregon Transportation and Growth Management Program, 2005). https://www.cdc.gov/obesity/downloads/community_strategies_guide.pdf
- **Example:** Some communities have converted former railroad bed to a hike and bike trail, (Glickman, 2012). https://www.ncbi.nlm.nih.gov/pubmed/24830053

Repurpose vacant buildings, spaces, or lots
Repurpose these settings into resources to promote the targeted changes and/or support needed program. (Glickman ,2012). https://www.ncbi.nlm.nih.gov/pubmed/24830053
- **Example:** One neighborhood in New York City turned an abandoned elevated railway into a thriving urban park called the "High Line". http://www.thehighline.org/about

Use tax incentives to get sidewalks and trails in new developments
Use tax incentives for developers to encourage them to build sidewalks and trails in new developments (Glickman, 2012). https://www.ncbi.nlm.nih.gov/pubmed/24830053

Increase social support networks for physical activity.
Start or enhance social-support networks such as organizing a buddy system (two or more people who set regular times to do physical activity together), walking groups, and community dances (ODPHP, 2017). https://health.gov/paguidelines/guidelines/chapter8.aspx

Policy Strategies
Strategies to shift policies, practices, or procedures

Develop joint-use policies to improve access to active living opportunities

Use joint-use policies to make school and park activity spaces accessible after-hours
A study found that schools policies allowing the use of school facilities for community-use increased participation in after school physical activity programs and led to more frequent physical activity in general (Slater, Chriqui, Chaloupka & Johnston, 2014). https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4267980/. Simple strategies like unlocking the school playground basketball court so it can be used on weekends can increase access. (Glickman, 2012). https://www.ncbi.nlm.nih.gov/pubmed/24830053. Parks are also developing joint use agreements that provide shared use and access to facilities after regular hours. (Blanck, 2012). http://online.liebertpub.com/doi/abs/10.1089/chi.2012.0085.blan
- **Example:** Latino Health Access (LHA) developed a community access agreement at the neighborhood Roosevelt Elementary School, which was accessible and familiar to residents. Prior agreements were primarily with sports leagues and required a fee – most local residents could not afford these options. LHA and residents were able to establish a community access agreement at Roosevelt so everyone in the community gained free access to recreational space. (CDC, 2013) https://www.cdc.gov/NCCDPHP/dch/pdf/HealthEquityGuide.pdf

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Example Strategies Promoting Opportunities for Active Living

- **Example**: Some private companies are realizing that for a very minimal investment in staffing and related resources, they can partner with nearby parks to offer their employees outdoor gymnasiums, personalized to their needs through programs and targeted information. (Directly cited from Blanck, 2012). http://online.liebertpub.com/doi/abs/10.1089/chi.2012.0085.blan

Create and support worksite policies to promote physical activity

Create and support worksite policies promoting physical activity for employees
Help worksites adopt and implement policies related to:
- Walking meetings
- Flexible work schedules
- Activity breaks during company sponsored meetings
- Subsidized or discounted membership at on-site or off-site exercise facilities
  (Cited from Michigan Healthy Worksites DHEW Assessment, 2016) http://www.mihealthtools.org/

Create requirements and standards to promote opportunities for active living

Require new development to include sidewalks and bike facilities
Require new residential areas to have sidewalks that are at least 5 feet wide; Require sidewalks to be built for all developments (e.g., housing, schools, commercial); Require bike facilities (e.g., bike boulevards, bike lanes, bike ways, multi-use paths) to be built for all developments. (e.g., housing, schools, commercial) http://mihealthtools.org/checklist/

Shift local zoning codes to promote active living
Change zoning codes to require pedestrian access to new buildings and increase the proximity of residential areas to such destinations as workplaces, schools, and areas for leisure and recreation to make them reachable safely by walking or bicycling. (Glickman, 2012). https://www.ncbi.nlm.nih.gov/pubmed/24830053

Pass local policies to require use of Complete Streets Approach (see above for details).
Pass local ordinances, executive orders, or city policies to require the use of a complete streets approach for local development. (Networks Northwest, 2016)
http://www.networksnorthwest.org/userfiles/filemanager/5578/

Support grass-roots, resident-driven advocacy campaigns
Support residents to approach local, state, or federal officials with information about needed shifts in community planning, budgeting, and infrastructure.
- **Example:** Michigan's Children Sandbox Party is the state's leading non-partisan grassroots advocacy network for children, youth and families. Their aim is to advance state policies, practices and investments that support health, development and learning from cradle to career.
  http://www.michigansandboxparty.org/

Increase enforcement of current laws promoting active living opportunities

Enforce and refine current laws to promote safe walking and biking
Enforcing laws that make it easier and safer for people to bicycle and walk may help increase the engagement of these activities especially when combined with infrastructure improvements. Enforcement strategies include:
- Refining existing laws

Example Strategies Promoting Opportunities for Active Living

- Stepping up enforcement of traffic safety laws
- Targeting issues such as equipment theft and assaults on pedestrians and bicyclists
- Using non-motorized patrols
- Collaborating with law enforcement officials and community
  (Transportation Health Tool, 2015) https://www.transportation.gov/mission/health/strategies-interventions-policies

Expand eligibility policies to improve access to needed supports

Expand eligibility criteria for needed subsidized services and programs

Expand eligibility criteria restricting access to services, or advocate for expansion of needed policies.

- **Example:** The eligibility for South Dakota's CHIP program was increased from 140% to 200% of the federal poverty level and significantly raised the number of children eligible for free or low-cost health coverage.
  www.childrensdefense.org/site/PageServer?pagename=childhealth_chip_whatsworking_frontier

System Strategies
Strategies to shift aspects of the community system.

System Strategies address these key community system characteristics:
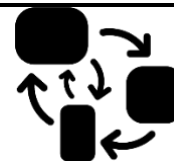
RESOURCES
Human, financial, and social resources

Leverage existing human resources to promote active living opportunities

Leverage volunteers to maintain non-motorized trails

Individuals, scouting groups, and other service organizations often collaborate with communities to address specific maintenance or improvement needs for trails or other non-motorized pathways. Other communities work with their sheriff's departments to obtain assistance from jail crews to perform some maintenance and improvement activities. (Networks Northwest, 2015) http://www.networksnorthwest.org/userfiles/filemanager/5578/)

Leverage volunteers to support youth physical activity opportunities

Engage college students as volunteers to support school and afterschool programming to help youth get more physically active. (CDC, 2013) https://www.cdc.gov/NCCDPHP/dch/pdf/HealthEquityGuide.pdf

- Example: Coaching Corps began collaborating with local colleges and universities to recruit and train college students as volunteers. Partnerships with these academic institutions enable Coaching Corps to continue providing ongoing free support to low-resourced schools and afterschool programs. At the same time, the student volunteers build leadership and technical skills, establish meaningful

relationships with young people, and give back to the community. (CDC, 2013)
https://www.cdc.gov/NCCDPHP/dch/pdf/HealthEquityGuide.pdf

Re-allocate financial resources to promote active living opportunities

Put in place additional tax to fund Complete Street renovations
Some communities pursue an additional tax to fund transportation improvements, which is usually approved by a general vote of residents, and these levies have specific requirements and goals. For example: pavement maintenance, sidewalk development and repair, tree planting and other needed work. Transportation Departments that show commitment to improving streets for everyone can achieve wide public support for additional taxation. This type of policy is best considered if your community has used such measures in the past or is a broad-based advocacy campaign can support the initiative. (Directly cited from Seskin, 2012).
https://www.smartgrowthamerica.org/app/legacy/documents/cs-2012-policy-analysis.pdf

Leverage private sector support and public-private partnerships
These partnerships can expand the array of available services, programs, and supports.
- **Example**: The Illinois Facilities Fund is a community lender that provides low-interest loans and technical assistance to non-profits for facility renovation and construction. Public- and private-sector resources and expertise combine to support capital improvements. http://www.iff.org/

Braid funding across efforts
This strategy can create larger collective pots of funding to support expansion of needed services. Consider how to bundle these services together to maximize funding (see Components section for examples of bundling services)
- **Example:** In MI, the Great Start Readiness Program, Early Childhood Special Education, and Head Start have braided funds to cover the cost of preschool classrooms. These funds can be coordinated and allocated such that they are not overlapping and are also able to fill any gaps where there may be a need for such funding.
  http://www.michigan.gov/documents/mde/Braided_Funding_in_Early_Childhood_Education_402501_7.pdf

Promote System Responsiveness

Understand resident input about outreach language and how to best reach them with information
Gather input through direct service interactions, advisory boards, etc. Resident input can ensure outreach information is easy to understand (no jargon) and reaches residents through preferred channels (e.g., social media, direct touches, mail, texts/phone, etc.).

CONNECTIONS
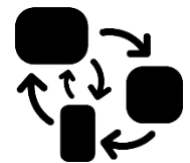Relationships and exchanges between people and organizations

Promote referrals to opportunities for active living

Engage health providers in "proscribing" opportunities for active living
Health providers and insurers are working with parks in providing "park prescriptions" (patient referrals to local parks and trails). (Blanck, 2012).
http://online.liebertpub.com/doi/abs/10.1089/chi.2012.0085.blan
- **Example**: park agencies and doctors are starting to collaborate on programs like New Mexico's "Prescription Trails," which identify walking and wheelchair rolling routes that are both safe and

Example Strategies Promoting Opportunities for Active Living

accessible to patients and families to promote healthy lifestyles. (Blanck, 2012).
http://online.liebertpub.com/doi/abs/10.1089/chi.2012.0085.blan

Embed coordinated assessment, intake forms, and referral processes
These shared processes can help to promote coordinated referrals across multiple settings that touch families.

- **Example**: The Children's Services Council (CSC) of Palm Beach County, FL screens children from birth to early years for developmental, social, and behavioral issues using tools like the Ages and Stages Questionnaire and then connects parents to one or more of a wide array of interventions through its strong network of organizational partners (e.g., Triple P, Incredible Years, Parent-Child Home Program, Nurse-Family Partnership, Centering Pregnancy, etc.).
http://www.bridgespan.org/getattachment/feb8d3d3-042c-4a7b-a828-3b5bda8283a9/Achieving-Kindergarten-Readiness-for-All-Our-Child.aspx

Engage cross-sector providers community stakeholders in making referrals during natural touches
For example, health providers, stakeholders like clergy, hair salon stylists, grocery store check-out lines, and bank tellers can be great partners for referring families to needed programs or services.

Use 211 to diffuse information about opportunities, programs, and supports
This strategy can be used to distribute information to both residents and professionals. Ensure 211 is current and stakeholders are aware of this resource.

Partner with groups, organizations, or collaboratives with similar goals to increase visibility.
Combine outreach efforts with groups pursuing similar goals to reach more settings and families.

Engage service navigators
Engage service navigators either through formal settings or informal networks to help residents access needed services. Navigators can also help families prioritize which programs are the best fit with their needs. Navigators can be trained volunteers, such as college students getting service hour credit.

- **Example:** Pregnancy to Employment in Washington State has social workers assess the health and social service needs and resources of expectant mothers and parents of infants and connect these families to services that may include: medical care for mothers and infants; child care; transportation assistance; job preparation; and classes on parenting, child development, nutrition, family planning, and life skills.
https://www.dshs.wa.gov/esa/chapter-5-pathways-employment/51-pregnancy-employment

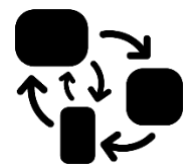## Coordinate and align services and programs

Align core priorities and curriculum elements across settings and programs
Ensure programs focused on similar outcomes (e.g., health, education, financial security) have aligned curriculum, practices, and terms.

- **Example**: At McFerran Elementary School in Louisville, Kentucky, pre-K teachers spend the first week of every school year helping to teach kindergarten. This reminds them which skills children need by the end of pre-K. In addition, the pre-K center at McFerran uses a curriculum created by the district and connected to state standards for what students should know at fourth.
grade.www.jefferson.k12.ky.us/Schools/Elementary/McFerran.html

Help settings adopt aligned transition processes
These processes can make it easier for residents to transition from one program to another.

- **Example**: In some communities, hospitals collaborate with the Women, Infants, and Children Program (WIC) to put practices into place to ensure continuity of breastfeeding support for low-income mothers following discharge.

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Create a shared consent form
This strategy gives families the opportunity to give consent to information sharing across organizations given current policies such as HIPAA and FERPA.

Develop integrated electronic information systems/software
These systems make client information accessible to multiple organizations based on residents' consent.
- **Example**: Healthy Beginnings out of Palm Beach, Florida, includes an integrated data system that tracks individual children as they move between providers in the service delivery network. http://www.bridgespan.org/getattachment/feb8d3d3-042c-4a7b-a828-3b5bda8283a9/Achieving-Kindergarten-Readiness-for-All-Our-Child.aspx
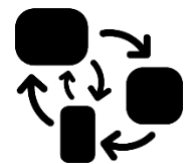
MINDSETS
Shared attitudes, values, beliefs, and priorities

Use social marketing to shift mindsets and social norms about physical activity

Use social marketing campaigns to shift public opinions
Community wide social marketing campaigns use broad, cross-sectoral (e.g., transportation, education, parks and recreation, business, other community-based sectors) and highly visible approaches to promote physical activity. Successful efforts use multiple media (e.g., television, radio, Internet), disseminate various physical activity-related messages, and use opinion leaders in places of worship and community centers to influence and reinforce people's attitudes and behavior (Glickman, 2012). www.ncbi.nlm.nih.gov/pubmed/24830053

Youth/Parents advocate for change
Educate and engage youth and parents as advocates for healthy food and physical activity environments in after school programs and in their community (Miller, p. 67, 2011).
www.phi.org/uploads/application/files/jpmrtjk4r5poqaz0sm2n11tlyiybkrusw0mfjfsv0qxli98yin.pdf

COMPONENTS
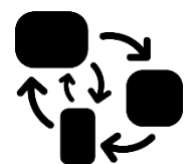Range, quality, effectiveness, and accessibility of services, supports, and opportunities

Embed a focus on physical activity into programming and curriculum

Align school PE curriculum with best practices
Current district and state physical education policies and programs vary nationwide. Communities can encourage the development and adoption of consistent quality physical education at all grade levels.
- **Example:** The Mississippi Healthy Students Act requires public schools to provide 150 minutes per week of physical activity-based instruction and 45 minutes per week of health education in grades K—8. The Act also requires 60 hours per year of physical education and 60 hours per year of health education in grades 9 thru 12 to meet graduation requirements (CDC, 2009). https://www.cdc.gov/obesity/downloads/community_strategies_guide.pdf
- **Example:** Owensboro, Kentucky, overhauled its school-based PE curriculum after a study found that 60% of the Owensboro-area population was obese or overweight. A partnership was formed between the city's hospitals and schools and $750,000 was donated to equip 11 school-based fitness centers with treadmills, stationary bikes, rowing machines, and weightlifting stations. PE teachers were trained using "new PE" techniques, which stress the importance of keeping students physically active for at least 30-

Example Strategies Promoting Opportunities for Active Living

to 60-minute increments during class time (CDC, 2009).
https://www.cdc.gov/obesity/downloads/community_strategies_guide.pdf

Provide more opportunities for physical activity during and after the school day

A number of evidenced-based noncurricular physical activity strategies have been reviewed and are recommended as promising ways to increase physical activity throughout the school day including:

- daily classroom physical activity breaks,
- organized physical activity during after-school programs,
- walking trails and active commuting (i.e., walking or biking) to/from school,
- access to the kind of equipment found in fitness clubs at school,
- walking programs or "open gym" in the morning before school begins,
- intramural sport teams for students not interested in competitive sports,
- evening events that provide a safe place for students to play, and
- annual campus or community events to heighten community awareness of physical activity and health (Glickman, 2012). https://www.ncbi.nlm.nih.gov/pubmed/24830053

Develop formal agreements between after school programs and parks and recreation departments, YMCA, or other community-based organizations to increase access to physical activity opportunities (Miller, p. 67, 2011). http://www.phi.org/uploads/application/files/jpmrtjk4r5poqaz0sm2n11tlyiybkrusw0mfjfsv0qxli98yin.pdf

Promote physical activity and limit sitting/standing in early childhood settings

Institute of Medicine 2011 report suggests child care providers and early childhood educators to provide infants, toddlers, and preschool children with opportunities to be physically active throughout the day and move freely by limiting the use of equipment that restricts infants' movement and by implementing appropriate strategies to ensure that the amount of time toddlers and preschoolers spend sitting or standing still is limited. Ensure that toddlers and preschoolers are active for at least one quarter of the time they spend in the facility, a documented median of activity for children of this age. (Glickman, 2012). https://www.ncbi.nlm.nih.gov/pubmed/24830053

Adopt outdoor classrooms and curriculums to promote physical activity

Support schools and teachers in using outdoor curriculum and classrooms to promote physical activity. This strategies do not require major allocation of resources, but rather a shift in school administrators and teachers idea about the meaning of "classroom."" (Ferreira, 2012).
https://search.proquest.com/docview/1026590318?pq-origsite=gscholar

- **Example:** Teachers from a local school district in Detroit participated in workshops with university faculty related to outdoor and environmental education support curricula. They developed lessons and activities across content areas that could be implemented using the outdoor classrooms and schoolyard related to weather, wildlife, habitats, mathematics, and social studies. Language arts were integrated in all the lessons as students read books, made observations, and kept journals. The school collaborated with the Greening of Detroit to design to implement outdoor classrooms that could be used for outdoor and environmental education. (Ferreira, 2012). https://search.proquest.com/docview/1026590318?pq-origsite=gscholar

Support worksites in adopting programming promoting physical activity

Help worksites adopt free or subsidized programming either on-site or through collaboration with an outside organization related to:

- physical activity seminars, workshops or classes (including online programs)
- self-management/behavior change programs
- sports teams or charity walks

Example Strategies Promoting Opportunities for Active Living

- videos, posters, pamphlets, newsletters or other written or online information that addresses the benefits of physical activity (Michigan Healthy Worksites DHEW Assessment, 2016) http://www.mihealthtools.org/

Design programs to meet local needs and preferences

Engage residents as partners in designing programming
This will ensure programming meets their needs, fits with their cultural traditions and preferences, and includes user-friendly experiences and processes. For example, create a parent advisory board to give input and feedback on local service design decisions (can be used by one or more organizations across a community), or gather input through direct service touches.

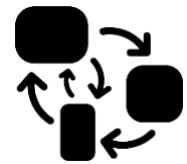**Hire staff representing the demographics of targeted families**
Align staff recruitment efforts with this goal through outreach to members of professional affinity groups and specific cultural networks.

Offer programming and supports at accessible times and locations

Co-locate multiple cross-sector providers or programs in same space
For example, locate: programing in neighborhood settings (e.g., churches, schools); a DHS worker within the schools; mental health providers in physician offices. Engage residents in identifying the best locations for these programs and providers.
- **Example:** A high school in North Carolina has partnered with local organizations to provide a resources pantry where high school students in need can anonymously access basic resources like food, hygienic products, school supplies, and clothing. http://www.wral.com/new-food-pantry-at-raleigh-high-school-serves-hungry-students/16093484/
- **Example:** The Center for Family Life in Sunset Park, Brooklyn (New York), is the community nucleus for immigrant families who need help overcoming cultural, economic, and language barriers to help their children succeed in school. The hub provides intensive individual, family, and group counseling, neighborhood-based foster care, and emergency services such as crisis intervention, food, and clothing. Networking extends to the police, churches, and elected officials. www.cflsp.org

Have providers deliver bundled services, products, or opportunities
This helps to reduce the number of service visits residents need to make and to simultaneously meet multiple needs.
- **Example** For example, the Santa Clara County Public Health Department awarded mini-grants to community-based organizations to provide bundled tobacco cessation services to populations at high risk for tobacco use. These grants allowed cessation counseling, referrals, and nicotine replacement therapy offered on site in places like health care clinics, mental health facilities, and college campuses. https://www.sccgov.org/sites/sccphd/en-us/healthproviders/tobaccoprevention/Pages/default.aspx

Hire shared staff to provide services at multiple settings.
Combine resources to hire a staff that can rotate across settings. For example, school districts can combine resources to hire physical education specialists that rotate to different schools and afterschool programs to provide quality instruction and help train staff. (CDC, 2013)
https://www.cdc.gov/NCCDPHP/dch/pdf/HealthEquityGuide.pdf

Create satellite offices in neighborhoods where families live to improve access to needed services
- **Example:** Children's Hospital of Milwaukee opened clinics in neighborhoods where there were too few care providers to meet the primary care and dental needs of residents. Two of their clinics are located

at sites already serving low income families, including the YMCA. These sites provide health services to children AND caregivers.

Extend hours beyond traditional 9-5 schedules

Extended hours can make it easier for working families to participate.

- **Example** The Chambliss Center for Children in Chattanooga, Tennessee makes it easy for parents who work 2nd and 3rd shifts or are in school to access high quality care for their children by offering affordable, high-quality learning environments, nutritious meals, school transportation and care 24 hours a day, 7 days a week, 365 days a year, for children ranging from 6 weeks to 12 years. https://www.wkkf.org/what-we-do/featured-work/chambliss-center-for-childrens-early-learning-program-provides-affordable-child-care-for-families

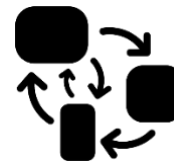### Offer opportunities, supports, or services during existing gathering times

Offer time-limited resources, supports, and services (e.g., flu shots) during parent-teacher conferences, family nights, and other events where families naturally gather.

Simplify enrollment processes to improve accessibility

Simplify application processes to make it easier to enroll in programs

For example, create a common application or common intake hub, reduce the number of intake step involved in the enrollment process, or develop intake applications as a phone app

- **Example:** South Dakota simplified its CHIP and Medicaid application process by issuing a single card for both. www.childrensdefense.org/site/PageServer?pagename=childhealth_chip_whatsworking_frontier

Create automatic enrollment processes

These automatic processes for recurring services to simplify the process and reduce potential gaps in services.

Leverage school-wide enrollment processes

This can make it easy for families to sign up for multiple supports or services.

Have volunteers help families fill out enrollment paperwork.

This is particularly important for families with low literacy levels or who speak multiple languages.
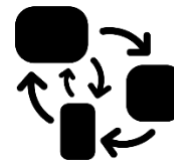
Remove separate, stigmatizing intake processes

Design intake processes so they do not stigmatize or discourage low-income residents for using subsidized supports or services (e.g., WIC, social services, housing vouchers, etc.).

Improve affordability of needed supports and resources

Offer sliding fee scales or scholarships

These practices can make it more affordable for residents to engage in needed supports and services

Coordinate third-party payments on behalf of families whenever possible

For example, utilize childcare subsidies or Medicaid to help fund needed services or programs.
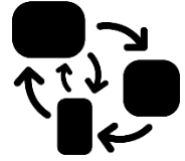
POWER
How decisions are made, who participates, whose voice matters

Engage diverse stakeholders in decision-making

Create resident action teams
These settings empower residents to design and implement action to promote targeted changes.

- **Example:** In Michigan, local parent coalitions serve as key partners in the Great Start Network. Parents meet to determine collective priorities, set goals for each year, and work with local services providers to design and implement collective efforts. Parent coalition members are key advocates on the issues of early childhood in their community. http://www.greatstartforkids.org/content/great-start-parent-coalition-overview

Help organizations create internal opportunities for staff provide input and engage in decision-making
For example, setting aside time during staff meetings or during annual review processes for staff to identify emerging issues related to targeted changes and design strategies to address them.