



Strategies

Many of the strategies below require extensive planning and collaboration with partners and therefore may take more than one year to complete. **If necessary, an Impact Objective may take 2 years to complete.**

Evidence-based sources include the following:

- [CDC Community Guide](#)
- [CDC Community Measures for Obesity Prevention \(COCOMO\)](#)
- [CDC A Practitioner’s Guide for Advancing Health Equity](#)
- [Institute of Medicine \(IOM\) Accelerating Progress in Obesity Prevention](#)
- [Robert Wood Johnson Foundation \(RWJF\) Action Strategies Toolkit](#)
- [NACCHO Mobilizing for Action through Planning and Partnerships \(MAPP\) Resource Guide for Disability Inclusion](#)

Please reference pages 4-11 for more information on certain strategies.

Coalition

Long-Term Objective

- By December 31, 2024, the Washington County CHC Coalition will be a high functioning coalition.

Impact Objective

- The Washington County CHC Coalition will increase (choose from below) as evidenced by a coalition assessment and evaluation.
 - Membership (diversity, number, and participation)
 - **2021** Member satisfaction
 - Funding leveraged
 - **2020, 2022** PSE knowledge and skills

Active Living

Long-Term Objective

By December 31, 2024, Washington County will increase the number of Ohioans following the Physical Activity Guidelines for Americans.

Impact Objectives **2022 TBD for Priority Communities: Fort Frye Local School District (most likely continue work with Village of Beverly*), and Washington County.**

- Priority community will increase the number of adults/youth who have access to places for physical activity as evidenced by an increase in (include number) (of specify strategy).
 - Strategies
 - **2020 Palmer Township (Washington County) 2021 Village of Beverly (Washington County)** New/Repaired Parks and Playgrounds
 - Worksite Active Commute Support
 - **2020 Marietta Main Street (City of Marietta)** Bike Infrastructure
 - **2021, 2022 Main Street West (City of Marietta)** Pedestrian Infrastructure
 - Public Transit Improvements
 - *Multi-Use Trails
 - *Safe Routes to School
- Priority community will implement and/or enforce physical activity policies/practices as evidenced by an increase in (include number) (of specify strategy).
 - Strategies
 - *Complete Streets Policy
 - **2020, 2021 Village of Beverly (Fort Frye Local School District)** Active Transportation Planning
 - Land Use Policy
 - Shared Use

Healthy Eating

Long-Term Objective

- By December 31, 2024, Washington County will increase the number of Ohioans following the U.S. Dietary Guidelines for Americans.

Impact Objectives **2022 TBD for Priority Communities: City of Marietta, Fort Frye Local School District, and Washington County.**

- Priority community will increase access to healthy food options as evidenced by an increase in (include number) (of specify strategy).
 - Strategies
 - Farmers' Markets
 - Healthy Food Retail
 - **2020, 2021 Greater Marietta Community Food Pantry (Washington County) Food Bank/Pantries**
 - Community Gardens
 - **2020, 2021 Fort Frye Local School District Farm-to-Institution**
 - Community Supported Agriculture (CSA)
 - Safe Routes to Healthy Food
 - Produce Prescriptions
- Priority community will implement and/or enforce healthy eating policies/practices as evidenced by an increase in (include number) (of specify strategy).
 - Strategies
 - **2020 AmeriCorps Senior aka RSVP (Washington County)**
 - **2021 Betsey Mills Club (Washington County) Food Service Guidelines**
 - Food Access Policy & Planning

Glossary of Terms

<p>Active Transportation</p>	<p>Refers to any form of transportation that involves increased physical activity levels –notably walking, biking, or taking transit. (According to Active Living Research, public transportation users take 30% more steps per day and are less likely to be sedentary and obese.)</p>
<p>Active Commute Support</p>	<p>Active Commute Support creates PSE changes that encourage employees to replace car trips to work with alternative modes that increase physical activity. Employers can incentivize walking, biking, or taking transit to increase their employees’ physical activity. Examples of commute support include: changing rooms or lockers with showers, bicycle parking, bicycle racks/shelters in safe, convenient, and accessible locations.</p>
<p>Bike and Pedestrian Infrastructure</p>	<p>Ensures that a network of infrastructure is in place to make bicycling or walking viable modes of travel. It also means ensuring that the infrastructure is safe and comfortable to use. This approach can promote health by providing added opportunity for physical activity from transportation. This strategy is related to, and supportive of, the Safe Routes to School, Complete Streets, and encouraging bicycling and walking programs. Elements of bicycle and pedestrian infrastructure may include:</p> <ul style="list-style-type: none"> •Bicycle lanes •Bicycle parking and storage facilities •Curb extensions •Intersection treatments for bicycles – bicycle boxes, stop bars, lead signal indicators •Landscaping •Paved shoulders •Pedestrian and bicyclist-scale lighting •Pedestrian overpass or underpass •Separation/buffers •Shared-lane markings (“sharrows”) •Sidewalks •Signage, especially high-visibility signage •Signalized pedestrian crossings and mid-block crossings •Trails or shared-use paths <p>https://www.transportation.gov/mission/health/Expand-and-Improve-Bicycle-and-Pedestrian-Infrastructure</p>

Active Transportation Planning	Active Transportation plans establish a framework to increase walking and biking trails and improve connectivity of non-auto paths and trails in a particular locality. Plans typically include policies and planning methods to encourage alternative modes of travel, land use plans, bicycle and pedestrian infrastructure development, and address traffic and safety concerns. Bicycle and pedestrian master plans can be developed and implemented by city, county, regional, and state governments and are often implemented in stages over time.
Built Environment	Human-made (versus natural) resources and infrastructure designed to support human activity, such as buildings, roads, parks, restaurants, grocery stores and other amenities.
Coalition	A formal alliance of organizations or an organized group of people in a community that come together to work for a common goal. The coalition can have individual, group, institutional, community, and/or public policy goals.
Community	A group of people who have common characteristics or shared identity. Communities can be defined by location, race, ethnicity, age, occupation, interest in particular problems or outcomes, or other similar common bonds. Ideally, there would be available assets and resources, as well as collective discussion, decision-making and action.
Community Supported Agriculture (CSA)	Community supported agriculture is a system that connects the producer and consumers within the food system more closely by allowing the consumer to subscribe to the harvest of a certain farm or group of farms. Consumers pay in advance for a weekly/bi-weekly share of the harvest through the growing season. CSA subscriptions can be set up to accept SNAP as a form of payment.
Complete Streets Policy	A resolution, ordinance or other organizational policy which provides a framework for street design that supports all road users emphasizing safety for those walking, biking and taking public transportation.
Dietary Guidelines for Americans	Evidence-based nutrition information and advice for people age two and older. The Guidelines serve as the basis of Federal food and nutrition education programs. The Dietary Guidelines for Americans, 2015-2020 are the current Federal policy.
Disability	Disability as an umbrella term for impairments, activity limitations, and participation restrictions. Disability is the interaction between individuals with a health condition (e.g. cerebral palsy, Down syndrome and depression) and personal and environmental factors (e.g. negative attitudes, inaccessible transportation and public buildings, and limited social supports). Disability is extremely diverse, and may include people with physical, functional, cognitive, sensory, or invisible disabilities. While some health conditions associated with disability result in poor health and extensive health

	care needs, others do not. However, all people with disabilities can benefit from community assets and resources, if they are accessible. Therefore, it is critical to consider accessibility and inclusion in the scope of work for this grant.
Environmental Change	Changes in both the social, cultural, and political environment, as well as the physical environment at the community level; a change in organizational practice or policy. Examples: sidewalks, walking paths, and recreation areas are included into community development design; or worksite vending machines contain only healthy snacks and beverages.
Evaluation	The systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future program development.
Evidence-Based Strategies	Effective approaches based on principles of scientific evidence, including systematic uses of data and information systems, and appropriate use of behavioral science theory.
Farm to Institution	One approach to align food service operations with health and sustainability guidelines. Programs and policies that support sourcing local and regional foods for schools, hospitals, faith-based organizations, worksites, and other public service venues that can benefit institutional customers and their families, farmers, the local community, and the economy.
Farmers' Market	A farmers' market is a public and recurring assembly of farmers or their representatives selling the food that they produced directly to consumers. Markets can be set up to accept SNAP, WIC Farmers' Market Nutrition Program Vouchers, and Senior Vouchers as forms of payment, as well as, offer nutrition incentives (Produce Perks) where SNAP shoppers can receive a \$1 – for – \$1, up to \$20 per day match to spend on fruits and vegetables. https://produceperks.org/
Food Access Policy and Planning	Transforms the local food systems by working on the following: identifying and filling gaps in local food system infrastructure, campaigning for public-policy change, and strategizing to cultivate a policy landscape that cultivates sustainable, equitable local food systems. http://ohiofpn.org/ https://www.planning.org/policy/guides/adopted/food.htm
Food Bank/Pantry	A food pantry is an individual site that distributes food directly to those in need who reside in a specified area. A food pantry is a member agency of, and obtains food from, a food bank. CHC promotes the Client Choice Pantry model, which allows clients to select their food from the pantry's food stock instead of receiving a pre-packed or standard bag of groceries.

Food Service Guidelines	Improving food and beverage offerings in the following venues; vending machines, catered meetings, cafés, cafeterias, snack carts, and micro markets in community and worksite settings including libraries, parks and recreation facilities, higher education campuses, hospitals, and city and county buildings through adoption of food and beverage guidelines policies. Ohio Food and Beverage Guidelines are based on American Heart Association Standards.
Health Disparities	A difference in health that is closely linked with social or economic disadvantage. Health disparities negatively affect groups of people who have progressively experienced greater social or economic obstacles to health. These obstacles stem from characteristics historically linked to discrimination or exclusion such as race or ethnicity, religion, socioeconomic status, gender, mental health, sexual orientation, disability status, or geographic location. Other characteristics include cognitive, sensory, or physical disability.
Health Equity	Health equity is achieved when all people in a community have access to affordable, inclusive, and quality infrastructure and services that, despite historical and contemporary injustices, allows them to reach their full health potential.
Healthy Food Retail	A retail store that sells nutritious food such as fruits and vegetables (fresh, canned and frozen), whole grains, lean meats, and low fat dairy. Healthy Food Retail interventions can include assisting a corner or convenience store to sell a variety of healthy food items, establishing a healthy checkout lane in a full service grocery store, or supporting the opening of a new full service grocery store in a food desert area.
High-Risk Populations	Groups of individuals that experience disparities in the social determinants of health, quality of life, and/or health outcomes. Disparities are related to race, ethnicity, economic status, age, sex, sexual orientation, disability, and geographic location.
Implementation	The process of developing, adopting, executing, enforcing, maintaining, and evaluating CHC strategies.
Indicators	A measurable index that shows progress in meeting desired outcomes. <ul style="list-style-type: none"> • Population: percent of individuals who report/exhibit some change • Threshold: minimum progress to confirm that outcomes are being achieved • Timeline: period in which this will be reported
Land Use Policy	Land Use policies are used by communities to protect the health and safety of residents while safeguarding the community's economic, social, and environmental well-being. Communities with balanced, self-contained neighborhoods which have a sufficient mix of land uses (such as residential,

	commercial, industrial, and green space) and incomes to support the housing, employment, shopping, and recreational needs of the community provide increased opportunities for physical activity. https://www.thecommunityguide.org/findings/physical-activity-built-environment-approaches https://americas.uli.org/research/centers-initiatives/building-healthy-places-initiative/
Monitoring	The ongoing tracking of achieving the plan’s goals and the initiation of corrective action if needed.
Observations	A way of gathering data by watching behaviors, events, or noting physical characteristics in their natural setting. Observations can be either direct or indirect. Direct observation is when you watch interactions, processes, or behaviors as they occur. Indirect observations are when you watch the results of interactions, processes, or behaviors. Examples include: <ul style="list-style-type: none"> • Behavior (smoking on grounds, bike helmet usage, food choices, amount of time spent in activity during physical education class, plate waste, purchasing healthy vending items) • Environment (educational messages, posters, cleanliness, safety, improved lighting) • Photographs (before and after pictures of walking paths/ recreation areas)
Ordinance	A formally-adopted law, rule or regulation that is enacted by the governing body of a city or county.
Outcomes	The intended/desired or unintended changes in individuals, policies, or environments. A major component of an objective that describes what will change as a result of the program.
Partnerships	A collaborative alliance or union of businesses, organizations, policy makers, individuals etc., concerned with similar goals and strategies that cooperates in joint action and unites together for a common purpose or cause. Partnerships allow members to combine resources and become more impactful than when they each act alone.
Physical Activity Guidelines for Americans	Science-based guidance to help Americans age six and older improve their health through appropriate physical activity. The 2018 Physical Activity Guidelines for Americans is the current document.
Policy Change	A shift in the formal operations of organizations and/or governmental institutions that allows new or different activities to occur. These shifts may arise from information-sharing, community participation, professional input, compromise, and consensus-building, and are usually the result of effective advocacy.
Policy Strategies	A law, ordinance, resolution, mandate, regulation, or rule (both formal and informal). Examples are laws and regulations that restrict smoking in public buildings and organizational rules that provide time off during work hours for physical activity. Sub-types of policies include: <ul style="list-style-type: none"> • Public Policy: A set of agreements about how government shall address societal needs and

	<p>spend public funds that are articulated by leaders in all three branches of government and embedded in many different policy instruments (e.g., ordinances and resolutions).</p> <ul style="list-style-type: none"> • Organizational Policies: A set of rules and understandings that govern behavior and practice within a business, nonprofit or government agency. • Regulatory Policies: Rules and regulations created, approved, and enforced by governmental agencies, generally at a federal or state level.
Policy, System and Environmental (PSE) Changes	Increases widespread and sustainable community change with regard to public health, reaching beyond individual behavior change by creating multi-level interactions to significantly impact a community's norms and values. Focuses on improving socioeconomic factors as well as physical and social environments and has a greater impact on a community's health and economic vitality.
Population-Based Health	A health promotion approach that aims to address social and structural factors that affect behaviors. Population-based approaches focus on communities, neighborhoods, cities, states and even entire nations instead of concentrating solely on individual responsibility and behavior. This approach seeks to alter our environment through policy, regulation, changes in practices, or forging new social norms to create a culture of wellness and an environment that support healthy choices.
Population-Based Interventions	Planned and systematic activities that create change in social systems and environmental conditions at the community level that will influence and support individual behavior change.
Produce Prescriptions	Produce Prescription Programs leverage clinical care systems to improve the health of patients suffering from chronic diet-related disease by increasing access to healthy foods and providing healthy eating and nutrition counseling. The program allows practitioners to "prescribe" fruits and vegetables for select patients, redeemable at participating farmers' markets and grocery retail.
Public Transit Improvements	Enhancements to existing transportation system or development of new systems that can support a healthy lifestyle. Examples may include: providing trips to grocery stores in rural areas for people with limited mobility, allowing bicycles to be placed on the front of busses, adding bus stops in areas where fresh food is sold, bike share programs, etc.
Safe Routes to Healthy Foods	Safely connecting people to places to buy and obtain healthy food. https://www.saferoutespartnership.org/healthy-communities/101/safe-routes-healthy-food
Safe Routes to School	Safe Routes to School programs aim to make it safer for students to walk and bike to school and encourage more walking and biking where safety is not a barrier. http://www.saferoutesinfo.org/
SMART Objectives	Specific —Identifies a specific event or action that will take place or change that will occur. Who is expected to change or benefit? Measurable —Quantifies the number of events or the amount of

	<p>change to be achieved. What or how much is expected? Measurable objectives use action verbs such as, “establish,” “enact,” train,” “adopt,” “commit,” “institute,” or “organize.” Achievable—Realistic given available resources and plans for implementation yet challenging enough to accelerate program efforts. Uses baseline measures to assist in estimating potential success. Relevant—Logical and relates to the program’s goals. It is sufficiently meaningful and important. Considers the financial and human resources and the cost benefit of the intervention. Time—Specifies a time by which the objective will be achieved. When will the event or change occur?</p>
Social Determinants of Health	<p>Conditions in the environments in which people are born, live, learn, work, play, worship, and age that affect a range of health, functioning, and quality-of-life outcomes and risks.</p> <ul style="list-style-type: none"> • Availability of resources to meet daily needs, such as educational and job opportunities, living wages, or healthful foods • Social norms and attitudes, such as discrimination • Exposure to crime, violence, and social disorder, such as the presence of trash • Social support and social interactions • Exposure to mass media and emerging technologies, such as the Internet or cell phones • Socioeconomic conditions, such as concentrated poverty • Quality schools • Transportation options • Public safety • Residential segregation
Stakeholders	<p>Any person or organization with a vested interest in a common initiative. Usually decision makers, program partners, or clients. Individuals or groups affected by the issue.</p>
Sustainability	<p>Ensuring that an effort or change lasts. Sustainability is often misunderstood as securing further or ongoing funding for a program that otherwise would end. Note that sustainability can be achieved without ongoing funding by changing policies, norms, attitudes, etc. For example, a health day that discourages smoking at a park will likely not effect permanent change, whereas a tobacco-free park policy will create a sustainable change without future investments/resources.</p>

System	<p>A group of independent but interrelated and interacting elements etc., individuals, institutions or infrastructures that form a unified whole or network system. A system may include structure, behavior, procedures, or processes. Examples include:</p> <ul style="list-style-type: none"> • A classification or arrangement • A network or communication, transportation or distribution • A method or process of doing things • An assembly of interdependent units • A point of view or doctrine used to interpret knowledge
Systems Change	<p>A permanent change to the policies, practices, and decisions of related organizations or institutions in the public and/or private sector. Changes that impact all elements of an organization, institution, or system; they may include a policy or environmental change strategy. Examples include:</p> <ul style="list-style-type: none"> • A local health department reviews all community development plans to make recommendations that improve the health impact of the plan (e.g. walkability, location of food resources, etc.) • A preschool chain establishes a minimum standard for how many minutes of physical activity will be offered at all sites each day