

2026

THE END ZONE PLAYBOOK

STRATEGIES FOR HEALTH &
WELL-BEING INSPIRED BY
BLUE ZONES®



Department of
Health



INTRODUCTION

In Tennessee, we know what it takes to win: show up, work hard, and run the right plays again and again. That same spirit can shape the health and well-being of our communities.

The End Zone Playbook, developed by the Tennessee Department of Health (TDH) in partnership with Blue Zones, is built for action. Inside are practical, proven plays that help strengthen communities, support healthier choices, and build lasting well-being for everyone.

This Playbook is for everyone — health departments, agency staff, schools, workplaces, faith communities, local leaders, and neighbors — ready to make a difference. Each play is adaptable for any community, regardless of size or resources.

The emphasis is on weaving well-being into everyday life: the meals we share, the places we spend time, how we move, how we show up for one another, and the purpose-filled lives we are building together. This reflects TDH's commitment to practical, people-centered strategies that support healthier choices and lasting well-being across Tennessee.







ALIGNMENT WITH BLUE ZONES PRINCIPLES

Blue Zones was founded by National Geographic Fellow Dan Buettner, who discovered and researched regions of the world where people live the longest, healthiest lives. His work identified five Blue Zones regions: Okinawa (Japan), Sardinia (Italy), Nicoya (Costa Rica), Ikaria (Greece), and Loma Linda (California). In these communities, longevity is shaped not by individual willpower, but from environments and cultures that naturally support health and well-being.

At the heart of the Blue Zones model are four core tenets that guide local action:

- **Move Naturally:** Create environments that encourage routine physical activity every day.
- **Right Outlook:** Support purpose, mindfulness, and stress reduction as part of community culture
- **Eat Wisely:** Make nutritious, affordable food choices available where people spend most of their time.
- **Connect:** Strengthen belonging, trust, and social connections that sustain well-being and reduce loneliness.

Collectively, these principles create the conditions for longer, healthier lives by supporting whole-person health and preventing chronic disease.

A TENNESSEE-CENTERED APPROACH TO WELL-BEING

Tennessee's approach to chronic disease prevention recognizes that health and well-being are shaped not only by individual choices but by the environments, traditions, and social connections that define daily life. Across the state, long-standing cultural practices already support many of the conditions associated with longer, healthier lives. The End Zone's Playbook strengthens Tennessee's existing assets and promotes a holistic, community-driven approach to well-being that begins in the everyday places where people live, work, learn, and gather.

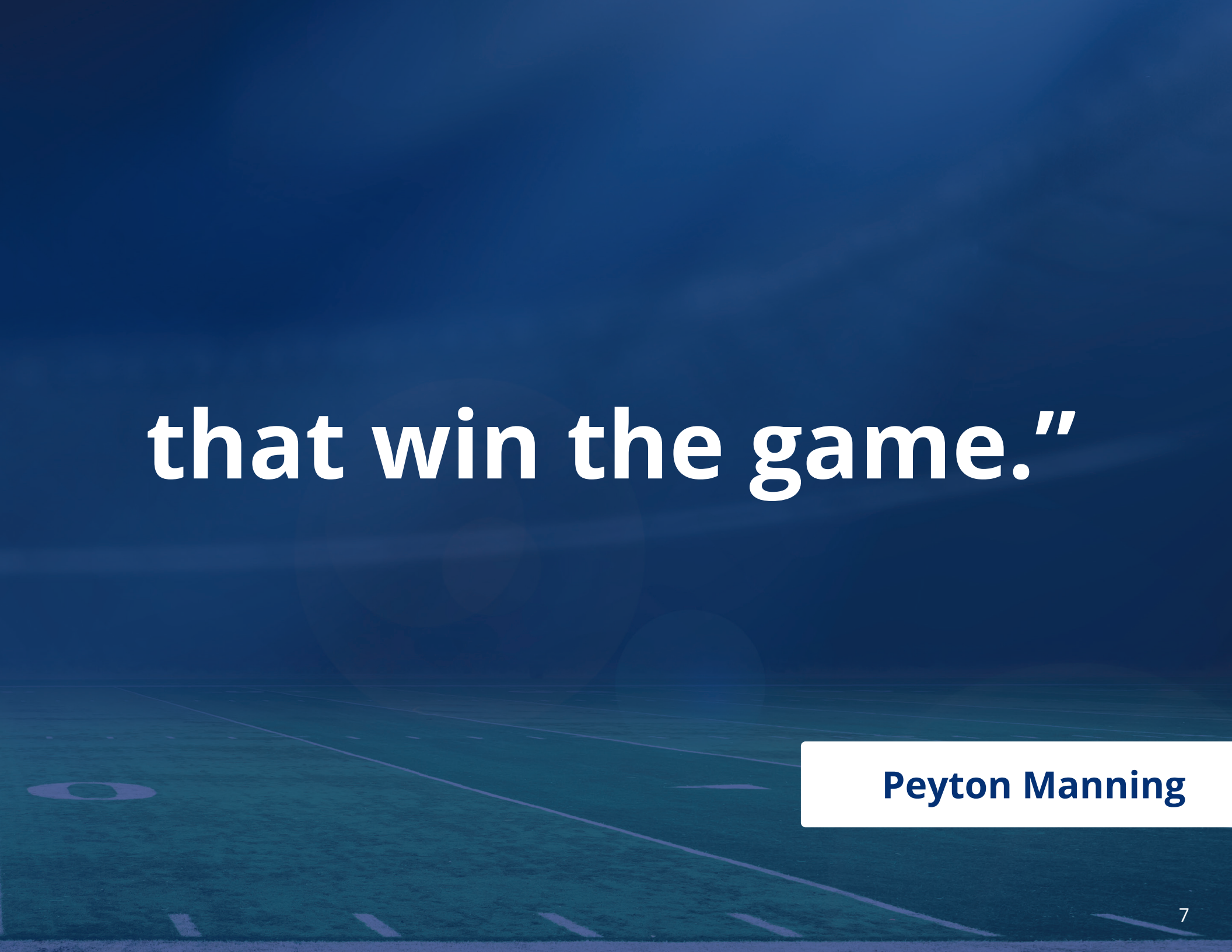
- **Active Living in Daily Life:** Consistent with the End Zone's focus on healthy environments, physical activity (movement) is integrated into everyday routines through work, gardening, and spending time outdoors, supported by parks, greenways, and community spaces.
- **Purpose, Resilience, and Mental Well-Being:** The End Zone Playbook emphasizes emotional health and resilience, both of which are deeply rooted in Tennessee communities. Strong family ties, faith-based organizations, volunteerism, and caregiving traditions foster purpose, resilience, and emotional well-being.
- **Access to Nutritious, Local Food:** Tennessee's agricultural heritage closely aligns with the End Zone's focus on healthy food access. Farm-to-table traditions, farmers' markets, roadside stands, home gardens, and community- and school-based food initiatives improve access to nutritious, affordable foods while honoring local culture and strengthening local economies.
- **Strong Social Connections and Community Belonging:** Social connection is a defining feature of Tennessee life and a cornerstone of the End Zone Playbook. Front-porch conversations, neighborhood gatherings, faith communities, school and sporting events, and shared meals help build trust, reduce isolation, and support long-term well-being.

Together, these elements reflect a community-driven approach to chronic disease prevention that builds on what already exists in Tennessee communities, leveraging place, tradition, and connection to advance health and well-being for all.



**“It’s the little things,
done consistently,**





that win the game.”

Peyton Manning

HOW THIS PLAYBOOK WORKS

This Playbook is designed to be simple, practical, and easy to use. Each play is presented on a single spread with:

- ✓ **Goals:** What the strategy can accomplish in your community
- ✓ **Why This Matters:** The evidence and benefits behind the strategy
- ✓ **How to Run This Play:** Clear actions to consider when getting started
- ✓ **Pro Tips:** Partner moves that accelerate success
- ✓ **Time, Effort & Cost:** What it takes to launch and sustain the initiative
- ✓ **Anticipated Outcomes:** The difference this effort can make

The strategies are aligned with the Social and Community Health Factors that influence health, behaviors, and outcomes. Social and community health factors include education, economic stability, access to healthcare, the built environment, and community connection.

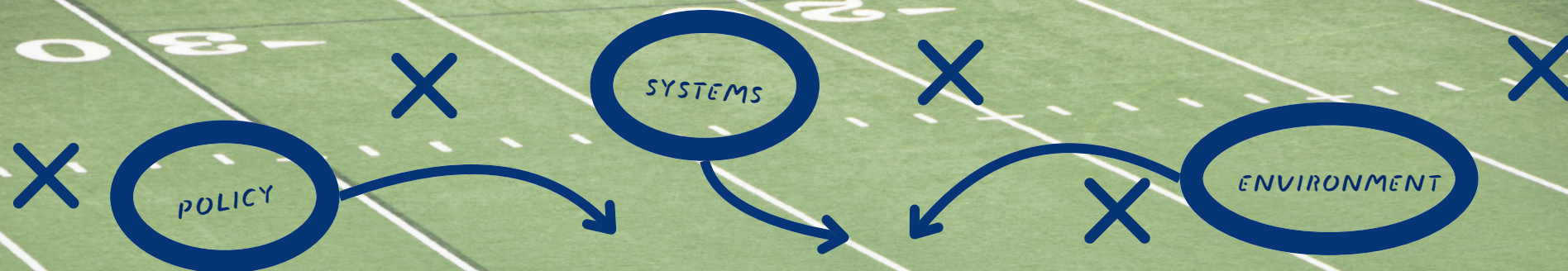
These factors matter because they influence the choices people can make every day: what food is available, whether neighborhoods feel safe to walk, how connected people feel to one another, and the opportunities residents have to learn, work, and thrive. By linking each Play to these factors, you can see how local actions connect to statewide priorities and how small, practical steps add up to lasting change.

The plays are organized into seven sections, followed by resources and references to get started.



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POLICY, SYSTEMS & ENVIRONMENTAL ALIGNMENT

Each strategy is grounded in a **Policy, Systems, and Environmental (PSE)** approach, designed to create lasting change by aligning what we fund or require (policy), how we organize and operate (systems), and how our spaces work (environment).

- ✓ **Policy:** Written rules, ordinances, resolutions, or funding decisions that support health and make change last (e.g., dedicating land for community gardens, adopting school well-being policies, or creating mini-grant programs).
- ✓ **Systems:** Changes in how organizations and networks operate, creating new norms and default practices (e.g., integrating gardening into school curricula, forming partnerships, or setting up volunteer management processes).
- ✓ **Environment:** Physical or material changes to spaces that make healthy choices easier and more visible (e.g., adding raised beds, signage, walking paths, or healthy food pantries).

By layering PSE strategies, Tennessee communities can move from one-time projects to durable solutions that make the healthy choice the easiest choice, shifting policy, aligning systems, and reshaping environments so health is supported by our activities of daily living.



TIME, EFFORT, & COST

Each strategy includes an estimate of the time, effort, and cost required. These scales are meant to help communities choose strategies that best match their readiness and resources. These estimates are intended as general guidance only. Actual costs depend on project scale, available in-kind resources, and community readiness.

Time: How long does it take to launch and sustain?

- ✓ **Low:** <6 months, with minimal setup
- ✓ **Medium:** 6–12 months of coordination or seasonal cycles
- ✓ **High:** Ongoing, year-round, or multi-year effort

Effort: How much coordination and organizing are required?

- ✓ **Low:** One group can lead with minimal coordination
- ✓ **Medium:** Requires moderate volunteer/partner coordination
- ✓ **High:** Sustained organizing with multiple partners

Cost: How much financial lift is required?

- ✓ **Low:** <\$5,000 (in-kind, volunteer-driven efforts)
- ✓ **Medium:** \$5,001–\$25,000 (small grants, shared resources, or sponsorship required)
- ✓ **High:** \$25,001+ (larger investment, multiple partners or agency sponsorship)







A man in a maroon t-shirt and a black baseball cap is seen from behind, throwing a red flag into the air. He is standing on a grassy field at an outdoor festival. In the background, there are other people, tents, and buildings under a clear sky. The entire image has a blue overlay.

SECTION 1

SOCIAL CONNECTION & BELONGING



THE PLAYS

- ✓ Start a Community Book Club
- ✓ Host a Community Art Show
- ✓ Host a Community Potluck Dinner
- ✓ Promote Screen-Free or Digital Well-being Opportunities
- ✓ Develop a Breastfeeding Support Group
- ✓ Create Intergenerational Learning Opportunities
- ✓ Start a Social Sports League
- ✓ Start a Movement Club for Children
- ✓ Form a Hiking or Walking Group
- ✓ Organize Volunteer Opportunities
- ✓ Establish a Community Center or Well-being Hub
- ✓ Host Community Connection Events

PLAY
1.1

START A COMMUNITY BOOK CLUB



✓ GOAL

Create small, consistent groups that build trust, belonging, and friendship.

✓ WHY THIS MATTERS

Strong social networks reduce isolation, lower stress, and are linked to longer, healthier lives. Even meeting once a month can have lasting effects on well-being. A well-moderated book club can build trust between different groups in high-stress situations. When medical faculty and students discuss characters' perspectives, they strengthen empathy and connection (Henderson et al., 2020).

✓ PRO TIPS

- Partner with libraries, schools, or community groups to host and promote sessions.
- Adapt the format for different ages, interests, or cultural groups.
- Keep participation low-barrier by providing books, childcare, and light refreshments.
- Establish simple group norms for listening, respect, and confidentiality.
- Feature local authors or guest readers.
- Try a “walk and talk” session on a local trail or greenway.

✓ ANTICIPATED OUTCOMES

- Increased social participation and sense of belonging
- Reduced loneliness and improved mood and mental well-being
- Greater use of library and community spaces
- Strengthened neighborhood trust and engagement
- Low-cost, sustainable program with potential for replication

✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify partners and participants	Encourage local libraries, senior centers, and civic groups to include book clubs in regular programming.	Coordinate with schools, libraries, and nonprofits to promote participation.	Use convenient, comfortable, and well-lit community spaces or parks for meetings.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Choose a theme or focus	Incorporate book clubs into local literacy or well-being initiatives.	Align themes with community health or well-being priorities and develop a simple sign-up process.	Display promotional materials in public spaces and social media.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Host and facilitate	Establish volunteer facilitator expectations and provide discussion guides.	Rotate facilitators and encourage shared leadership to sustain engagement.	Offer refreshments and seating arrangements for wheelchairs.	Low: < 6 months	Low–Medium: Volunteer coordination	Low: < \$5,000
Promote and grow	Include book club details in library newsletters and city communications.	Coordinate outreach with partners and encourage intergenerational or bilingual groups.	Add signage or reading lists in public gathering areas.	Medium: 6–12 months	Medium: Moderate coordination	Low: < \$5,000
Evaluate and sustain	Recognize book clubs in community updates or annual reports.	Track participation and gather feedback annually.	Maintain meeting materials and signage in public areas.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

✓ GOAL

Create opportunities for residents to share their creativity, celebrate local talent, and strengthen community connection through public art.

✓ WHY THIS MATTERS

Community art exhibitions build belonging, pride, and well-being. Professionally led cultural programs help older adults sustain physical and emotional health (Bone et al., 2023; Cohen et al., 2006). Creating and celebrating art together strengthens social ties and mental health (Fancourt & Tymoszuk, 2019). Even virtual programs can reduce isolation (Stevenson & Alzyood, 2025) and can be cost-effective (Crealey et al., 2023).

✓ PRO TIPS

- Partner with libraries, schools, parks, or cultural centers to host and promote.
- Invite a mix of artists including youth, older adults, amateurs, and professionals.
- Keep it well-located and/or convenient through free entry, low-cost materials, and community-focused themes.
- Offer interactive or family-friendly elements (e.g., live art, music, or kids' crafts).
- Feature local food or music to draw a wide audience.
- Recognize participants publicly with certificates or thank-you displays.
- Host a public reception with refreshments, music, or short artist talks.
- Offer awards or certificates (e.g., Youth Artist, Most Creative).

✓ ANTICIPATED OUTCOMES

- Increased social participation and community pride
- Greater use of shared public spaces
- Strengthened partnerships among schools, artists, and civic groups
- Enhanced visibility for local talent



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Select theme and partners	Coordinate with local art councils and schools for event alignment.	Develop criteria for submissions and judging.	Choose a convenient venue with proper lighting and wall space.	Low: < 6 months	Low– Medium: Moderate coordination	Low: < \$5,000
Plan logistics	Ensure compliance with local permitting, insurance, and safety policies for public events.	Recruit volunteers for setup, security, and cleanup; coordinate scheduling and approvals.	Provide clear signage and a user-friendly layout.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001– \$25,000
Promote and host event	Include in local arts calendars and media.	Recruit community judges and emcees.	Create engaging visual displays to highlight artists.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001– \$25,000
Recognize participants	Establish ongoing recognition or sponsorship opportunities through local councils or businesses.	Provide certificates or awards and track attendance and demographics for future events.	Display winning works in public buildings.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Evaluate and sustain	Evaluate attendance and feedback to plan for an annual event.	Archive evaluations digitally to inform future activities.	Maintain rotating exhibits in public spaces.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PLAY 1.3

HOST A COMMUNITY POTLUCK DINNER

✓ GOAL

Bring neighbors together to share food, traditions, and culture while creating lively neighborhood spaces for connection.

✓ WHY THIS MATTERS

Sharing meals and gathering in common spaces strengthen belonging, support healthier eating, and help neighborhoods feel safer. Food- and activity-centered events bridge social boundaries and build community pride. People who eat together tend to feel better about themselves and about the people they share meals with, and eating together can broaden and interlink social networks. Evening gatherings, filled with laughter, storytelling, and shared meals, are especially powerful for fostering closeness (Dunbar, 2017). One caveat: people tend to consume more calories when eating socially (Ruddock et al., 2021).

✓ PRO TIPS

- Partner with local organizations, schools, or faith groups to co-host and promote.
- Choose a convenient venue with space for families, tables, and shared serving areas.
- Encourage guests to bring favorite dishes from their culture or family tradition.
- Provide labels or recipe cards noting ingredients and allergens.
- Offer a few “no-cook” or low-cost options so everyone can participate.
- Feature healthy dishes with fresh fruit and vegetable options.
- Incorporate conversation starters, music, or short presentations to spark connection.

✓ ANTICIPATED OUTCOMES

- Stronger sense of belonging and neighborhood connection
- Increased understanding across communities
- Reduced loneliness and social isolation
- Greater resident engagement in community life



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Plan and coordinate	Comply with local food-safety and temporary event guidelines.	Create sign-up lists to balance food types and manage portions.	Use shaded outdoor spaces or community halls with tables and seating.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Engage participants	Partner with cultural groups to encourage broad participation.	Develop volunteer roles for setup, service, and cleanup.	Provide visible multilingual signage and designated serving areas.	Low: < 6 months	Low–Medium: Simple coordination	Low: < \$5,000
Host event	Coordinate with local officials for road or facility access as needed.	Ensure proper food labeling and allergen information.	Include music, lighting, and family seating areas to enhance atmosphere.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Celebrate and share	Encourage local agencies or partners to recognize community-led events or featured recipes.	Collect feedback and feature stories or recipes in community newsletters.	Display recipe boards or highlight dishes at the venue.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Evaluate and sustain	Document lessons learned and include potlucks in ongoing community programming.	Encourage new neighborhoods or groups to host next potluck.	Refresh marketing materials and signage annually.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
1.4**

PROMOTE SCREEN-FREE OR DIGITAL WELL-BEING OPPORTUNITIES

✓ GOAL

Encourage residents to unplug and participate in real-world activities that strengthen mental health, social connection, and physical activity.

✓ WHY THIS MATTERS

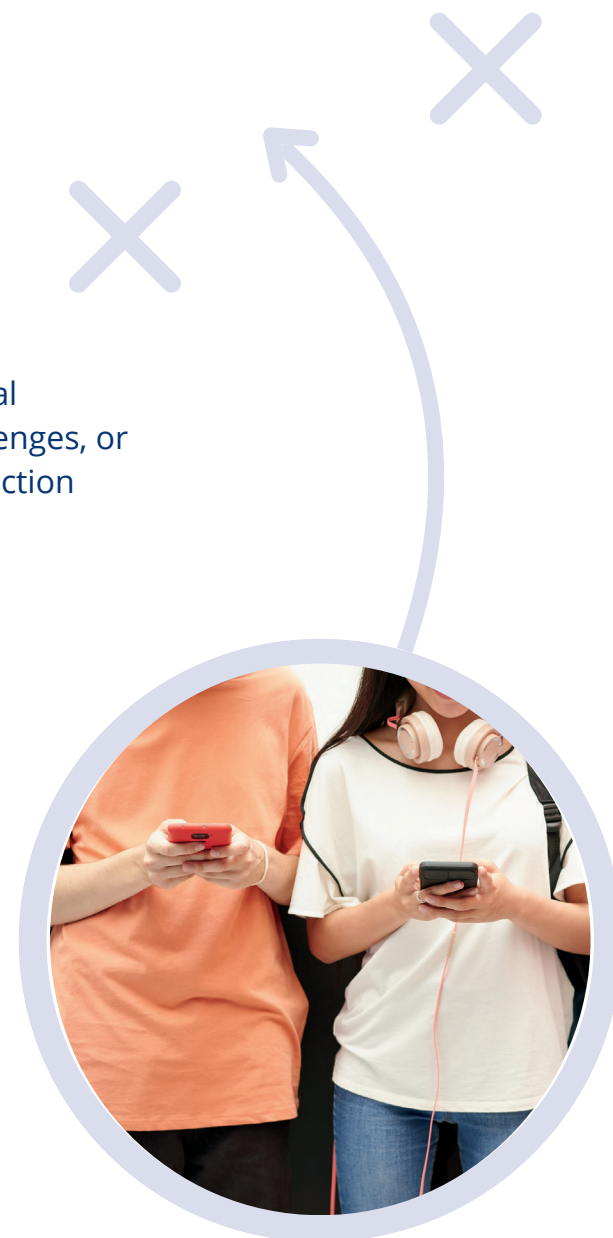
Excessive screen time is associated with poor sleep, anxiety, and reduced physical activity. Structured “digital detox” activities, like screen-free nights, outdoor challenges, or arts events, improve mood and attention while encouraging interpersonal connection (Pieh et al., 2025; Brodersen et al., 2022).

✓ PRO TIPS

- Organize “screen-free weekends” or outdoor adventure days.
- Partner with schools and workplaces to model healthy device use.
- Create digital well-being campaigns with local influencers.
- Offer mindfulness and nature-based activities.
- Provide community spaces where devices are intentionally set aside.

✓ ANTICIPATED OUTCOMES

- Improved mental health and reduced stress
- Greater social connection and community engagement
- Healthier screen habits across age groups



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Design a screen-free campaign	Include digital well-being goals in local health improvement plans.	Form partnerships with schools, parks, and libraries to support program delivery.	Promote screen-free zones and outdoor gathering spaces.	Low: < 6 months	Medium	Low: < \$5,000
Launch screen-free events	Establish recurring community events to model screen-free time.	Coordinate volunteers, event schedules, and outreach materials.	Host outdoor live performances, art workshops, or play days in public spaces.	Medium: 6–12 months	Medium	Medium: \$5,001–\$25,000
Evaluate and expand	Incorporate digital well-being indicators into annual community well-being reporting.	Continue partnerships and integrate feedback into future programming.	Add permanent device-free zones in parks, trails, or community centers.	High: Multi-month/year effort	Medium	Medium: \$5,001–\$25,000

PLAY
1.5

DEVELOP A BREASTFEEDING OR A NEW MOM SUPPORT GROUP

✓ GOAL

Provide a welcoming space for parents and caregivers to share experiences, access peer and professional support, and promote early health and bonding.

✓ WHY THIS MATTERS

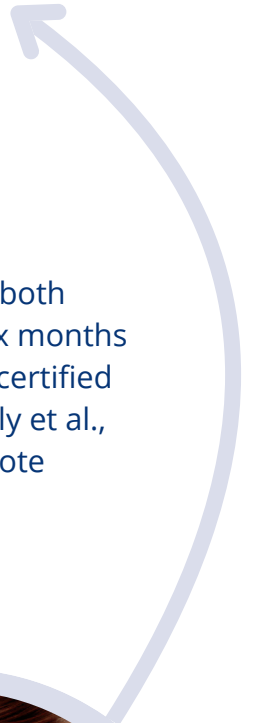
Breastfeeding provides ideal nutrition for most infants and reduces the risk of numerous health problems for both mother and child. Yet only about one in four infants in the United States is exclusively breastfed for the first six months (CDC, 2024). Support groups that combine peer encouragement with professional guidance, particularly from certified lactation consultants, are among the most effective ways to increase both initiation and continuation rates (Jolly et al., 2012; Gavine et al., 2022; Rodríguez-Gallego et al., 2021). These programs improve maternal confidence, promote consistent feeding, and help create networks of social and emotional support.

✓ PRO TIPS

- Partner with hospitals, WIC programs, or local health departments.
- Host in convenient, family-friendly spaces like libraries or community centers.
- Offer flexible formats, such as drop-in, weekly, or online sessions.
- Include trained facilitators such as lactation consultants or peer mentors.
- Provide refreshments, play mats, and private feeding areas.
- Celebrate milestones to build encouragement and community.

✓ ANTICIPATED OUTCOMES

- Increased breastfeeding initiation and duration rates
- Improved maternal confidence and well-being
- Enhanced social connection among new parents
- Greater awareness of community health resources
- Reduced isolation and postpartum stress



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify partners and leaders	Coordinate with local hospitals, WIC, and health departments.	Recruit lactation consultants and peer counselors.	Select calm, private, and convenient meeting locations.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Plan sessions and outreach	Align with existing maternal and child health programs.	Develop recurring schedule and peer support format.	Ensure comfortable seating and infant-friendly spaces.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Host and facilitate	Adopt or share standardized breastfeeding education materials through partner organizations.	Track attendance and participant feedback.	Offer refreshments and visible signage for meeting spaces.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Promote and grow	Integrate group promotion into clinic and public health communication channels.	Encourage cross-promotion with parenting groups and hospitals.	Use bulletin boards and posters at family-oriented locations.	Low: < 6 months	Low–Medium: Simple coordination	Low: < \$5,000
Evaluate and sustain	Measure participant satisfaction and retention rates.	Integrate with city or county health promotion programs.	Maintain welcoming, hygienic meeting environments.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
1.6**

CREATE INTERGENERATIONAL LEARNING OPPORTUNITIES



✓ GOAL

Bring together youth and older adults to share skills, stories, and knowledge.

✓ WHY THIS MATTERS

Intergenerational connections reduce isolation, increase respect between age groups, and preserve local culture and community memory (Tsiloni et al., 2024). These programs help both youth and older adults feel valued and connected, strengthening belonging and social trust (Jarrott et al., 2021).

✓ PRO TIPS

- Partner with schools, senior centers, and libraries for shared programs.
- Focus on skills exchange, such as gardening, cooking, storytelling, or tech help.
- Incorporate service-learning and volunteering credits for students.
- Create consistent meeting schedules to build lasting relationships.
- Highlight shared outcomes through exhibits, podcasts, or performances.

✓ ANTICIPATED OUTCOMES

- Reduced loneliness and age-related isolation
- Increased empathy and intergenerational understanding
- Stronger community identity and cultural continuity



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Plan intergenerational activities	Include intergenerational programs in local aging or education policies.	Form partnerships among schools, senior organizations, and libraries.	Identify convenient, neutral locations for gatherings.	Low: < 6 months	Medium	Low: < \$5,000
Implement recurring programs	Create formal agreements between youth and senior-serving agencies.	Train facilitators to support dialogue and mutual learning.	Provide welcoming, adaptable spaces for all participants.	Medium: 6–12 months	Medium	Medium: \$5,001– \$25,000
Sustain engagement and share results	Recognize intergenerational activities in community awards or reports.	Gather stories and evaluation data for future funding.	Display shared projects in civic spaces or online galleries.	High: Multi-month/year effort	Medium	Low: < \$5,000

GOAL

Encourage regular physical activity through fun, social play and movement.

WHY THIS MATTERS

Social sports promote both physical and mental health while strengthening friendships and trust. Participating in community or recreational sports is associated with higher well-being, lower loneliness, and stronger feelings of belonging (Eime et al., 2013; Fancourt & Steptoe, 2018). Team-based and non-competitive formats tend to enhance social connectedness and enjoyment, while still providing the physical health benefits of regular exercise (Eime et al., 2013).

PRO TIPS

- Keep it casual and focus on fun, not competition.
- Partner with schools, parks, or faith groups for space and promotion.
- Choose activities suited for all ages and abilities (kickball, pickleball, walking soccer).
- Check with local parks or schools for permits or insurance requirements.
- Encourage healthy snacks and social time after games.
- Rotate team captains to build shared leadership.

ANTICIPATED OUTCOMES

- Increased physical activity and movement in daily life
- Stronger community ties
- Improved emotional well-being and reduced stress
- More active use of public spaces



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Plan and recruit	Integrate adult or youth leagues into parks department programming.	Identify volunteer coordinators and form interest groups.	Designate safe and convenient fields or courts.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Establish rules and scheduling	Adopt clear participation and safety guidelines.	Develop a schedule and registration process.	Mark playing fields clearly and ensure restrooms and seating.	Low: < 6 months	Low–Medium: Simple coordination	Low: < \$5,000
Launch league	Include the league in city or park event programming or annual recreation calendars.	Create team rosters, assign referees, and communicate expectations.	Include shade structures, water access, and signage.	Medium–High: 6–12+ months	Medium–High: Complex coordination	Medium–High: \$5,001–\$25,000+
Promote and grow	Encourage ongoing promotion through local parks or recreation communications.	Recruit new teams each season and maintain clear communication.	Add banners and small infrastructure improvements at play areas.	Low: < 6 months	Low–Medium: Simple coordination	Low: < \$5,000
Evaluate and sustain	Track participation and satisfaction and adjust formats as needed.	Encourage recurring seasonal participation.	Maintain fields and post schedules at community sites.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PLAY
1.8

START A MOVEMENT CLUB FOR CHILDREN

✓ GOAL

Encourage children to be active, confident, and socially connected through fun movement sessions that make physical activity a joyful part of daily life.

✓ WHY THIS MATTERS

Children today are moving less than previous generations, contributing to rising rates of obesity and related health issues (Guthold et al., 2020). Regular, enjoyable movement supports physical development, emotional regulation, and social skills (Janssen & LeBlanc, 2010). Structured, community-based activity sessions, especially when designed for fun rather than competition, can meaningfully increase children's physical activity and reduce sedentary time (Beets et al., 2009; Morton et al., 2016; Norris et al., 2020).

✓ PRO TIPS

- Partner with schools, parks, or faith groups to host sessions.
- Use outdoor spaces and free local venues whenever possible.
- Mix activities, such as walking, dancing, yoga, or simple games.
- Invite families and caregivers to join in.
- Focus on fun and participation, not competition.
- Provide water and healthy, plant-forward snacks.
- Celebrate attendance and effort, not athletic performance.

✓ ANTICIPATED OUTCOMES

- Increased daily movement and improved physical health
- Reduced stress and improved emotional well-being
- Stronger peer and family connections
- More active use of parks, playgrounds, and community spaces
- Healthier lifelong habits built through play and belonging
- Improved physical activity and movement in daily life
- Stronger community ties
- Improved emotional well-being and reduced stress
- More active use of public spaces



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify leaders and partners	Partner with schools, after-school programs, or youth groups. Establish joint-use policies.	Establish age-appropriate club structure and safety protocols.	Select safe outdoor or indoor activity spaces.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Plan and promote	Align with school well-being or recreation policies.	Develop a consistent schedule and simple incentives for participation.	Include shaded or weather-protected areas and routes.	Low: < 6 months	Low–Medium: Simple coordination	Low: < \$5,000
Launch club	Incorporate movement clubs into school well-being or recreation programming.	Train adult volunteers to lead or supervise.	Use visible signage and marked meeting points.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Engage families	Incorporate family engagement into school well-being or recreation program guidelines.	Share progress through newsletters and events.	Add seating and hydration stations near activity zones.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Evaluate and sustain	Track attendance and activity levels; recognize milestones.	Continue coordination through school-year and summer programs.	Maintain signage and safety checks at activity sites.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PLAY
1.9

FORM A HIKING OR WALKING GROUP

✓ GOAL

Create a welcoming, recurring opportunity for residents to walk together, strengthening physical health, social ties, and appreciation for local parks, trails, and neighborhoods.

✓ WHY THIS MATTERS

Walking groups are one of the simplest and most effective ways to improve health and connection. Regular walking reduces the risk of heart disease, stroke, diabetes, and depression (Hanson & Jones, 2015). Group-based walking increases motivation, accountability, and belonging, particularly among older adults or those new to exercise (Kassavou et al., 2013). Community walking programs have also been shown to boost overall activity levels, reduce loneliness, and foster stronger neighborhood trust (CDC, 2022).

✓ PRO TIPS

- Partner with local parks, schools, or health organizations to host.
- Set a consistent schedule (weekly or monthly).
- Offer varied routes, such as trails, greenways, or neighborhood walks.
- Include all ages and abilities; no one walks alone.
- Start with stretching or brief introductions.
- End with conversation or light refreshments.
- Track group milestones or miles walked together.

✓ ANTICIPATED OUTCOMES

- Increased physical activity and outdoor use
- Reduced social isolation and stress
- Enhanced community pride and safety perception
- Strengthened relationships among residents
- Low-cost, sustainable well-being program



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Recruit participants	Align with park or trail programs and city well-being initiatives.	Create a registration form and communication channel.	Select convenient, safe, and scenic routes.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Schedule and promote	Adopt scheduling standards that accommodate all ability levels.	Partner with health departments or local employers for outreach.	Mark routes with signage and wayfinding.	Low: < 6 months	Low-Medium: Simple coordination	Low: < \$5,000
Lead and monitor walks	Assign trained volunteer walk leaders.	Keep attendance logs and safety records.	Ensure benches, lighting, and crosswalks are adequate.	Medium: 6–12 months	Medium: Moderate coordination	Low: < \$5,000
Expand participation	Integrate walking group promotion into school, senior, or community well-being programming.	Offer theme-based walks or seasonal challenges.	Maintain trail maps and hydration points.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Evaluate and sustain	Include walking group outcomes in annual well-being program evaluations.	Integrate with city or county walking initiatives.	Maintain and refresh wayfinding materials annually.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
1.10**

ORGANIZE VOLUNTEER OPPORTUNITIES

✓ GOAL

Connect residents to meaningful service that builds purpose and strengthens communities.

✓ WHY THIS MATTERS

Volunteering is consistently linked to improved mental health, lower stress, and increased civic pride. Regular volunteering has been shown to improve well-being and even longevity, in part by enhancing social connection and purpose (Holt-Lunstad et al., 2010). It can also help maintain cognitive function and reduce cortisol, the body's primary stress hormone, while building social support networks (Han et al., 2018; Han et al., 2020). Volunteering often increases daily physical activity as well, depending on the nature of the service (Nichol et al., 2023).

✓ PRO TIPS

- Partner with schools, nonprofits, or faith groups for volunteer matching.
- Offer short, flexible opportunities for all ages.
- Post volunteer roles on local websites, social media, or bulletin boards.
- Provide clear instructions and roles to reduce barriers.
- Recognize volunteers publicly through newsletters or events.
- Tie projects to visible local goals (beautification, food access, park upkeep).

✓ ANTICIPATED OUTCOMES

- Increased civic participation and trust among neighbors
- Stronger connections between residents and local organizations
- Enhanced sense of purpose and belonging
- Improved community spaces and resources
- Expanded capacity for local projects and initiatives



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify opportunities and partners	Integrate with local volunteer coordination platforms and city programs.	Partner with nonprofits, schools, and civic groups.	Create convenient, well-marked volunteer meeting points.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Recruit volunteers	Include volunteer opportunities in city or organizational communication policies or regular public bulletins.	Use digital tools for sign-ups and tracking.	Provide clear directional signage at volunteer sites.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Train and equip volunteers	Offer orientation on safety, tools, and expectations.	Maintain shared equipment inventory and liability waivers.	Ensure tools, gloves, and safety gear are available.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Host volunteer events	Establish a policy or practice for recurring volunteer recognition and appreciation.	Coordinate with departments for supervision and reporting.	Use visible banners and convenient meeting spaces.	Low: < 6 months	Low–Medium: Simple coordination	Low: < \$5,000
Evaluate and sustain	Incorporate volunteer tracking and recognition into annual city or partner program reporting.	Maintain a contact list and share quarterly impact summaries.	Refresh event signage and materials annually.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
1.11**

ESTABLISH A COMMUNITY CENTER OR WELL-BEING HUB



✓ GOAL

Create a welcoming space that connects residents to health, social, and educational resources under one roof, supporting whole-person well-being and stronger community networks.

✓ WHY THIS MATTERS

Community hubs that integrate health, social, and cultural services strengthen access, reduce barriers, and promote belonging. Co-locating services, from chronic disease management to mental health and social supports, can increase participation and continuity of care (Adams & Ramsay, 2024; Manis et al., 2022; Office of the Assistant Secretary for Planning and Evaluation [ASPE], 2023). Libraries and community centers are increasingly recognized as trusted, non-clinical entry points for peer support, health promotion, and social connection (Ayer et al., 2025).

✓ PRO TIPS

- Start with existing trusted spaces, such as libraries, schools, or faith centers, to pilot shared programming.
- Partner with local health providers, nonprofits, and city departments to co-locate services.
- Design flexible, multipurpose spaces that can host classes, clinics, or support groups.
- Offer extended hours and free or low-cost programming to ensure equal access.
- Collect community input early, especially from seniors, parents, and youth, to guide services.
- Highlight success stories to sustain funding and attract long-term partners.

✓ ANTICIPATED OUTCOMES

- Improved access to preventive and social care services
- Reduced loneliness and increased social participation
- Better management of chronic health conditions
- Enhanced collaboration among local organizations
- Visible, representative spaces that strengthen neighborhood identity



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Conduct needs assessment	Align with local comprehensive plans and community priorities.	Gather data on service gaps, populations served, and potential partners.	Identify convenient, centrally located properties or underused facilities.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Secure funding and partnerships	Establish policies or processes to pursue city, county, and private foundation grants.	Form steering committee including residents and agencies.	Plan adaptive reuse or renovation of an existing building.	High: > 12 months	High: Extensive coordination	High: > \$25,000
Develop programming	Adopt operational guidelines and programming priorities for fitness, arts, and learning activities.	Coordinate with nonprofits and departments for staffing and security.	Furnish multipurpose rooms and outdoor gathering areas.	High: > 12 months	High: Extensive coordination	High: > \$25,000
Launch operations	Integrate center operations into official city or partner communications and outreach plans.	Establish user feedback system and program evaluation process.	Provide clear signage, lighting, and ADA-compliant features.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Evaluate and sustain	Track attendance, satisfaction, and financial performance.	Integrate hub operations into city budget or ongoing grant funding.	Maintain safe, welcoming, and clean facilities.	High: Multi-month/year effort	Medium: Partner coordination	Medium: \$5,001–\$25,000

**PLAY
1.12**

HOST COMMUNITY CONNECTION EVENTS



✓ GOAL

Create structured, low-barrier opportunities for neighbors to gather, build relationships, strengthen civic pride, and increase community ownership through engaging shared experiences.

✓ WHY THIS MATTERS

Clean, well-kept neighborhoods foster safety, reduce stress, and increase community pride, while collective action builds trust and strengthens social ties (Maxwell & Kiessling, 2022; Stewart et al., 2019). Strong social networks reduce isolation, lower stress, and are linked to longer, healthier lives. Across Tennessee communities, neighborhood gatherings and shared events help build trust, reduce isolation, and support long-term well-being (Henderson et al., 2020).

✓ PRO TIPS

- Pair celebration with a visible service activity (e.g., cleanup or beautification).
- Host a block party or movie night as an easy entry point.
- Highlight local pride through recognition or community showcases.
- Include storytelling to elevate neighborhood voices.
- Partner with local organizations and businesses.
- Recognize participants to sustain momentum.

✓ ANTICIPATED OUTCOMES

- Stronger neighborhood relationships
- Increased civic engagement and volunteerism
- Improved perceptions of community pride and safety
- Reduced loneliness and improved social well-being
- Enhanced community cohesion and belonging

✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify focus and partner	Align events with community well-being, active living, or civic pride initiatives.	Form a planning team including residents, schools, faith groups, health, businesses.	Select walkable, centrally located neighborhood spaces that encourage movement and gathering.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Plan health activities and logistics	Ensure compliance with permitting and safety guidelines.	Partner with local musicians, food trucks, or small businesses.	Include shade, seating, hydration, and restrooms.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Host	Establish simple group guidelines for the event.	Provide volunteer check-in, signage, and cleanup plan.	Add lighting, wayfinding, and well-located/ convenient walking areas.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Promote and celebrate	Engage community leaders to recognize volunteers and adopt annual neighborhood celebration programs.	Coordinate outreach with neighborhood associations or local media.	Use temporary décor such as banners and planters.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Evaluate and sustain	Integrate participation and wellness indicators into community updates.	Streamline future permitting processes for returning hosts.	Maintain signage and template materials for reuse.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

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The background image shows a group of diverse young women standing in a line in what appears to be a school cafeteria. They are looking towards the right side of the frame. In the foreground, a student is using a large metal spoon to serve themselves from a food tray. The tray contains various items including broccoli, carrots, a sandwich, and pizza. The overall scene is set in a bright, indoor environment with a blue tint overlay.

SECTION 2

HEALTHY FOOD ENVIRONMENTS



THE PLAYS

- ✓ Host a Farmers Market
- ✓ Ensure Farmers Markets Accept SNAP and Double Up Food Bucks
- ✓ Establish a Mobile Farmers Market
- ✓ Plant a Community Garden or Urban Food Forest
- ✓ Install Blessing Boxes or Community Fridges
- ✓ Install Water Bottle Refill Stations
- ✓ Develop or Boost a Food Policy Council
- ✓ Promote Healthy Meals in Community Settings
- ✓ Implement Grocery Store and Gas Station Food Policy
- ✓ Expand Food is Medicine Programs
- ✓ Provide Medically Tailored Groceries/Meals
- ✓ Offer School Cooking Classes
- ✓ Build a Community Teaching Kitchen
- ✓ Promote Healthy School Food Environments
- ✓ Expand Summer Food Service Programs
- ✓ Promote Lactation-Friendly Workplaces
- ✓ Launch a Healthy Food Drive or Healthy Pantry
- ✓ Host a Healthy Food Challenge for Chronic Conditions
- ✓ Form a Food System Collaborative

PLAY 2.1

HOST A FARMER'S MARKET

GOAL

Bring affordable, local produce directly into neighborhoods.

WHY THIS MATTERS

Farmers markets expand access to healthy food, support local farmers, and create vibrant gathering spaces. They encourage people to eat more fruits and vegetables and can help children try new foods and develop lasting healthy habits. Markets like Farmers Markets for Kids have shown measurable increases in fruit and vegetable consumption among children and caregivers (Dannefer et al., 2016). While farmers markets alone may not lead to weight loss, they can support healthier diets when they are convenient for, and representative of the local population (Freedman et al., 2016).

PRO TIPS

- Partner with local farmers, food cooperatives, and community organizations.
- Choose visible sites with public transit access.
- Accept SNAP, WIC, and Double Up Food Bucks benefits.
- Offer cooking demonstrations or youth activities.
- Highlight seasonal and communities' preferred foods.

ANTICIPATED OUTCOMES

- Greater access to healthy, affordable foods
- Increased fruit and vegetable consumption
- Improved community connection and local commerce
- More active use of public spaces



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify host site and partners	Review permits, insurance, and vendor policies; confirm access requirements.	Form lead coalition (farmers, nonprofit, city, health department) and assign market manager.	Select a visible, convenient site with shade, power, water, restrooms, and waste service.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Compliance and safety setup	Adopt food-safety and incident-response plan; secure permits and coverage.	Create operating handbook covering load-in/out, stall spacing, sanitation, and cash handling.	Ensure shade or heat mitigation, lighting, handwashing, and boundary control.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Recruit vendors and payment systems	Include SNAP/WIC/DUFB requirements in vendor agreements.	Onboard vendors, set up EBT and backup (hotspot or tokens); target 70% SNAP/WIC-enabled.	Provide stall maps, utilities, and shared cold storage.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Contingency and weather plan	Establish and adopt a formal continuity and weather plan.	Build notification tree (SMS or email) and assign roles for rapid decisions.	Identify covered backup or tenting; secure anchors, rain mats, and signage.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Launch and promotion	Align with municipal communications; approve signage guidelines and brand use.	Coordinate outreach through schools, WIC offices, libraries, and faith groups.	Provide wayfinding, entry banners, seating, and seasonal displays.	Low: < 6 months	Low–Medium: Volunteer coordination	Low: < \$5,000
Evaluate, improve, and sustain	Embed markets in city food-access policy; set annual vendor caps and goals.	Track attendance, vendor sales, SNAP/DUFB redemption, and repeat rate.	Refresh layout and shade seasonally; maintain cleanliness and utilities.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
2.2**

ENSURE FARMERS MARKETS ACCEPT SNAP AND DOUBLE UP FOOD BUCKS

GOAL

Expand access to healthy food for low-income families.

WHY THIS MATTERS

Farmers markets that accept SNAP and offer Double Up Food Bucks expand access to fruits and vegetables for low-income families, improving both diet quality and food security (Karpyn et al., 2022; Knox et al., 2025). They support local farmers while promoting healthier diets. Research highlights that clear messaging (Garner et al., 2020), easy payment systems (Chelius et al., 2024), and relevant foods enhance participation and benefits.

PRO TIPS

- Partner with local SNAP administrators or food policy councils.
- Simplify vendor payment systems and signage.
- Train staff and volunteers to help with transactions.
- Promote through community centers and social service networks.
- Highlight the “double value” benefit for fresh produce.

ANTICIPATED OUTCOMES

- Improved food security and diet quality
- Increased fruit and vegetable purchasing and intake
- Enhanced participation in local food systems
- Support for small and regional farmers



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Register market for SNAP authorization	Follow USDA FNS and state SNAP procedures; maintain compliance.	Coordinate training with SNAP administrator and assign liaison.	Provide reliable connectivity and power for EBT terminals; add SNAP signage.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Implement Double Up Food Bucks or similar program	Align with state or regional incentive programs and execute MOUs.	Develop token or digital redemption system and reimbursement process.	Install clear signage explaining eligible items and matching rules.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Train vendors and staff	Include SNAP/DUFB participation requirements in vendor agreements and onboarding materials.	Host demonstration sessions and test transactions before launch.	Post step-by-step guides at stalls for reference.	Low: < 6 months	Low–Medium: Moderate coordination	Low: < \$5,000
Promote and educate community	Incorporate into local food-access communications.	Engage social services and schools to distribute flyers and social posts.	Display consistent signage at market entry and information booth.	Low: < 6 months	Low: Simple outreach	Low: < \$1,000
Evaluate and sustain	Add participation data to local food reports.	Track redemption totals and repeat shoppers; survey vendors.	Maintain signage and connectivity for ease of use.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PLAY 2.3

ESTABLISH A MOBILE FARMERS MARKET

✓ GOAL

Bring healthy, affordable foods directly to neighborhoods and schools.

✓ WHY THIS MATTERS

Mobile markets make the healthy choice the easy choice by reaching areas with limited grocery options. They increase fruit and vegetable access, especially in lower-income communities, and can support local farmers through mobile sales. Programs that include nutrition education or cooking demonstrations show improved diet quality and food purchasing behaviors (Haynes-Maslow et al., 2021; Leone et al., 2018; Seguin-Fowler et al., 2022).

✓ PRO TIPS

- Partner with food banks, farmers, or schools for sourcing and stops.
- Use refrigerated vehicles for safe storage.
- Accept SNAP and WIC benefits.
- Pair sales with food demonstrations or tasting events.
- Schedule routes at consistent times and visible community hubs.

✓ ANTICIPATED OUTCOMES

- Improved access to nutritious foods
- Reduced transportation barriers
- Increased fruit and vegetable consumption
- Stronger connections between producers and neighborhoods



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify target areas and partners	Review ordinances for mobile vending and food safety.	Partner with farmers, food banks, housing authorities, and schools.	Map stops ensuring safety, visibility, and ADA access.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Secure vehicle, permits, and insurance	Verify and adopt mobile market permitting, health, and insurance requirements.	Procure vehicle with refrigeration; confirm insurance coverage.	Wrap with branding; ensure lighting and shaded customer area.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Build supply chain and vendor agreements	Include safety and payment terms in contracts.	Develop restocking and inventory systems with cold-chain monitoring.	Provide waste and recycling bins at stops.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Launch routes and promote	Integrate schedule into city communications.	Publish route maps online and via SMS alerts.	Install signage, seating, and wayfinding at stops.	Low: < 6 months	Low–Medium: Volunteer coordination	Low: < \$5,000
Monitor and adapt	Establish ongoing performance tracking and reporting requirements for mobile market operations.	Share data through city dashboards.	Adjust stop design and shade seasonally.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
2.4**

PLANT A COMMUNITY GARDEN OR URBAN FOOD FOREST

✓ GOAL

Transform underused land into a space that grows food, teaches skills, and brings neighbors together.

✓ WHY THIS MATTERS

Community gardens and urban food forests improve access to fresh produce, support physical activity, and strengthen social connection. They promote mental health, reduce stress, and foster community resilience (Soga et al., 2017; Stluka et al., 2019). Gardeners often report healthier diets and greater well-being (Park et al., 2009; Zick et al., 2013).

✓ PRO TIPS

- Start with a pilot garden to build interest and capacity.
- Partner with schools, parks, and neighborhood groups.
- Provide shared tools, compost, and water access.
- Plant essential or relevant crops and native plants.
- Host workdays and seasonal celebrations.

✓ ANTICIPATED OUTCOMES

- Improved access to fruits and vegetables
- Greater community engagement and trust
- Enhanced mental health and stress reduction
- Productive use of vacant or underused land



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify site and obtain permissions	Review zoning, liability, and water-access policies; confirm ownership and use rights.	Partner with city agencies, land trusts, or schools to secure a site and MOU.	Select sunny, visible, ADA-compliant location with irrigation potential.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Test soil and prepare infrastructure	Adopt soil testing and remediation standards for community garden sites.	Coordinate with extension services for soil testing and irrigation design.	Clear site, install raised beds or orchard layout, water lines, compost, and shed.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Recruit gardeners and partners	Establish membership rules, volunteer structure, and MOU with property owner.	Develop application process and assign leadership team.	Install signage, pathways, seating, and shaded gathering area.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Provide education and support	Formalize alignment with extension or master gardener programs through partnership agreement or policy inclusion.	Host classes on planting, maintenance, and harvesting.	Provide tool storage, demonstration plots, and signage.	Low: < 6 months	Low–Medium: Volunteer coordination	Low: < \$5,000
Evaluate and sustain	Integrate garden into city food or parks plan for ongoing funding.	Track participation, harvest yield, and volunteer hours.	Maintain beds and replace infrastructure as needed.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PLAY
2.5

INSTALL BLESSING BOXES OR COMMUNITY FRIDGES

✓ GOAL

Provide 24/7 access to healthy, donated foods for residents in need.

✓ WHY THIS MATTERS

Food insecurity affects health, learning, and well-being. Community-managed food access models, such as blessing boxes and community fridges, improve dignity, reduce stigma, and strengthen local support systems (Raeke, 2023; Rizvi et al., 2021). Nutritious food is often perishable, so shared fridges and pantries allow communities to address food insecurity and nutrition simultaneously (ChangeX.org, 2010; Freedge, 2016; The Love Fridge Chicago, 2020; Wetherill et al., 2019). Evidence from community fridge programs shows that regular cleaning, temperature checks, and safe food-handling practices reduce the risk of foodborne illness and improve trust in local food-sharing networks (CDC, 2022; Yiannas, 2020). Programs that empower residents to manage and maintain these spaces build local ownership and resilience while promoting health and safety.

✓ PRO TIPS

- Partner with neighborhood associations, libraries, schools, or faith groups for locations and management.
- Choose shaded, visible, and convenient sites near sidewalks or bus stops.
- Stock primarily nutritious, shelf-stable, or refrigerated foods.
- Provide clear signage on donation and food safety guidelines.
- Maintain regular cleaning schedules and temperature checks.
- Engage youth or volunteer groups for restocking and upkeep.

✓ ANTICIPATED OUTCOMES

- Increased access to healthy, free foods
- Reduced stigma around food assistance
- Enhanced neighborhood trust and connection
- Strengthened local food-sharing networks
- Improved nutrition and community resilience



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify host locations and secure agreements	Adopt or reference zoning, public health, and liability policies for community food-sharing sites.	Develop MOUs outlining maintenance, cleaning, and restocking responsibilities.	Select visible, shaded, ADA-compliant sites near community hubs with electrical access.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Develop food safety and operations plan	Align with local health department guidance on allowable foods and temperature control.	Create cleaning schedules, signage, and temperature monitoring procedures.	Install refrigerators or pantry boxes with safety labels and contact information.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,000–\$25,000
Launch and promote	Integrate the program into city, county, or partner communications to ensure coordinated promotion and messaging.	Recruit volunteers for monitoring and community education.	Add branded signage, lighting, and waste bins; ensure secure power source.	Low: < 6 months	Low–Medium: Volunteer coordination	Low: < \$5,000
Monitor and restock	Include in local food recovery systems to maintain supply.	Track usage, donation volume, and temperature compliance.	Regularly clean and check for spoilage or safety issues.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000
Evaluate and expand	Develop criteria for adding new locations and expanding partnerships.	Document participation, maintenance reliability, and community feedback.	Install new units using consistent design and signage standards.	High: Multi-month/year effort	Medium: Partner coordination	Medium: \$5,000–\$25,000

PLAY
2.6

INSTALL WATER BOTTLE REFILL STATIONS

GOAL

Increase access to clean drinking water and reduce sugary beverage consumption through convenient, visible refill stations in schools and public places.

WHY THIS MATTERS

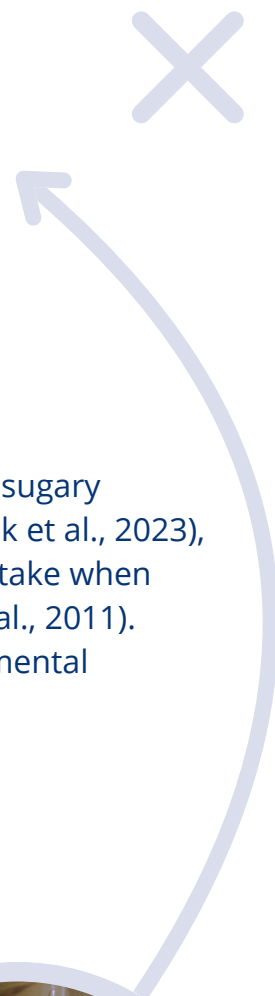
Access to free, appealing drinking water encourages healthier hydration and can reduce consumption of sugary beverages, especially among children and adolescents. Although evidence is mixed in some settings (Vonk et al., 2023), installing water bottle refill stations can increase water consumption and may reduce sugary beverage intake when combined with education, promotion, or peer influence (Franken et al., 2025; Kamin et al., 2022; Patel et al., 2011). School- and community-based studies show that pairing visible refill points with social cues and environmental supports leads to sustained behavior change (Franken et al., 2025).

PRO TIPS

- Locate stations in high-traffic areas such as schools, parks, and transit hubs.
- Combine with signage that promotes hydration and highlights environmental benefits.
- Engage youth or local artists to brand the stations.
- Monitor for cleanliness and maintenance.
- Track use with counters or feedback stickers.

ANTICIPATED OUTCOMES

- Increased daily water consumption
- Reduced sugary beverage intake
- Enhanced environmental sustainability through fewer plastic bottles
- Improved community perception of access to clean, safe water



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify priority sites	Incorporate hydration goals into city well-being or sustainability policies.	Conduct inventory of fountains and water lines; prioritize schools, parks, and transit hubs.	Verify ADA height, visibility, and access to power and drainage.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Design and procure refill stations	Adopt standard specifications for filtration, counters, and branding.	Coordinate procurement through public works or facilities.	Select durable, vandal-resistant, low-maintenance models.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001– \$25,000
Install and test units	Ensure compliance with plumbing and ADA codes.	Schedule installation with facility staff; test flow and filtration.	Add signage encouraging refill use and tracking bottle counts.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001– \$25,000
Promote and educate	Integrate refill campaign into city and school communications.	Use bottle counters to share impact on plastic reduction.	Apply wayfinding decals to guide users to stations.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Maintain and evaluate	Add filter replacement schedules to maintenance contracts.	Track use data and reductions in bottled beverage sales.	Maintain cleanliness, lighting, and access.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PLAY 2.7

DEVELOP OR BOOST A FOOD POLICY COUNCIL

GOAL

Create or strengthen a local food policy council to coordinate strategies, improve food access, and shape policies that support a healthier, more resilient food system.

WHY THIS MATTERS

Food policy councils unite stakeholders, from farmers to schools and health departments, to identify gaps, share resources, and advance policy change. Strong, well-connected councils improve nutrition security, guide urban agriculture, and support local food economies. Their effectiveness depends on representation, strong governance, and government partnership (Bassarab et al., 2019; Calancie et al., 2018; Range et al., 2023; Schiff et al., 2022; Oza-Frank, 2025).

PRO TIPS

- Ensure representation from public health, agriculture, business, education, and residents.
- Formalize roles through bylaws or charters.
- Align council goals with existing community health and sustainability plans.
- Use data and community input to guide priorities.
- Celebrate progress publicly to sustain engagement.

ANTICIPATED OUTCOMES

- More coordinated local food policies and programs
- Improved food access and nutrition security
- Stronger partnerships across government and community sectors
- Increased local procurement and support for farmers
- Improved resilience of the local food system



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Form steering group and secure endorsement	Adopt a resolution supporting creation of a Food Policy Council.	Recruit cross-sector members representing health, business, education, and agriculture.	Host kickoff in a convenient, well-publicized space.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Develop charter and bylaws	Adopt bylaws defining roles and decision-making structure.	Establish transparent nomination and appointment process.	Provide meeting materials, signage, and public participation access.	Medium: 6–12 months	Medium: Moderate coordination	Low: < \$5,000
Establish annual priorities	Align priorities with city health and economic development plans.	Develop annual work plan, meeting schedule, and reporting framework.	Offer hybrid meeting options and convenient venues.	Medium: 6–12 months	Medium: Partner coordination	Low: < \$5,000
Implement and communicate	Formalize process for presenting recommendations to local leadership and tracking adoption.	Publish annual policy briefs and FPC updates.	Brand materials and share outcomes via city website.	Low: < 6 months	Low– Medium: Volunteer coordination	Low: < \$5,000
Evaluate and sustain	Institutionalize FPC within government or formal partnership.	Track policies influenced, partnerships formed, and resources leveraged.	Maintain engagement through public events and leadership rotation.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PROMOTE HEALTHY MEALS IN COMMUNITY SETTINGS

GOAL

Ensure that public institutions, including schools, hospitals, and government facilities, purchase and serve healthier, locally sourced foods.

WHY THIS MATTERS

Public institutions shape food environments across communities. Healthy procurement standards can increase the availability, purchase, and consumption of nutritious foods while supporting local producers. Though evidence on direct health outcomes is mixed, institutional standards and supportive procurement policies improve diet quality and model healthy norms (Kim D. et al., 2018; Bertoldo et al., 2024; Campbell et al., 2013; Fandetti et al., 2023; Rochette et al., 2024).

PRO TIPS

- Start with pilot policies in schools, hospitals, or municipal facilities.
- Set realistic procurement targets (e.g., 20% local produce).
- Provide training for purchasing staff and vendors.
- Pair policy with marketing, highlighting “local and healthy” foods.
- Monitor and share progress annually.

ANTICIPATED OUTCOMES

- Increased access to nutritious, local food options
- Improved institutional meal quality
- Enhanced support for local farms and food producers
- Reduced environmental impact from long-distance food transport
- Demonstrated government leadership in public health promotion



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Draft and adopt procurement policy	Adopt ordinance or resolution establishing minimum local or healthy purchasing standards.	Work with procurement and legal departments for review and adoption.	Apply standards to cafeterias, concessions, and vendor contracts.	Medium: 6–12 months	Medium: Moderate coordination	Low: < \$5,000
Identify and onboard vendors	Adopt criteria for vendor qualification and participation.	Provide vendor training and simplified contracting templates.	Verify vendor facilities and delivery capabilities.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Train procurement and food service staff	Integrate standards into bid documents and menus.	Deliver training for purchasing officers and food service managers.	Display signage promoting local and healthy options.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Implement menu cycles and cost adjustments	Pilot seasonal menu shifts to maintain budget neutrality.	Review invoices quarterly to monitor compliance.	Highlight seasonal foods with educational signage.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Evaluate and sustain	Embed tracking into procurement systems; publish annual progress.	Assess spend percentages and supplier retention.	Continue vendor development and public promotion.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
2.9**

IMPLEMENT GROCERY STORE AND GAS STATION FOOD POLICY



✓ GOAL

Make nutritious food and drink options more visible, affordable, and appealing in grocery, corner, and convenience stores.

✓ WHY THIS MATTERS

Healthy retail interventions can shift purchasing toward healthier options, especially when stores improve product placement, labelling, and affordability. Research shows that point-of-sale changes, price reductions, and prominent displays can increase fruit and vegetable purchases by up to 20% (Huangfu et al., 2024). Multi-component strategies combining placement, promotion, and pricing yield the strongest, most sustained results (Gittelsohn et al., 2014; Brambila-Macías et al., 2011). Successful implementation depends on local ownership, fair pricing, and consistent product availability.

✓ PRO TIPS

- Partner with store owners early to co-design displays and incentive programs.
- Use shelf tags, taste-tests, and small discounts to draw attention to healthier items.
- Avoid punitive language, emphasizing customer choice and profit potential.
- Offer refrigeration grants or equipment swaps for perishable produce.
- Publicize success stories through local media or social channels.

✓ ANTICIPATED OUTCOMES

- Modest but measurable increases in healthy food purchases
- Improved availability and visibility of fruits, vegetables, and healthy beverages
- Enhanced partnerships between retailers and public-health agencies
- Stronger local food economies

✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify retailers and engage partners	Incentivize healthy food retail through zoning, licensing, or business development programs.	Partner with local grocers, convenience stores, sales managers, and distributors.	Select high-traffic locations near schools or neighborhoods with low food access.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Develop store improvement plan	Establish healthy retail standards such as produce placement, water at eye level, and healthy check-out lanes.	Train store staff and set planogram for new displays.	Provide signage, refrigeration, and shelving for fresh items.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Implement and monitor	Support remerchandising and initial stocking.	Track weekly sales and adjust inventory mix.	Maintain signage and cleanliness of displays.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Promote and educate community	Add store information to city communications and well-being programs.	Coordinate launch events with media coverage.	Ensure exterior signage promotes healthy options.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Evaluate and sustain	Integrate healthy retail strategies into ongoing food access or economic development plans.	Track sales performance, vendor participation, and retention rates.	Maintain labeling, shelving, and promotional materials for healthy items.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
2.10**

EXPAND FOOD IS MEDICINE PROGRAMS

✓ GOAL

Support and expand medically tailored meals and produce-prescription programs that connect healthcare and food access for people with chronic disease.

✓ WHY THIS MATTERS

Food is Medicine programs link clinical care to nutrition support, helping patients manage or prevent chronic diseases. Evidence shows medically tailored meals and produce prescriptions improve diet quality, medication adherence, and some clinical markers, while reducing hospitalizations and healthcare costs (Belak et al., 2022; Hager et al., 2022; Chen et al., 2022; Clark et al., 2024; Deng et al., 2025). Though results vary, programs consistently enhance food security and patient engagement (Staff, 2024).

✓ PRO TIPS

- Partner with healthcare systems, payers, and local farms or food hubs.
- Tailor menus to medical and cultural needs.
- Combine food distribution with nutrition counseling or cooking support.
- Use data sharing (with consent) to track outcomes.
- Plan for long-term funding through insurance or public-health reimbursement.

✓ ANTICIPATED OUTCOMES

- Improved diet quality and chronic-disease management
- Reduced hospital readmissions and healthcare costs
- Stronger links between clinics, farmers, and community organizations
- Increased food security and patient empowerment



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Define eligibility and referral pathways	Establish inclusion criteria and referral protocols with healthcare partners.	Align with Medicaid or insurer pilot reimbursement codes.	Identify community food partners or retailers for fulfillment.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Develop operations and data systems	Create data-sharing agreements and privacy protections.	Set up secure referral, tracking, and reporting systems.	Ensure convenient pickup or delivery sites near clinical partners.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Launch and promote	Train providers to refer eligible patients and create outreach materials.	Establish feedback loop between providers and participants.	Install signage at partner locations promoting access and participation.	Low: < 6 months	Low–Medium: Volunteer coordination	Low: < \$5,000
Monitor and evaluate	Collect data on redemption rates, participant health outcomes, and provider satisfaction.	Integrate findings into city health dashboard.	Adjust logistics or pickup points based on usage.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000
Evaluate, sustain, and scale	Integrate program into local healthcare and food policy frameworks.	Seek funding through insurers, grants, or public-private partnerships.	Expand to additional clinical or retail sites.	High: Multi-month/year effort	High: Extensive coordination	Medium: \$5,001–\$25,000+

**PLAY
2.11**

PROVIDE MEDICALLY TAILORED GROCERIES OR MEALS

GOAL

Offer customized groceries or prepared meals that meet clinical nutrition needs for individuals with diet-related chronic illnesses.

WHY THIS MATTERS

Providing medically tailored groceries or meals helps people with chronic conditions maintain diet quality and reduce health risks. Evidence shows these programs improve food security and patient satisfaction, though clinical impacts remain mixed (Clark et al., 2025; Go et al., 2022; Hager et al., 2022; Seligman et al., 2025). Programs with healthcare partnerships and nutrition education components achieve stronger results.

PRO TIPS

- Coordinate with hospitals, community health centers, and food banks.
- Integrate nutrition counseling with meal delivery or grocery pickup.
- Offer culturally relevant foods.
- Provide education on meal prep and storage.
- Secure stable funding through public health or philanthropy.

ANTICIPATED OUTCOMES

- Reduced food insecurity among patients
- Improved self-management of chronic disease
- Strengthened clinical-community partnerships
- Increased consumption of fruits, vegetables, and whole foods



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Define eligibility and referral pathways	Align with healthcare providers and insurers to establish qualifying conditions and referral protocols.	Develop HIPAA-compliant referral and reporting system.	Identify meal-prep or distribution hubs near target populations.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Secure partnerships and funding	Coordinate with hospitals, food banks, and payers to fund and deliver meals.	Develop reimbursement models and shared data dashboards.	Use existing commercial kitchens or nonprofit facilities for preparation.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Develop menu standards	Base menus on evidence-based nutrition guidelines for chronic conditions.	Train dietitians and chefs in culturally relevant, medically tailored meal prep.	Package meals with clear labeling and reheating instructions.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Launch and promote	Educate clinicians and patients on program benefits and enrollment.	Create feedback loops between providers and participants.	Provide branded packaging and delivery materials.	Low: < 6 months	Low–Medium: Volunteer coordination	Low: < \$5,000
Evaluate and sustain	Track changes in clinical outcomes, hospital readmissions, and patient satisfaction.	Integrate results into local Food is Medicine initiatives.	Expand kitchen and delivery capacity to meet growing demand.	High: Multi-month/year effort	High: Extensive coordination	Medium: \$5,001–\$25,000

**PLAY
2.12**

OFFER SCHOOL COOKING CLASSES

✓ GOAL

Build children's and families' confidence and skills to prepare healthy, affordable meals at home.

✓ WHY THIS MATTERS

Cooking skills are linked to healthier eating and long-term habits. Families who cook at home eat fewer ultra-processed foods, consume more fruits and vegetables, and save money. School-based culinary education improves cooking skills, dietary behavior, and enjoyment of healthy foods. Benefits last for months and are strongest when paired with gardening or physical activity (CHEF, 2023; Hasan et al., 2019; Schmidt et al., 2022). Students who participate in cooking programs over multiple years show greater gains in cooking ability, vegetable intake, and long-term attitudes toward nutrition (van Lier et al., 2024; Vaughan et al., 2024).

✓ PRO TIPS

- Integrate cooking classes into school well-being or after-school programs.
- Use age-appropriate, culturally relevant recipes.
- Involve parents or caregivers in family cooking nights.
- Connect with local chefs or food-service staff for instruction.
- Combine with gardening or farm-to-school programs for maximum impact.

✓ ANTICIPATED OUTCOMES

- Improved food literacy and cooking confidence among children
- Increased consumption of fruits and vegetables
- Greater family engagement around healthy eating
- Strengthened links between schools, families, and local food systems



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify schools and partners	Align with school well-being and curriculum policies.	Partner with local chefs, extension services, or nonprofits.	Use existing cafeterias or classrooms with kitchen access.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Develop curriculum and materials	Base lessons on nutrition, food skills, and cultural relevance.	Train teachers or volunteers; align curriculum with state learning standards.	Provide portable cooking kits or demonstration equipment.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Pilot and refine	Conduct small-group classes and adjust for age and skill level.	Gather student and teacher feedback for improvement.	Set up safe, supervised cooking stations.	Low: < 6 months	Low–Medium: Volunteer coordination	Low: < \$5,000
Launch and expand	Integrate cooking classes into after-school programs or electives.	Promote through newsletters and parent engagement channels.	Display student-created materials and recipes in cafeterias.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Evaluate and sustain	Include participation and knowledge gains in annual school well-being reports.	Track student engagement and family meal behavior changes.	Maintain cooking equipment and refresh materials annually.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
2.13**

DEVELOP OR ELEVATE A COMMUNITY TEACHING KITCHEN

✓ GOAL

Increase community food confidence and healthy eating behaviors by assessing local food skills and providing hands-on cooking education.

✓ WHY THIS MATTERS

Access to healthy food does not automatically translate into healthy eating. Many communities experience a gap between food availability and utilization due to limited cooking confidence, time constraints, limited access to equipment, or unfamiliarity with preparing fresh ingredients. Community teaching kitchens combine nutrition with hands-on experience to build practical skills and confidence across generations. Evidence shows these programs strengthen social connections and support long-term improvements in diet quality, particularly when paired with supportive food environments (Hasan et al., 2019; Badaracco et al., 2023; Venkatesh et al., 2025; Metcalfe et al., 2021). Teaching kitchens also reinforces local food culture and can serve as hubs for community engagement, shared learning, and workforce development.

✓ PRO TIPS

- Conduct a community food skills inventory to align programs with local and cultural needs.
- Locate kitchens in trusted community hubs such as faith centers or schools.
- Offer intergenerational and skill-level-based programming.
- Partner with local farms, health systems, and extension services.
- Create opportunities for participants to become peer leaders or volunteers.

✓ ANTICIPATED OUTCOMES

- Increased cooking confidence and practical food preparation skills
- Greater use of fresh and minimally processed foods
- Improved food security and healthy eating behaviors
- Stronger social connections through shared food experiences
- Expanded local leadership and workforce pathways



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Conduct community food skills inventory and design programming	Incorporate food skills development into local food access, workforce, or wellness plans.	Assess cooking confidence, equipment access, cultural food practices, and training gaps.	Identify locations and equipment needs to support hands-on instruction.	Low: < 6 months	Low-Medium Partner coordination	Low: < \$5,000
Design and equip kitchen	Develop design standards for multi-use learning kitchens.	Procure modular equipment, storage, and safety systems.	Create flexible layouts that support both classes and demonstrations.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Develop partnerships and programming	Coordinate with health departments and local chefs for ongoing programming.	Create class schedule for youth, families, and seniors.	Provide branded signage, seating, and display boards.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Launch and promote	Integrate with SNAP-Ed or school well-being activities.	Host community cooking demonstrations and invite local media.	Ensure proper lighting, ventilation, and ADA compliance.	Low: < 6 months	Low-Medium: Volunteer coordination	Low: < \$5,000
Evaluate and sustain	Measure participation, repeat attendance, and knowledge retention.	Incorporate into public health reporting or community grants.	Maintain equipment and refresh class content annually.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
2.14**

PROMOTE HEALTHY SCHOOL FOOD ENVIRONMENTS

✓ GOAL

Make the healthy choice the easy choice for children by improving meal and snack quality, enhancing access to nutritious foods, and supporting these efforts with consistent nutrition standards and positive food marketing throughout the school day and in after-school programs.

✓ WHY THIS MATTERS

Strengthened school nutrition policies improve diet quality, reduce added sugar intake, and enhance student focus and attention (Cohen et al., 2014; Schwartz et al., 2015). Evidence shows that school food policy changes modestly improve BMI trajectories and nutrient intake (Micha et al., 2018). Expanding universal meal access reduces stigma, increases participation, and strengthens student food security. Because vending machines, fundraisers, classroom celebrations, and after-school programs shape the broader school food environment, making healthier options the default and consistently promoting healthy options increases students' likelihood of choosing nutritious foods.

✓ PRO TIPS

- Align snacks, vending, and fundraisers with evidence-based nutrition standards.
- Expand universal free meals to reduce stigma and increase participation.
- Promote healthy options through creative naming and attractive displays.
- Limit marketing of low-nutrition foods on campus and at school events.
- Offer culturally responsive menus.
- Ensure adequate time to eat in welcoming, well-designed dining spaces.

✓ ANTICIPATED OUTCOMES

- Higher participation in school-meal programs
- Improved diet quality and nutrient intake
- Reduced unhealthy weight gain
- Greater selection and consumption of nutritious foods



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Assess menu and procurement practices	Align with state and federal nutrition standards.	Conduct audits of menu cycles, sourcing, and waste.	Observe cafeteria layout, signage, and line flow.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Train staff and revise menus	Provide culinary and cultural competency training for food service staff.	Update recipes and procurement systems to support healthier choices.	Introduce tasting events and salad bars.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Strengthen healthy marketing practices	Adopt policies limiting the promotion of low-nutrition foods on campus.	Train staff and student leaders on positive food promotion strategies and behavioral design approaches.	Use signage, creative naming, attractive displays, and strategic placement to increase selection of healthy items.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Engage students and families	Create feedback channels and taste-test panels.	Communicate changes through newsletters and events.	Use signage and menu boards highlighting local ingredients.	Low: < 6 months	Low–Medium: Volunteer coordination	Low: < \$5,000
Evaluate and sustain	Track participation, plate waste, and student satisfaction.	Include results in annual well-being policy review.	Maintain updated signage and layout as part of ongoing maintenance.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
2.15**

EXPAND SUMMER FOOD SERVICE PROGRAMS

✓ GOAL

Ensure children have reliable access to healthy meals during the summer months when school is out.

✓ WHY THIS MATTERS

School meals are often children's most dependable source of nutrition. When schools close for summer, food insecurity rises, particularly among low-income families. The Summer Food Service Program (SFSP) helps close this gap by providing free, nutritious meals (D. P. Miller, 2016). However, participation remains low due to limited sites, transportation barriers, and administrative complexity (Tennessee Department of Human Services, 2018). Expanding access through parks, libraries, and mobile meal sites can help ensure consistent nourishment during school breaks.

✓ PRO TIPS

- Partner with schools, libraries, parks, and nonprofits to expand reach.
- Use mobile or pop-up sites to serve hard-to-reach areas.
- Promote widely with family-friendly messaging and schedules.
- Offer engaging activities alongside meals to boost participation.
- Simplify sponsor paperwork with state agency support.

✓ ANTICIPATED OUTCOMES

- Reduced child hunger and summer food insecurity
- Improved dietary quality during out-of-school months
- Strengthened collaboration between schools and community organizations
- Increased awareness of available food resources



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Assess current participation and eligibility	Review USDA Summer Food Service Program data and site performance.	Coordinate with school districts, parks, and nonprofits.	Map underserved neighborhoods and identify access barriers.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Recruit and train new sponsors	Simplify application process and offer technical assistance.	Develop training modules for sponsors and volunteers.	Select sites with shade, restrooms, and ADA access.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Promote awareness	Integrate promotion requirements into program agreements with schools and community partners.	Provide multilingual outreach through social media and flyers.	Install banners and directional signage at meal sites.	Low: < 6 months	Low–Medium: Volunteer coordination	Low: < \$5,000
Improve meal quality and experience	Offer fresh and appealing menu items that meet nutritional standards.	Streamline food delivery and reduce wait times.	Add picnic seating, water stations, and shade structures.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Evaluate and sustain	Incorporate performance metrics into annual program evaluation and reporting.	Integrate results into school nutrition planning.	Maintain and expand high-performing sites annually.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
2.16**

PROMOTE LACTATION-FRIENDLY WORKPLACES

✓ GOAL

Support working parents by encouraging employers to provide adequate time, space, and a supportive culture for breastfeeding and pumping.

✓ WHY THIS MATTERS

Breastfeeding benefits infant and maternal health, reduces absenteeism, and lowers healthcare costs. Workplace lactation programs improve breastfeeding duration and satisfaction, though results vary based on implementation and workplace culture (Tang et al., 2020; Lisbona et al., 2020; Litwan et al., 2021; Vilar-Compte et al., 2021). Programs succeed when employers provide both private spaces and flexible scheduling, alongside visible management support (Lowenfels, 2024).

✓ PRO TIPS

- Ensure compliance with the federal PUMP for Nursing Mothers Act.
- Designate private, sanitary, and comfortable lactation rooms.
- Offer flexible break times for expressing milk.
- Promote a culture of respect through HR policies.
- Provide resources through employee well-being programs.

✓ ANTICIPATED OUTCOMES

- Increased breastfeeding initiation and duration
- Reduced absenteeism and turnover
- Improved maternal and infant health outcomes
- Enhanced employee satisfaction and workplace comfortability



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Review policies and compliance	Ensure alignment with federal Fair Labor Standards Act and local ordinances.	Conduct internal audits to confirm accommodation requirements.	Identify private, sanitary, and convenient spaces for lactation.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Create lactation support program	Adopt and distribute a written lactation support policy for all employees.	Train supervisors on scheduling flexibility and confidentiality.	Equip rooms with seating, outlet, refrigerator, and signage.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001– \$25,000
Promote participation	Include program details in employee handbooks and onboarding policies.	Provide peer support or well-being champion network.	Display “Lactation-Friendly Workplace” signage.	Low: < 6 months	Low– Medium: Volunteer coordination	Low: < \$5,000
Evaluate and sustain	Integrate lactation support into ongoing HR well-being and facilities policies.	Incorporate support into annual HR well-being reporting.	Maintain cleanliness and functionality of spaces.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PLAY
2.17

LAUNCH A HEALTHY FOOD DRIVE OR HEALTHY PANTRY

GOAL

Ensure food pantries and drives offer healthier, nourishing options for families in need.

WHY THIS MATTERS

Traditional food drives often collect calorie-dense, low-nutrient items (Robaina & Martin, 2013). Adopting healthy donation guidelines and nutrition standards shifts contributions toward nutrient-rich foods and supports better dietary outcomes for pantry clients (Feeding America, 2023; Schwartz et al., 2020).

PRO TIPS

- Provide “Healthy Donation” lists and visual guidance for donors.
- Train volunteers to sort and label items using simple color codes.
- Create partnerships with grocery stores and local farms for fresh foods.
- Display healthy items prominently and share simple recipes.
- Track and report improvements in healthy food distribution.

ANTICIPATED OUTCOMES

- Increased access to nutritious food for low-income families
- Improved dietary quality and reduced chronic disease risk
- Stronger collaboration between food and health sectors



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Set healthy donation standards	Adopt a citywide healthy food drive policy or resolution.	Develop and distribute donation guidance and training.	Provide labeled collection bins and clear signage at public sites.	Low: < 6 months	Medium	Low: < \$5,000
Strengthen pantry operations	Establish partnerships with healthcare and hunger relief organizations.	Implement inventory tracking to monitor healthy vs. unhealthy items.	Redesign pantry layouts to highlight healthy options and fresh produce.	Medium: 6–12 months	High	Medium: \$5,001– \$25,000
Evaluate and promote success	Include pantry outcomes in local health improvement plans.	Collect feedback from clients and volunteers to guide improvements.	Share success stories in community newsletters or media.	High: Multi-month/year effort	Medium	Low: < \$5,000

**PLAY
2.18**

HOST A HEALTHY FOOD CHALLENGE FOR CHRONIC CONDITIONS

GOAL

Encourage residents to try new foods and recipes that help manage or prevent chronic disease.

WHY THIS MATTERS

Dietary change is one of the most effective strategies for preventing and managing conditions such as diabetes, hypertension, and heart disease. Month-long challenges are short enough to feel achievable but long enough to form new habits. Interventions that focus on habit-building, rather than only education, produce measurable improvements in diet and health outcomes (Rehackova et al., 2016; Watson et al., 2023).

PRO TIPS

- Choose a clear theme (e.g., “Fiber February” or “Plant-Forward 30”).
- Provide recipes, grocery lists, and local shopping guides.
- Include medical professionals or chefs for education sessions.
- Offer virtual and in-person participation options.
- Track participants’ progress and share community success stories.

ANTICIPATED OUTCOMES

- Healthier food choices and improved disease management
- Greater awareness of nutrition-health links
- Sustained healthy eating habits



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Design challenge framework	Include nutrition education and food challenges in local well-being policy.	Partner with health systems, faith-based groups, and community organizations.	Use digital platforms and community venues for outreach.	Low: < 6 months	Medium	Low: < \$5,000
Launch and promote	Integrate into chronic disease prevention programs.	Coordinate workshops, group sessions, and check-ins.	Feature displays in grocery stores and community centers.	Medium: 6–12 months	Medium	Medium: \$5,001– \$25,000
Track and sustain engagement	Add outcomes tracking to community health reports.	Evaluate behavior changes and participant feedback.	Host celebration events with healthy food tastings.	High: Multi-month/year effort	Medium	Low: < \$5,000

**PLAY
2.19**

FORM A FOOD SYSTEM COLLABORATIVE

GOAL

Align partners across food, health, and agriculture to build stronger, more resilient local food systems.

WHY THIS MATTERS

Food system collaboratives unite stakeholders, from farmers to policymakers, to address food insecurity, improve nutrition, and support local economies (Massachusetts Food System Collaborative, 2016; Keep Growing Detroit, 2012). Collaborative approaches improve efficiency, reduce food waste, and create repeatable models for other regions.

PRO TIPS

- Map existing food system stakeholders and initiatives.
- Set shared goals on food access and sustainability.
- Develop joint projects such as farm-to-school programs or gleaning networks.
- Pursue funding collaboratively to strengthen shared impact.
- Use dashboards or annual reports to track progress.

ANTICIPATED OUTCOMES

- Improved food access and nutrition
- Strengthened local farm and market economies
- Coordinated approach to reducing food insecurity



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Convene key food system partners	Establish a Food Policy Council or adopt a local resolution supporting cross-sector collaboration.	Identify stakeholders across agriculture, health, education, and food distribution networks.	Host initial meetings in convenient community venues or extension offices.	Low: < 6 months	Medium	Low: < \$5,000
Develop shared strategies	Align local policies around procurement, waste reduction, nutrition security, and food access.	Coordinate data collection, grant proposals, and shared communication platforms.	Support farm-to-institution programming or food hub pilot sites in visible community settings.	Medium: 6–12 months	High	Medium-High: \$5,001–\$25,001+
Institutionalize the collaborative	Integrate food system goals into comprehensive, sustainability, or community health plans.	Establish ongoing steering committees and shared reporting cycles.	Maintain and publicize ongoing projects and community-facing dashboards.	High: Multi-month/year effort	Medium	Medium: \$5,001–\$25,000

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The background image shows two women walking on a paved path in a park. The woman on the left is older, with short white hair and glasses, wearing a black and white checkered coat over a pink top and black leggings. The woman on the right is younger, with blonde hair, wearing a red plaid coat over a red scarf and black leggings. They are both smiling and looking towards each other. The image has a blue tint and a semi-transparent text overlay.

SECTION 3

ACTIVE LIVING ENVIRONMENTS

THE PLAYS

- ✓ Improve Sidewalk Networks
- ✓ Build or Improve Bike Lanes
- ✓ Build or Enhance Greenways
- ✓ Build Walking Trails
- ✓ Create Accessible Parks
- ✓ Install Wheelchair-Friendly Sidewalk Infrastructure
- ✓ Conduct a Safe Routes Audit and Launch a Project
- ✓ Start a Walking School Bus
- ✓ Start a Cycling School Bus
- ✓ Promote More Physical Activity in Schools
- ✓ Host a Bike Rodeo
- ✓ Build Inclusive Playgrounds for Multigenerational Use
- ✓ Create Storybook Trails
- ✓ Demonstrate Vision Zero Improvements
- ✓ Add Biking/Walking Wayfinding Signage
- ✓ Install Benches, Water Fountains, and Bike Repair Stations
- ✓ Paint/Add Crosswalks
- ✓ Enhance Connectivity through Routes and Cut-Throughs
- ✓ Re-green a Vacant Lot
- ✓ Install Shade Structures
- ✓ Develop Water-Based Activity Programs
- ✓ Designate Cooling Stations
- ✓ Demonstrate Complete Streets Improvements
- ✓ Promote Joint Use Agreements for Shared Spaces
- ✓ Encourage Adaptive Sports Programming
- ✓ Develop a Free Sports Equipment Loan Program at Libraries
- ✓ Support or Develop a Main Street Program
- ✓ Host a Dark Hours Audit
- ✓ Host Community Bike Rides

IMPROVE SIDEWALK NETWORKS



✓ GOAL

Expand safe walking access to everyday destinations by upgrading and connecting sidewalk networks.

✓ WHY THIS MATTERS

Expanding sidewalk networks increases walking, improves safety, and reduces pedestrian injuries. Walking is most likely to rise where sidewalks are continuous, crossings are safe, and routes connect key destinations (Saelens & Handy, 2008). Studies show that when new sidewalks and crossings are added, more people walk or use active travel modes, especially when paired with traffic calming or better transit options (Tcymbal et al., 2020). The benefits depend on street design: neighborhoods with connected grids typically see greater gains than those dominated by cul-de-sacs.

✓ PRO TIPS

- Prioritize routes connecting homes, schools, and transit.
- Use quick-build approaches to close gaps before full construction.
- Include ADA-compliant curb ramps, tactile paving, and shade trees.
- Engage community groups to identify priority areas and monitor conditions.
- Pair with lighting and maintenance improvements to enhance safety.

✓ ANTICIPATED OUTCOMES

- Increased walking and active travel
- Reduced pedestrian crashes and injuries
- Improved connectivity and mobility for all residents
- Expanded access to daily destinations
- Enhanced sense of safety and neighborhood cohesion



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Conduct sidewalk inventory and condition audit	Align with ADA and Complete Streets requirements; adopt data-driven maintenance policy.	Create shared database for public works and planning departments to log conditions and repairs.	Identify barriers, missing links, and unsafe crossings through field review.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Update local transportation and land-use policies	Integrate sidewalk repair and infill into capital plans and require connected networks in new development codes.	Establish a process for prioritizing segments based on safety and demand.	Integrate new sidewalks into broader active-transportation network.	Medium: 6–12 months	Medium: Moderate coordination	Medium - High: \$5,001–\$25,000+
Apply for state or federal pedestrian-infrastructure funding	Align proposals with Transportation Alternatives Program or Safe Routes to School guidelines.	Coordinate with grant administrators and partners to compile data and cost estimates.	Identify priority corridors and shovel-ready projects.	Medium: 6–12 months	Medium: Partner coordination	Medium - High: \$5,001–\$25,000+
Construct and upgrade sidewalks, crossings, and ramps	Adopt local standards consistent with PROWAG and ADA requirements.	Develop project delivery process and inspection checklist.	Install new or repaired sidewalks, crosswalks, and curb ramps with appropriate widths and surfaces.	High: 12+ months	High: Technical coordination	High: > \$25,000
Maintain and monitor conditions	Require ongoing maintenance funding in annual budgets.	Use work-order tracking to respond to public reports and seasonal wear.	Replace damaged panels, repaint crossings, and trim vegetation for visibility.	High: Multi-month/year effort	Low: Routine coordination	Medium - High: \$5,001–\$25,000+

BUILD OR IMPROVE BIKE LANES

✓ GOAL

Create safe, connected, and appealing bike routes that make cycling a practical daily option for residents of all ages.

✓ WHY THIS MATTERS

Cities with well-designed bike lanes see more people cycling and fewer injuries. Protected and separated lanes make riding safer and more appealing (Marshall & Ferencak, 2019). Expanding and connecting bike networks encourages daily, utilitarian trips, especially when routes link homes, schools, and jobs (Panter et al., 2019). Evidence from U.S. and European cities shows that as networks grow, cycling rates rise and crash risk falls (Mueller et al., 2017). High-quality bike infrastructure also supports cleaner air, less congestion, and improved community well-being.

✓ PRO TIPS

- Prioritize protected or buffered lanes in high-traffic corridors.
- Connect routes to major destinations, including schools, parks, downtowns, and transit stops.
- Use quick-build materials to pilot new lanes and build public support.
- Integrate maintenance and debris removal into ongoing operations.
- Engage local cycling groups early for route design input and promotion.

✓ ANTICIPATED OUTCOMES

- Increased cycling for transportation and recreation
- Reduced cyclist injuries and collisions
- Expanded access to destinations without driving
- Improved air quality and reduced emissions
- Enhanced perception of safety and livability



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Conduct a bikeway network audit to identify gaps and high-injury corridors	Adopt Complete Streets policies requiring safe design for all modes.	Build shared GIS layers integrating crash data, ridership, and street classifications.	Assess street widths, barriers, and existing facilities to determine feasibility.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Update municipal codes and design standards	Require separated or buffered lanes in new developments and roadway reconstruction projects.	Create an interdepartmental review process for street design consistency.	Integrate on-street bikeways and intersection treatments into capital projects.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Apply for active-transportation or safety grants	Align with TDOT, FHWA, and Safe Routes to School funding criteria.	Coordinate grant writing among public works, planning, and health departments.	Identify demonstration sites or high-priority corridors for implementation.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Build protected or buffered bike lanes with clear markings and separation	Ensure compliance with AASHTO, NACTO, and ADA design guidance.	Establish maintenance schedules and inspection protocols for lane upkeep.	Install lane separators, signage, pavement markings, and intersection treatments.	High: 12+ months	High: Technical coordination	High: > \$25,000
Evaluate safety and usage outcomes	Include metrics in transportation performance reports.	Track ridership, crash data, and perception surveys annually.	Adjust infrastructure design and signage based on user feedback.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000

BUILD OR ENHANCE GREENWAYS

GOAL

Develop or improve greenways and multiuse trails that connect neighborhoods to parks, schools, and key destinations, encouraging walking, biking, and recreation in safe, natural settings.

WHY THIS MATTERS

Greenways and multiuse trails increase walking, biking, and overall physical activity, especially when they connect homes to everyday destinations (Fast et al., 2025). Use is highest where trails are part of continuous, well-maintained networks (Auchincloss et al., 2019; Hunter et al., 2021). Some studies show benefits concentrate among more advantaged groups, underscoring the need for equal access and community input. While evidence on direct health outcomes like cardiovascular risk is mixed, greenways clearly expand opportunities for daily activity and community connection.

PRO TIPS

- Prioritize routes that connect residential areas to parks, downtowns, and schools.
- Pair infrastructure with wayfinding, safety lighting, and regular maintenance.
- Engage residents early in design to ensure local ownership.
- Integrate stormwater management and habitat restoration where feasible.
- Plan for shade, seating, and safe crossings at trail intersections.

ANTICIPATED OUTCOMES

- Increased walking, cycling, and outdoor activity
- Safer and more connected routes between destinations
- Improved access to green space and recreation
- Strengthened community identity and stewardship
- Enhanced physical and mental well-being



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Assess potential greenway corridors and existing conditions	Align with regional transportation and parks plans; designate greenway corridors in planning documents.	Develop shared GIS database mapping ownership, right-of way, and connectivity gaps.	Conduct field assessments to evaluate safety, access points, and environmental constraints.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Secure partnerships and funding	Adopt interagency agreements between parks, planning, and public works; integrate funding into capital budgets.	Establish project steering group with community and agency representatives.	Identify priority segments and feasible pilot projects.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Design and construct priority segments	Ensure designs meet ADA standards and best practices for shared-use path design (e.g., NACTO, FHWA, and Rails-to-Trails Conservancy guidance).	Coordinate contracting, inspection, and maintenance responsibilities across departments.	Build or upgrade paved or stabilized trails, crossings, and signage.	High: 12+ months	High: Technical coordination	High: > \$25,000
Enhance connectivity and amenities	Adopt design guidelines that include wayfinding, lighting, and ADA standards.	Incorporate maintenance schedules and volunteer stewardship programs.	Add benches, shade, landscaping, and clear trailheads.	Medium: 6–12 months	Medium: Moderate coordination	Medium-High: \$5,001–\$25,000+
Monitor and promote usage	Include trail data in city transportation performance indicators.	Use counters, surveys, and feedback loops to track participation.	Host events and signage campaigns to encourage regular use.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000

BUILD WALKING TRAILS

GOAL

Increase opportunities for daily physical activity by developing or improving walking trails that are safe, connected, and inviting for all ages and abilities.

WHY THIS MATTERS

Building or improving walking trails and greenways modestly increases physical activity, especially among residents living nearby and when paired with outreach or programming (Auchincloss et al., 2019; Community Preventive Services Task Force, 2024; Fast et al., 2025; Hunter et al., 2021). Trail use rises when routes are easy to use, well-maintained, and part of a connected network. Beyond physical activity, trails promote social interaction, stress reduction, and community pride, particularly when they reflect local context and natural character.

PRO TIPS

- Engage community members to identify trail routes and needed amenities.
- Incorporate ADA-compliant design features like gentle grades and stable surfaces.
- Add wayfinding signage, lighting, and rest areas at regular intervals.
- Combine infrastructure investment with walking clubs or guided programs.
- Pair with green infrastructure such as rain gardens or native landscaping.

ANTICIPATED OUTCOMES

- Increased walking and outdoor recreation
- Expanded access to natural and recreational spaces
- Improved physical and mental well-being
- Strengthened community connection to local environments
- Enhanced environmental stewardship and safety



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify trail opportunities and evaluate existing assets	Incorporate walking trails into parks, open space, and transportation master plans.	Create shared inventory of public and private lands suitable for trails.	Conduct site visits to assess terrain, safety, and ADA-compliance.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Secure partnerships and permits	Align with local zoning, land use, and environmental review processes.	Establish maintenance and liability agreements between agencies and partners.	Confirm access points, rights-of-way, and connections to existing routes.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Design and construct trail segments	Adopt local design standards consistent with ADA and FHWA shared-use path guidance.	Coordinate engineering, environmental review, and contracting.	Build or resurface trails with durable, low-maintenance materials.	High: 12+ months	High: Technical coordination	High: > \$25,001+
Add trail amenities and access improvements	Update local policies to support wayfinding, signage, and maintenance funding.	Develop stewardship or “adopt-a-trail” volunteer programs.	Install benches, lighting, signage, and landscaping for safety and comfort.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Promote and evaluate trail use	Integrate trail metrics into community health or recreation plans.	Collect usage data and feedback through trail counters and surveys.	Host community walks, nature events, or educational programs.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000

CREATE ACCESSIBLE PARKS

GOAL

Ensure that parks and playgrounds are safe, and usable for people of all ages and abilities by upgrading facilities to meet or exceed ADA standards.

WHY THIS MATTERS

Accessible parks promote active play, social connection, and equal opportunities for children and adults with disabilities. The U.S. Access Board sets national standards for playgrounds (U.S. Access Board – Chapter 10, n.d.). Research identifies effective design features that improve access and encourage active use (Brown et al., 2021). Accessible playgrounds attract children of all abilities, though evidence is mixed on whether they increase participation among children with disabilities specifically (James et al., 2022). Higher “playability” scores correlate with more active play (Gustat, 2023). While many parks remain under-designed for accessibility, improvements can yield measurable benefits for engagement and well-being (Perry et al., 2021; Wallace et al., 2022).

PRO TIPS

- Follow ADA and universal-design standards throughout planning and construction.
- Engage people with disabilities and caregivers in design review.
- Prioritize sensory-rich play, shade, restrooms, and seating for all.
- Integrate convenient routes from transit, parking, and sidewalks.
- Train staff on programming for all abilities and proper maintenance.

ANTICIPATED OUTCOMES

- Greater participation in recreation among people with disabilities
- Improved accessibility and safety of public spaces
- Enhanced social acceptance and intergenerational use
- Strengthened perception of community care and equal access
- Expanded opportunities for physical activity and outdoor play



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Assess park accessibility and compliance gaps	Adopt or update municipal ADA transition plan for parks and recreation facilities.	Create an audit process and a database to log non-compliant features and deficiencies.	Evaluate surfacing, routes, restrooms, and play elements for ADA and PROWAG compliance.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Engage community members and disability advocates	Establish standards and design requirements in park planning policy.	Form advisory group with representatives from disability organizations.	Host walk-throughs or design charrettes to gather lived-experience feedback.	Low– Medium: 6–9 months	Medium: Moderate coordination	Low: < \$5,000
Plan and prioritize accessibility improvements	Integrate accessible park upgrades into capital-improvement and bond funding.	Coordinate interdepartmental budgeting and phasing of upgrades.	Identify priority parks and amenities for short- and long-term improvements.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Construct and retrofit accessible features	Ensure procurement follows ADA, ASTM, and PROWAG standards for equipment and surfacing.	Manage contractors, inspections, and progress tracking.	Install ramps, tactile surfacing, accessible equipment, restrooms, and shade.	High: 12+ months	High: Technical coordination	High: > \$25,000
Maintain and program accessible parks	Include accessibility audits in annual maintenance policies.	Train staff to monitor usability and integrate representative programming.	Refresh surfacing, repaint markings, and maintain adaptive equipment.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000

PLAY
3.6

INSTALL WHEELCHAIR-FRIENDLY SIDEWALK INFRASTRUCTURE

GOAL

Remove physical barriers and improve accessibility of sidewalks and crossings so that people with disabilities can navigate their communities safely and independently.

WHY THIS MATTERS

Accessible sidewalks are essential for mobility, independence, and participation in community life. Removing barriers to physical activity helps people with disabilities stay active and engaged (Martin, 2013). Yet, many U.S. communities still lack ADA transition plans (Eisenberg et al., 2020). Studies show that living in places with accessible sidewalks is associated with slower disability progression as people age (Clarke et al., 2009). The U.S. Access Board provides clear design standards for pedestrian rights-of-way (U.S. Access Board – About PROWAG, 2024). These improvements make walking safer for everyone.

PRO TIPS

- Prioritize curb ramps, level surfaces, and clear pathways during repairs or construction.
- Conduct audits using ADA and PROWAG standards.
- Address temporary barriers such as sidewalk closures or encroachments.
- Include tactile warnings and adequate crossing times at intersections.
- Integrate upgrades into regular maintenance schedules rather than one-time projects.

ANTICIPATED OUTCOMES

- Increased mobility and independence for people with disabilities
- Reduced pedestrian falls and injury risk
- Improved sidewalk and crossing safety for all users
- Stronger ADA compliance
- Enhanced livability for older adults and people with limited mobility



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Conduct an ADA sidewalk and curb-ramp inventory	Adopt or update ADA transition plan with pedestrian infrastructure focus.	Establish a centralized tracking system for issues and repair status.	Audit sidewalks, crossings, and curb ramps for slopes, gaps, and obstructions.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Prioritize high-need locations	Integrate upgrades into capital and maintenance budgets.	Develop criteria for prioritization (proximity to schools, transit, healthcare, or senior housing).	Mark priority areas and schedule improvements in coordination with resurfacing.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Implement design and construction improvements	Adopt local standards consistent with PROWAG and ADA guidelines.	Coordinate engineering, contracting, and inspection processes.	Construct compliant curb ramps, crosswalks, and sidewalk segments.	High: 12+ months	High: Technical coordination	High: > \$25,000
Train staff and communicate with the public	Require ADA and PROWAG training for public works and code enforcement personnel.	Create public reporting mechanism for barriers (online or hotline).	Post construction timelines, detours, and notices at project sites.	Medium: 6–12 months	Medium: Partner coordination	Low: < \$5,000
Maintain and monitor compliance	Incorporate sidewalk checks into the annual maintenance policy.	Schedule periodic audits and citizen feedback opportunities.	Repair heaving, ponding, or encroaching vegetation to keep sidewalks usable.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000

PLAY
3.7

CONDUCT A SAFE ROUTES AUDIT & LAUNCH A PROJECT

GOAL

Identify and address barriers that make it unsafe or difficult for children and families to walk or bike to school, improving safety and daily physical activity.

WHY THIS MATTERS

Safe routes encourage daily physical activity, reduce traffic around schools, and promote children's independence. Traffic crashes remain a leading cause of child death in the U.S. Evidence shows that Safe Routes to School (SRTS) audits and follow-up projects make routes safer and modestly increase walking and biking (Chillón et al., 2011; Jones et al., 2019). Infrastructure changes such as crosswalks, sidewalks, and traffic calming reduce child pedestrian injuries (DiMaggio & Li, 2013) and increase active commuting (McDonald, 2010; Pucher et al., 2010). Long-term success depends on consistent funding and collaboration in implementation (Aldred et al., 2016; Mueller et al., 2015).

PRO TIPS

- Partner with schools, parents, and law enforcement to conduct audits.
- Use quick-build demonstrations to test improvements before permanent installation.
- Integrate traffic safety education for students and caregivers.
- Prioritize improvements near high-traffic schools and underserved neighborhoods.
- Combine infrastructure upgrades with walking school bus or crossing guard programs.

ANTICIPATED OUTCOMES

- Increased walking and biking to school
- Reduced traffic congestion and crash risk near schools
- Improved perceptions of safety and community cohesion
- Strengthened partnerships among schools, parents, and city staff
- Expanded access to safe routes for all children



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Conduct a Safe Routes to School audit	Endorse SRTS as a municipal priority through council resolution or inclusion in transportation policy.	Coordinate school, city, and public health partners to collect safety and infrastructure data.	Identify missing sidewalks, unsafe crossings, and high-speed zones near schools.	Low: < 6 months	Medium: Moderate coordination	Low: < \$5,000
Develop an action plan based on audit results	Incorporate SRTS projects into transportation improvement plans and capital budgets.	Create prioritization framework for funding and project sequencing.	Map and visualize priority routes with potential improvements.	Medium: 6–12 months	Medium: Partner coordination	Medium - High: \$5,001–\$25,001+
Pilot safety improvements	Approve temporary design permits for quick-build crosswalks, signage, and curb extensions.	Manage interdepartmental permitting and evaluation process.	Install pilot infrastructure using paint, bollards, or signage to test concepts.	Medium: 6–12 months	Medium: Technical coordination	Medium - High: \$5,001–\$25,001+
Implement permanent infrastructure changes	Adopt school-zone design standards (e.g., reduced speeds, high-visibility crossings).	Coordinate funding and construction with public works, TDOT, and school district.	Construct sidewalks, bike lanes, and crosswalks near schools.	High: 12+ months	High: Technical coordination	High: > \$25,000
Evaluate outcomes and sustain engagement	Include SRTS indicators in municipal performance and safety reports.	Track mode share, crash rates, and parent perceptions annually.	Maintain infrastructure and continue education campaigns.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

START A WALKING SCHOOL BUS

GOAL

Provide a safe, supervised, and enjoyable way for children to walk to school together, increasing daily physical activity and community connection.

WHY THIS MATTERS

Walking to school builds daily exercise and fosters independence and social connection among children (Nikitas et al., 2019). Research shows that walking school bus programs increase active commuting, especially when paired with infrastructure and safety improvements (Smith et al., 2015; Chillón et al., 2011). Children enjoy the social aspect, parents value the supervision, and communities benefit from less traffic and improved safety (Teller et al., 2019; Mendoza et al., 2011). While effects on total physical activity are modest, walking school buses reliably enhance safety, social connection, and confidence in walking routes (Larouche et al., 2018).

PRO TIPS

- Recruit volunteers or partner with schools and PTAs for supervision.
- Choose safe, shaded routes with low traffic and good visibility.
- Use safety vests, signage, and designated stops along the route.
- Combine with Safe Routes to School audits or quick-build improvements.
- Celebrate milestones or special “Walk to School Days” to maintain engagement.

ANTICIPATED OUTCOMES

- Increased walking trips to school
- Improved perceptions of safety among families
- Reduced traffic congestion near schools
- Strengthened social connection and parental involvement
- Enhanced student independence and physical activity



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify participating schools and routes	Incorporate walking school buses into Safe Routes to School or well-being policies.	Coordinate with school administrators, PTAs, and law enforcement.	Map safe, shaded, low-traffic routes and designated pickup points.	Low: < 6 months	Low: Volunteer coordination	Low - Medium: \$5,000- \$25,000
Recruit and train volunteers	Establish liability and background-check procedures through school district policy.	Create consistent training materials for volunteers and parents.	Provide reflective vests, signage, and communication tools.	Low: < 6 months	Medium: Moderate coordination	Low: < \$5,000
Launch and promote program	Recognize walking school buses within local transportation, health, or Safe Routes to School plans.	Use schools and local media to promote participation.	Organize kickoff events and regular walking days.	Medium: 6–12 months	Medium: Partner coordination	Low: < \$5,000
Monitor safety and participation	Adopt reporting protocols for incidents or near misses.	Track participation numbers and gather feedback from parents.	Adjust routes or crossings to improve safety.	Medium: 6–12 months	Medium: Moderate coordination	Low: < \$5,000
Sustain and expand program	Include long-term funding or in-kind support in municipal budgets.	Integrate with Safe Routes to School coordination efforts.	Maintain signage, safety gear, and volunteer engagement.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

START A CYCLING SCHOOL BUS

GOAL

Enable groups of students to bike to school safely under adult supervision, promoting physical activity, independence, and confidence in cycling.

WHY THIS MATTERS

Cycling to school builds daily physical activity and develops traffic awareness and cycling skills (Nikitas et al., 2019). Cycling school buses work best when combined with safe infrastructure, adult supervision, and supportive school culture (Smith et al., 2015; Wang et al., 2023). These programs modestly increase active commuting and improve safety perceptions among parents (Mendoza et al., 2011). Although long-term participation depends on infrastructure and volunteer consistency, cycling school buses strengthen children's social ties and reduce car dependence (Larouche et al., 2018).

PRO TIPS

- Choose routes with bike lanes or wide shoulders.
- Require helmets and safety gear for all participants.
- Offer route practice rides before school-year launch.
- Combine with cycling education and skills clinics.
- Partner with local bike shops for gear donations and maintenance support.

ANTICIPATED OUTCOMES

- Increased cycling to and from school
- Improved cycling skills and safety awareness among students
- Reduced congestion and emissions near schools
- Enhanced confidence and social engagement
- Greater visibility of children in active travel networks



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify participating schools and safe routes	Integrate cycling school buses into local active transportation or school well-being plans.	Partner with law enforcement and bike advocacy groups to assess safety.	Select routes with protected lanes, low traffic, and visible signage.	Low: < 6 months	Low: Volunteer coordination	Low: < \$5,000
Recruit and train volunteers	Establish liability protections and parental consent requirements.	Develop training modules for group cycling, route management, and emergency procedures.	Provide helmets, reflective gear, and route signage.	Low: < 6 months	Medium: Moderate coordination	Low: < \$5,000
Launch and promote rides	Recognize program in municipal, transportation, or school well-being policies.	Coordinate scheduling, communication, and tracking with schools.	Use banners, bike decals, or events to celebrate participation.	Medium: 6–12 months	Medium: Partner coordination	Low: < \$5,000
Evaluate and refine	Add program indicators to Safe Routes to School annual reports.	Collect participation and safety data each semester.	Adjust routes or add signage as participation grows.	Medium: 6–12 months	Medium: Moderate coordination	Low: < \$5,000
Sustain and expand	Allocate ongoing funding for helmets, signage, and coordination.	Integrate with community bike education or afterschool programs.	Maintain infrastructure and coordinate with maintenance crews.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PLAY
3.10

PROMOTE MORE PHYSICAL ACTIVITY IN SCHOOLS

GOAL

Increase opportunities for movement throughout the school day to improve students' health, concentration, and emotional well-being.

WHY THIS MATTERS

School-based physical activity improves children's fitness, coordination, and some academic outcomes (Daly-Smith et al., 2018; Moon et al., 2024; Petrigna et al., 2022). Regular activity enhances attention and classroom behavior, even without major schedule or facility changes (Jarnig et al., 2023). Both duration and intensity matter, though evidence is mixed on which contributes more to outcomes (Martínez-López et al., 2021). Daily activity of at least 60 minutes of moderate-to-vigorous movement is widely recommended (Frömel et al., 2024). Schools play a crucial role in meeting this target, especially for students who have limited access to recreation outside school.

PRO TIPS

- Integrate short movement breaks between lessons or subjects.
- Provide teacher training in active classroom strategies.
- Expand physical education to include noncompetitive activities.
- Encourage walking, dancing, or yoga breaks during transitions.
- Link activity to learning goals (e.g., active math or geography walks).

ANTICIPATED OUTCOMES

- Improved student attention, mood, and academic engagement
- Increased daily physical activity among children
- Enhanced coordination and classroom participation
- Stronger school culture around health and well-being
- Long-term benefits for physical and emotional development



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Review and update school well-being policies	Include daily physical activity requirements and teacher-led movement breaks in well-being or curriculum policies.	Assign oversight roles to well-being committees and principals.	Reinforce expectations through posters and visible commitments in classrooms.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Train staff in active classroom and PE strategies	Allocate professional development hours for physical activity integration.	Coordinate training through district well-being teams and local partners.	Provide classroom toolkits, activity cards, and simple movement equipment.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Implement daily activity initiatives	Support flexible scheduling that allows for short movement breaks throughout the day.	Integrate tracking or incentives for teacher participation.	Use hallways, outdoor areas, and multipurpose rooms for movement breaks.	Medium: 6–12 months	Medium: Partner coordination	Low: < \$5,000
Monitor participation and impact	Embed physical activity metrics in school improvement plans.	Collect feedback from teachers and students on feasibility and engagement.	Adjust layout and access to indoor/outdoor activity zones.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000
Celebrate and sustain programs	Recognize participating teachers and schools through district awards or media.	Maintain annual training cycles and share best practices.	Display success stories and student projects promoting active lifestyles.	High: Multi-month/year effort	Low: Partner coordination	Low: < \$5,000

PLAY
3.11

HOST A BIKE RODEO

GOAL

Build children's cycling skills and safety awareness through interactive, community-based events that teach the rules of the road and promote confidence.

WHY THIS MATTERS

Bike rodeos, sometimes called cycling skills clinics, help children practice safe riding, braking, signalling, and hazard awareness in a controlled environment. While evidence of crash or injury reduction is limited, studies show these programs improve knowledge and skills, enhance confidence, and are popular among families (Richmond et al., 2014). The National Highway Traffic Safety Administration (NHTSA) provides practical how-to guidance for implementing safe, effective events (U.S. Department of Transportation, 2010). When combined with infrastructure improvements or cycling education in schools, bike rodeos can reinforce safety culture and encourage lifelong active travel (Lenton & Finlay, 2018).

PRO TIPS

- Partner with schools, parks, or local police departments for safety support.
- Use parking lots or closed streets for practice stations.
- Offer free helmet fittings and bike maintenance checks.
- Provide loaner bikes or adaptive options to increase access.
- Combine with cycling education programs or Safe Routes to School events.

ANTICIPATED OUTCOMES

- Increased cycling safety knowledge and confidence
- Expanded community awareness of cycling skills education
- Enhanced parent and child engagement in active travel
- Strengthened partnerships among schools, law enforcement, and local groups
- Foundation for ongoing cycling programs or infrastructure support



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Plan event logistics and partners	Integrate bike rodeos into Safe Routes to School or city safety plans.	Coordinate with schools, parks, and police for scheduling, traffic control, and promotion.	Identify a safe, paved site such as a schoolyard or parking lot.	Low: < 6 months	Low: Volunteer coordination	Low: < \$5,000
Develop event curriculum and materials	Follow NHTSA and local safety education guidelines.	Create activity stations (e.g., balance, signalling, stop-start drills).	Set up cones, signage, and route markings for practice.	Low: < 6 months	Medium: Moderate coordination	Low: < \$5,000
Recruit participants and volunteers	Establish participant waivers and supervision requirements.	Engage schools, PTAs, and community centers to promote participation.	Provide helmets, bikes, or adaptive equipment on-site.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Host event and assess success	Align with school or city safety campaigns.	Track attendance and collect feedback for future improvements.	Offer interactive safety demonstrations and distribute participation certificates.	Medium: 6–12 months	Medium: Moderate coordination	Low: < \$5,000
Sustain and expand programming	Include cycling safety education in recurring community events.	Build annual partnerships with local law enforcement and health departments.	Rotate locations to reach multiple neighborhoods.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PLAY
3.12

BUILD INCLUSIVE PLAYGROUNDS FOR MULTIGENERATIONAL USE

GOAL

Design and build playgrounds that welcome people of all ages and abilities, encouraging active play, intergenerational interaction, and community connection.

WHY THIS MATTERS

Inclusive, multigenerational playgrounds create spaces where everyone, from children to older adults, can play, connect, and stay active. Research shows that inclusive design increases active play, social interaction, and participation among children with disabilities, while the lack of inclusive play spaces contributes to social exclusion (Movahed et al., 2023; James et al., 2022). Emerging studies suggest that multigenerational features like fitness zones and gathering areas can enhance well-being, social cohesion, and emotional health across age groups (Skropeta et al., 2014; van Engelen et al., 2021). Though rigorous long-term evaluations are limited, the benefits for mobility and belonging are well documented.

PRO TIPS

- Design playgrounds with both children's and adults' needs in mind (e.g., fitness zones, benches, and sensory paths).
- Use universal design principles for surfacing, access, and play elements.
- Include shaded rest areas, handicap parking, and clear signage.
- Partner with disability advocates, schools, and senior centers during design.
- Add programming (e.g., intergenerational play days or community art) to increase engagement.

ANTICIPATED OUTCOMES

- Increased access to active recreation for all ages and abilities
- Improved community connection
- Enhanced physical activity and social interaction
- Greater use of parks and public spaces
- Strengthened neighborhood identity and pride



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Assess current playgrounds and identify gaps.	Include inclusive and multigenerational design standards in local park master plans.	Develop inventory of existing playground amenities and access features.	Evaluate sites for ease of use, community access, and available space.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Engage the community in design.	Adopt policies requiring community consultation for new or renovated parks.	Partner with disability, aging, and youth organizations for design feedback.	Host on-site or virtual workshops to gather ideas for inclusive play elements.	Low–Medium: 6–9 months	Medium: Partner coordination	Low: < \$5,000
Develop and approve design concepts.	Ensure compliance with ADA, ASTM, and local universal design standards.	Coordinate between parks, planning, and public works for review and approval.	Include features like adult fitness equipment, shade, ADA-compliant surfacing, and sensory play.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Construct and open playground.	Integrate inclusive play investments into capital budgets and procurement policies.	Oversee contracts, safety inspections, and maintenance planning.	Build inclusive structures and multigenerational amenities with community input.	High: 12+ months	High: Technical coordination	High: > \$25,000
Maintain and activate the space.	Include safety checks in routine maintenance plans.	Establish volunteer or partner programs for events and upkeep.	Host intergenerational activities, performances, or art installations to encourage ongoing use.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

PLAY
3.13

CREATE A STORYBOOK TRAIL

GOAL

Encourage reading, outdoor activity, and family connection by installing Storybook Trails that combine literacy and movement in parks, greenways, or community spaces.

WHY THIS MATTERS

Storybook Trails (or StoryWalks®) combine physical activity and literacy by placing pages of a children's book along a walking path. Though formal studies are limited, early evidence suggests they successfully draw families outdoors and promote engagement in both reading and movement (Governor's Early Literacy Foundation, n.d.). Outdoor learning environments support social and emotional development and enhance academic outcomes (Mann et al., 2022; Prins et al., 2022). Parental involvement and well-designed outdoor environments further strengthen benefits for early literacy and play (Lee et al., 2021). Tennessee's growing network of Storybook Trails demonstrates the value of linking education, nature, and health in family-friendly ways.

PRO TIPS

- Partner with libraries, parks, and literacy organizations for site selection and content.
- Choose durable, weatherproof signage with large print and images.
- Include bilingual or rotating seasonal stories to reach all families.
- Integrate local authors, illustrators, or student artwork to build community pride.
- Add benches, shade, and play elements near story stations.

ANTICIPATED OUTCOMES

- Increased family visits to parks and trails
- Strengthened early literacy and parent-child engagement
- Greater physical activity among children and caregivers
- Enhanced use of public green spaces
- Expanded collaboration among health, education, and recreation sectors



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify potential trail sites and partners	Integrate Storybook Trails into local literacy, health, or parks policies.	Form partnerships among libraries, parks departments, and literacy nonprofits.	Select ADA-compliant trails near neighborhoods, schools, or playgrounds.	Low: < 6 months	Low: Minimal coordination	Low: < \$5,000
Select and prepare story content	Establish guidelines for story selection, rotation, and cultural representation.	Coordinate with schools or literacy councils to select age-appropriate materials.	Design signage layout and confirm safe spacing and visibility along the route.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Fabricate and install signage	Follow municipal standards for park signage and maintenance.	Develop maintenance schedules and replacement protocols.	Install durable story panels, signage posts, and directional markers.	Medium: 6–12 months	Medium: Technical coordination	Medium: \$5,001–\$25,000
Launch and promote the trail	Include trail in local tourism or well-being campaigns.	Collaborate with schools and libraries for launch events.	Add benches, shade structures, or small play zones near trailheads.	Medium: 6–12 months	Medium: Partner coordination	Low: < \$5,000
Rotate content and sustain program	Incorporate story rotations into parks maintenance policy or programming plans.	Track participation through visitor logs or library card check-ins.	Refresh signage seasonally and maintain trail.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000

PLAY
3.14

DEMONSTRATE VISION ZERO IMPROVEMENTS

GOAL

Showcase temporary or low-cost safety improvements that protect pedestrians, cyclists, and drivers, building community and political support for permanent Vision Zero and Complete Streets measures.

WHY THIS MATTERS

Vision Zero focuses on eliminating traffic deaths and serious injuries through safer design, speed management, and shared responsibility. Demonstration projects allow cities to test these safety improvements in real time, using temporary materials to reduce risk and gauge community response. Studies show that interventions like road diets, curb extensions, and separated bike lanes reduce crashes and improve safety for all users (Elvik & Nævestad, 2023). Although inconsistent enforcement can limit results, short-term, visible projects help gain political traction for systemic change ("U.S. Vision Zero Cities," 2023).

PRO TIPS

- Use temporary paint, signage, and planters to demonstrate safety changes.
- Select high-injury corridors or intersections for testing.
- Gather crash and speed data before and after interventions.
- Involve first responders and law enforcement early in planning.
- Pair demonstrations with public education on Vision Zero principles.

ANTICIPATED OUTCOMES

- Reduced vehicle speeds and crash risk in pilot locations
- Increased public awareness and support for safer street design
- Stronger coordination between transportation, health, and safety sectors
- Expanded local adoption of Vision Zero policies and plans
- Safer conditions for walking, biking, and driving



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify high-injury locations and partners	Align with Vision Zero, Complete Streets, and Safe Streets for All policies.	Form a multidisciplinary safety task force (planning, police, EMS, public works)	Map crash data and select pilot corridors or intersections.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Design safety demonstration concepts	Establish protocols for temporary traffic control, liability, and evaluation.	Develop interdepartmental workflow for design approval and setup.	Create design layouts for temporary treatments such as road diets, curb extensions, or protected crossings.	Medium: 6–12 months	Medium: Technical coordination	Medium: \$5,001–\$25,000
Implement temporary improvements	Approve local resolutions supporting short-term pilots.	Coordinate staff, volunteers, and contractors for setup.	Install paint, delineators, planters, or modular barriers to reconfigure lanes or intersections.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Evaluate outcomes and share results	Integrate evaluation reporting into Vision Zero action plan updates.	Track speed, crash, and near-miss data before and after intervention.	Conduct on-site observations and community feedback sessions.	Medium: 6–12 months	Medium: Partner coordination	Low: < \$5,000
Scale and institutionalize proven strategies	Adopt effective treatments into city design standards or capital budgets.	Embed Vision Zero training and reporting in city departments.	Convert pilot designs into permanent, context-sensitive installations.	High: 12+ months	High: Technical coordination	High: > \$25,001+

PLAY
3.15

ADD BIKING/WALKING WAYFINDING SIGNAGE

GOAL

Help people navigate walking and biking routes confidently by adding clear and consistent signage that connects key destinations and promotes active travel.

WHY THIS MATTERS

Wayfinding signage makes walking and cycling easier, safer, and more intuitive, especially for people new to an area or unfamiliar with local routes. Research shows that clear, well-placed directional cues reduce uncertainty, improve comfort, and can increase the likelihood of choosing active travel (Ryan & Hill, 2022). Effective signage reinforces connected, multimodal networks and helps travelers orient themselves without distraction (Aasvik & Fyhri, 2022; Van Lierop et al., 2020). Even modest investments can yield visible improvements in usability and perceived safety.

PRO TIPS

- Coordinate signage design and branding with parks, tourism, and transportation departments.
- Use simple language, large fonts, and high-contrast colors for readability.
- Include estimated walking or biking times rather than just distance.
- Integrate QR codes or digital maps for route updates.
- Install signage at key junctions, transit stops, and trailheads.

ANTICIPATED OUTCOMES

- Increased walking and biking activity
- Improved navigation and user confidence
- Enhanced connectivity between destinations
- Greater visibility of trail and sidewalk networks
- Strengthened identity and branding of active transportation routes



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Develop wayfinding standards and branding	Integrate signage design into local transportation or parks policy.	Coordinate among planning, tourism, and parks departments.	Create cohesive sign design templates, placement guidelines, and branding elements.	Low: < 6 months	Low: Simple coordination	Low-Medium: \$5,000-\$25,000
Identify priority routes and destinations	Align with multimodal or Complete Streets plans.	Map key connections (schools, parks, transit, downtowns).	Conduct on-site audits to determine optimal sign locations.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Fabricate and install signage	Approve sign specifications through local permitting processes.	Contract with vendors or public works for installation.	Install directional, distance, and confirmation signs along designated corridors in accordance with MUTCD or local standards.	Medium: 6–12 months	Medium: Technical coordination	Medium-High: \$5,001–\$25,001+
Promote and maintain system	Include signage maintenance in city operations budgets.	Establish reporting system for damaged or missing signs.	Conduct periodic inspections and refreshes for clarity, visibility, and readability.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000
Evaluate effectiveness and expand network	Incorporate user feedback into transportation planning updates.	Track wayfinding use and perceptions via surveys or counts.	Expand signage to secondary routes, trail systems, and regional connections	High: 12+ months	Medium: Partner coordination	Medium: \$5,001–\$25,000

PLAY

3.16

INSTALL BENCHES, WATER FOUNTAINS, AND BIKE REPAIR STATIONS

✓ GOAL

Enhance comfort and usability of walking and biking routes by installing supportive amenities, such as benches, water fountains, and bike repair stations, that make active travel more inviting and safe for all ages.

✓ WHY THIS MATTERS

Route amenities improve comfort, safety, and convenience, encouraging people to walk or bike more often. While most research measures overall infrastructure rather than specific features, evidence shows that comfortable, well-maintained amenities like benches and water fountains can make walking more attractive and an easier choice for all (Ossokina et al., 2022; Li et al., 2023). Amenities that support rest, hydration, and minor repairs reduce barriers for older adults, families, and lower-income residents who may depend on walking or cycling as primary transport (Smith et al., 2017; What Works Centre for Local Economic Growth, 2023).

✓ PRO TIPS

- Place amenities near transit stops, trailheads, and high-use pedestrian corridors.
- Use vandal-resistant and weatherproof materials for long-term durability.
- Ensure ADA-compliant placement with adequate clearance and lighting.
- Pair installation with tree planting or shade structures for comfort.
- Involve local businesses or sponsors to support maintenance.

✓ ANTICIPATED OUTCOMES

- Increased comfort and safety for walkers and cyclists
- Extended trip length and duration of outdoor activity
- Improved access for people of all ages and abilities
- Stronger sense of community ownership and pride
- Greater use of public spaces and active transportation routes



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify high-traffic corridors and sites	Integrate amenity planning into local transportation, park, and health policies.	Coordinate across departments to share location data and maintenance roles.	Map and assess existing infrastructure gaps along major walking and biking routes.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Select amenity types and design standards	Adopt local design guidelines for benches, fountains, and repair stations.	Develop procurement and maintenance systems with public works or parks.	Choose durable, vandal-resistant, and weatherproof materials that complement surroundings.	Medium: 6–12 months	Medium: Technical coordination	Medium: \$5,001–\$25,000
Install amenities at priority locations	Ensure compliance with ADA policies.	Oversee contractor installation and quality assurance.	Install benches, fountains, and repair stations in safe, visible, shaded, and convenient locations.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Promote and monitor use	Include amenities in community asset maps or tourism materials.	Track maintenance requests and user feedback.	Add clear, consistent signage highlighting amenity locations and nearby connections.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000
Expand and sustain network	Secure maintenance agreements and sponsorship policies.	Establish ongoing funding and annual review cycles.	Extend installation to parks, downtowns, and transit corridors.	High: 12+ months	Medium: Partner coordination	Medium: \$5,001–\$25,000

**PLAY
3.17**

ADD WELL-MARKED CROSSWALKS

GOAL

Increase pedestrian safety and comfort by adding or enhancing crosswalks at intersections and mid-block locations, improving visibility, predictability, and convenience for all users.

WHY THIS MATTERS

Marked crosswalks, especially when paired with lighting, signage, medians, or beacons, make streets safer for pedestrians. Evidence shows that visibility treatments and design consistency reduce crashes and encourage more walking (Zegeer et al., 2005; Retting et al., 2003). High-visibility crosswalks with reflective paint or thermoplastic markings are particularly effective on lower-speed streets, while multilane or high-speed roads require added treatments like refuge islands or flashing beacons (Blackburn et al., 2018; Thomas et al., 2015). Context-matched designs not only reduce pedestrian risk but also signal community investment in walkability and neighborhood vitality.

PRO TIPS

- Use high-contrast, thermoplastic paint for durability and visibility.
- Include curb ramps, tactile warning strips, and clear sightlines for ADA compliance.
- Pair with lighting upgrades and pedestrian signage.
- Add mid-block crossings near transit stops, parks, and schools.
- Engage residents to identify priority crossing points.

ANTICIPATED OUTCOMES

- Fewer pedestrian crashes and near misses
- Increased driver yielding and pedestrian confidence
- Enhanced access and connectivity between key destinations
- More walking trips and improved perception of safety
- Stronger community visibility for active transportation initiatives



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify priority crossing locations	Integrate crosswalk upgrades into transportation, safety, and mobility plans.	Coordinate across planning, public works, and police to review crash and pedestrian data.	Select intersections and mid-block locations near schools, transit stops, parks, or other high-foot-traffic destinations.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Design crosswalk and treatment type	Follow MUTCD and ADA standards for design and placement.	Engage engineers and maintenance staff in selecting materials and treatments.	Determine design treatments (e.g., high-visibility markings, lighting, signage, curb extensions, or refuge islands).	Medium: 6–12 months	Medium: Technical coordination	Medium: \$5,001–\$25,000
Install crosswalk markings and supports	Approve necessary traffic control permits and safety procedures.	Schedule and coordinate installation with public works teams.	Install thermoplastic or paint markings; add signage, lighting, or refuge islands where appropriate.	Medium: 6–12 months	Medium: Moderate coordination	Medium-High: \$5,001–\$25,001+
Evaluate and maintain	Include crosswalk condition assessments in annual maintenance and capital planning.	Monitor wear, driver compliance, and pedestrian use rates.	Refresh markings annually and repair surface or visibility issues as needed.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000
Expand program citywide	Adopt high-visibility crosswalks as a standard design treatment in all street improvement projects.	Coordinate funding and project selection through capital improvement planning.	Extend upgraded crossings to additional corridors and locations with documented crash or safety concerns.	High: 12+ months	High: Partner coordination	High: > \$25,001+

**PLAY
3.18**

ENHANCE CONNECTIVITY THROUGH ROUTES AND CUT-THROUGHS

✓ GOAL

Create safer, more direct walking and biking routes by opening or enhancing cut-through connections between streets, parks, and neighborhoods, transforming underused spaces into welcoming community corridors.

✓ WHY THIS MATTERS

Neighborhoods with connected street networks see higher rates of walking and cycling because shorter, more direct routes make active travel easier (Auerbach et al., 2020; Marshall et al., 2020; Panter et al., 2016). Adding pedestrian or bicycle cut-throughs in areas dominated by cul-de-sacs or dead ends can significantly increase access to schools, parks, and shops. Research shows that intersection density and link-node ratios are among the strongest predictors of active travel (Saelens & Handy, 2008). Even a few small connections can reduce travel distances, improve safety, and strengthen social and economic ties across neighborhoods.

✓ PRO TIPS

- Identify potential cut-throughs using walking audits and resident input.
- Prioritize routes that connect key community assets (schools, parks, downtown).
- Use lighting, landscaping, and art to enhance safety and sense of place.
- Ensure ADA compliance, clear sightlines, and low-maintenance design.
- Consider wayfinding signage and seating to encourage everyday use.

✓ ANTICIPATED OUTCOMES

- Shorter, safer, and more connected walking and biking routes
- Increased pedestrian and cyclist use
- Stronger neighborhood cohesion and access to amenities
- Enhanced perception of safety and community vitality
- Activation of underused or overlooked public spaces



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify potential connections and gaps.	Incorporate pedestrian connectivity into subdivision and land-use codes.	Conduct network analysis and walking audits with planning, parks, and public works.	Map and prioritize short links that improve access between major destinations.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Acquire or secure access rights.	Update easement and right-of-way policies to allow pedestrian cut-throughs.	Coordinate with property owners, HOAs, or schools for shared-use agreements.	Clear and prepare routes through existing open spaces or public land.	Medium: 6–12 months	Medium: Technical coordination	Medium: \$5,001–\$25,000
Design and build the connection.	Adopt local standards for lighting, surfacing, and ADA compliance.	Engage maintenance teams early for long-term upkeep planning.	Install paved or gravel paths, signage, lighting, and seating.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Activate and maintain.	Integrate cut-through maintenance into public works budgets.	Establish stewardship or adopt-a-path programs for upkeep.	Add landscaping, murals, or community art to foster ownership.	High: Multi-month/year effort	Medium: Volunteer coordination	Low: < \$5,000
Measure and replicate success.	Include pedestrian connectivity metrics in transportation plans.	Evaluate changes in walking/biking rates and user satisfaction.	Expand the network by linking multiple cut-throughs into continuous routes.	High: 12+ months	High: Technical coordination	Medium: \$5,001–\$25,000

PLAY
3.19

RE-GREEN A VACANT LOT



✓ GOAL

Transform vacant or blighted lots into maintained green spaces that promote safety, reduce stress, and improve neighborhood appearance and livability.

✓ WHY THIS MATTERS

Vacant lots, especially when neglected, can attract crime, dumping, and social disorder. Converting them into clean, green spaces has measurable mental health and community safety benefits. Research shows that “greening” vacant lots is associated with reduced depression, improved perceptions of safety, and lower violent crime rates (Branas et al., 2018; Hunter et al., 2019; South et al., 2018). While not every study finds uniform effects, most agree that visible maintenance, like mowing, tree planting, and fencing, builds community pride and improves neighborhood well-being. The U.S. Environmental Protection Agency provides guidance and tools for implementing and sustaining vacant lot greening projects (U.S. Environmental Protection Agency, 2021).

✓ PRO TIPS

- Start small with highly visible lots to show early wins.
- Partner with local land banks, neighborhood groups, and schools.
- Use low-maintenance native plants and trees for long-term sustainability.
- Add benches, walking paths, or community art for added value.
- Establish volunteer maintenance days or adopt-a-lot programs.

✓ ANTICIPATED OUTCOMES

- Reduced crime and improved perceptions of safety
- Lower neighborhood stress and increased community pride
- Cleaner, more attractive public spaces
- Enhanced environmental quality and stormwater absorption
- Strengthened community engagement and stewardship



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify and prioritize vacant lots	Align with city / county policies on blight reduction, revitalization, or community greening.	Coordinate with planning, code enforcement, and parks departments to identify candidate sites.	Map visible parcels suitable for community greening or reuse.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Secure ownership or maintenance rights	Establish permitting or temporary-use agreements to enable short- and long-term greening projects.	Partner with land banks, housing authorities, or private property owners to secure use rights.	Clear debris, level terrain, and prepare the site for planting or temporary activation.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Design and implement greening plan	Adopt local design standards for safe and maintainable green spaces.	Host community design workshops to shape greening concepts and maintenance plans.	Install trees, native landscaping, fencing, signage, and seating as appropriate.	Medium: 6–12 months	Medium: Technical coordination	Medium: \$5,001–\$25,000
Maintain and monitor lots	Include greening maintenance in municipal, nonprofit, or stewardship service contracts.	Establish neighborhood stewardship or adopt-a-lot programs for ongoing upkeep.	Perform regular trash removal, mowing, and plant care to maintain appearance and safety.	High: Multi-month/year effort	Medium: Volunteer coordination	Low: < \$5,000
Scale and replicate success	Adopt greening as a citywide strategy for blight mitigation and community well-being.	Track and report neighborhood health, safety, and maintenance outcomes.	Expand greening and activation efforts to additional lots, corridors, and gateway areas.	High: 12+ months	High: Partner coordination	Medium: \$5,001–\$25,000

PLAY
3.20

INSTALL SHADE STRUCTURES

✓ GOAL

Increase comfort, safety, and usability of outdoor public spaces by installing shade structures that protect people from heat and UV exposure, encouraging more year-round physical activity and outdoor gatherings.

✓ WHY THIS MATTERS

Heat and sun exposure are growing public health concerns, particularly in southern and urban areas. Studies show that shade, whether from trees or built structures, can reduce surface temperatures by up to 20°F and block up to 90% of harmful UV radiation. Well-shaded spaces attract more users, increase outdoor activity, and protect vulnerable populations during high-heat events (Dobbinson et al., 2022; Aram et al., 2019). Shade infrastructure also supports heat-resilient design strategies, improving both safety and community well-being (Mandić et al., 2024).

✓ PRO TIPS

- Prioritize high-use areas such as parks, playgrounds, transit stops, and walking routes.
- Combine natural (trees) and built (pergolas, canopies) shade solutions.
- Select UV-resistant and weatherproof materials for durability.
- Coordinate with public works or utilities to ensure safe installation locations.
- Integrate seating, lighting, or water features for multifunctional use.

✓ ANTICIPATED OUTCOMES

- Cooler, more comfortable public spaces
- Reduced risk of heat-related illness and UV exposure
- Increased outdoor activity and social interaction
- Enhanced safety and year-round usability of parks and streets
- Greater resilience to extreme weather and climate impacts



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify priority areas for shade	Integrate heat-mitigation and climate-adaptation goals into local or regional plans.	Coordinate across parks, transportation, and public-health departments to identify needs.	Map areas with high pedestrian activity or prolonged heat exposure.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Develop shade design and standards	Adopt local standards for shade structure design, materials, and placement.	Create design templates and procurement procedures to ensure consistency.	Design freestanding or integrated shade structures appropriate to site conditions.	Medium: 6–12 months	Medium: Technical coordination	Medium: \$5,001–\$25,000
Implement pilot installations	Secure necessary permits and approvals for temporary or pilot projects.	Engage contractors, nonprofits, or community groups to support installation.	Install shade sails, pergolas, or shelters at pilot locations.	Medium: 6–12 months	Medium: Partner coordination	Medium-High: \$5,001–\$25,001+
Maintain and monitor structures	Establish maintenance schedules and standards for inspections and replacement.	Assign roles and responsibilities for ongoing maintenance and repair.	Inspect, clean, and replace damaged or worn shade materials as needed.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000
Expand	Integrate shade structures into park, street, and mobility design standards.	Pursue funding through grants, partnerships, or development contributions.	Extend shade to bus stops, plazas, trails, and playgrounds.	High: 12+ months	High: Partner coordination	High: > \$25,000

PLAY
3.21**DEVELOP WATER-BASED ACTIVITY PROGRAMS****GOAL**

Encourage physical activity and social connection through aquatic programs that improve health, balance, and well-being for people of all ages and abilities.

WHY THIS MATTERS

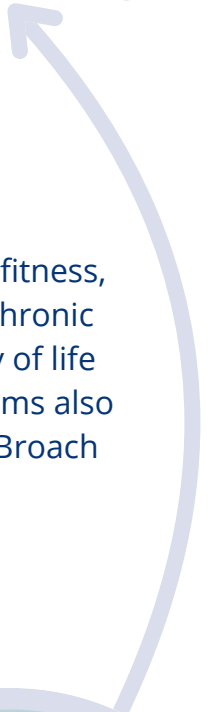
Water-based activity programs, such as community swim classes, water aerobics, and open-access aquatic fitness, offer low-impact exercise suitable for a wide range of participants, including older adults and people with chronic conditions. Research shows clear benefits for cardiovascular fitness, muscle strength, flexibility, and quality of life (Faíl et al., 2022; Fuentes Lopez et al., 2021; Botha et al., 2025). Beyond physical health, water-based programs also foster belonging and confidence, and can be particularly beneficial for rehabilitation and stress reduction (Broach & McKenney, 2012; Jackson et al., 2022).

PRO TIPS

- Partner with schools, YMCAs, or community pools for facility access.
- Offer adaptive or therapeutic classes for people with disabilities.
- Include social programming (e.g., group swims, water yoga, family swim nights).
- Promote safety through certified lifeguards and swim instruction.
- Schedule low-cost or free community sessions.

ANTICIPATED OUTCOMES

- Improved balance, strength, and cardiovascular fitness
- Increased physical activity among older adults and those with limited mobility
- Enhanced social connection and mental well-being
- Reduced fall risk and chronic pain symptoms
- Greater year-round use of community recreation facilities



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify facilities and partners	Align with local parks, recreation, or public health policies supporting aquatic activity.	Partner with aquatic centers, schools, or YMCAs to host programs.	Inventory pools, splash pads, or waterfronts to assess code compliance and available hours.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Design program structure and schedule	Adopt instructor and lifeguard safety and certification standards.	Develop registration systems and class scheduling tools.	Reserve facilities and ensure ADA-compliant access, signage, and equipment.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Launch and promote programs	Integrate into city well-being and physical activity campaigns.	Coordinate outreach through senior centers, clinics, and schools.	Add visual and wayfinding signage at host facilities.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Monitor participation and outcomes	Incorporate aquatic program metrics into recreation reporting.	Collect participant feedback and attendance data.	Evaluate facility usability and environmental quality (lighting, temperature, cleanliness).	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000
Sustain and expand offerings	Embed aquatic programs in long-term health and recreation plans.	Establish funding through memberships, sponsorships, or grants.	Upgrade or add amenities such as shade, seating, or safety features.	High: 12+ months	High: Partner coordination	High: > \$25,000

PLAY
3.22

DESIGNATE COOLING STATIONS

GOAL

Protect residents from extreme heat by establishing designated cooling stations so that safe, convenient public spaces can provide air conditioning, hydration, and information during heat events.

WHY THIS MATTERS

Extreme heat is one of the leading causes of weather-related death in the U.S. Designating and promoting cooling stations can reduce heat exposure and provide short-term relief during heat waves. While evidence suggests that cooling centers alone may not fully prevent heat-related illness or death, they are critical components of broader community resilience and emergency response strategies (Meade et al., 2023). Awareness, communication, and convenience are key, so people must know where stations are located and feel safe using them (Bedi et al., 2022).

PRO TIPS

- Use existing public buildings like libraries, recreation centers, and schools.
- Ensure ADA access, drinking water, seating, and restrooms.
- Promote awareness through emergency alerts, text systems, and signage.
- Partner with local faith groups or nonprofits for outreach and staffing.
- Coordinate with weather services to trigger activation protocols.

ANTICIPATED OUTCOMES

- Reduced risk of heat-related illness and death
- Improved community preparedness and response capacity
- Increased awareness of heat safety and hydration practices
- Strengthened partnerships between public agencies and community groups
- Enhanced use of existing public facilities during emergencies



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify potential cooling sites	Include cooling station requirements in emergency response and climate resilience plans.	Coordinate across public health, emergency management, and facilities departments.	Map existing air-conditioned public spaces such as libraries, schools, and senior centers.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Establish activation and operation protocols	Adopt local heat-response guidelines, including opening criteria and operating hours.	Create staffing plans and communication chains for rapid activation.	Post clear signage, ensure ADA-compliance, and stock supplies such as water, chairs, and fans.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Communicate with the public	Integrate messages into emergency alert systems and municipal websites.	Partner with media and community networks for outreach.	Place visible signage at transit stops, parks, and public buildings.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Monitor and evaluate	Embed cooling station metrics (use, access, hours) into public health reporting.	Track attendance, incident reports, and follow-up needs.	Inspect facilities and improve layout, lighting, and comfort.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000
Sustain and expand the network	Include cooling station operations in annual budget or resilience plans.	Develop partnerships with private facilities for expanded reach.	Add shade, hydration, and solar backup to enhance comfort.	High: 12+ months	High: Partner coordination	High: > \$25,000

PLAY
3.23

DEMONSTRATE COMPLETE STREETS IMPROVEMENTS

GOAL

Showcase temporary or pilot street redesigns that prioritize safety and access for all users, including people walking, biking, driving, and using transit, to build support for long-term Complete Streets implementation.

WHY THIS MATTERS

Demonstration projects allow communities to “test before they invest,” helping residents and decision-makers experience safer, more multimodal streets firsthand. Evidence shows that redesigning streets to serve all users improves safety and increases walking and cycling (B. B. Brown et al., 2016; Lenton & Finlay, 2018). While long-term mode shifts vary, demonstrations can catalyze public and political support, reduce crashes, and encourage permanent adoption of Complete Streets principles (Stavropoulou et al., 2025; Stankov et al., 2020).

PRO TIPS

- Select high-visibility corridors with safety concerns or redevelopment interest.
- Coordinate with transportation agencies early for permits and approvals.
- Use low-cost materials (paint, planters, cones) to simulate design changes.
- Collect before-and-after data on safety, speed, and public perception.
- Involve local artists and schools to build community excitement.

ANTICIPATED OUTCOMES

- Increased awareness and support for Complete Streets policies
- Improved short-term pedestrian and cyclist safety
- Enhanced collaboration between residents and transportation officials
- Demonstrated feasibility of multimodal infrastructure
- Stronger case for permanent design and funding changes



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify demonstration sites	Align with existing transportation, safety, and Vision Zero plans.	Coordinate among planning, public works, and law enforcement.	Map corridors with crash history, schools, or pedestrian gaps.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Design temporary interventions	Follow state and federal design manuals for compliance.	Develop templates and traffic management plans for setup.	Use cones, paint, and planters to create bike lanes or curb extensions.	Medium: 6–12 months	Medium: Technical coordination	Medium: \$5,001–\$25,000
Install and test demonstration	Approve encroachment or event permits for right-of-way use.	Train staff or volunteers for installation and data collection.	Set up temporary materials and adjust as needed for traffic flow.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Measure and communicate results	Integrate findings into transportation and capital plans.	Collect data on speed, use, and perceptions, and hold public feedback sessions.	Display signage explaining the demonstration's purpose and results.	High: Multi-month/year effort	Medium: Moderate coordination	Low: < \$5,000
Scale and institutionalize success	Embed Complete Streets principles in policy and design standards.	Develop a repeatable demonstration framework for other corridors.	Transition from temporary to permanent design improvements.	High: 12+ months	High: Partner coordination	High: > \$25,000

**PLAY
3.24**

PROMOTE JOINT USE AGREEMENTS FOR SHARED SPACES



✓ GOAL

Expand access to recreation and activity spaces by establishing joint use agreements that open schools, parks, and community facilities for public use outside of regular hours.

✓ WHY THIS MATTERS

Many communities have gyms, playgrounds, and fields that sit locked after hours, even though they could provide safe, convenient spaces for physical activity. Joint use agreements (JUAs) maximize taxpayer investment and increase opportunities for residents to be active (Young et al., 2014). Evidence shows these agreements can modestly increase physical activity, especially in under-resourced areas, and work best when paired with organized programming and strong implementation partnerships (Carlton et al., 2017; Woods et al., 2021; Omura et al., 2017).

✓ PRO TIPS

- Start with a simple agreement between two trusted partners, like a school and city parks department.
- Address liability, maintenance, and scheduling in writing early.
- Promote shared-use opportunities through signage, flyers, and social media.
- Combine agreements with community events or sports leagues to boost participation.
- Evaluate participation regularly and adjust hours or offerings as needed.

✓ ANTICIPATED OUTCOMES

- Increased access to safe, local spaces for physical activity
- Strengthened partnerships between schools, local government, and nonprofits
- Greater community use of existing facilities
- Reduced costs compared to new infrastructure construction
- Improved physical activity levels and community connectedness



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify potential shared-use sites	Review local liability, insurance, and maintenance policies.	Coordinate between parks, schools, and public health agencies.	Select high-need locations for pilot programs.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Draft and approve agreements	Develop or adapt model JUA language for city or school adoption.	Establish procedures for scheduling, staffing, and security.	Prepare facilities for after-hours use with lighting, signage, and locks.	Medium: 6–12 months	Medium: Legal and partner coordination	Medium: \$5,001–\$25,000
Launch and promote shared access	Integrate JUA openings into city recreation and well-being programs.	Train staff and partners on implementation and reporting.	Post signage and promote facility access online and on-site.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Monitor use and address issues	Include JUA metrics in annual city or district reports.	Track participation, maintenance requests, and partner feedback.	Inspect sites for cleanliness, safety, and ADA-compliance.	High: Multi-month/year effort	Medium: Routine coordination	Low: < \$5,000
Scale and sustain	Institutionalize JUAs through policy adoption or MOUs.	Create a sustainable funding model using grants or sponsorships.	Expand shared-use sites citywide and maintain facility quality.	High: 12+ months	High: Partner coordination	High: > \$25,000

PLAY
3.25

ENCOURAGE ADAPTIVE SPORTS PROGRAMMING

✓ GOAL

Increase physical activity and social connection for people with disabilities by developing or expanding adaptive sports programs in community and recreation settings.

✓ WHY THIS MATTERS

Adaptive sports, which include structured programs tailored for people with physical, sensory, or cognitive disabilities, deliver clear physical, psychological, and social benefits. Participants report improved strength, mobility, and balance, along with higher self-esteem and life satisfaction (Lape et al., 2018; Toktas & Köse, 2023). Evidence also shows that adaptive sports promote empathy and representation across participants of all abilities (Shao et al., 2025). Though most studies are small-scale, they consistently highlight meaningful improvements in quality of life and community engagement (Hassett et al., 2024; Isidoro-Cabañas et al., 2023).

✓ PRO TIPS

- Partner with local schools, rehabilitation centers, or veterans' programs.
- Offer a range of activities, such as wheelchair basketball, adaptive cycling, seated yoga, or swimming.
- Train instructors and volunteers in adaptive equipment and coaching techniques.
- Use universal design principles to ensure accessibility for athletes and spectators.
- Promote success stories to inspire participation and community pride.

✓ ANTICIPATED OUTCOMES

- Increased participation in sports and recreation among people with disabilities
- Improved strength, balance, and mental well-being
- Expanded accessibility and representation in community programs
- Strengthened partnerships across health, parks, and education sectors
- Reduced stigma through visible and representative public participation



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Assess community needs and partners	Align with ADA recreation policy frameworks.	Engage disability advocates, health agencies, and schools in planning.	Identify accessible facilities and potential adaptive modifications.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Develop or adapt program offerings	Adopt safety guidelines for adaptive recreation.	Create training modules for coaches and volunteers.	Equip facilities with adaptive gear and ADA-compliant restrooms.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Launch pilot adaptive programs	Incorporate adaptive sports into city recreation schedules.	Coordinate participant recruitment and transportation.	Host programs at accessible, high-visibility community venues.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Evaluate and refine programs	Include adaptive participation metrics in recreation reports.	Collect participant feedback and track health outcomes.	Adjust layouts and features for improved accessibility.	High: Multi-month/year effort	Medium: Routine coordination	Low: < \$5,000
Sustain and expand reach	Integrate adaptive sports into long-term recreation and well-being policies.	Build partnerships with nonprofits or sponsors for funding.	Add adaptive equipment or new sports based on demand.	High: 12+ months	High: Partner coordination	High: > \$25,000

PLAY
3.26

DEVELOP A FREE SPORTS EQUIPMENT LOAN PROGRAM AT LIBRARIES

GOAL

Expand access to recreation by allowing residents to borrow sports and fitness equipment, such as balls, racquets, jump ropes, and bikes, through local libraries or community centers.

WHY THIS MATTERS

Access to equipment is a key barrier to physical activity, particularly among lower-income households and youth. Library-based lending programs reduce that barrier and encourage play, outdoor activity, and social connection (Guillen-Royo et al., 2025). Early studies suggest these programs reach socioeconomically diverse users, promote equitable access to recreation, and increase use of community facilities (Högman et al., 2024). Though evidence is still emerging, feedback shows participants value affordability, convenience, and the ability to try new activities without major cost.

PRO TIPS

- Start small and offer basic, durable items, expanding based on demand.
- Include safety gear such as helmets and protective pads.
- Partner with parks, recreation departments, and local sports retailers.
- Track equipment usage and loss rates to refine policies.
- Promote the program through schools, youth groups, and social media.

ANTICIPATED OUTCOMES

- Increased access to physical activity opportunities
- Reduced cost barriers for recreation and sports
- Strengthened partnerships between libraries and local organizations
- Higher use of parks and community spaces
- Increased physical activity among children, youth, and families



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Establish program framework	Align with city or library lending policies and liability coverage.	Coordinate with parks and recreation departments for equipment selection.	Identify secure storage and display areas within libraries or community centers.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Procure and catalog equipment	Follow procurement and safety guidelines for community programs.	Create inventory and checkout systems integrated into library software.	Organize shelving or storage usable to all ages and abilities.	Medium: 6–12 months	Medium: Technical coordination	Medium: \$5,001–\$25,000
Launch and promote program	Include lending policies and safety information in program materials.	Train staff on check-in/out procedures and basic equipment care.	Install signage and display equipment attractively for visibility.	Low: < 6 months	Low: Routine coordination	Low: < \$5,000
Monitor and evaluate use	Integrate reporting into existing library or recreation metrics.	Track participation, loss, and satisfaction rates.	Ensure equipment remains safe, clean, and well-maintained.	High: Multi-month/year effort	Medium: Routine coordination	Low: < \$5,000
Expand and sustain program	Institutionalize lending programs within city recreation or library systems.	Seek donations or sponsorships from local businesses or health agencies.	Add satellite lending stations at schools or parks.	High: 12+ months	High: Partner coordination	High: > \$25,000

PLAY
3.27

SUPPORT OR DEVELOP A MAIN STREET PROGRAM

✓ GOAL

Revitalize downtown and neighborhood commercial districts by supporting or developing a Main Street program that enhances walkability, economic vitality, and community identity.

✓ WHY THIS MATTERS

The Main Street Approach, a framework built around organization, promotion, design, and economic vitality, helps communities reinvest in their core business districts and create more walkable, livable environments (Robertson, 2004; R. Smith & Bloom, 2013). While strong, consistent evidence of economic impact is limited, communities that adopt Main Street principles report improved local business activity, increased downtown foot traffic, and stronger civic pride (H. Love & Powe, 2023; Leuven, 2021). These programs can also support healthy living by integrating active transportation, public art, and placemaking into local design.

✓ PRO TIPS

- Start with a clearly defined downtown or commercial corridor.
- Engage local merchants, property owners, and residents early.
- Integrate health-promoting design elements like sidewalks, trees, and lighting.
- Use events and public art to increase foot traffic and community engagement.
- Leverage public-private partnerships to sustain funding and capacity.

✓ ANTICIPATED OUTCOMES

- Revitalized downtown and neighborhood commercial areas
- Increased walkability and pedestrian activity
- Strengthened small businesses and local investment
- Enhanced civic pride and community cohesion
- Improved perception of safety and place identity



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Establish leadership and structure	Adopt a resolution or ordinance creating or joining a Main Street program.	Form a steering committee including business, city, and community representatives.	Identify a defined downtown or corridor as the program focus area.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Develop a Main Street plan	Align with local zoning, economic development, and transportation plans.	Coordinate with chambers of commerce and regional agencies for technical support.	Assess physical conditions, parking, and pedestrian infrastructure.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Launch revitalization initiatives	Create policies supporting façade improvement, signage, and outdoor dining.	Organize regular community events and merchant collaborations.	Install streetscape enhancements such as trees, lighting, crosswalks, and benches.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Measure and promote progress	Integrate Main Street metrics into annual economic and livability reports.	Track business openings, event attendance, and vacancy rates.	Highlight visible changes through local media and storytelling.	High: Multi-month/year effort	Medium: Routine coordination	Low: < \$5,000
Sustain and expand	Institutionalize the Main Street program within city operations or nonprofit structures.	Establish funding from memberships, sponsorships, or grants.	Extend improvements to adjoining corridors or districts.	High: 12+ months	High: Partner coordination	High: > \$25,000

PLAY
3.28

HOST A DARK HOURS AUDIT



✓ GOAL

Identify safety issues for people walking, biking, or accessing transit during dawn, dusk, and nighttime hours.

✓ WHY THIS MATTERS

Most pedestrian fatalities occur after dark, driven by poor lighting, visibility, and speeding (NHTSA, 2024). Conducting “dark hours” audits helps identify unsafe conditions, guide street improvements, and prioritize resources where they will save lives (Beyer & Ker, 2009; FHWA, 2006).

✓ PRO TIPS

- Conduct audits with residents, engineers, and local police.
- Focus on routes near schools, transit, and senior housing.
- Document lighting, signage, and driver behavior.
- Pair quick fixes (reflective paint, speed feedback signs) with long-term improvements.
- Repeat annually to measure progress.

✓ ANTICIPATED OUTCOMES

- Improved nighttime safety and lighting
- Reduced pedestrian and cyclist injury rates
- Strengthened community–agency partnerships



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Organize audit teams	Include nighttime safety audits in Vision Zero or Safe Streets policies.	Train volunteers, police, and staff to record observations.	Identify priority corridors and intersections.	Low: < 6 months	Medium	Low-Medium: < \$5,000-\$25,000
Conduct nighttime fieldwork	Establish data-sharing agreements with public works.	Use consistent tools for light measurement and crash mapping.	Document findings with photos and geotags.	Medium: 6–12 months	Medium	Low-Medium: < \$5,000-\$25,000
Act on findings	Adopt lighting and speed-calming standards.	Coordinate cross-departmental response (engineering, enforcement, planning).	Install lighting, reflective signage, or crossing improvements.	High: Multi-month/year effort	High	Medium-High: \$5,001–\$25,001+

PLAY
3.29

HOST COMMUNITY BIKE RIDES

✓ GOAL

Make cycling a fun, visible, and social opportunity to promote health and community connection.

✓ WHY THIS MATTERS

Community bike rides normalize cycling and encourage active transportation. “Open Streets” events attract thousands at low cost, promote exercise, and improve local business engagement (D. Cohen et al., 2016; Open Streets Project, 2021). Cycling reduces risks of chronic disease and supports local economies while connecting residents to public space.

✓ PRO TIPS

- Organize regular themed rides (family rides, “Bike to Market,” night rides).
- Partner with local law enforcement for safety escorts.
- Involve bike shops for tune-ups and safety checks.
- Pair events with education on traffic safety and repair skills.
- Publicize through schools, libraries, and community centers.

✓ ANTICIPATED OUTCOMES

- Increased cycling participation and safety awareness
- Enhanced community pride and engagement
- Strengthened local partnerships



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Plan community ride event	Integrate cycling events into transportation or health action plans.	Partner with police, schools, and bike clubs for logistics.	Identify safe routes and promote temporary street closures.	Low: < 6 months	Medium	Low: < \$5,000
Implement and promote rides	Adopt simple permit or insurance policies to streamline events.	Coordinate volunteers and registration.	Add signage, pop-up repair stations, and rest stops.	Medium: 6–12 months	Medium	Medium: \$5,001–\$25,000
Sustain annual series	Recognize partners and repeat events annually.	Collect participation and satisfaction data.	Use visuals and storytelling to highlight impact.	High: Multi-month/year effort	Medium	Low: < \$5,000

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SECTION 4

PURPOSE & LEADERSHIP DEVELOPMENT



THE PLAYS

- ✓ Promote Purpose and Mindfulness
- ✓ Build a Mentorship Program
- ✓ Offer Civic Leadership Training for Residents
- ✓ Provide Financial Literacy and Well-being Programs
- ✓ Engage Youth in Community Projects
- ✓ Form Cross-Sector Partnerships

PLAY 4.1

PROMOTE PURPOSE AND MINDFULNESS

✓ GOAL

Strengthen emotional well-being, stress resilience, and personal clarity by providing structured opportunities for mindfulness, reflection, visualization, and purpose development.

✓ WHY THIS MATTERS

Chronic stress and lack of purpose are associated with poorer mental and physical health outcomes. Mindfulness practices reduce stress and improve emotional regulation, while structured reflection and visualization exercises enhance goal clarity, motivation, and psychological resilience (Cannon-Bowers et al., 2023; Waalkes et al., 2019). Even brief, guided sessions can strengthen well-being and self-efficacy (R. J. Jones et al., 2016). Across Tennessee communities—where faith traditions, storytelling, and shared reflection are longstanding cultural strengths—creating regular opportunities for mindful awareness and purpose-building reinforces resilience, connection, and whole-person well-being.

✓ PRO TIPS

- Offer a mix of formats, including guided meditation, journaling, vision board creation, and small-group discussion.
- Host sessions in calming spaces such as libraries, community centers, faith spaces, or parks.
- Incorporate culturally responsive practices and inclusive language.
- Partner with trained facilitators, counselors, or wellness practitioners.
- Provide take-home materials to reinforce continued practice.
- Offer recurring sessions to build habits and community connection.

✓ ANTICIPATED OUTCOMES

- Reduced stress and improved emotional regulation
- Increased clarity of personal goals and purpose
- Improved focus and mental well-being
- Strengthened social connection and peer support
- Enhanced resilience during life transitions



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify partners and sites	Align with city well-being or community health program goals.	Coordinate with libraries, parks, or faith-based groups to host sessions.	Select quiet, well-lit, convenient locations.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Recruit instructors	Follow municipal or organizational guidelines for contracting well-being professionals.	Create a roster of qualified instructors or volunteers.	Provide appropriate equipment such as journals, mats, or a printed guides.	Low: < 6 months	Low: Simple coordination	Low: < \$5,000
Schedule and promote sessions	Integrate sessions into broader well-being or mental health programming.	Develop registration or drop-in tracking systems.	Advertise with signage, flyers, and social media outreach.	Low: < 6 months	Medium: Community coordination	Low: < \$5,000
Implement and monitor participation	Include mental health metrics in community well-being tracking.	Gather feedback from participants for continuous improvement.	Create welcoming spaces that encourage voluntary participation	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000
Sustain and expand offerings	Incorporate purpose and mindfulness into ongoing public health or worksite well-being policies.	Build partnerships with health agencies or nonprofits for funding.	Add sessions outdoors or during lunch hours to increase access.	High: 12+ months	Medium: Partner coordination	Low: < \$5,000

BUILD A MENTORSHIP PROGRAM

✓ GOAL

Connect young people or emerging leaders with mentors who can guide, support, and encourage them in building skills, confidence, and community connection.

✓ WHY THIS MATTERS

Structured mentorship strengthens personal development and social connection. Evidence shows that well-designed programs, with clear goals, consistent contact, and trained mentors, lead to measurable improvements in academic performance, self-esteem, and social-emotional well-being (Raposa et al., 2019; DuBois et al., 2011; Poon et al., 2021). Mentorship benefits both mentors and mentees by fostering intergenerational relationships, civic engagement, and stronger community leadership. Programs are most effective when they are targeted to individuals facing barriers to success or those preparing for new leadership roles (Tolan et al., 2013; Alonso et al., 2024; Le et al., 2024).

✓ PRO TIPS

- Match mentors and mentees thoughtfully based on goals and interests.
- Provide mentor training and regular check-ins to sustain engagement.
- Partner with schools, nonprofits, or faith-based organizations for recruitment.
- Incorporate service projects or shared learning activities.
- Recognize mentors publicly to reinforce commitment and visibility.
- Evaluate outcomes through surveys, interviews, or focus groups.

✓ ANTICIPATED OUTCOMES

- Increased confidence, motivation, and skill-building
- Strengthened community and intergenerational relationships
- Improved academic or professional performance
- Enhanced emotional and social well-being
- Expanded local leadership and volunteer networks



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Design program framework	Align with education, workforce, or youth development policies.	Develop mentor training materials and screening processes.	Identify convenient meeting locations such as libraries or schools.	Low: < 6 months	Medium: Moderate coordination	Low: < \$5,000
Recruit mentors and mentees	Include mentorship as part of local leadership or youth initiatives.	Partner with community groups and employers for recruitment.	Use familiar, welcoming spaces to host kickoff events.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Match pairs and begin sessions	Incorporate belonging principles into selection policies.	Use structured matching tools and check-in systems.	Provide safe, comfortable settings for in-person meetings.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Monitor and evaluate	Integrate mentorship evaluation into annual community well-being reports.	Track attendance, satisfaction, and goal progress.	Display success stories and photos in public venues.	Medium: 6–12 months	Medium: Partner coordination	Low: < \$5,000
Sustain and expand	Establish ongoing funding or adopt policy support for long-term continuation.	Build a mentor alumni network for sustainability.	Host recognition events in visible community spaces.	High: 12+ months	Medium: Partner coordination	Medium: \$5,001–\$25,000

OFFER CIVIC LEADERSHIP TRAINING FOR RESIDENTS

GOAL

Equip residents with the knowledge, confidence, and skills to take on leadership roles and collaborate effectively in shaping community well-being and local decision-making.

WHY THIS MATTERS

Civic leadership programs help residents understand how local systems work, how to engage constructively with government, and how to lead community initiatives. Research shows these programs increase civic knowledge, confidence, and participation (Outlier Research & Evaluation, 2017; Shi et al., 2023). While long-term evidence of community-wide effects is still emerging, participants frequently report higher engagement and stronger ties to their neighborhoods. Leadership programs can also strengthen trust between residents and institutions, especially when linked to well-being or resilience goals (Crosby et al., 2013; Njah et al., 2021).

PRO TIPS

- Partner with local government, chambers of commerce, or civic groups.
- Include modules on communication, facilitation, and community organizing.
- Encourage participation by recruiting residents from all backgrounds.
- Incorporate real-world projects addressing neighborhood challenges.
- Offer mentorship from local leaders or alumni of civic programs.
- Host graduation or recognition events to celebrate participants' impact.

ANTICIPATED OUTCOMES

- Increased civic engagement and leadership capacity
- Greater understanding of local governance and policy processes
- Improved collaboration between residents and institutions
- Strengthened trust and sense of belonging
- Sustainable community-driven initiatives



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Design program curriculum	Align with city or county civic engagement or resilience policies.	Develop structured training modules on leadership and communication.	Use civic spaces such as city halls, libraries, or community centers.	Low: < 6 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Recruit participants	Incorporate participatory goals and encourage broad community participation in program recruitment policies.	Partner with local organizations and media for outreach.	Ensure ADA-compliance and varied meeting locations to reach all audiences.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Deliver training sessions	Integrate public participation guidelines into program activities.	Facilitate workshops, guest lectures, and peer exchanges.	Use collaborative, interactive spaces to support engagement.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Implement community projects	Link training outcomes to community planning or well-being initiatives.	Support teams with mentors and project management tools.	Provide workspace or outdoor venues for implementation.	High: 12+ months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Evaluate and sustain	Embed civic leadership in long-term community development policies.	Track participation, project outcomes, and retention.	Celebrate achievements through public showcases or community events.	High: Multi-month/year effort	Medium: Partner coordination	Low: < \$5,000

**PLAY
4.4**

PROVIDE FINANCIAL LITERACY AND WELL-BEING PROGRAMS



✓ GOAL

Equip residents with the knowledge and tools to manage personal finances, reduce financial stress, and build long-term stability and well-being.

✓ WHY THIS MATTERS

Financial stress is a significant contributor to poor physical and mental health. Programs that build financial literacy, helping residents budget, save, and avoid predatory lending, can increase stability and confidence, particularly among low- and middle-income households. While education alone doesn't guarantee behavior change, participants who engage in structured, timely programs tend to make more informed decisions and experience reduced stress (Birkenmaier et al., 2022; Fernandes et al., 2014; Lusardi et al., 2020). "Just-in-time" training, delivered when people are actively making financial decisions, can be especially effective. Embedding financial education into broader well-being and community initiatives ensures the benefits reach more residents (Gale & Levine, 2011).

✓ PRO TIPS

- Partner with banks, credit unions, or Cooperative Extension offices for expertise.
- Offer short, practical workshops on budgeting, credit repair, and saving.
- Integrate financial topics into workplace well-being programs or schools.
- Provide childcare and flexible scheduling to increase participation.
- Include culturally relevant examples and success stories.
- Combine education with access to financial tools, such as matched savings accounts.

✓ ANTICIPATED OUTCOMES

- Improved financial knowledge and confidence
- Reduced financial stress and related health effects
- Greater stability and preparedness for emergencies
- Increased participation in local economic initiatives
- Stronger household and community resilience

✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Identify partners and curriculum	Align with local workforce, health, or family well-being policies.	Partner with financial institutions or Cooperative Extension offices.	Use trusted community sites like libraries, schools, or faith centers.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Develop training materials	Adopt standards or certifications for financial literacy programs.	Prepare handouts, online modules, and budgeting templates.	Ensure spaces have digital access or printed materials for all ages.	Low: < 6 months	Medium: Moderate coordination	Low: < \$5,000
Deliver workshops or coaching	Integrate financial literacy into local well-being or resilience plans.	Offer group sessions or one-on-one financial coaching.	Provide comfortable, private meeting spaces.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Promote and evaluate	Include financial well-being indicators in community health metrics.	Track attendance, feedback, and behavior changes over time.	Display resources and success stories in community hubs.	Medium: 6–12 months	Medium: Moderate coordination	Low: < \$5,000
Sustain and expand	Institutionalize financial well-being as a standing local initiative.	Create ongoing partnerships with financial mentors or educators.	Offer hybrid or mobile programs for broader reach.	High: 12+ months	Medium: Partner coordination	Medium: \$5,001–\$25,000

**PLAY
4.5**

ENGAGE YOUTH IN LEADERSHIP AND COMMUNITY PROJECTS

✓ GOAL

Give young people leadership opportunities while strengthening connections across generations.

✓ WHY THIS MATTERS

Youth engagement builds leadership skills, reduces risky behaviors, and helps sustain community initiatives long term. Involving youth in civic projects strengthens self-efficacy, social responsibility, and cross-generational understanding (Anyon et al., 2018; Zeldin et al., 2013).

✓ PRO TIPS

- Form youth advisory councils to guide community priorities.
- Offer stipends, service hours, or academic credit.
- Pair youth with adult mentors on projects like murals, gardens, or audits.
- Rotate leadership roles to build confidence and accountability.
- Celebrate youth contributions publicly.

✓ ANTICIPATED OUTCOMES

- Increased youth participation and civic leadership
- Stronger social cohesion across generations
- Sustainable, locally led community improvements



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Establish youth participation structure	Adopt a resolution or ordinance creating a Youth Advisory Council.	Partner with schools, after-school programs, and civic groups to identify participants.	Host initial meetings in convenient civic spaces (libraries, parks, or schools).	Low: < 6 months	Medium	Low: < \$5,000
Deliver youth-led projects	Integrate youth voice into planning and city initiatives (e.g., sustainability, arts, health).	Provide mentorship and coordination support from staff.	Ensure projects are visible in shared public spaces (murals, gardens, neighborhood cleanups).	Medium: 6–12 months	High	Medium: \$5,001–\$25,000
Sustain youth engagement	Include youth representation in ongoing boards or committees.	Establish annual training and recognition programs.	Feature youth project showcases at community events.	High: Multi-month/year effort	Medium	Low: < \$5,000
Establish youth peer leadership structure	Adopt a school or community policy, resolution, or MOU that establishes a youth peer leadership or advisory group.	Create standardized processes for youth recruitment, training, adult mentorship, and coordination with behavioral health and prevention partners.	Hold meetings and activities in accessible, youth-friendly spaces (schools, libraries, community centers).	Low: < 6 months	Medium	Low: < \$5,000

FORM CROSS-SECTOR PARTNERSHIPS

✓ GOAL

Bring together health, education, business, transportation, and civic leaders to coordinate strategies and align efforts around community well-being.

✓ WHY THIS MATTERS

No single sector can achieve population-level health outcomes alone. Cross-sector partnerships pool expertise and resources to create coordinated, lasting impact (Alderwick et al., 2021; Zhu et al., 2019). Trust and long-term collaboration are key to success.

✓ PRO TIPS

- Start with a shared vision or measurable community health goal.
- Identify a neutral convener or backbone organization.
- Develop MOUs outlining shared responsibilities and data sharing.
- Begin with a small, visible joint project to build trust.
- Use regular communication and recognition to maintain engagement.

✓ ANTICIPATED OUTCOMES

- Better coordination among public, private, and nonprofit sectors
- Increased efficiency and resource alignment
- Sustainable improvements in health and well-being



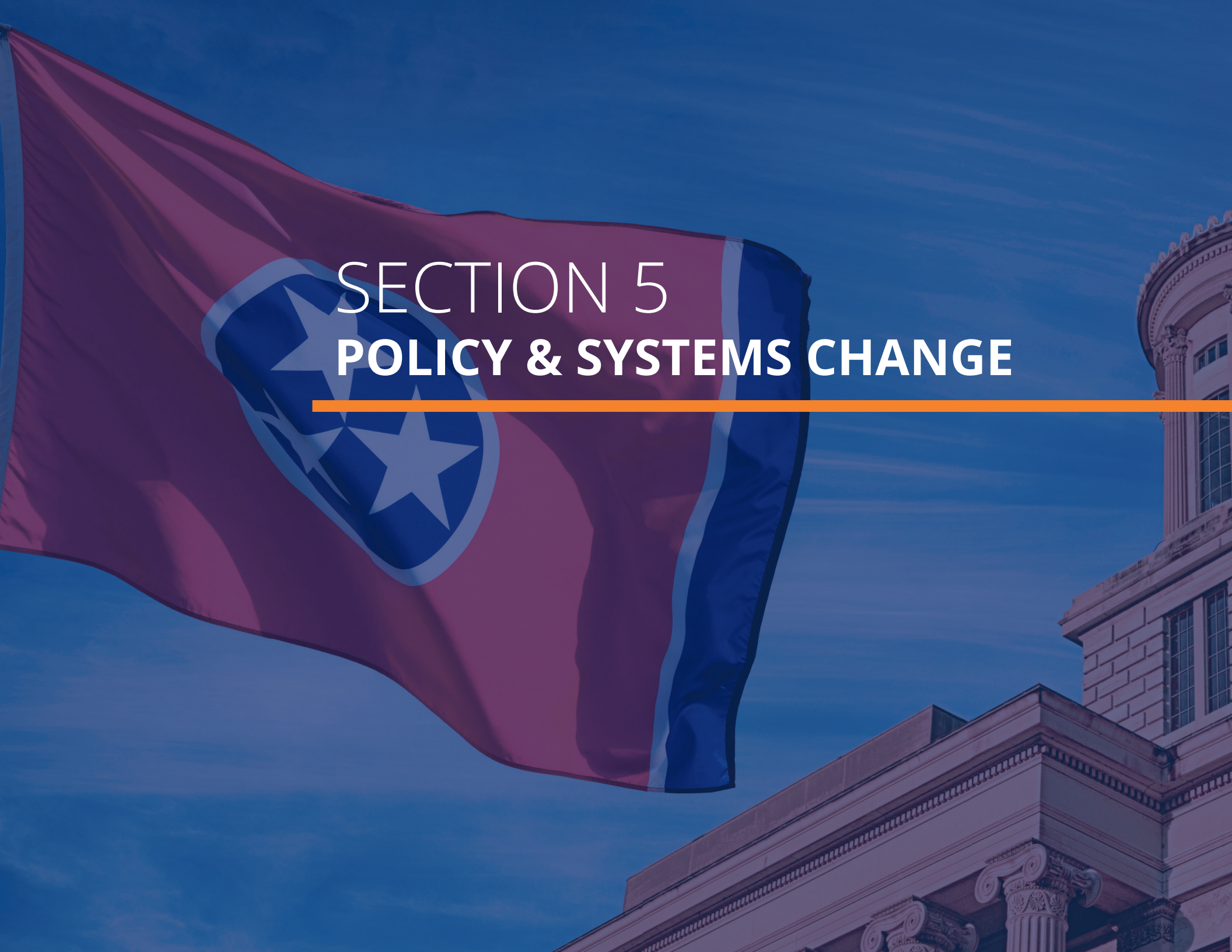
✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Convene partners around shared goals	Adopt a community well-being resolution or executive directive that formalizes cross-sector collaboration and shared priorities.	Establish a lead coordinating body and designate representatives from health, education, business, transportation, and civic sectors.	Host kickoff meetings in accessible civic venues that encourage participation and collaboration	Low: < 6 months	Medium	Low: < \$5,000
Implement pilot projects	Formalize partnership commitments through Memoranda of Understanding (MOUs).	Develop shared work plans, data-sharing agreements, and decision-making processes across sectors.	Implement pilot activities in visible, community-facing settings (corridors, schools, worksites, public spaces).	Medium: 6–12 months	High	Medium: \$5,001–\$25,000
Institutionalize collaboration	Establish a permanent cross-sector council within local governance.	Evaluate progress regularly and adjust partnership strategies.	Publicize results to sustain community awareness and support.	High: Multi-month/year effort	Medium	Low: < \$5,000
Integrate community voice into decisions	Require documentation of community input in plans, policies, and funding decisions.	Embed community feedback loops into planning, budgeting, and evaluation processes.	Use participatory formats (listening sessions, town halls) in familiar community settings.	Medium: 6–12 months	Medium	Low: < \$5,000

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The background of the slide features a low-angle shot of a classical building with columns and a dome, partially obscured by a large, waving Georgia state flag. The flag is semi-transparent, allowing the building's architecture to be seen through it. The sky is a clear, deep blue.

SECTION 5

POLICY & SYSTEMS CHANGE



THE PLAYS

- ✓ Update Zoning Codes for Healthy Neighborhoods
- ✓ Adopt Tobacco-Free and Vaping Prevention Policies
- ✓ Strengthen School Well-Being Policies
- ✓ Establish Emergency Preparedness Plans
- ✓ Promote Safe and Healthy Housing Policies
- ✓ Conduct Health Impact Assessments for Policies

**PLAY
5.1**

UPDATE ZONING CODES FOR HEALTHY NEIGHBORHOODS



✓ GOAL

Align local zoning, subdivision, and development codes with health and well-being goals to create walkable, bikeable, neighborhoods with access to needed resources.

✓ WHY THIS MATTERS

Local zoning and development rules determine whether communities have sidewalks, grocery stores, and parks or long car trips and limited access to healthy food. Many codes are outdated and unintentionally make healthy choices harder. Reviewing them through a health lens can identify barriers and opportunities for change. Health-focused zoning updates are linked to higher physical activity, reduced inactivity (Chriqui et al., 2016), and lower mortality in more walkable environments (Baobeid et al., 2021). Benefits are strongest in communities that integrate fair access considerations and neighborhood context (Gelormino et al., 2015; Serrano et al., 2023).

✓ PRO TIPS

- Conduct a zoning and subdivision code audit using CDC's Healthy Community Design Checklist.
- Prioritize zoning updates that support sidewalks, parks, grocery access, and mixed-use development.
- Involve planners, public health officials, and residents in workshops to identify barriers and solutions.
- Pair code changes with incentives for developers to include active transportation and healthy food options.
- Provide model code language and sample ordinances from peer communities

✓ ANTICIPATED OUTCOMES

- Increased opportunities for walking, biking, and active living
- Expanded access to healthy foods and local services
- Reduced transportation costs and emissions
- Improved safety and livability
- Stronger alignment between planning and public health goals



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Conduct zoning code audit	Adopt a resolution to review codes through a health lens.	Coordinate between planning, public health, and legal departments.	Map current land-use patterns and gaps in walkability and food access.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Develop recommended updates	Draft code language promoting mixed-use development, sidewalks, and parks.	Review by interdepartmental task force.	Identify priority areas for implementation.	Medium: 6–12 months	Medium: Moderate coordination	Medium-High: \$5,001–\$25,001+
Adopt and implement code changes	Hold public hearings and adopt ordinance revisions.	Train staff and update permitting procedures.	Update zoning maps and design standards.	High: 12+ months	High: Technical coordination	High: > \$25,000
Monitor and evaluate impacts	Integrate health metrics into planning performance reports.	Create tracking dashboard for approvals and outcomes.	Adjust standards as needed based on findings.	High: Multi-month/year effort	Medium: Routine coordination	Low: < \$5,000

**PLAY
5.2**

ADOPT TOBACCO-FREE & VAPING PREVENTION POLICIES FOR YOUTH & ADULTS

✓ GOAL

Reduce tobacco use and exposure by creating indoor and outdoor tobacco-free environments in schools, workplaces, parks, and public spaces.

✓ WHY THIS MATTERS

Comprehensive tobacco-free policies protect residents from secondhand smoke, encourage quitting, and prevent youth initiation. They reduce illnesses and deaths from cardiovascular and respiratory diseases and several cancers (Akter et al., 2023; Bakhturidze et al., 2021). Policies that cover both indoor and outdoor spaces are most effective when enforced consistently (Daba et al., 2024). Updating policies to include vaping and emerging nicotine products ensures continued protection (CDC, 2014).

✓ PRO TIPS

- Adopt clear, enforceable ordinances for all public buildings, parks, and school campuses.
- Include vaping and e-cigarettes in all tobacco-free definitions.
- Post signage at entrances, playgrounds, and outdoor recreation areas.
- Provide cessation resources and quit line information for employees and residents.
- Train enforcement and communication staff on consistent implementation.

✓ ANTICIPATED OUTCOMES

- Reduced exposure to second-hand smoke and vapor
- Decreased smoking and vaping prevalence
- Fewer tobacco-related illnesses and hospitalizations
- Increased public awareness of cessation resources
- Healthier, cleaner public spaces



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Review current policies and gaps	Update ordinances to include vaping and outdoor spaces.	Coordinate review among public health, HR, and legal teams.	Audit signage and designated areas for compliance.	Low: < 6 months	Low: Partner coordination	Low: < \$5,000
Draft and adopt comprehensive policy	Pass resolution or ordinance with enforcement provisions.	Develop enforcement procedures and staff training.	Remove smoking areas and post clear signage.	Medium: 6–12 months	Medium: Moderate coordination	Low: < \$5,000
Communicate and implement policy	Integrate into city or school well-being policy.	Launch awareness campaign with cessation resources.	Display messaging in public spaces and online.	Medium: 6–12 months	Medium: Partner coordination	Low: < \$5,000
Monitor compliance and outcomes	Add tobacco-free compliance indicators to health reporting.	Conduct periodic audits and gather feedback.	Adjust enforcement or signage as needed.	High: Multi-month/year effort	Medium: Routine coordination	Low: < \$5,000

STRENGTHEN SCHOOL WELL-BEING POLICIES

✓ GOAL

Ensure schools provide healthy food, physical activity, and well-being supports for students and staff.

✓ WHY THIS MATTERS

Strong well-being policies improve nutrition, increase activity, and foster lifelong healthy habits for children (Schwartz et al., 2012). These policies are especially impactful in districts serving economically disadvantaged students who depend on school meals (Hoffman et al., 2016). Schools with well-resourced well-being councils achieve better outcomes (Hoke et al., 2024), yet many districts still have vague or unenforceable policies (Francis et al., 2018). Clear, consistent policies supported by staff lead to measurable improvements in student behavior, attendance, and well-being (Barnes et al., 2021; Chrisman et al., 2024).

✓ PRO TIPS

- Convene a well-being council that includes students, parents, and staff.
- Use CDC's School Health Index to assess strengths and gaps.
- Align food, beverage, and physical activity standards with USDA Smart Snacks and state guidelines.
- Provide staff training on well-being policy implementation.
- Share successes publicly to build accountability and community support.

✓ ANTICIPATED OUTCOMES

- Healthier food environments and increased fruit and vegetable intake
- More opportunities for physical activity during and after school
- Improved student attention, behavior, and attendance
- Stronger staff engagement in well-being initiatives
- Positive school culture centered on health and well-being



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Review and update district well-being policies	Adopt a board-approved policy aligned with state and federal guidelines.	Conduct district-wide policy assessment and gap analysis.	Share draft policies for public comment.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Establish or strengthen a school well-being council	Formalize membership and roles in district policy.	Schedule regular meetings and tracking procedures.	Use schools as hubs for implementation activities.	Medium: 6–12 months	Medium: Moderate coordination	Low: < \$5,000
Implement and monitor programs	Require annual reporting on policy implementation.	Create evaluation tools for tracking meals, activity, and participation.	Promote healthy food and activity options throughout campuses.	Medium: 6–12 months	Medium: Partner coordination	Medium: \$5,001–\$25,000
Recognize and share progress	Include well-being goals in district strategic plans.	Report outcomes publicly and celebrate progress.	Showcase model schools and highlight student engagement.	High: Multi-month/year effort	Low: Routine coordination	Low: < \$5,000

ESTABLISH EMERGENCY PREPAREDNESS PLANS

✓ GOAL

Develop and maintain comprehensive emergency preparedness plans that protect community health and safety through prevention, response, and recovery strategies.

✓ WHY THIS MATTERS

Well-designed emergency preparedness plans, supported by drills, community engagement, and clear communication, reduce injuries, deaths, and disruptions during disasters. Communities that invest in preparedness show measurable improvements in survival and recovery after crises (Haque et al., 2012; Glassey, 2018). Public participation strengthens readiness, while drills and exercises improve knowledge and confidence (Mahdi et al., 2023; Vandrevalla et al., 2024).

✓ PRO TIPS

- Engage public health, emergency management, and community partners in planning.
- Conduct risk assessments for floods, heat, storms, and other local hazards.
- Include clear communication protocols and culturally appropriate outreach.
- Integrate vulnerable populations into all preparedness planning.
- Hold regular drills and after-action reviews to strengthen systems.

✓ ANTICIPATED OUTCOMES

- Improved readiness and response coordination
- Reduced casualties and injuries during disasters
- Faster recovery and return to normal operations
- Greater public confidence and engagement
- Stronger interagency collaboration



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Conduct local hazard and vulnerability assessment	Adopt an emergency preparedness plan resolution.	Coordinate with local emergency management agencies.	Identify critical facilities and risk zones.	Low: < 6 months	Medium: Partner coordination	Low-Medium: \$5,000-\$25,000
Develop or update emergency preparedness plan	Adopt an all-hazards plan consistent with state and federal guidance.	Integrate across departments including health, public safety, and schools.	Map shelters, routes, and communication points.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Train staff and conduct drills	Establish training requirements in local policy.	Partner with Red Cross, FEMA, and hospitals for simulations.	Practice evacuations and resource deployment.	Medium: 6–12 months	High: Technical coordination	Medium: \$5,001–\$25,000
Evaluate and refine preparedness systems	Require annual review and update of the plan.	Collect feedback from stakeholders and residents.	Adjust procedures and share results publicly.	High: Multi-month/year effort	Medium: Routine coordination	Low: < \$5,000

**PLAY
5.5**

PROMOTE SAFE AND HEALTHY HOUSING POLICIES

✓ GOAL

Promote housing policies and education that build knowledge, ensure stable and hazard-free homes, and improve health while reducing injury and disease.

✓ WHY THIS MATTERS

Healthy housing is linked to lower rates of respiratory disease, injury, and chronic illness. Policies that address lead, mold, overcrowding, and temperature extremes reduce risk and improve well-being (Gibson et al., 2011; Thomson et al., 2009). Stable housing supports mental health and family stability (WHO, 2021). Integrating housing and health policy helps prevent illness before it starts.

✓ PRO TIPS

- Review housing codes and enforcement procedures through a health lens.
- Prioritize remediation of lead, mold, and other indoor air quality hazards.
- Support weatherization and energy efficiency programs for low-income households.
- Provide education to landlords and tenants on healthy housing standards.
- Partner with landlords, tenants, and nonprofits to identify and address unsafe conditions.
- Coordinate with health departments to link inspections with health outcomes.

✓ ANTICIPATED OUTCOMES

- Reduced exposure to environmental hazards in homes
- Fewer preventable injuries and hospitalizations
- Improved respiratory and mental health outcomes
- Stronger housing stability and affordability
- Increased coordination between housing and health sectors



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Assess existing housing codes and enforcement processes	Update local housing or rental codes for safety and health, aligning with other healthy community policies (e.g., smoke-free housing).	Form a housing-health task force to coordinate engagement with residents.	Identify high-need neighborhoods using local data.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Implement healthy housing standards	Adopt lead-safe, mold-safe, and temperature regulation ordinances.	Train inspectors and code enforcement staff.	Provide remediation grants or incentives.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Support tenant and landlord education	Require disclosure of safety and repair responsibilities.	Develop community workshops or online resources.	Promote maintenance and safe heating/cooling practices.	Medium: 6–12 months	Medium: Partner coordination	Low: < \$5,000
Track and share housing-related health outcomes	Integrate housing metrics into public health reports.	Develop data-sharing agreements between agencies.	Use findings to target future investments.	High: Multi-month/year effort	Medium: Routine coordination	Low: < \$5,000

PLAY
5.6

CONDUCT HEALTH IMPACT ASSESSMENTS FOR POLICIES

✓ GOAL

Use Health Impact Assessments (HIAs) to anticipate positive and negative health effects of proposed policies, plans, and projects before they are adopted.

✓ WHY THIS MATTERS

HIAs help decision-makers see the health consequences of choices that don't look like "health" at first, including transportation, housing, land use, economic development. Yet, HIAs inform design, reduce unintended harms, and strengthen community trust (Paula Reeves, 2018; WHO, 2018). HIAs are used by transportation, environment, and planning agencies across several states (Washington State Legislature, 2009; NYS Senate, 2023), but many local HIAs don't fully meet best-practice standards and don't always document final outcomes (McDermott et al., 2024). Building a simple, repeatable process matters more than doing one perfect HIA.

✓ PRO TIPS

- Start with a rapid or screening-level HIA to build capacity.
- Tie HIAs to existing approval points (planning commission, council agenda, capital projects).
- Use standard tools/checklists so smaller jurisdictions can participate.
- Involve residents and key partners to surface local concerns early.
- Close the loop and report what changed in the policy because of the HIA.

✓ ANTICIPATED OUTCOMES

- Better-informed local policies and capital projects
- Earlier identification of health risks and vulnerable groups
- Stronger alignment between planning, transportation, and public health
- More transparent public decision-making
- Improved public confidence in local government



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Create HIA policy trigger	Adopt local policy that HIAs are required for certain projects (e.g., major rezones, corridors, large housing).	Assign lead agency (usually public health or planning).	Publish simple HIA checklist and make it public.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Build HIA toolkit and templates	Reference state or federal HIA guidance in local ordinance or administrative rules.	Develop repeatable forms, data sources, and stakeholder lists.	Host meetings in convenient facilities or online to gather input.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Conduct pilot HIAs on priority projects	Require HIA summary to accompany council or board decisions.	Coordinate across planning, transportation, environment, and schools.	Incorporate HIA recommendations into final project design.	Medium: 6–12 months	High: Technical coordination	Medium: \$5,001–\$25,000
Monitor and improve the process	Add HIA activity to annual community health reporting.	Track which recommendations were adopted.	Share results publicly so future projects can learn from them.	High: Multi-month/year effort	Medium: Routine coordination	Low-Medium: \$5,000–\$25,000

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SECTION 6

SUBSTANCE USE PREVENTION & RECOVERY



THE PLAYS

- ✓ Launch a Tobacco Prevention Program
- ✓ Implement a Vaping Prevention Program
- ✓ Reduce Access to Substances at Home
- ✓ Provide Naloxone Access and Training
- ✓ Establish Alcohol Prevention Programs
- ✓ Develop Excessive Alcohol Use Policies

LAUNCH A TOBACCO PREVENTION PROGRAM



✓ GOAL

Reduce tobacco use by engaging youth and adults through education, advocacy, and community action that builds awareness and prevents initiation.

✓ WHY THIS MATTERS

Tobacco use remains one of the leading preventable causes of disease and death, responsible for more than 8 million deaths globally each year (WHO, 2021). Although cigarette smoking has declined, vaping and other tobacco alternatives are growing among young people (Rigotti et al., 2022; Hair et al., 2024). Prevention programs that teach civic advocacy build long-term leadership and create policies that protect entire communities.

✓ PRO TIPS

- Teach youth how to speak at city council or school board meetings about tobacco-free goals.
- Form a Youth Health Advisory Council to inform prevention policy and programming.
- Integrate school tobacco-free initiatives with city ordinances for parks, recreation sites, and workplaces.
- Partner with local coalitions to share consistent messaging.
- Recognize youth advocates publicly to sustain engagement.

✓ ANTICIPATED OUTCOMES

- Reduced youth and adult smoking and vaping rates
- New local tobacco-free policies supported by youth leaders
- Increased community awareness and civic participation



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Create a Youth Health Advisory Council	Adopt a city or school resolution that formally establishes a Youth Health Advisory Council.	Recruit students and adult mentors and define council structure and roles.	Hold regular council meetings in civic buildings or schools.	Low: < 6 months	Medium	Low: < \$5,000
Train youth and adult advocates	Integrate youth advocacy and engagement into local tobacco prevention and control plans.	Provide training on public speaking, advocacy, and issue education.	Encourage youth to speak at public meetings and community events.	Medium: 6–12 months	Medium	Medium: \$5,001– \$25,000
Align tobacco-free policies across jurisdictions	Update and align ordinances for parks, schools, public buildings, and shared-use spaces to be tobacco-free.	Coordinate policy enforcement and communication across schools, public works, and health agencies.	Install consistent tobacco-free signage and public messaging across facilities and campuses.	Medium: 6–12 months	High	Medium: \$5,001– \$25,000
Celebrate and sustain	Formally recognize youth contributions in local health or well-being policy practices.	Publish an annual progress update highlighting engagement, outcomes, and next steps.	Host community-wide tobacco-free awareness events or recognition celebrations.	High: Multi-month/year effort	Medium	Low: < \$5,000

IMPLEMENT A VAPING PREVENTION PROGRAM

✓ GOAL

Prevent vaping initiation and reduce use among youth and young adults through education, advocacy, and policy engagement.

✓ WHY THIS MATTERS

Vaping is one of the fastest-growing health risks for young people. Although marketed as safer than smoking, e-cigarettes deliver high levels of nicotine and are linked to lung injury and addiction (Jonas, 2022; Hair et al., 2024). Empowering youth to advocate for local protections strengthens prevention and teaches civic leadership.

✓ PRO TIPS

- Train youth to address councils and school boards on vaping prevention.
- Establish a Youth Vaping Prevention Advisory Group to identify policy gaps.
- Include vaping language in local tobacco-free ordinances and school well-being policies.
- Map advertising near schools and use youth presentations to inform local decisions.
- Combine social media campaigns with civic engagement for broad reach.

✓ ANTICIPATED OUTCOMES

- Reduced vaping initiation among youth
- Improved policy alignment between schools and municipalities
- Stronger youth leadership and community partnerships



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Develop youth advocacy curriculum	Integrate youth advocacy into district or local health/tobacco prevention policy.	Train teachers and prevention staff to deliver curriculum.	Use civic spaces (council chambers, libraries) to host sessions and activities.	Low: < 6 months	Medium	Low: < \$5,000
Conduct youth-led assessments	Adopt or strengthen ordinances restricting vaping advertising near schools and youth spaces.	Students collect and analyze local marketing and environment data.	Display youth-created maps and visuals in public/community settings.	Medium: 6–12 months	Medium	Medium: \$5,001–\$25,000
Host youth presentations to city councils	Require council consideration of youth recommendations or resolutions annually.	Coordinate schedules, mentoring, and prep support for youth presenters.	Share findings and presentations publicly (social media, community board, etc.).	Medium: 6–12 months	High	Medium: \$5,001–\$25,000
Continue engagement and evaluation	Include vaping prevalence and youth engagement metrics in annual community health reporting.	Maintain ongoing Youth Advisory Council engagement and meeting cadence.	Track, visualize, and share behavior and perception change data with partners and the public.	High: Multi-month/year effort	Medium	Low: < \$5,000

REDUCE ACCESS TO SUBSTANCES AT HOME

✓ GOAL

Reduce the availability of unused medications by creating safe, convenient disposal options through events, kiosks, and mail-back programs.

✓ WHY THIS MATTERS

Unused medications contribute to accidental poisonings, misuse, and environmental contamination (CDC, 2025). Permanent drop boxes and regular takeback events remove these risks. Although not a cure-all, they are a key prevention tool and visible community safeguard.

✓ PRO TIPS

- Pass local resolutions supporting permanent drop boxes.
- Require pharmacies and hospitals to offer safe disposal options.
- Coordinate with law enforcement for security and compliance.
- Publicize takeback events twice a year.
- Track pounds collected and share outcomes.

✓ ANTICIPATED OUTCOMES

- Reduced household access to unused medications
- Lower risk of diversion and environmental harm
- Improved community awareness of safe disposal



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Approve local takeback policy	Adopt ordinance/ resolution authorizing permanent medication disposal and establishing oversight authority (police, health, or waste management).	Formalize partnership between public health, law enforcement, and pharmacies.	Install secure, clearly marked drop boxes in convenient, high-traffic community locations (e.g., libraries, city hall, pharmacies).	Low: < 6 months	Medium	Medium: \$5,001–\$25,000
Conduct outreach and events	Integrate takeback promotion into local prevention and public health communications plans.	Create annual outreach calendar and volunteer coordination process; include schools, healthcare providers, and civic groups.	Provide multiple disposal options (e.g., permanent kiosks + periodic drive-through or mail-back events).	Medium: 6–12 months	Medium	Low: < \$5,000
Track and report outcomes	Require the inclusion of prescription drug disposal metrics in annual community health/safety reporting.	Maintain shared dashboard of collected meds, participation levels, and partner contributions.	Share results publicly to reinforce norm change and encourage ongoing participation (web, signage, newsletters).	High: Multi-month/year effort	Low	Low: < \$5,000

PROVIDE NALOXONE ACCESS AND TRAINING

GOAL

Save lives by expanding naloxone availability and ensuring community members can respond confidently to opioid overdoses.

WHY THIS MATTERS

Naloxone reverses opioid overdoses quickly and safely. Widespread community access reduces deaths and increases emergency response readiness (Cherrier et al., 2022). Local policies authorizing standing orders and distribution improve reach and consistency (Miller et al., 2022).

PRO TIPS

- Include naloxone access in local emergency preparedness.
- Train police, teachers, librarians, and community volunteers.
- Pair distribution with referral information for treatment and recovery services.

ANTICIPATED OUTCOMES

- Fewer opioid-related deaths
- Increased public confidence in overdose response
- Broader engagement in overdose prevention strategies



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Secure supply and standing orders	Adopt local standing order or policy allowing non-prescription community distribution of naloxone.	Establish distribution agreements with public health, EMS, schools, libraries, and community organizations.	Place naloxone kits in visible, easy-to-access public locations (e.g., schools, libraries, transit hubs, shelters).	Low: < 6 months	Medium	Medium-high: \$5,001–\$25,000+
Conduct broad community training	Require basic naloxone response training for public-facing staff and volunteers (e.g., schools, libraries, parks, shelters).	Develop a recurring training schedule and toolkit; partner with peer recovery organizations for delivery.	Provide free naloxone kits at training sites; reinforce “carry & use” norms through signage and public messaging.	Medium: 6–12 months	Medium	Medium-high: \$5,001–\$25,000+
Evaluate and sustain	Include local nonfatal and fatal overdose numbers to assess where naloxone distribution and education could be improved.	Track kit distribution, refill rates, training participation, and reversal reporting.	Maintain stocked and clearly marked naloxone access points; refresh signage to keep visibility high.	High: Multi-month/year effort	Medium	Low: < \$5,000

ESTABLISH ALCOHOL PREVENTION PROGRAMS

GOAL

Reduce alcohol misuse through policy, education, and supportive community environments.

WHY THIS MATTERS

Alcohol misuse contributes to injury, violence, and chronic disease. Rates increased following the pandemic (Pollard et al., 2020). Comprehensive approaches combining education, policy, and local regulation achieve greater impact (Boumans et al., 2022).

PRO TIPS

- Incorporate alcohol prevention into school, workplace, and licensing policies.
- Require alcohol-free zones at youth events and parks.
- Engage healthcare providers in screening and brief interventions.
- Promote alcohol-free community events.
- Track consumption and related harms over time.

ANTICIPATED OUTCOMES

- Reduced binge drinking and related injuries
- Safer community environments
- Lower health-care and enforcement costs



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Review existing alcohol policies	Review and update local licensing, enforcement, and event permitting ordinances.	Establish coordinated review process with law enforcement, public health, and business licensing.	Map outlet density and identify high-risk zones and event venues for targeted outreach.	Low: < 6 months	Medium	Low: < \$5,000
Implement prevention programming	Adopt alcohol-free workplace, school, or event policies.	Coordinate delivery of prevention programming through schools, employers, and community coalitions.	Promote alcohol-free norms through community events, signage, and awareness campaigns in shared public spaces.	Medium: 6–12 months	Medium	Medium-High: \$5,001–\$25,001+
Monitor and evaluate	Require alcohol-related health and enforcement metrics in annual public reporting.	Track emergency room visits, DUI citations, school surveys, and community safety data together.	Adjust programming and outreach locations based on neighborhood-level need and impact findings.	High: Multi-month/year effort	Low	Low: < \$5,000

DEVELOP EXCESSIVE ALCOHOL USE POLICIES

GOAL

Target binge and heavy drinking by strengthening commercial and social liability policies and promoting proven prevention measures.

WHY THIS MATTERS

Excessive drinking increases the risk of accidents, chronic disease, and injury. Commercial liability laws (“dram shop” laws) and social host liability laws reduce alcohol-related crashes and deaths, typically by around 6% (Rammohan et al., 2011; Wagoner et al., 2012). States with minimum pricing or excise taxes see even greater reductions in alcohol-related harms (Nelson et al., 2013). Consistent enforcement is essential for effectiveness.

PRO TIPS

- Review and update local and state-level liability laws.
- Conduct retailer and server training on responsible beverage service.
- Promote safe-ride programs and sober transportation partnerships.
- Support community coalitions that monitor policy effectiveness.
- Align alcohol prevention with broader injury prevention initiatives.

ANTICIPATED OUTCOMES

- Reduced alcohol-related crashes and deaths
- Lower binge drinking and related emergency visits
- Increased compliance with alcohol service laws
- Enhanced collaboration between public health and law enforcement
- Stronger community commitment to safety and prevention



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Review local and state liability frameworks	Support adoption or strengthening of dram shop and social host laws.	Convene legal and enforcement partners to identify gaps.	Share best practices from comparable jurisdictions.	Low: < 6 months	Medium: Partner coordination	Low: < \$5,000
Train retailers and servers	Require Responsible Beverage Service certification for licensees.	Establish recurring training schedule with alcohol boards.	Provide signage and materials for establishments.	Medium: 6–12 months	Medium: Moderate coordination	Medium: \$5,001–\$25,000
Implement prevention and enforcement programs	Integrate enforcement into local safety and health plans.	Create data-sharing agreements between police and health departments.	Conduct compliance checks and sobriety checkpoints.	Medium: 6–12 months	High: Technical coordination	Medium: \$5,001–\$25,000
Evaluate and report outcomes	Require annual reporting to governing bodies.	Track crash data, citations, and alcohol-related ER visits.	Communicate progress through media and community reports.	High: Multi-month/year effort	Medium: Routine coordination	Low: < \$5,000

SECTION 6 REFERENCES

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A photograph of a smiling woman in a swimming pool, wearing a black swim cap and a black and blue swimsuit. She is holding a pink foam noodle. The image is overlaid with a semi-transparent blue filter. The text 'SECTION 7' and 'AGE-FRIENDLY ENVIRONMENTS' is centered over the image, with a thick black horizontal line separating the two lines of text.

SECTION 7

AGE-FRIENDLY ENVIRONMENTS

A photograph of a smiling man wearing a black swimming cap and goggles, floating in a pool. The image is overlaid with a blue gradient and a white horizontal line.

THE PLAYS

- ✓ Provide Fall Prevention Programs
- ✓ Expand Older Adult Nutrition Programs
- ✓ Provide Home-Delivered Meals for Older Adults
- ✓ Develop Active Aging Programs
- ✓ Establish a Dementia Navigator Project
- ✓ Launch Dementia ECHO Programs
- ✓ Develop an Age-Friendly City Plan
- ✓ Expand Transportation Options
- ✓ Promote Age-Inclusive Images, Language & Training
- ✓ Develop Elder Abuse Prevention Programs

PLAY 7.1

PROVIDE FALL PREVENTION PROGRAMS

✓ GOAL

Reduce injuries and improve independence among older adults through coordinated fall prevention programs.

✓ WHY THIS MATTERS

Falls are among the most common and costly injuries affecting older adults, often resulting in hospitalization, reduced mobility, or loss of independence (Montero-Odasso et al., 2021). Comprehensive programs that include exercise, balance and strength training, and home safety modifications can significantly reduce fall risk (Pillay et al., 2021; Thomas et al., 2019).

✓ PRO TIPS

- Offer fall prevention screenings at senior centers and clinics.
- Train community volunteers to conduct basic home safety checks.
- Distribute home modification toolkits and checklists.
- Partner with local hospitals and PT clinics for referrals.
- Promote public awareness campaigns on fall risks.

✓ ANTICIPATED OUTCOMES

- Fewer falls and fall-related injuries
- Increased independence and mobility
- Stronger coordination among aging services providers



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Develop a falls prevention plan	Integrate fall prevention into local health, aging, and injury-prevention policies.	Partner with hospitals, EMS, senior services, and aging councils to coordinate roles.	Promote evidence-based fall prevention resources through public facilities and community channels.	Low: < 6 months	Medium	Low: < \$5,000
Deliver programs and training	Incorporate fall prevention and balance training into recreation and well-being program schedules.	Train staff and volunteers in fall risk screening and support.	Provide home safety checks and minor home modification assistance to reduce fall risks.	Medium: 6–12 months	High	Medium: \$5,001–\$25,000
Track outcomes and share data	Add fall-related injury and participation metrics to community health dashboards and reporting.	Collect and review outcomes from healthcare, EMS, and community partners.	Publicize program success stories and improvement data to encourage ongoing participation.	High: Multi-month/year effort	Medium	Low: < \$5,000

EXPAND OLDER ADULT NUTRITION PROGRAMS

GOAL

Reduce food insecurity and improve nutrition for adults aged 60 and older through expanded meal and grocery support.

WHY THIS MATTERS

Food insecurity among older adults has doubled in the U.S. since 2000, increasing risks for malnutrition, faster cognitive decline, and higher rates of chronic disease (Ziliak & Gundersen, 2020; Qian et al., 2023). Expanding nutrition programs, such as congregate meals, SNAP enrollment, and food delivery, improves health, independence, and longevity (Juckett et al., 2024; Walton et al., 2020).

PRO TIPS

- Coordinate with Area Agencies on Aging to expand eligibility.
- Use mobile or pop-up meal sites to reach areas with limited access to services.
- Provide culturally appropriate meals that reflect the community.
- Train volunteers in safe food handling and well-being checks.
- Pair food delivery with social connection check-ins.

ANTICIPATED OUTCOMES

- Reduced malnutrition and food insecurity
- Improved cognitive and physical health outcomes
- Strengthened community support networks



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Assess need and resources	Update local nutrition policy priorities to reflect older adult needs.	Map current meal sites, delivery routes, and capacity across partners.	Identify underserved neighborhoods and gaps in access.	Low: < 6 months	Medium	Low: < \$5,000
Expand or pilot programs	Adjust eligibility and participation criteria to broaden access.	Recruit and coordinate volunteers, delivery partners, and meal providers.	Add mobile, pop-up, or expanded meal service locations in high-need areas.	Medium: 6–12 months	High	Medium-High: \$5,001–\$25,001+
Integrate with well-being checks	Require basic health and safety screening protocols for meal programs.	Train volunteers to monitor well-being and refer concerns appropriately.	Encourage friendly, relationship-building visits during deliveries to reduce isolation.	High: Multi-month/year effort	Medium	Low: < \$5,000

PLAY
7.3

PROVIDE HOME-DELIVERED MEALS FOR OLDER ADULTS

GOAL

Improve nutrition, independence, and emotional well-being through home-delivered meal programs.

WHY THIS MATTERS

Home-delivered meals help older adults meet daily nutritional needs, prevent malnutrition, and reduce loneliness. Studies show recipients experience greater well-being and lower caregiver stress (Juckett et al., 2024; Walton et al., 2020; Balkan et al., 2025).

PRO TIPS

- Partner with existing programs like Meals on Wheels or senior centers.
- Combine meal delivery with well-being and safety checks.
- Use local farms and restaurants to source fresh, healthy foods.
- Offer options that meet medical or dietary needs.
- Provide consistent volunteer training and recognition.

ANTICIPATED OUTCOMES

- Improved nutrition and health outcomes
- Reduced loneliness and caregiver burden
- Increased connection between volunteers and recipients



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Expand meal delivery policy	Include home-delivered meals in city or county aging service plans.	Partner with nonprofits, senior service agencies, and local restaurants.	Use community kitchens and meal hubs to support preparation and distribution.	Low: < 6 months	Medium	Medium-High: \$5,001–\$25,001+
Recruit and train volunteers	Establish volunteer engagement and safety guidelines.	Offer flexible delivery shifts and route assignments.	Use clearly branded delivery vehicles or identifiers to promote awareness and trust.	Medium: 6–12 months	Medium	Low: < \$5,000
Evaluate program outcomes	Add meal delivery participation to community health indicators.	Track satisfaction, well-being checks, and health outcomes over time.	Share results with funders, advisory councils, and the community to support sustainability.	High: Multi-month/year effort	Medium	Low: < \$5,000

PLAY 7.4

DEVELOP ACTIVE AGING PROGRAMS

✓ GOAL

Support older adults in maintaining physical mobility, cognitive engagement, social connection, and independence through coordinated community-based programming and age-friendly planning.

✓ WHY THIS MATTERS

Regular physical activity, balance training, and social engagement reduce fall risk, improve mobility, and enhance quality of life among older adults. Programs such as tai chi and yoga strengthen balance, flexibility, and mental well-being (Huang et al., 2017; Wayne et al., 2014). Social connection is also linked to lower depression, better cognitive health, and longer life expectancy (Holt-Lunstad et al., 2010; Waalkes et al., 2019). Communities that conduct age-friendly assessments can better coordinate services, improve access, and support healthy aging. Integrating physical activity, social engagement, and planning efforts promotes safety, resilience, and lifelong well-being.

✓ PRO TIPS

- Combine physical activity with social connection (e.g., “Walk and Talk” groups).
- Partner with schools or youth groups for intergenerational events.
- Provide low-impact options for varying mobility levels, including tai chi and yoga.
- Offer incentives for attendance and participation.
- Publicize through senior centers, libraries, and faith groups.

✓ ANTICIPATED OUTCOMES

- Greater physical activity among older adults
- Reduced isolation and improved mental health
- Enhanced intergenerational connection and community pride
- Improved balance, mobility, and strength
- Enhanced independence and confidence



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Plan and promote activities	Include Active Aging as a priority in local health and recreation policies.	Coordinate programming across parks, health, and aging departments.	Identify and promote safe walking routes and indoor activity venues.	Low: < 6 months	Medium	Low: < \$5,000
Conduct an age-friendly skills and asset audit	Integrate aging asset mapping into community planning, livable community strategies, or age-friendly policies.	Assess older adult skills, volunteer capacity, mobility supports, transportation access, and service gaps across the community.	Identify community spaces suitable for active aging programming and areas needing safety or accessibility improvements.	Low: < 6 months	Low–Medium: Partner coordination	Low: < \$5,000
Launch and track participation	Require annual reporting on program participation and engagement rates.	Recruit and train volunteer walk and activity leaders.	Use signage, marked routes, and shared paths to support safety and visibility.	Medium: 6–12 months	Medium	Medium: \$5,001–\$25,000
Celebrate and sustain	Formally recognize program leaders, partners, and champions annually.	Encourage peer-led activity groups and ongoing volunteer involvement.	Host annual Active Aging Week events to reinforce program tradition and community presence.	High: Multi-month/year effort	Low	Low: < \$5,000

ESTABLISH A DEMENTIA NAVIGATOR PROJECT

✓ GOAL

Help people living with dementia and their caregivers access coordinated support, reduce stress, and improve care continuity.

✓ WHY THIS MATTERS

Navigator programs provide personalized assistance that helps families find resources, coordinate care, and avoid unnecessary hospital visits. Studies show these programs can reduce emergency room use and improve caregiver experience, though more research is needed to confirm long-term outcomes (Giebel et al., 2023; Kallmyer et al., 2023).

✓ PRO TIPS

- Partner with health departments and memory clinics to identify participants.
- Train navigators in dementia care, trauma-informed communication, and local resources.
- Provide a single point of contact for caregivers.
- Align navigator programs with existing aging or behavioral health initiatives.
- Include caregiver feedback in program design and evaluation.

✓ ANTICIPATED OUTCOMES

- Improved access to dementia care and community resources
- Reduced stress and burnout among caregivers
- Fewer preventable hospitalizations



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Design navigator framework	Adopt dementia navigator program guidelines within local aging or public health plans.	Identify a lead agency and establish referral and service coordination pathways.	Create an office, navigation hub, or call center.	Low: < 6 months	Medium	Medium: \$5,001–\$25,000
Hire and train navigators	Establish certification, training, and safety standards for dementia care navigators.	Train navigators in care coordination and cultural competence across communities.	Provide standardized digital and printed resource guides.	Medium: 6–12 months	High	Medium: \$5,001–\$25,000
Evaluate and improve services	Include caregiver and care partner outcomes in evaluation and reporting requirements.	Conduct annual program performance reviews and quality improvement cycles.	Share program outcomes and success stories publicly to maintain awareness.	High: Multi-month/year effort	Medium	Low: < \$5,000

LAUNCH DEMENTIA ECHO PROGRAMS

GOAL

Improve dementia care by connecting healthcare providers and caregivers with specialists through virtual mentorship and peer learning.

WHY THIS MATTERS

Project ECHO-style programs strengthen clinical knowledge, confidence, and self-efficacy in diagnosing and managing dementia (Chicoine et al., 2022; Masoud et al., 2024). They foster collaboration between primary care and specialists, improving care coordination even in rural or resource-limited areas (Waters et al., 2024).

PRO TIPS

- Partner with local universities or hospital systems to host a hub.
- Include real case discussions and ongoing mentorship.
- Recruit participants from rural and underserved areas.
- Offer continuing education credits to sustain engagement.
- Collect outcome data on confidence and practice changes.

ANTICIPATED OUTCOMES

- Improved provider knowledge and confidence
- Enhanced coordination between primary and specialty care
- Expanded access to high-quality dementia support



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Establish program structure	Include ECHO participation in state dementia or aging strategies.	Partner with academic medical centers, health systems, and community-based organizations to deliver shared learning sessions.	Use virtual learning platforms to ensure broad participation.	Low: < 6 months	Medium	Medium: \$5,001–\$25,000
Launch training sessions	Provide participation incentives through continuing education credits or recognition programs.	Coordinate recurring, case-based learning sessions across provider networks.	Encourage participation across rural and urban areas by promoting statewide access points.	Medium: 6–12 months	Medium	Medium: \$5,001–\$25,000
Measure outcomes	Add ECHO performance and dementia care quality measures to public health reporting.	Track provider participation, confidence, and satisfaction, and incorporate feedback loops.	Share findings to refine curriculum, highlight success, and normalize ongoing participation.	High: Multi-month/year effort	Low	Low: < \$5,000

DEVELOP AN AGE-FRIENDLY COMMUNITY PLAN

✓ GOAL

Create a community-wide plan to make neighborhoods more livable, convenient, and inviting for residents of all ages.

✓ WHY THIS MATTERS

The World Health Organization's Age-Friendly Cities and Communities framework helps cities design policies that support active aging through housing, transportation, public spaces, and participation (WHO, 2007). These plans improve access, safety, and belonging while leveraging technology to support connectedness and independence (Buffel & Phillipson, 2018; van Hoof & Marston, 2021).

✓ PRO TIPS

- Partner with AARP networks for technical support.
- Conduct assessments with older residents to identify needs and priorities.
- Integrate age-friendly goals into comprehensive plans and zoning codes.
- Include housing, mobility, and social participation components.
- Report annually on progress and implementation.

✓ ANTICIPATED OUTCOMES

- Stronger alignment between city planning and aging priorities
- Improved mobility, access, and housing options
- Increased engagement and belonging among older residents



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Conduct baseline assessment	Formally adopt an Age-Friendly framework or resolution.	Establish a cross-departmental working group with an older adult advisory council.	Gather input and lived experience from older adults in community settings.	Low: < 6 months	Medium	Medium: \$5,001–\$25,000
Develop and publish plan	Integrate age-friendly strategies into comprehensive, neighborhood, or mobility plans.	Establish measurable goals, indicators, and monitoring processes.	Map age-friendly assets and gaps to prioritize improvements.	Medium: 6–12 months	High	Medium-High: \$5,001–\$25,001+
Implement and monitor	Adopt an annual review and progress reporting policy.	Track actions and responsibilities across departments and partners.	Highlight visible improvements (e.g., benches, ramps, crossings) to reinforce community commitment.	High: Multi-month/year effort	Medium	Low-High: < \$5,000–\$25,000+

EXPAND TRANSPORTATION OPTIONS

✓ GOAL

Increase safe, reliable, and affordable transportation for older adults to maintain independence and community connection.

✓ WHY THIS MATTERS

Access to transportation is essential for health, independence, and participation. Limited options lead to missed medical appointments, isolation, and decline in well-being (Allen & Farber, 2020; Boisjoly et al., 2020). Expanding transportation services, especially demand-responsive, volunteer-based, and accessible transit, helps older adults stay active and engaged (National Aging and Disability Transportation Center, 2018).

✓ PRO TIPS

- Develop or expand paratransit and senior shuttle programs.
- Partner with volunteer driver organizations and rideshare companies.
- Offer driver safety refreshers for older adults.
- Provide transit training to increase confidence in public use.
- Advocate for funding and infrastructure improvements.

✓ ANTICIPATED OUTCOMES

- Improved mobility and independence for older adults
- Reduced isolation and missed medical visits
- Increased access to services and community events



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Assess local needs and gaps	Include older adult mobility priorities in transportation and mobility plans.	Conduct surveys, route analyses, and rider input sessions.	Identify priority service areas and underserved neighborhoods.	Low: < 6 months	Medium	Low: < \$5,000
Expand or pilot services	Establish funding through local, state, or federal sources.	Train and recruit volunteer or partner drivers.	Provide clearly branded vehicles and pick-up sites.	Medium: 6–12 months	High	Medium–High: \$5,001–\$25,000+
Monitor performance	Include mobility indicators in annual community health and transportation reporting.	Track trip frequency, satisfaction, and unmet mobility needs.	Adjust schedules and routes based on usage patterns.	High: Multi-month/year effort	Medium	Low: < \$5,000

**PLAY
7.9**

PROMOTE AGE-INCLUSIVE IMAGES, LANGUAGE, AND TRAINING

✓ GOAL

Reduce ageism by using positive, accurate representations of older adults in programs, communications, and training.

✓ WHY THIS MATTERS

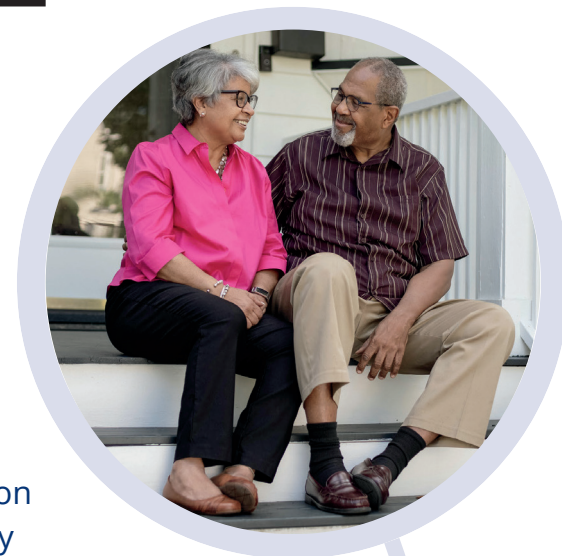
Ageism, which includes stereotypes, prejudice, and discrimination based on age, can harm mental and physical health, increase social isolation, and discourage participation in community life (Lindland et al., 2025). Promoting age-friendly language and imagery helps reshape attitudes, improve policy and service design, and support dignity and belonging for older residents (Henry et al., 2024; de Aquino et al., 2025).

✓ PRO TIPS

- Review public messaging, signage, and outreach materials for age bias.
- Provide staff training on communication and representation of all ages.
- Highlight active older adults in marketing and storytelling.
- Include ageism awareness in public health initiatives.
- Encourage intergenerational campaigns that emphasize shared community values.

✓ ANTICIPATED OUTCOMES

- Reduced age-based stereotypes and stigma
- Improved representation in public programs and messaging
- Stronger intergenerational understanding and respect



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Review policies, plans and outreach materials	Add age-friendly language and representation to communication policies.	Audit messaging and visual materials across departments.	Update public displays, signage, and media with representative imagery.	Low: < 6 months	Medium	Low: < \$5,000
Train staff and partners	Incorporate age-awareness into onboarding and HR training.	Conduct annual cross-sector training sessions.	Use convenient public training venues.	Medium: 6–12 months	Medium	Medium: \$5,001–\$25,000
Promote and sustain awareness	Recognize organizations and partners demonstrating age-welcoming practices.	Collect and integrate feedback from older residents.	Showcase positive stories and images in community spaces and campaigns.	High: Multi-month/year effort	Low	Low: < \$5,000

**PLAY
7.10**

DEVELOP ELDER ABUSE PREVENTION PROGRAMS

GOAL

Prevent, identify, and address elder abuse through awareness campaigns, care protocols, and community partnerships.

WHY THIS MATTERS

One in six adults aged 60 and older experiences some form of elder abuse each year (WHO, 2024). Abuse can include neglect, emotional, physical, or financial harm. Programs that build trust, improve caregiver support, and train professionals in early detection can reduce abuse and improve safety (Acierno et al., 2010; Burnes et al., 2022).

PRO TIPS

- Partner with health systems, law enforcement, and social services for coordinated response.
- Train caregivers, financial institutions, and public servants on warning signs.
- Promote awareness through public campaigns and faith-based organizations.
- Create confidential reporting options.
- Integrate prevention strategies into long-term care and aging services.

ANTICIPATED OUTCOMES

- Increased awareness and reporting of elder abuse
- Safer, more supportive environments for older adults
- Improved trust between caregivers, service providers, and older residents



✓ HOW TO RUN THIS PLAY

Action Step	Policy (P)	Systems (S)	Environment (E)	Time Needed	Effort Level	Estimated Cost
Develop coordinated response plan	Adopt interagency elder abuse prevention policy.	Create referral and follow-up systems across partner organizations.	Promote reporting hotlines and support resources in community settings.	Low: < 6 months	Medium	Low: < \$5,000
Conduct community education	Integrate elder abuse topics into caregiver and provider training requirements.	Host workshops and awareness campaigns in partnership with local agencies.	Use local media and public spaces to share prevention messages.	Medium: 6–12 months	Medium	Medium: \$5,001–\$25,000
Evaluate and improve	Report program outcomes annually to governing bodies.	Gather feedback from caregivers, service providers, and older adults.	Highlight success stories to reinforce awareness and cultural norms of protection.	High: Multi-month/year effort	Medium	Low: < \$5,000

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SELECTING PLAYS



WORKSHEETS

- ✔ **WORKSHEET 1**
Community Health Mapping
- ✔ **WORKSHEET 2**
Playbook Activity and Quick Win Plan
- ✔ **WORKSHEET 3**
Playbook Stakeholder Identification & Engagement
- ✔ **WORKSHEET 4**
Evaluation Planning
- ✔ **WORKSHEET 5**
Sustainability Planning
- ✔ **WORKSHEET 6**
End Zone Action Plan & Project Management

COMMUNITY HEALTH MAPPING

INTRODUCTION

Community members have direct knowledge of local health challenges. This worksheet helps people quickly name what's hard, who struggles most, and ideas for change. By working through these steps together, groups can start shaping realistic solutions.

WHAT ARE THE MAIN HEALTH CONCERNS?

Write up to 3 things making health tough in your area. (*Examples: Not enough places to buy fresh food, or unsafe areas to walk or bike*)

1. _____
2. _____
3. _____

WHO FACES THE MOST CHALLENGES?

Number the top groups most affected by these problems. (*Examples: Seniors, kids, or families without cars*)

1. _____
2. _____
3. _____

FOR EACH PROBLEM, WRITE ONE IDEA THAT COULD HELP

For each problem, write one idea that could help. (*Examples: Connect with Meals on Wheels Program, or make new crosswalks*)

1. _____
2. _____
3. _____

SUMMARY TABLE

Use the table to organize challenges, who struggles most, and possible solutions in one place. This makes it easy to see top concerns and decide what needs attention.

CHALLENGE	WHO FACES THE MOST CHALLENGES	SOLUTION
<i>Ex. Lack of fresh food</i>	<i>Ex. Seniors</i>	<i>Ex. Connect with Meals on Wheels Program</i>

CONCLUSION

When your worksheet is complete, use it to talk with others and share what you’ve learned. Bringing challenges and solutions into the open helps everyone find ways to support the people who need it most. This is just the beginning. Use your insights to guide decisions, set goals, and inspire lasting health improvements in your community.

PLAYBOOK ACTIVITY AND QUICK WIN PLAN

INTRODUCTION

Your playbook has lots of great activities. Use this worksheet to pick a top activity, make a quick plan, and get your group moving forward. Work together to fill it out and capture your choices, steps, and solutions in the table below.

WHAT ACTIVITY ARE YOU CHOOSING FROM THE PLAYBOOK?

List up to 3 playbook activities your group is considering:

1. _____
2. _____
3. _____

WHY IS THIS A GOOD CHOICE AND WHAT COULD GET IN THE WAY?

For each activity, discuss:

- Why is this a good fit for your needs?
- How much time, effort, or resources will it take?
- What barriers could you run into? (Example: scheduling, weather, staff, ADA-compliance, etc.)
- How might you solve those barriers?

QUICK WIN PLANNING TABLE (*SEE NEXT PAGE*)

Write your first steps in the table on the following page.

CELEBRATE AND SHARE

How will you highlight your early results or thank group members? (Example: Share a story or photos, thank everyone at the next meeting)

QUICK WIN PLANNING TABLE

Use the example row as a guide, then fill in your own.

STEP	TASK	WHO WILL DO IT	BY WHEN	WHAT YOU NEED	BARRIERS/RISKS (WHAT COULD GO WRONG)	HOW TO SOLVE BARRIERS
Ex.	<i>Ex. Launch a walking audit</i>	<i>Engagement coordinator</i>	<i>10/14</i>	<i>Route map, signage, feedback forms, Safety vests, water, volunteers,</i>	<i>Route is not compliant for people with disabilities</i>	<i>Re-assess route for compliance issues, provide alternate options</i>
1						
2						
3						

WHAT TO DO NEXT

Use this worksheet to keep your group organized as you work on your chosen playbook activity. Review the table regularly during meetings to track your progress, make sure tasks are assigned, and update any changes. Share your plan and updates with others helping on the project. After you complete your quick win, talk with your group about what worked well, what could be improved, and use what you learned to choose another activity or plan your next steps. This process helps your team keep moving forward and build success together.

INTRODUCTION

Playbook activities work best when people and groups in the community join in and give support. These people are called stakeholders. Stakeholders can help your project by sharing ideas, solving problems, and getting others involved. This worksheet is for writing down who to contact, what their role is, how much influence they have, and how you'll reach out. Bringing the right partners and supporters into your work early helps you build momentum, avoid barriers, and create better outcomes for everyone. Filling out this worksheet with your team makes sure no one is left out and helps your project get off to a good start.

EXAMPLES OF STAKEHOLDERS AND THEIR SUPPORT

- City Planning Board: Reviews and approves projects; offers guidance to align with city goals.
- School Principal or PTA: Helps connect with families; can help run and promote school-based activities (e.g., Safe Routes launches).
- Local Business Owner: May offer a space, materials, or help spread the word to customers and community.
- Community Health Clinic: Brings expertise, shares data, and can provide health education resources.
- Neighborhood Association Leader: Understands local needs, raises awareness, and encourages resident involvement.
- Local Media or Social Influencer: Helps share information and tell the story about your activity.
- Public Health Department: Offers guidance, connects to other initiatives, and provides data.
- Nonprofit Partner: Builds trust with the community and extends project reach.
- Faith Leader: Connects with hard-to-reach residents, promotes activities, and lends community trust.



STAKEHOLDER ENGAGEMENT TABLE

Before you fill out the table, take a moment to review these definitions with your team. This will help everyone use the same approach and make the worksheet clearer. Be mindful to customize your message and outreach for each kind of stakeholder. Different people and groups may care about different things, so think about what will matter most to them and how they like to communicate.

- **Role:** What type of role will the stakeholder play. Are they a leader, connector, influencer, supporter, ally, etc.?
- **Influence:** H = High, M = Medium, L = Low. Shows how much this person or group can guide, support, or block your project.
- **How to Connect:** Pick the best way to reach out, like by call, meeting, event, or email.
- **Notes/Next Steps:** List what you plan to do next, important reminders, or anything you want to follow up on.

STAKEHOLDER ENGAGEMENT TABLE EXAMPLE

STAKEHOLDER TYPE/GROUP	CONTACT NAME	ROLE	INFLUENCE (H/M/L)	HOW TO CONNECT	NOTES/NEXT STEPS
Planning Board	John Doe	Leader, Advisor	High	Attend board meeting	Needs updates, can approve project, invite to be part of steering committee
School District	Jane Smith	Advisor, Connector	High	Schedule face to face meeting	Needs updates, can send communications to school families, invite to be part of steering committee
Community Member	Steve Jones	Connector	Med	Send email	Steve is a well connected member in community, meet with him to connect with other stakeholders

WHY THIS MATTERS & WHAT TO DO NEXT

Taking time to fill out this table helps ensure your playbook activity includes everyone needed to make meaningful progress. Review this worksheet as a team at the start, and keep it updated as you connect with new stakeholders, get feedback, or need support. Regularly use it to guide outreach, spot gaps, and celebrate new partnerships. This will help your project move forward with broad support and reduce the risk of missing key players or voices as you grow

Write your playbook activity here: _____

[illegible]



INTRODUCTION

After choosing your strategy, involving partners, and launching your playbook activity, it's important to track what difference your work makes. Evaluation means checking not just what you did but what changed for people, systems, or policies. This worksheet helps your group list what success looks like, what to measure, how you'll use the results, and who is responsible. Doing this together builds trust, helps you improve, and shows others your impact.

HOW TO USE THIS WORKSHEET

1. Write your project or playbook activity at the top of the table.
2. Describe the change you hope to see (the intended outcome).
3. Pick short-term results to measure (like participation or awareness) and say how you'll get the data.
4. Pick long-term results (like policy change or community impact) and say how you'll get the data.
5. Decide how you'll use the results (to improve, to share with funders, etc.).
6. Assign who will collect, review, and use the information.
7. See table below for examples.

TIPS FOR FILLING OUT THE TABLE

- Use clear measures (count people, ask short survey questions).
- Pick data sources that are easy for your group to collect (attendance sheets, stories, simple forms).
- Short-term measures show early wins. Long-term measures show lasting changes.
- Say clearly how results will be used: Will you share them with the city, funders, or community? Will they help improve future projects?
- Pick team members who will check the results and use them to guide next steps.

EVALUATION PLANNING TABLE EXAMPLE

Play: _____

PLAY/ACTIVITY	INTENDED OUTCOME	SHORT-TERM RESULT & DATA SOURCE	LONG-TERM RESULT & DATA SOURCE	HOW RESULTS WILL BE USED	WHO IS RESPONSIBLE
<i>Community Walking Audit</i>	<i>Safer, more walkable streets</i>	<i># residents joining; % with more knowledge; Sign-in sheets, short surveys</i>	<i># changes in city plan; fewer injuries; City records, crash data</i>	<i>Help city plan; share with public</i>	<i>Lead: Project Lead Review: Data Team Use: City Staff</i>
<i>Healthy Food Drive</i>	<i>More healthy food for students</i>	<i># families served; % with more awareness; Logs, simple student surveys</i>	<i>Better diet; new food program; Longer follow-up surveys; policy docs</i>	<i>Change school plans; celebrate</i>	<i>Lead: School Coordinator Review: Volunteer Use: Wellness Team</i>
<i>Community Gardens</i>	<i>Stronger connections; more healthy food</i>	<i># gardens started; food skill reports Garden logs, feedback forms</i>	<i>More families eat veggies; garden group lasts; Household surveys; council notes</i>	<i>Get grant money; improve city plans</i>	<i>Lead: Garden Coordinator Review: Garden Group Use: City Office</i>

REFLECTION / NEXT STEPS

- Do your measures show real change (not just what you did)?
- How can you use your results to improve, share lessons, or bring in new supporters?
- Who will help review the findings and put them into action?
- How can you use what you learned to build trust and keep your team moving forward?

Tracking results as a team helps you learn, improve, and show your impact. Keep your table up to date to celebrate wins and fuel your next steps.

Play: _____

[illegible]



INTRODUCTION

Sustaining your playbook project means more than just keeping it running. It means your team needs a clear roadmap for who is involved, what action they take, how the community is engaged, how funds are secured, and how the program remains visible. Use this worksheet to document your plan, fill in each section together, and use the table to track actions and responsibilities.

INSTRUCTIONS

As a group, answer each question below and fill in the table at the end. Update as needed to reflect progress and changes.

- 1. Who are the key people, groups, or partners needed to sustain what's been achieved?** List who should stay engaged and briefly note their core value. (Ex: *City Recreation – builds government support; PTA – volunteers and parent voice; Local Business – funding.*)
- 2. What specific actions will each person or partner take to keep the project going?** Be concrete about roles, commitments, or resources needed. (Ex: *Host annual event, share updates, apply for health grants, manage outreach, train new recruits.*)
- 3. How will your team engage and involve the broader community going forward?** List outreach, events, communications, or feedback strategies. (Ex: *Quarterly open house, monthly newsletter, youth interviews, regular surveys.*)
- 4. What is the main plan for securing ongoing funding and support?** Note grants, sponsorships, donations, budget lines, or in-kind resources. (Ex: *City grant renewed each fall, business sponsorship, event ticket sales.*)
- 5. How will you keep your project top of mind and visible?** List tactics such as media, recognition, meetings, and community celebrations. (Ex: *Council updates, social media, local press stories, annual awards.*)

ACTION TRACKING TABLE EXAMPLE

Project/Activity Name: _____

PERSON/GROUP	THEIR ROLEAND/ OR ACTION	HOW THEY ENGAGE THE COMMUNITY	FUNDING/ SUPPORT PLAN	HOW PROJECT STAYS VISIBLE	TIMELINE/ CHECK-IN
City Recreation	Review & support planning	Present at quarterly meetings	Apply for city grant	Council updates, neighborhood flyers	Every 3 months
PTA	Coordinate volunteers	Parent recruiting events	PTA mini-grant each fall	Event promotions, social media	Monthly
Lead Teacher	Train new staff	Student-led showcase event	Supply requests to school	Results shared in school newsletter	Semester

CLOSING

A sustainability plan is your team’s map to keep your work alive and growing. Bring this worksheet to every check-in, update who does what and when, and celebrate progress. When everyone is clear on their role and follow-through, your project will stay relevantand keep delivering value long after the first activity ends.



[illegible]



INTRODUCTION

Good project management helps ideas become lasting results. When the team uses a clear plan, everyone knows what to do, how to solve challenges together, and how to build on each success. Change is normal and people, timelines, or needs might shift along the way. This worksheet helps your team:

- Break the project into steps
- Assign who leads each task and by when
- Track progress and new obstacles
- Plan how to handle change
- Capture lessons to help keep progress going

A living project plan makes it easier to reach your goal and sustain your work over time.

WHY USE THIS WORKSHEET

- Brings clarity: Everyone understands their role and how each part connects to the big picture.
- Builds adaptability: Planning for change helps keep work moving, even when things shift.
- Keeps accountability: By tracking who's doing what and when, the group can spot delays and celebrate progress.
- Grows sustainability: Simple tracking of successes and lessons helps your team repeat and grow what works well.

HOW TO USE THIS TRACKER

Start by entering your project's key tasks and assignments in the tracker. Keep it up to date by adding new information, marking completed steps, and noting any changes or barriers as the project moves forward. This helps everyone stay focused, track progress, and quickly spot what needs attention next.

SAMPLE PROJECT PLAN TRACKER

TASK	NOTES	START DATE	END DATE	REVISED DATE	STATUS	ACTION ITEMS/ NEXT STEPS	ASSIGNED TO	SUPPORT FROM
<i>Conduct kickoff mtg</i>	<i>Invite all partners</i>	<i>1/10/26</i>	<i>1/10/26</i>		<i>Complete</i>	<i>Create Run of Show, event needs and RSVP tracker</i>	<i>Project Lead</i>	<i>Admin Team</i>
<i>Outreach to schools</i>	<i>Schedule meetings</i>	<i>1/12/26</i>	<i>1/20/26</i>		<i>In Progress</i>	<i>Confirm meeting dates</i>	<i>Engagement</i>	<i>School District</i>
<i>Resource review</i>	<i>Inventory supplies</i>	<i>1/12/26</i>	<i>1/18/26</i>	<i>1/15/26</i>	<i>Complete</i>	<i>Order missing items</i>	<i>Logistics</i>	<i>Purchasing</i>
<i>Launch pilot event</i>	<i>At community center</i>	<i>1/22/26</i>	<i>1/22/26</i>		<i>Not Started</i>	<i>Finalize invites</i>	<i>Event Lead</i>	<i>Marketing</i>
<i>Evaluate & debrief</i>	<i>Survey participants</i>	<i>1/23/26</i>	<i>1/30/26</i>		<i>Upcoming</i>	<i>Compile feedback</i>	<i>Project Lead</i>	<i>Data Team</i>

CHANGE MANAGEMENT: KEEP YOUR PROJECT ON TRACK

After each key step or at regular check-ins:

- What has changed in the project and what did we do about it?
- Did any new barriers or risks appear? How were they handled or worked around?
- Did the team need to shift responsibilities, update the plan, or adjust deadlines? Why?
- What did this experience teach us for future steps?

SUSTAINING PROGRESS & CELEBRATING WINS

At milestones or project completion:

- Name and celebrate even small successes, acknowledging people's contributions.
- Write down what solutions worked best for overcoming tough spots.
- Make a list of challenges that remain and brainstorm ideas for next time.
- Ask: What simple step will we take next to keep this work going strong?

CLOSING: MAKE CHANGE STICK

This worksheet is your team's playbook for working together, adapting when challenges pop up, and tracking every step toward your goal. Use it to keep the project moving forward, support each other, and build a foundation for lasting impact even as things change along the way.



SAMPLE PROJECT PLAN TRACKER

Project/Activity Name: _____

TASK	NOTES	START DATE	END DATE	REVISED DATE	STATUS	ACTION ITEMS/NEXT STEPS	ASSIGNED TO	SUPPORT FROM



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Contributing Divisions and Offices

- Division of Family Health and Wellness
 - Chronic Disease Prevention and Health Promotion
 - Quality Improvement Team
- Office of Healthy Aging
- Office of Primary Prevention
- Office of Strategic Initiatives
- Division of Health Planning
- Community Health Services
- Division of Health Disparities Elimination

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