The “Why” and “How” of Local Policy and Organizational Practice Change

PART 1: Develop a Policy Strategy
PART 2: Develop Key Partners
PART 3: Back Up Your Case
PART 4: Plan for Implementation

The importance of organizational practice and policy change

The HOW of Local Policy
Collaboration

Multiplier

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<th>Sector</th>
<th>Data</th>
<th>Concepts</th>
<th>Funding</th>
<th>Training</th>
<th>Research</th>
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Policy
The rules that guide the activities of government and organizations, and that provide authority for the allocation of resources.
One Key Fact!

Useful policy is often developed locally.

10 Reasons Local Policy is Critical

1. Local politicians are more responsive (& lobbyists have less influence).

2. People Power.

3. Cheaper & easier to implement.

4. Can be tailored to individual community needs.

5. Raises community awareness and support.

6. Not burdened with the bureaucracy.

7. A laboratory for broader policy change, providing valuable clues and appropriate models.
8. Can act as an *impetus* and spread from community to community, leading to state-wide & national change.

9. More *easily monitored* to ensure responsible implementation and follow-through.

10. Easier to *evaluate*.

**Organizational Practice:**

General practices of key organizations and institutions that guide activities and norms
Reasons Organizational Practice Change is Critical

- Widespread Impact
- Achievability
- Testing Ground
- Organizational Benefits

Can We Do Policy?

Assess Your Organization

- Understand your capabilities and limitations to do policy work
- Assess your resources – such as staff, money, training, etc.
- Advocacy vs. Lobbying
## Advocacy vs. Lobbying

<table>
<thead>
<tr>
<th>Advocacy</th>
<th>Lobbying</th>
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<tbody>
<tr>
<td>Education</td>
<td>Influencing legislation, regulation, funding</td>
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<tr>
<td>Facts</td>
<td>Actions aimed at influencing public officials to promote or secure passage of specific bill or funding</td>
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<tr>
<td>Bi-Partisan</td>
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<tr>
<td>Balanced</td>
<td>A paid representative for a particular org</td>
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<tr>
<td>No call to action (position not taken)</td>
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<tr>
<td>Activities that defend, support or maintain a cause</td>
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<td>Usually broad issues</td>
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Slides courtesy of Sue Gallagher, MPH, Public Health and Family Medicine, Tufts
The HOW of Local Policy

PART 1: Develop a Policy Strategy
PART 2: Develop Key Partners
PART 3: Back Up Your Case
PART 4: Plan for Implementation

TETON VALLEY TRAILS & PATHWAYS
Driggs, Idaho

- Passed multiple city ordinances to require that all new development projects integrate with existing pathways or trail systems.
- Now working on a countywide mandate so that new developments throughout the county will support physical activity.
- Working with Friends of Pathways based in Jackson, Wyoming to create a regional, multi-state pathway that circumnavigates Yellowstone & Grand Teton National Parks.

TETON VALLEY TRAILS & PATHWAYS
Driggs, Idaho
"It all started with a small group of people realizing they could really make a difference."

Tim Adams, Teton Valley Trails and Pathways

PART 1
Develop a Policy Strategy

- Determine your specific policy goal
- Determine whether a new policy is needed
- Assess political will and feasibility
- Plan key activities
- Link with experienced policy advocates

Determine Your Specific Policy Goal

- Think clearly about what initiatives are most likely to have an impact
- Formulate realistic options for the environment
**Types of Policy**

Organizational
- Policy Manual & Standards
- Code of Ethics
- Tenure & Appointment Articulation Agreements

Regulatory
- Administrative Rules
- Regulations
- Executive Orders

Fiscal
- Annual Budget
- Acts & Regulations

Legislative
- Bills
- Laws/Referenda
- Constitution

Legal
- Court
- Division

**Venues for Action**

- State/City/County Policymakers
- Health Jurisdictions
- Transportation Authorities
- Planning and Zoning Powers
- School Districts

**School Nutrition Standards**
### ENACT

**Environmental Nutrition & Activity Community Tool**

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#### ENACT

<table>
<thead>
<tr>
<th>Tool</th>
<th>Description</th>
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<tbody>
<tr>
<td>ENACT</td>
<td>A comprehensive framework and strategy to help improve environmental nutrition and activity community tool.</td>
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#### Community Strategies

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<th>Strategy</th>
<th>Description</th>
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<tbody>
<tr>
<td>ENACT</td>
<td>Promotes healthy lifestyle changes in various environments through education and outreach.</td>
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#### ENACT Communities

<table>
<thead>
<tr>
<th>Community</th>
<th>Description</th>
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<tbody>
<tr>
<td>ENACT</td>
<td>Enhances community health and wellness through environmental nutrition and activity tools.</td>
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#### ENACT Tools

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<td>ENACT</td>
<td>Supports community engagement in environmental nutrition and activity initiatives.</td>
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#### ENACT Resources

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<tr>
<td>ENACT</td>
<td>Provides access to tools and strategies for community health improvement.</td>
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Determine Whether a New Policy is Needed

- Look at alternatives to legislation
- Research existing policies
- Work up the chain of command
Assess Political Will and Feasibility

- What is the political climate?
- Can your policy get approved?

Olympia Feasibility Assessment

Voter Poll: “I would support a…”

...1% tax for sidewalks. ........42%
...2% tax for parks. ............... 49%
...3% tax for parks and sidewalks. ...57%
### Plan key activities

- Write letter of support
- Provide statistics for their district
- Provide analysis of a bill
- Provide testimony for a legislative hearing
- Assist in developing model legislation
- Provide a one page briefing following a media report
- Provide testimony for a legislative hearing
- Organize community partners to visit chairs of legislative committees with program staff
- Invite participation in a press conference

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### Link with experienced policy advocates

- Garner lessons learned from experienced policy advocates
- Identify political champions
- Learn about the legislative process and strategies to advance your specific policy goals
- Develop a strategic plan

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### PART 2

**Develop Key Partners**

- Develop Local Partners and Supporters
- Identify a Policy Champion in Government
- Understand Your Opponents
Develop Local Partners & Supporters to Increase Power

Build relationships

The Tension of Turf

Collaboration Multiplier: Traffic Safety

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<th>Problem Definition</th>
<th>Data</th>
<th>Approaches/Outcomes</th>
<th>Training</th>
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<td>Implications</td>
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Identify a Policy Champion in Government

Techniques to be Effective

- Develop relationships with politicians and their staff
- Local “Meet and greet”
- Keep in touch – not one shot
- Personal visits (face to face)
- The “Ask” – know what you are asking

Understand Your Opponents

Consider interests and values of stakeholders

Adapted from Sue Gallagher, MPH, Public Health and Family Medicine, Tufts
PART 3
Back Up Your Case

- Framing the Need for Change
- Back up Ideas with Research
- Calculate Costs and Savings
- Using the Media

Framing the Need for Change

Framing is how our minds recognize patterns of ideas, categorize them, and derive meaning.

Frames are important to advocates because they influence how people react to ideas.

Back up Ideas with Research

...an important starting point for any policy intervention
Calculate Monetary Costs and Savings

...including costs of inaction

Savings from Trails

In Lincoln, Nebraska:

For every $1 investment in trails there was a $2.94 medical savings due to the physical activity levels of trail users

Prevention Works

- Every $1 spent on effective school-based tobacco prevention programs saves $3.60 in associated medical costs

- Every $1 spent on employer breastfeeding support saves $3 in medical and lost productivity costs
The Economic Case for Prevention

Return on Investment with Prevention

Savings at 5 years

$5.60 Return on Investment

$16 Billion Annual Savings In 5 Years

Source: Prevention for A Healthy America: Investments in Disease Prevention Yield Significant Savings, Stronger Communities, Trust for America’s Health, July 2008

Use the Media to Educate the Public & Decision Makers

Set the agenda for public debate and policy change
PART 4
Plan for Implementation & Evaluation

- Ensure implementation is achievable
- Consider what the impact will be on different communities
- Determine enforcement mechanisms
- Plan to evaluate policy impact

Plan to Evaluate Policy Impact & Disseminate Results

A powerful argument for expanding policy

Ensure Implementation is Planned and Achievable
“Before the passage of this policy, there was a huge backlog of sidewalk projects. With current construction rates, this has become a 30-year achievable program.”

Jim Lazar, Olympians for a Livable Community Committee Member

Consider the Impact on Different Communities

Determine the Enforcement Mechanisms

Current US motorcycle and bicycle helmet laws - June 2009
“Don’t expect politicians, even good ones, to do your job for you. Politicians are like weather vanes. Our job is to make the wind blow.”

David Brower, environmentalist

Collaboration Multiplier Helps Multidisciplinary Groups

- Identify common and divergent approaches
- Take stock of individual and collective resources
- Identify who (or what) is missing and tailor a pitch to engage more diverse partners
- Forge comprehensive approaches and joint solutions
- Clarify how people from each discipline view and approach an issue differently
Collaboration Multiplier: Traffic Safety

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<td>Average: Sum: Sum/Average: Product:</td>
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### The “math” in Collaboration Multiplier

**Collaboration Math** illustrates the range of strategies, solutions, and outcomes that each participating group uses and can help diverse groups combine their various definitions, goals, and strategies through such processes as **averaging** definitions, **adding** data sources, **multiplying** training efforts, and **averaging** solutions.