

Community Action Plan (CAP) Guide

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Before You Begin

What is a Community Action Plan?

A Community Action Plan (CAP) is a way for your coalition to share with the community the story of where you were, where you are, and where you're going with your community prevention work. It can serve as a great recruitment and marketing tool, because it showcases your work from phases 3 and 4 and may inspire others to support or join the coalition. Viewing your CAP as a living document and updating it regularly to reflect and celebrate your progress can support continued recruitment and coalition functioning.

A CAP can take different forms, depending on your goals for telling the story of your work and the intended audience(s) of this story. This is the coalition's opportunity to communicate with the community in whatever format(s) would be most effective. A written document, powerpoint presentation, infographic, or video are examples of different formats that can be used - but you are certainly not limited to only these options! Whether you select one or more of these options, or something else entirely, choose the format that works best for your audience(s) and goal(s). If you have other innovative ideas for the CAP format, feel free to bring those up with your coach.

Why is a CAP important?

Research into CTC has shown that coalitions with a CAP are more successful than coalitions without one. This is because a CAP can support coalition functioning and effectiveness when utilized for recruitment, promotion, and maintaining direction towards goals. Your CAP can be a great recruitment and promotion tool, because it celebrates the impactful work of the coalition, and may inspire others to join the local CTC efforts. Regularly updating your CAP can support continued recruitment and coalition functioning as your coalition implements strategies and programs, celebrates progress, identifies setbacks, and revisits data. See the Updating the CAP guidance for ideas about what updating your CAP could look like.

What is the goal of telling the story of your coalition's work?

The general goal of a CAP is for your coalition to share with your community the story of your community prevention work. You may have more specific goals related to that, such as recruiting more coalition members, increasing youth participation in the coalition, and/or securing additional funding. These are a few goals the CAP could help a coalition achieve, but they are not the only ones. Specific goals for your CAP could depend on your coalition and community context. It might help to think about how you could leverage the story in your CAP as a way to reach any long-term goals of the coalition. These goals may or may not be related to capacity, sustainability, collective impact, etc.

Who is the intended audience of this story?

The audience(s) of your CAP might depend on your goals behind your CAP. The coalition's story might be told in different ways, or take different formats, depending on the intended audience. For example, a CAP presented to community members for the goal of recruitment might look different than a CAP shared with local foundation staff for the goal of securing additional funding.

Who is involved in telling this story? Who else could be involved?

The CAP is intended to be a coalition-owned and community-supported resource. While a Community Mobilizer may sometimes take the lead on organizing the CAP process, ideally workgroup members and coalition members (including youth!) are involved in working on the CAP and sharing the "finished product" with the greater community and other audiences. There are many ways to involve coalition and community in the process and there isn't one right way for involvement. Consider which people and which processes might help support your CAP goals and coalition goals.

What could be included in the CAP?

The rest of this guide offers considerations for different information you could include in a CAP to aid in telling the story of your work. There are many ways to create a CAP, and these considerations are simply ideas that you may or may not decide to use, depending on your CAP goal(s) and audience(s). If the ideas are helpful, use them. If they are not helpful, do not use them. They are not required and you can use as few or as many of the considerations as feels supportive to your CAP development.

When will you share your CAP with CDPHE?

A *draft* CAP will be due on June 30, 2023, along with your 4th Quarter Progress Report (Annual Report). For returning grantees, this version of your CAP should feature updates to both your

story and your implementation and evaluation plans to showcase the work you've completed since the previous grant cycle and inform about your future plans. For new grantees, this version of your CAP should include your story and your implementation and evaluation plans. Please refer to your Statement of Work for more details and talk with your coach about what your CAP could include and the format it could take. Your coach can also support you in developing a CAP draft you feel comfortable submitting, even if it is not fully complete by the deadline.

Optional - Before You Begin Worksheet

Goal(s) for our CAP:

Intended audience(s) of our CAP:

Who is involved in our CAP process:

How will the CAP be shared with its intended audience(s)?

Community Action Plan Guide

How should we use this guide?

Use this guide as a starting place to think about how to tell the story of CTC in your community and highlight the work you've done, the successes you've had, and the lessons you've learned. You do not need to answer all the questions and you could also answer questions not listed here that feel more supportive of your community, process, and CAP goals. The prioritization tools are optional and are meant as a self-review, to help you determine what to include and how thorough to be in describing the work.

Overview of the Community Action Plan

This table describes the two components of the CAP (Part 1 and Part 2) and some considerations for updating the CAP. The table also shares tools coalitions could use in the process (in addition to any coalition-specific resources) to support development. Finally, the table identifies some process points to consider throughout CAP components and update development.

Section	What	Tools You Could Use:	Process Considerations
Part 1 - Our Story	Tells who we are and where we've been (Background information, partners, processes, and coalition goals)	<ul style="list-style-type: none">- Story Building Tool- CAP Part 1 Guide- Coalition Surveys- Phase 1 through 4 Milestones	<ul style="list-style-type: none">• How might you involve coalition members, key leaders, and the community at large at each step in the process?• What are your goals and intended audiences for the CAP?• How could the CAP support some of your
Part 2 - Our Plan	Tells where we are going and how we are getting there	<ul style="list-style-type: none">- Story Building Tool- CAP Part 2 Guide- Implementation,	

	(Implementation, Evaluation, Professional Development and Funding Plans)	Evaluation and Funding Plans - Phase 5 Milestones - Clear Impact Scorecard - Strategic Planning processes	broader coalition goals? <ul style="list-style-type: none"> • What would be the best method/mode to communicate to your community or to reach your goals? • How can the coalition support the CAP in functioning as a “living document” that is utilized and updated as needed on a regular basis?
Updates (For returning grantees)	Describes lessons learned and celebrates progress; leverages lessons learned and progress to share where we are going next	- Story Building Tool - CAP Updates Guide - Strategy Survey - Progress Reports - Part 1 and Part 2	

Optional Story Building Tool for CAP Pt. 1 - Who We Are and Where We’ve Been

What is this tool? This tool is optional to support prioritization of story building components for the CAP Pt. 1. You could use this tool to begin with the end in mind and help shape what CAP Pt. 1 looks like for you. You could also use this tool after developing the story of who you are as a coalition and what you’ve been working on to check for any components that may be helpful to include.

Story Building Considerations	Does this concept support your CAP goal(s) and/or coalition goals?		Why or why not? Or to what extent?
	Yes	No	
The coalition focuses on community engagement approaches and partnerships that indicate overall capacity to do the work.			
The coalition demonstrates youth involvement using SDS/PYD approaches.			
The coalition describes other prevention work happening in the community and how CTC can support that work.			
The coalition demonstrates a plan to maintain a healthy coalition that is diverse and representative.			
The coalition conducted outcome-focused planning that demonstrates focused goal-orientation and community ownership.			
The coalition set community-level goals that address the selected risk/protective factors and health and the behavior outcomes.			

The coalition set community-level goals for the selected strategies/programs.			
The strategies selected address the prioritized risk and/or protective factors and are from the CDPHE Menu of Systems Change Strategies.			
The program(s) identified relate to the prioritized risk and/or protective factors and are evidence-based. There is indication whether or not specific action will be taken by the coalition to support/advocate for the program(s).			
(Optional Space for Additional Components):			

Considerations for information you could include in CAP Part 1:

This guide is meant to meet you where you are in your coalition process. The sections or questions within sections may not be a priority for your coalition right now or there might not be a lot of movement on that topic. These topics and questions are meant to help spark conversations in telling your CTC story and you do not need to answer or address all of the following questions within your CAP.

Overview of Communities That Care and the Local Coalition

An introduction could describe the CTC prevention system, detail the purpose of the CAP, and introduce the coalition's mission, vision, and process to selecting risk and protective factors, strategies, and programs.

This section connects to CTC Milestones 1.2, 1.3, 2.1.2.2, 3.3, 3.4, and 3.5.

Considerations for this section:

- What is the goal of this CAP and why did you write it?
- What is CTC? How do we know CTC works?
- What is the coalition's mission and vision?
- What communities are a part of the CTC efforts?
- What process did the coalition follow to use community-level data and prioritize outcomes, risk and protective factors, and strategies/programs for intervention?

Community Collaboration

You could highlight community engagement and partnerships with the CTC coalition. This could also be a shout-out to youth who are involved in CTC. Remember it's OK to brag about the coalition!

This section connects to CTC Milestones 1.4, 2.1, and 2.2.

Considerations for this section:

- Who are the CTC coalition's community partners?

- What sectors of the community are represented in the CTC coalition?
 - Community members, community organizations, government agencies, elected officials, parents, school districts, etc.
- How do these different groups complement each other?
- How does the coalition represent the community at large?
- How does the coalition consider equity in their approach?
- What did your equity impact assessment tell you about collaboration across the community?

Collective Impact

You could describe the big-picture of the prevention efforts occurring in your community, and how the CTC coalition fits in with those efforts. When a majority of the community focus their efforts on a common goal, we see greater collective impact. We know that prevention work and CTC efforts don't happen in a vacuum, so use this space to recognize the spectrum of prevention efforts happening across your community.

This section connects to CTC Milestones 1.5, 3.5, 4.3, 5.4, 5.8, 5.9, and 5.10.

Considerations for this section:

- Why does the CTC coalition work together with other agencies or groups to achieve a common goal?
- What do community leaders think of the concept of prevention? Are leaders and champions supportive of prevention work?
- What does prevention in the community look like currently for the prioritized risk and protective factors?
 - What did the coalition learn from the resource assessment and gaps analysis from Phase 3?
- How do the strategies and programs selected by the CTC coalition complement the community's prevention work?
- How can the coalition collaborate with other agencies or groups to build out a plan to sustain CTC in future years?

Ensuring a Healthy Coalition

You could describe the efforts taken to maintain a healthy coalition. Research shows that a key to success in achieving changes in community outcomes is having a healthy and functioning coalition.

This section connects to CTC Milestones 2.1, 4.1, 4.2, 4.4, 5.8, 5.9, 5.10, and 5.12.

Considerations for this section:

- What steps are you taking to meaningfully and regularly engage the coalition members?
- What are some of the goals of the coalition?
 - These can be 'big audacious' goal statements like 'ensure every member of the coalition feels they have a meaningful role to play and feels valued for their contributions'.

- What were the results of the local CTC Coalition Survey?
 - What is the CTC Coalition Survey? What can the results tell you about the coalition? How did you communicate the results of the survey to the coalition?
 - What “top three” areas did the coalition identify as strengths, and what do you need to strengthen the functioning of the coalition?
 - Remember: it’s great to show the goals you’ve set and accomplished in the past to strengthen your coalition...brag it up and share what your new goals are for the upcoming year.
- What workgroups are an active part of the CTC coalition?
 - How can people join?
- How do these workgroups support the prevention efforts in the community?
- How will communities that are a part of the CTC efforts, strategies, and programs be informed of decisions and receive project/program updates?
- What did your equity impact assessment tell you about your coalition’s functioning and activities?

Authentic Youth Engagement

You could describe how youth are involved in the coalition and how adults are trained to work meaningfully with youth. You can feature how the Social Development Strategy (SDS) and Positive Youth Development (PYD) frameworks are used in both the coalition and the community.

This section connects to CTC Milestones 2.1, 2.2, 5.8, 5.9, and 5.10

Considerations in this section:

- What is SDS?
- What is PYD?
- How are both frameworks used in the coalition and community?
- Are you monitoring your SDS action plans and able to track the outcomes in this core work of CTC?
- Why is it important to involve youth in the community prevention efforts?
- How are youth meaningfully involved in the coalition or community?
- Do youth work alongside adult members in the coalition?
- How are adults prepared to engage meaningfully with the youth?
- If you have not fully involved youth in the coalition, how do you plan to incorporate principles of SDS and PYD?
- If applicable, how is the coalition advocating for increased opportunities for meaningful youth involvement in the community at large?
- In what ways have you allowed for youth to feel like they can speak freely in meetings, that youth are an equal partner in the work, and that their time and contributions are being valued?

- What did your equity impact assessment tell you about youth involvement in the coalition and adults supporting young people?
- How are youth engaged at the different levels of authentic youth engagement? (see image below)

Please note: Each level has value				
Participation		Engagement		Partnership
Outreach	Consult	Involve	Collaborate	Share Leadership
Communication flows from the program or initiative to <u>inform</u> community members.	Community members <u>provide one-time or periodic feedback</u> .	Communication flows both ways and community members provide <u>ongoing participation</u> .	Community members <u>influence decision-making</u> .	Community members <u>share power and responsibility</u> making decisions together.
<u>Outcome:</u> Optimally establishes communication and outreach channels, while sharing information with the community.	<u>Outcome:</u> Develops connections	<u>Outcome:</u> Establishes visibility of the partner and increased cooperation.	<u>Outcome:</u> Increased trust and partnership-building.	<u>Outcome:</u> A strong partnership with bidirectional trust that affects broader community health outcomes.

Community-Level Outcomes

You could describe the coalition's desired community-level outcomes, including the selected risk and protective factor outcomes and health and behavior outcomes of interest. This section connects to CTC Milestone 4.2.

Considerations for this section:

- What outcomes do you ultimately want to change in your community? What is the end goal of all this work?
- What changes do you want to see in reducing risk factors and enhancing protective factors in your community? What changes do you want to see in behaviors or health outcomes?
- What do the community-level data you have gathered tell you about the current state of risk, protection, and health outcomes among youth in your community?
- What did your equity impact assessment tell you about the current state of risk, protection, and health outcomes among youth in your community?

Selected Strategies

You could describe the coalition's selected strategies, desired strategy outcomes, and related risk or protective factors the strategies address. This section connects to CTC Milestone 4.3.

Considerations for this section:

- What strategies did you select?
- Why were these strategies chosen? Why are these strategies important to the community? What are the desired outcomes for each strategy?
 - o How are the strategies appropriate and feasible for local community contexts?

- What risk and/or protective factors do they address?
- What are the community's strengths in capacity related to each strategy? What are some identified capacity area gaps that could be filled in the community related to each strategy?
- How is your equity impact assessment connected to the coalition's selected strategies and desired strategy outcomes?
- How might the selected strategies support changing the various layers of our societies, communities, and environments that may intentionally or unintentionally contribute to negative health and social outcomes and disparities across different population groups?

*****End of CAP Part 1 / Start of CAP Part 2*****

Optional Story Building Tool for CAP Pt. 2 - Where We Are Going

What is this tool? This tool is optional to support prioritization of story building components for the CAP Pt. 2. You could use this tool to begin with the end in mind and help shape what CAP Pt. 2 looks like for you. You could also use this tool after developing implementation, evaluation and funding plans to check for any components that may be helpful to include.

Story Building Considerations	Does this concept support your CAP goal(s) and/or coalition goals?		Why or why not? Or to what extent?
	Yes	No	
The implementation plans for each selected strategy align with research-based best practices.			
The implementation plans for each selected strategy address core components of systems change.			
If applicable: The implementation plans for program(s) demonstrate how the coalition will support or advocate for the program(s).			
The implementation plans have an appropriate timeline.			
The implementation plan demonstrates diverse community and youth involvement in the implementation activities.			
The coalition created an evaluation plan that outlines how the coalition will evaluate all elements of the action plan, such as coalition development, maintenance, and strategy and/or program implementation plans.			
The coalition demonstrated how they will use a sustainable funding plan to fund the implementation plans and the coalition.			
(Optional Space for Additional Concepts):			

Considerations for information you could include in CAP Part 2:

This guide is meant to meet you where you are in your coalition process. The sections or questions within sections may not be a priority for your coalition right now or there might not be a lot of movement on that topic. These topics and questions are meant to help spark conversations in telling your CTC story and you do not need to answer or address all of the following questions within your CAP.

Implementation

You could describe the implementation plans for each selected strategy and program and hyperlink each plan here. In both this and following sections you could also include a description about coalition members' participation in implementation, evaluation, and funding planning. This section connects to CTC Milestones 5.2 and 5.5.

Selected Strategies

- How did the coalition plan for strategy implementation?
- What is the coalition's professional development plan to ensure the community has the skills and capacity needed to implement the selected strategies, programs, and practices?
- How did you ensure that the implementation plan includes best practices and what we know works from research?
- How does the implementation plan address health disparities related to your risk and protective factors through a partnership with those impacted by the disparities?
- How does the implementation plan address building capacity to ensure that multiple perspectives are represented and crucial conversations occur about the need for change and developing solutions that address harm, accountability, repair, and unity?
- How does the implementation plan fill capacity gaps in the community to enhance the [core components of systems change](#)?
- How will you know that the implementation plan will be successfully carried out?
 - Timeline, RACI, etc.
- What did your equity impact assessment tell you about strategy implementation?

Support for Selected Programs

- How did the coalition create the support/advocacy plan?
- How did you ensure that the support/advocacy plan provides adequate support for program implementation or proper advocacy for the program?
- How will you know that the support/advocacy plan will be carried out?

- o Timeline, RACI, etc.
- What did your equity impact assessment tell you about program implementation?

Evaluation

You could describe how the coalition will evaluate all the elements of the action plan: coalition maintenance, recruitment, and the selected strategies and/or programs. This section connects to CTC Milestones 5.3 and 5.7.

Considerations for this section:

- What is the purpose of the evaluation plan?
- How are you going to evaluate the strategies and coalition's program support (if applicable)?
- For existing programs: Is there a plan to receive an update of the program's successes and challenges, to inform celebrations or future planning for support?
- What are the different components of the evaluation plan?
 - o How do those components address evaluating coalition functioning, maintenance, recruitment, etc.?
 - o Ex. plans for strategies, support/advocacy for programs, coalition functioning, etc.
- What steps has the coalition taken to ensure a smooth evaluation and monitoring process?
- How is your equity impact assessment connected to your evaluation plan?

Sustainable Funding

You could describe the coalition's sustainable funding plan. This section connects to CTC Milestone 5.4.

Considerations for this section:

- How did the CTC coalition develop their funding plan?
- What resources are newly identified or currently available to the community? How could you use these resources to support the work?
- What partner organizations have been identified to support the work with funding, resources, time, etc?
- How will the coalition diversify their funding portfolio?
- How will you cover the costs of implementing the strategies/programs?
- What is the sustainability plan for the coalition as a whole?

*****End of CAP Part 2*****

Updating a Community Action Plan (CAP)

Guidance for returning grantees who are updating their CAP

Who is this guide for? This guide is for Communities That Care coalitions or workgroups who already have a CAP (the community has moved through Phase 4 and started Phase 5 at least once).

What is this guide? This guide is to support CTC coalitions or workgroups in updating their existing CAP (this could happen during implementation and evaluation, as new risk and protective factors are prioritized, and/or as a part of revisiting Phase 4 and Phase 5).

How should we use this guide? Use this guide as a starting place to think about any updates that might support telling the story of CTC in your community and highlight the work you've done, the successes you've had, and the lessons you've learned. You do not need to answer all the questions and you could answer questions not listed here that feel more supportive of your community and process.

Where should we start? Refer to the [Before You Begin](#) page in this document for more ideas and guidance.

Optional Story Building Tool for CAP Updates

What is this tool? This tool is optional to support prioritization of story building components to include in your update. You could use this tool to begin with the end in mind and help shape what updates look like for you. You could also use this tool after developing implementation, evaluation and funding plans to check for any components that may be helpful to include

Story Building Considerations	Does this concept support your CAP goal(s) and/or coalition goals?		Why or why not? Or to what extent?
	Yes	No	
The Community Action Plan, Implementation Plans, Evaluation Plans, and Strategic Funding Plans include progress toward goals, successes, challenges, and/or lessons learned in implementation, evaluation, or funding processes.			
The Community Action Plan, Implementation Plans, Evaluation Plans, and Strategic Funding plans indicate changes made as you moved through the process.			
The Community Action Plan, Implementation Plans, Evaluation Plans, and Strategic Funding Plans include what you'll be doing moving forward.			
(Optional Space for Additional Concepts):			

Considerations for information you could include in CAP updates:

This guide is meant to meet you where you are in your coalition process. The sections or questions within sections may not be a priority for your coalition right now or there might not be a lot of movement on that topic. These topics and questions are meant to help spark conversations in telling your CTC story and you do not need to answer or address all of the following questions within your CAP.

Community Action Plan

This section connects to CTC Milestones 5.8 and 5.9.

- What adaptations did you make to your initial action plan, and why?
- What have you learned from implementing your initial action plan, or from your adaptations?
- If you feel that nothing new was learned, why might that be the case?
- What can be celebrated about your initial action plan?

Data Review Process

This section connects to CTC Milestones 3.2, 3.3, 3.4, 3.5, 4.2 and 4.3.

- Which data source(s) did you review?
- Who was involved in reviewing the data?
- What did you learn from your review process?
- Did you affirm your previously selected risk and protective factors?
- Did you notice any emerging concerns that the coalition feels it would be important to address?
- Are you leveraging [systems-centered language](#) to describe the root causes of health inequities?

Implementation Plan

This section connects to CTC Milestones 5.2, 5.8, and 5.9.

- What was successful?
- What wasn't successful?
- What are the next steps?
- How are you deepening and broadening your implementation efforts?
- What did your equity impact assessment tell you about your implementation efforts?
How did you integrate these learnings?

- How does the implementation plan address health disparities related to your risk and protective factors through a partnership with those impacted by the disparities?
- How does the implementation plan address building capacity to ensure that multiple perspectives are represented and crucial conversations occur about the need for change and developing solutions that address harm, accountability, repair, and unity?
- How does the implementation plan fill capacity gaps in the community to enhance the [core components of systems change](#)?
- Did implementation help you understand anything about your previous process through the Milestones & Benchmarks of CTC? If so, what?
- If you added additional risk and protective factors, please share about the strategies and programs you have selected to address your new priorities. It may be helpful to refer back to pages 6-9 of the standard CAP Guide.
- What changes are you making to your implementation plan to reflect where you are taking this work moving forward?
 - For current priorities: Have you added any new activities to the implementation plans, or adjusted the existing activities to reflect new learnings about what is needed in implementation?
 - For new priorities: Have you developed an implementation plan to address any newly selected risk and protective factors?

Evaluation Plan

This section connects to CTC Milestones 5.3, 5.7, and 5.9.

- What was successful?
- What wasn't successful?
- What are the next steps?
- What changes are you making to your evaluation plan to reflect evaluation of upcoming work?
- Did evaluation help you understand anything about your previous process through the Milestones & Benchmarks of CTC? If so, what?
- What questions did your previous evaluation answer? What new questions did it generate?

Sustainable Funding Plan

This section connects to CTC Milestones 5.4, 5.8, and 5.9

- What did you learn from your initial plan for sustainable funding?
- What adaptations did you make to your initial funding plan, and why?
- How are you engaging in collective impact to support a sustainable funding plan?