

# ARIZONA ACTION MODEL

## USER'S GUIDE

### INTRODUCTION

Attached is the “Five Step Arizona Community Action Model”(Arizona Action Model) which is designed to assist communities in identifying and designing projects for the redevelopment and/or reuse of land and buildings to improve community health. The Action Model was originally developed by the Agency for Toxic Substances and Disease Registry (ATSDR) as a four step process and has been utilized by more than 25 communities throughout the United States. Information about how these communities developed an action model for the health concerns specific to their neighborhood, town or city are found at the ATSDR website for the Brownfield/ Land Reuse Health Initiative: <http://www.atsdr.cdc.gov/sites/brownfields/publications.html> . This location also contains an **Action Model Toolkit** to teach those who have never used the action model how to proceed.

It should be noted that the Arizona Action Model has been tailored to incorporate and take advantage of the expertise of local and State of Arizona health and community development professionals and incorporate and utilize existing community health data. Thus it is somewhat different than, and an improvement of the ATSDR Action Model.

The Arizona Action Model includes the following components:

- A User's Guide (this document)
- A Five Step Flowchart with Lookup Tables A, B and C
- Action Model Documentation Form (a fillable form to record action model results)

### HOW TO GET STARTED

It is recommended that communities who wish to utilize the Action Model first review the ATSDR **Action Model Toolkit** at the website listed above. Then they should review existing information and data that exists about the health of their community, including any inventory of land reuse sites that may exist. Some of this information is provided on **Lookup Table A- Community Health Data**. You should also contact local and State of Arizona health and community development professionals to assist you and retain the services of a subject matter expert and/or facilitator. These are shown on **Lookup Table B- Local and State Subject Matter Experts for Improvement of Community Health**. Finally you should review **Lookup Table B – Social Determinants of Health** to better understand what things in your community affect the health of residents.

**DO NOT** proceed to assemble a development community or hold an action model workshop as discussed in the **ATSDR Action Model Toolkit** until you have addressed all of the recommendations listed above.

### OTHER CONSIDERATIONS

Note that the correct use of the Arizona Action Model, while relatively intuitive, requires input from multiple community members with different perspectives. It may also require more than one public workshop to complete. To ensure success of any potential redevelopment or reuse projects identified with the Arizona Action Model, it may be useful to invite elected officials and/or personnel from your City's planning or other relevant departments or even county or State agencies to your Action Model workshops. Finally, it is critical that the results of the action model be documented as accurately and completely as possible so that there is a record of the decisions that were made during workshop deliberations. For this reason, it is recommended that you use the **Action Model Documentation Form** at every workshop or event where the action model is used.

# ARIZONA ACTION MODEL

**STEP 1A:** Have you reviewed existing health data, studies and assessments about current conditions in your community (see [Lookup Table A](#)), including inventories of land reuse sites (if any) and the ATSDR Action Model



**STEP 1B:** Have you contacted people in local, regional and/or state organizations and/or government that can assist in development of an Action Model for your community (see [Lookup Table B](#))?



**STEP 1C:** Have you secured the services of a subject matter expert and/or facilitator to assist in development of an Action Model (see [Lookup Table B](#))?



## NOTES TO COMMUNITY/USER OF ACTION MODEL

1. Community organizer should complete steps 1A – 1C and identify the *development community* before proceeding to Step 2.
2. Steps 2 – 4 should be performed by the *development community* during a workshop with assistance from a subject matter expert and/or facilitator from one or local resources (see [lookup Table A](#)). Use the Action Model Documentation Form to record the information that is identified during the workshop.

**STEP 2:** What are the most important issues in your community that affect the health of residents?

- Housing
- Transportation
- Access to healthy food
- Access to healthcare
- Parks/open space
- Schools
- Unemployment/poverty



**STEP 3:** How can development address these issues?



**STEP 4:** Have you reviewed determinants of health and examples of previous success stories to identify the corresponding community health benefits (see [Lookup Table C](#))?



**STEP 5:** What data are needed to measure change (improvements in community health)?

## LOOKUP TABLE A COMMUNITY HEALTH DATA

DATA SOURCE	DESCRIPTION
Arizona Health Matters <a href="http://www.arizonahealthmatters.org/">http://www.arizonahealthmatters.org/</a>	A web-based source of population data and community health information for all Arizona counties. A tool for community assessment, strategic planning, identifying best practices for improvement, collaboration and advocacy.
Centers for Disease Control and Prevention (CDC) Community Health Status Indicators <a href="http://wwwn.cdc.gov/communityhealth">http://wwwn.cdc.gov/communityhealth</a>	An interactive web application that produces health profiles for all 3,143 counties in the United States. Each profile includes key indicators of health outcomes, which describe the population health status of a county and factors that have the potential to influence health outcomes, such as health care access and quality, health behaviors, social factors and the physical environment.
Arizona Department of Health Services Population Health and Vital Statistics <a href="http://www.azdhs.gov/plan/">http://www.azdhs.gov/plan/</a>	Reports on health status, vital statistics and other topics. Statistics on discharges from Arizona's hospitals.
Neighborhood Scout <a href="http://www.neighborhoodscout.com/az/crime/">http://www.neighborhoodscout.com/az/crime/</a>	Crime rates for Arizona cities.
City of Phoenix Crime Statistics and Maps <a href="https://www.phoenix.gov/police/neighborhood-resources/crime-stats-maps">https://www.phoenix.gov/police/neighborhood-resources/crime-stats-maps</a>	Allows the user to query and map selected crimes for their neighborhood within the City of Phoenix.
Walk Score <a href="https://www.walkscore.com/AZ/">https://www.walkscore.com/AZ/</a>	Has the walk score, transit score and bike score for the 46 most populous cities in Arizona.
Arizona Department of Health Services Shortage Designations <a href="http://www.azdhs.gov/prevention/health-systems-development/shortage-designation/index.php#azmua">http://www.azdhs.gov/prevention/health-systems-development/shortage-designation/index.php#azmua</a>	Includes maps showing Arizona Medically Underserved Areas (AzMUA) including Health Professional Shortage Areas (HPSAs).
United States Department of Agriculture Economic Research Service Food Access Research Atlas <a href="http://www.ers.usda.gov/data/fooddesert">http://www.ers.usda.gov/data/fooddesert</a>	Presents a spatial overview of food access indicators for low-income and other census tracts using different measures of supermarket accessibility. Provides food access data for populations within census tracts. Offers census-tract-level data on food access that can be downloaded for community planning or research purposes.
<a href="#">American Community Survey (US Census)</a>	The ACS is a mail survey that provides demographic, socioeconomic, and housing information about communities in between the 10-year census. The ACS is conducted by the U.S. Census Bureau. The survey is sent to a sample of households in the United States. Through the ACS, we know more about jobs

## LOOKUP TABLE A COMMUNITY HEALTH DATA

DATA SOURCE	DESCRIPTION
	and occupations, educational attainment, veterans, whether people own or rent their home, and other topics.
<a href="#">CDC Behavioral Risk Factor Surveillance System (BRFSS)</a>	The BRFSS is a telephone survey that tracks national and state-specific health risk behaviors of adults, 18 years of age or older, residing in the United States. The BRFSS is conducted by the 50 states, the District of Columbia, and three territories (Guam, Puerto Rico, and the U.S. Virgin Islands) and is administered and supported by the Division of Adult and Community Health, National Center for Chronic Disease Prevention and Health Promotion, Centers for Disease Control and Prevention (CDC).
<a href="#">CDC Youth Behavioral Risk Factor Surveillance System (YBRFSS)</a>	Allows user to submit to CDC a Profiles Data Request Form. Arizona has given CDC permission to distribute data. Limitation: not specific to census tract, zip, etc. More general statewide conclusions may be drawn.
<a href="#">Arizona Health Improvement Plan (AHIP)</a>	Includes issue briefs for each priority area and provides references you can check/use.
<a href="#">State Health Assessment and Improvement Plan – Community Information (ADHS)</a>	County level assessments that fed into the Arizona Health Improvement Plan (AHIP).
Arizona Alliance for Livable Communities <a href="http://livableaz.org/">http://livableaz.org/</a>	A Health Impact Assessment (HIA) is a data-driven tool used to assess the potential health impacts of a policy, project, program or proposal. The goal of a HIA is to ensure that health and health disparities are considered in decision-making using an objective and scientific approach, and engaging stakeholders in the process. This website provides access to the HIAs that have been performed by AALC.
<a href="http://azdhs.gov/preparedness/public-health-statistics/hospital-discharge-data/index.php">http://azdhs.gov/preparedness/public-health-statistics/hospital-discharge-data/index.php</a> Contact Arizona Department of Health Services Brownfields Program in the Office of Environmental Health at 602-364-3118 for assistance	Hospital discharge data are a valuable source of information about the patterns of care, public health, and the burden of chronic disease and injury morbidity. ADHS collects hospital discharge records for inpatient and emergency department visits from all Arizona licensed hospitals.
ADHS Community Profiles Dashboard Tool <a href="http://azdhs.gov/phs/phstats/profiles/index.php">http://azdhs.gov/phs/phstats/profiles/index.php</a>	An interactive public resource that allows users to visualize and analyze a variety of health trends.
<a href="https://www.census.gov/acs/www/data/data-tables-and-tools/american-factfinder/">https://www.census.gov/acs/www/data/data-tables-and-tools/american-factfinder/</a>	This link provides access to American Community Survey (ACS) information such as data profiles, subject tables, detailed tables, and supplemental tables from the US Census Bureau. Data profiles provide statistics on social, economic, housing, and demographic characteristics for a selected geography giving a comprehensive view of a particular geography. Subject tables are

## LOOKUP TABLE A COMMUNITY HEALTH DATA

DATA SOURCE	DESCRIPTION
	similar to data profiles but include more detailed ACS data, classified by subject. Detailed tables provide access to the most detailed ACS data and cross tabulations of ACS variables. Supplemental tables are simplified detailed tables that provide access to the most recent ACS data at a lower population threshold than standard 1-year tables. They are available for selected geographies with 20,000 people or more.
<a href="http://www.co.apache.az.us/wp-content/uploads/2015/09/CHIP.pdf">http://www.co.apache.az.us/wp-content/uploads/2015/09/CHIP.pdf</a>	County Health Improvement Plan for Apache County, Arizona prepared by the Apache County Public Health Services District dated April 24, 2013.
<a href="https://www.cochise.az.gov/health-and-social-services/community-health-improvement-plan">https://www.cochise.az.gov/health-and-social-services/community-health-improvement-plan</a>	County Health Improvement Plan for Cochise County, Arizona prepared by the Cochise Health and Social Services (CHSS) dated December 2012
<a href="http://www.coconino.az.gov/DocumentCenter/View/12548">http://www.coconino.az.gov/DocumentCenter/View/12548</a>	Community Health Assessment Update for Coconino County, Arizona prepared by the Coconino County Public Health Services District dated May 2016.
<a href="http://www.gilacountyaz.gov/gila/government/health_and_emergency_services/uploads/Community_Health_Assessment_FINAL.pdf">http://www.gilacountyaz.gov/gila/government/health_and_emergency_services/uploads/Community_Health_Assessment_FINAL.pdf</a>	Community Health Assessment for Gila County, Arizona by the Gila County Health Department dated 2012.
<a href="http://www.graham.az.gov/wp-content/uploads/CHAFinalReportJanuary29-2013.pdf">http://www.graham.az.gov/wp-content/uploads/CHAFinalReportJanuary29-2013.pdf</a>	Community Health Assessment for Graham County, Arizona by the Graham County Health Department dated 2012.
<a href="http://www.co.greenlee.az.us/health/pdfs/Community%20Health%20Assessment.pdf">http://www.co.greenlee.az.us/health/pdfs/Community%20Health%20Assessment.pdf</a>	Community Health Assessment for Greenlee County, Arizona by the Greenlee County Health Department dated December 2012.
<a href="http://www.lpchd.com/uploads/1/1/6/4/11641401/la_paz_county_community_health_improvement_plan_3.pdf">http://www.lpchd.com/uploads/1/1/6/4/11641401/la_paz_county_community_health_improvement_plan_3.pdf</a>	Community Health Improvement Plan 2013 - 2015 for La Paz County, Arizona by the La Paz County Health Department.
<a href="http://www.maricopa.gov/publichealth/Programs/OPI/cha.aspx">http://www.maricopa.gov/publichealth/Programs/OPI/cha.aspx</a>	Community Health Assessment for Maricopa County, Arizona by the Maricopa County Health Department of Public Health dated June 2012.
<a href="https://www.azkrmc.com/images/stories/healthassessment/profile_online.pdf">https://www.azkrmc.com/images/stories/healthassessment/profile_online.pdf</a>	Community Health Profile for Mohave County, Arizona by the Mohave County Department of Public Health and the Kingman Regional Medical Center dated 2013.
<a href="http://www.navajocountyaz.gov/Departments/Public-Health-Services/Community-Health-Status-Assessment">http://www.navajocountyaz.gov/Departments/Public-Health-Services/Community-Health-Status-Assessment</a>	Community Health Status Assessment 2012 Update for Navajo County, Arizona by the Navajo County Public Health Services District dated 2012.
<a href="http://webcms.pima.gov/UserFiles/Servers/Server_6/File/Health/Resources%20for%20Professionals/Health%20Data,%20Statistics%20and%20Reports/Pima%20CHNA-FNL-web.pdf">http://webcms.pima.gov/UserFiles/Servers/Server_6/File/Health/Resources%20for%20Professionals/Health%20Data,%20Statistics%20and%20Reports/Pima%20CHNA-FNL-web.pdf</a>	Community Health Needs Assessment for Pima County, Arizona by the Pima County Health Department dated 2015.
<a href="http://www.azdhs.gov/documents/operations/managing-excellence/assessments/pinal.pdf">http://www.azdhs.gov/documents/operations/managing-excellence/assessments/pinal.pdf</a>	Community Health Assessment performed for Pinal County, Arizona by the Pinal County Health Department dated 2012.
<a href="http://www.santacruzhealth.org/Portals/7/Pdfs/2015SCRZHealthReport.pdf">http://www.santacruzhealth.org/Portals/7/Pdfs/2015SCRZHealthReport.pdf</a>	Health Report 2015 for Santa Cruz County prepared by the Santa Cruz Health

## LOOKUP TABLE A COMMUNITY HEALTH DATA

DATA SOURCE	DESCRIPTION
	Services Agency.
<a href="http://www.azdhs.gov/documents/operations/managing-excellence/assessments/yavapai.pdf">http://www.azdhs.gov/documents/operations/managing-excellence/assessments/yavapai.pdf</a>	Community Health Assessment for Yavapai County, Arizona by the Yavapai County Health Department dated December 2012.
<a href="http://www.yumacountyaz.gov/home/showdocument?id=18918">http://www.yumacountyaz.gov/home/showdocument?id=18918</a>	Community Health Assessment for Yuma County, Arizona prepared by the Yuma County Health Services District dated 2012.
<a href="https://www.epa.gov/healthresearch/introduction-community-focused-exposure-and-risk-screening-tool-c-ferst">https://www.epa.gov/healthresearch/introduction-community-focused-exposure-and-risk-screening-tool-c-ferst</a>	U.S. EPA's Community-Focused Exposure and Risk Screening Tool (C-FERST). C-FERST is an online tool that provides access to resources that can help communities learn more about their environmental issues and risks, compare conditions in their community with their county and state averages, and explore exposure and risk reduction options.

**LOOKUP TABLE B  
SUBJECT MATTER EXPERTS  
FOR IMPROVING COMMUNITY HEALTH THROUGH LAND  
REDEVELOPMENT AND REUSE**

<b>STATEWIDE RESOURCES</b>		
Arizona Department of Health Services, Office of Environmental Services	Brigitte Dufour	602-364-3142 Brigitte.Dufour@azdhs.gov
	Blanca Caballeros	602-364-3851 Blanca.Caballero@azdhs.gov
	Katherine Londen	Katherine.Londen@azdhs.gov
Arizona Department of Environmental Quality	Jennie Cure	602-771-2296 Cure.Jennie@azdeq.gov
Vitalyst Health Foundation	CJ Hager	602-774-3445 chager@vitalysthealth.org
Arizona Alliance for Livable Communities	Dean Brennan	480-390-9185 dbrennan.plc@cox.net
Arizona Healthfields Initiative	Dave Laney	480-355-4633 Dave.laney@atcassociates.com
<b>COCONINO COUNTY</b>		
Environmental Services	Randy Phillips	928-679-8758 rphillips@coconino.az.gov
<b>MARICOPA COUNTY</b>		
Department of Public Health	Kenneth Steel	602-568-9836 KennethSteel@mail.maricopa.gov
<b>PIMA COUNTY</b>		
Community Development	Daniel Tylutki	520-724-6754 daniel.tylutki@pima.gov
<b>CITY OF FLAGSTAFF</b>		
Department of Economic Security	Karl Eberhard	928-213-2969 KEberhard@flagstaffaz.gov
<b>CITY OF MESA</b>		
Environmental and Sustainability Department	Laura Hyneman	480-734-0510 Laura.Hyneman@mesaaz.gov
<b>CITY OF PHOENIX</b>		
Office of Environmental Programs	Rosanne Albright	602-256-3452 rosanne.albright@phoenix.gov
Local Initiatives Support Corp. (LISC)	Terry Benelli	tbenelli@lisc.org
<b>CITY OF TUCSON</b>		
Environmental Services Department	David Barraza	520-791-3175 david.barraza@tucsonaz.gov
	Lisa Cuestas	520-791-3175 lisa.cuestas@tucsonaz.gov

## LOOKUP TABLE C DETERMINANTS OF HEALTH & ACTION MODEL SUCCESS STORIES

<b>DETERMINANTS OF HEALTH</b>	
Where you live	Is there clean and safe water and air? Is housing safe and not overcrowded? Is there good sanitation? What are levels of crime like? How safe are roads? Are there jobs with decent working conditions?
Genetics	Have you inherited greater likelihood of certain illnesses? How do you cope with stress?
Income	Higher income is linked with better health.
Nutrition	Can you regularly eat enough healthy food?
Education	Going to school can improve many other determinants of health.
Relationships with friends and family	Better support networks are linked with better health.
Gender	Men and women face different diseases at different ages. In many countries women also face many extra challenges that affect their health.
Culture	Customs, traditions and beliefs can all affect health for better or worse.
Social status and social exclusion	People who are excluded, or on the margins of society have worse health chances.
Access to and use of health services	Are services available nearby to prevent and treat poor health?
Personal behaviors	What do you eat? How much exercise do you do? Do you smoke or drink?
<b>ACTION MODEL COMMUNITIES</b>	<b>SUCCESS STORY INFORMATION</b>
<ul style="list-style-type: none"> <li>• Milwaukee, WI</li> <li>• East Cleveland, OH</li> <li>• Detroit, MI</li> <li>• Blue Island, IL</li> <li>• St. Paul, MN</li> <li>• KI Sawyer, MI</li> <li>• Cully Park, Portland, OR</li> <li>• Linnton Neighborhood, Portland, OR</li> <li>• Janesville, WI</li> <li>• Kenosha, WI</li> <li>• Milwaukee, WI</li> <li>• East Cleveland, OH</li> <li>• Detroit, MI</li> <li>• Blue Island, IL</li> <li>• St. Paul, MN</li> <li>• KI Sawyer, MI</li> <li>• Cully Park, Portland, OR</li> <li>• Linnton Neighborhood, Portland, OR</li> <li>• Janesville, WI</li> <li>• Kenosha, WI Graniteville, SC</li> <li>• Joplin, MO</li> <li>• Duluth, MN</li> <li>• Pleasantville, NJ</li> <li>• Niagara Falls Highland Community</li> <li>• Utica, NY</li> <li>• Howardville, MO</li> <li>• 5 different neighborhoods in San Antonio, TX</li> <li>• Navajo Nation, AZ/NM</li> </ul>	<p><a href="http://www.atsdr.cdc.gov/sites/brownfields/publications.html">http://www.atsdr.cdc.gov/sites/brownfields/publications.html</a></p>

# ARIZONA ACTION MODEL

# DOCUMENTATION FORM

CATEGORY	STEP 1	STEP 2	STEP 3	STEP 4
	WHAT ARE THE COMMUNITY ISSUES?	HOW CAN REDEVELOPMENT ADDRESS THE ISSUES?	WHAT ARE THE COMMUNITY HEALTH BENEFITS?	WHAT DATA ARE NEEDED TO MEASURE CHANGE?
<b>HEALTH (EXAMPLE)</b>	Exposure to harmful substances in the environment, such as those at brownfields sites or in old housing stock, is one of many risk factors for several diseases and adverse health effects of concern (e.g., asthma).	Environmental cleanups at brownfields sites may reduce risk of exposure to certain harmful substances. In addition, renovation of old housing stock and construction of newer homes may help further reduce exposures to harmful substances.	Development of abandoned sites, vacant lots, and vacant buildings may reduce areas where certain crimes occur and create a better sense of community among local residents.	<ul style="list-style-type: none"> <li>• Hospitalizations for asthma</li> <li>• Infant mortality rates</li> <li>• Lead and copper in tap water</li> <li>• Lead poisoning in children (blood lead levels)</li> <li>• Low birth weight</li> </ul>
CATEGORY	STEP 1	STEP 2	STEP 3	STEP 4

# ARIZONA ACTION MODEL

# DOCUMENTATION FORM

	WHAT ARE THE COMMUNITY ISSUES?	HOW CAN REDEVELOPMENT ADDRESS THE ISSUES?	WHAT ARE THE COMMUNITY HEALTH BENEFITS?	WHAT DATA ARE NEEDED TO MEASURE CHANGE?
<b>COMMUNITY (EXAMPLE)</b>	Elevated crime rates	Redevelopment reduces the number of places crime is likely to occur.	There will be fewer crime-related injuries and deaths. Less crime also means more opportunities to walk, run, or ride outdoors.	<ul style="list-style-type: none"> <li>• Acreage of vacant lots</li> <li>• Violent crime rates</li> <li>• Pedestrian data</li> </ul>
	Low education levels; limited job skills, low health literacy Communities can include schools and other learning centers in their redevelopment plans.	Low education levels; limited job skills, low health literacy Communities can include schools and other learning centers in their redevelopment plans.	Low education levels; limited job skills, low health literacy Communities can include schools and other learning centers in their redevelopment plans.	Low education levels; limited job skills, low health literacy Communities can include schools and other learning centers in their redevelopment plans.
	High poverty rates; limited access to medical care and quality housing Redevelopment can bring jobs into the community.	High poverty rates; limited access to medical care and quality housing Redevelopment can bring jobs into the community.	High poverty rates; limited access to medical care and quality housing Redevelopment can bring jobs into the community.	High poverty rates; limited access to medical care and quality housing Redevelopment can bring jobs into the community.
<b>CATEGORY</b>	<b>STEP 1</b>	<b>STEP 2</b>	<b>STEP 3</b>	<b>STEP 4</b>

# ARIZONA ACTION MODEL

# DOCUMENTATION FORM

	WHAT ARE THE COMMUNITY ISSUES?	HOW CAN REDEVELOPMENT ADDRESS THE ISSUES?	WHAT ARE THE COMMUNITY HEALTH BENEFITS?	WHAT DATA ARE NEEDED TO MEASURE CHANGE?
<b>LAND AND ENVIRONMENT (EXAMPLE)</b>	Limited opportunities for physical activity, lack of usable parks and "green space."	Vacant and underused land can be redeveloped into parks and green spaces.	People can increase their physical activity, decreasing likelihood of health problems related to a sedentary lifestyle. Sports facilities and playgrounds provide places to build a sense of community.	<p>Acreage of parks</p> <p>People using parks</p>
	Harmful substances in the environment	<p>Environmental cleanups can reduce the chance that people will come in contact with harmful substances.</p> <p>Renovation of older homes and construction of new ones may help further reduce exposures to harmful substances.</p>	People will be less likely to get sick from harmful substances.	<ul style="list-style-type: none"> <li>• Known or suspected contaminated sites</li> <li>• Hospitalizations for asthma</li> <li>• Infant mortality rates</li> <li>• Lead and copper levels in tap water</li> <li>• Blood lead levels, especially in children</li> <li>• Birth weights</li> </ul>
<b>CATEGORY</b>	<b>STEP 1</b>	<b>STEP 2</b>	<b>STEP 3</b>	<b>STEP 4</b>

