

## Assessment for Advancing Community Transformation (AACT) for RISE

Assessment that you can use to see how healthy your community collaboration is. It talks about six main topics where communities focus work on. It is not meant to be used to compare or rank different communities against each other with this assessment.

We refer to “community” throughout this document without a specific definition. Community is what your group defines it to mean, such as a group of people or team working on health equity improvement, a geographic place (neighborhood, town, city, county), or a group of people who share common values.

Step 1 in this process is for you (and others) to individually look through each of the six main topics and identify the stage of/for your community. Once everyone has completed their responses, then the group comes together to discuss how everyone scored the items. This is not about getting a high score, but about identifying the places where your community is further along and other areas where you are just beginning. It is more important that you come together to share your perspectives and consider how you can use this assessment to determine where your community might focus more effort.

### ***What to find in the assessment:***

**Six main topics (themes)** The main topic is followed by more specific **items** to be scored based on different stages of community progress. Topics range from “Not Yet Started” to “Sustaining.” There are three possible scores for each stage (Not Yet Started being an exception with only two scores). This is to give you flexibility to respond if you think you are beginning to work on that stage, clearly working in that stage, or starting to move into the next stage but are not quite there yet. **Please select only one score for each item.**

**Identify who in your community will participate in the assessment.** This might include all members of your community team (as you have defined it), members of your steering committee or sub-committees, community partners, and/or community members, including people most affected by the issues and with outcomes.

**Each person should then score each item in the assessment individually.** There is no right answer. Circle one number for each item and write the number in the “score” column. Since community change is not often linear, when scoring think about which stage your community has been in during the past 3-6 months. The indicators for each item and stage should help guide you in thinking about how to score your community efforts.

**Discuss about your responses as a group and try to reach agreement on one score.** Each person should share their answers to see where there is agreement and disagreement. If responses for an item are more than 5 points apart, discuss why you might have different scores. The aim is for everyone to reach a single group score for each question.

**Make a plan.** Based on your group's results, this will tell you where to concentrate your efforts. Perhaps you'd want to start or advance in a certain area based on where your group ranks. These areas may be used to create objectives about your community's transformation process, develop action plans, and collaborate with coaches, technical assistance providers, and others to assist you in developing your community transformation process.

Assessment for Advancing Community Transformation (AACT)

Collaboration

Collaboration means working with many partners, including people from different organizations and multiple sectors, as well as members of the community. It requires trust, strong relationships and commitment from all partners. When we are clear and all support a shared vision, we can come together around our common goals. As we move from simply getting started to keeping our collaboration going, we go from working with a few people who make decisions to more individuals who share in the change we want to see in our community.

Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Score
Working with partners from different sectors	We have not yet included partners from different sectors	We are working with some partners from different sectors.	We have active partners from other sectors but need additional partners to better meet our goals.	We have active partners from many sectors who contribute to meeting our goals.	
	1	234	567	8910	
Establishing trust and strong relationships	We have not yet developed a strong history of working together. Relationships and trust are in the very early stages of development. We mostly share information with one another.	We are establishing some trust and strength in our relationships. There is some commitment from partners who have decided to align our efforts toward common goals.	We have trust and strong relationships with each other. Partners are fully committed to the collaboration. Several have begun coordinating their efforts together to achieve greater impact.	We have established procedures, practices, and policies and systems to ensure partners are part of the design, implementation, and measurement of our work. We grow, trust and support one another in achieving our shared goals even if that means slowing down to achieve a greater strategic goal.	
	1	234	567	8910	

Assessment for Advancing Community Transformation (AACT) was jointly developed by 100 Million Healthier Lives, County Health Rankings & Roadmaps, and Georgia Health Policy Center and adapted by WE in the Woods.

Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Score
<b>Leadership and decision-making</b>	We have not yet established clear leadership or decision-making structures.	We rely on leadership and decision-making from a few people, mostly representing organizations.	We share leadership and decision-making among most of our partners. People most affected by poor outcomes are consistently included in this process.	We have policies and processes in place to ensure shared decision making among all partners, including people most impacted by poor outcomes.	
	<b>1</b>	<b>2      3      4</b>	<b>5      6      7</b>	<b>8      9      10</b>	
<b>Shared vision and strategic direction</b>	We have not yet agreed on a vision or strategic direction.	We have some agreement about our vision and strategic direction.	We have established a clear vision for a better future that inspires us to believe that positive change is possible.	We have a shared vision and use it to guide our strategic direction. We have formal systems, policies, and processes in place to achieve our goals together.	
	<b>1</b>	<b>2      3      4</b>	<b>5      6      7</b>	<b>8      9      10</b>	

Tools jointly developed by 100 Million Healthier Lives, County Health Rankings & Roadmaps, and Georgia Health Policy Center and adapted by WE in the Workforce

## Communication

Communication is important for our work. What we say and how we say it can motivate people to take action. We need to be able to communicate with each other and our community. As we move from getting started to sustaining effective communication, we go from occasional communication to regular sharing, to regular, purposeful communication with each other and our community.

Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Score
Communicate within organization	We have not yet communicated regularly with our partners.	We sometimes communicate with our partners.	We have a regular or coordinated process for communicating with our partners.	We have implemented systems, policies, and processes to ensure we regularly communicate, document, and share information with all of our partners.	
	1	234	567	8910	
Deal with conflict	We have not yet dealt with conflict when it happens. We usually avoid difficult issues.	We sometimes deal with conflict as it comes up. We have found ways to deal with difficult issues.	We openly talk about conflict and have developed ways to deal with it when it comes up. We openly discuss difficult issues.	We have formal systems, policies and processes in place to deal with conflict. We effectively deal with difficult issues.	
	1	234	567	8910	
Communicate with stakeholders	We have not yet communicated with anyone other than our partners.	We sometimes communicate with others in the community.	We have a regular or coordinated process for communicating with others in the community.	We have formal goals, systems, policies and common language to ensure we communicate with others in the community and build awareness.	
	1	234	567	8910	

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## ance Equity

ns that everyone has a fair and just opportunity to thrive. Advancing equity includes making sure people in our community who experience and have fewer resources get the support they need to improve their lives and are actively involved of our work.

ving open conversations, creating equitable opportunities, and implementing strategies that have impact. It also means making sure we h  
g environment for ***all*** people in our community. As we move from getting started to sustaining our equity work, we go from simply identi  
o actively partnering with people most affected by poor outcomes and injustice, to creating systems and policy improvements to eliminat  
tions.

tem	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Scor
and inequities in nity and work	We have not yet identified inequities in our community and work.	We sometimes use data to identify inequities in our community and work. We sometimes have conversations to understand if those inequities are linked to a lack of fairness and justice.	We use data to identify inequities in our community and work. We have open conversations to understand if those inequities are linked to a lack of fairness and justice.	We have formal systems and policies to identify and understand inequities in our community and work, including having open conversations to understand if those inequities are linked to lack of fairness and justice.	
	1	234	567	8910	

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Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Score
<a href="#">Address equity and resilience in a way that</a>	<p>We tend to avoid issues related to equity and racial justice because we find it uncomfortable to talk about these issues.</p> <p>We don’t yet have a process in place to create the safety needed for difficult conversations.</p>	<p>Our collaboration understands that addressing inequities and advancing racial justice is a process. We have not yet engaged with community members experiencing inequities in these conversations.</p> <p>We have begun to put practices in place that help us have honest and difficult conversations about equity and racial justice. These help us work through the tension that can arise when addressing inequity.</p>	<p>Community members with lived experience of inequity are part of our collaboration conversations about equity and racial justice.</p> <p>We have formal processes to ensure we work through concerns together. We accept that tension is part of addressing inequity. When this happens, we address the tension in a way that helps us grow.</p>	<p>We have many social spaces where we have conversations about equity and racial justice in our community and in our collaboration. Community members with lived experience play a major role in these conversations.</p> <p>We are unafraid to have tough discussions about inequity and racial justice in our community. We ensure our conversations are respectful, trusting, and encouraging to all voices. We can hold the tension when things get tough.</p>	
	1	234	567	8910	
<a href="#">Work with people affected by poor and injustice</a>	<p>We have not yet involved people most affected by poor outcomes and injustice.</p>	<p>We sometimes get input from people most affected by poor outcomes and injustice through surveys, focus groups, but have not involved them directly in our work.</p>	<p>People most affected by poor outcomes and injustice are represented and engaged in our work, but they don’t have leadership or decision-making power.</p>	<p>We have formal systems and policies in place that ensure those most affected by poor outcomes and injustice are partners in every part of our work and have leadership roles and decision-making power.</p>	
	1	234	567	8910	

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Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Score
Strategies to address root causes of	We have not yet identified ways to address root causes of inequities.	We can identify strategies that address root causes of inequities and promote fairness and justice.	We co-design and implement strategies with people most affected by poor outcomes and injustice to promote policies and processes that are fair and just.	Our work is designed, implemented and evaluated with people most affected by poor outcomes and injustice to ensure we are advancing equity.	
	1	234	567	8910	

## Plan for Action

For action, we need to understand not just our community's needs but also its assets to set our goals. It's important to understand what's in our community to select our strategies. Research and data, as well as experiences from people in the community, help inform our understanding of where and how we can make improvements. As we move from getting started to sustaining our planning for action, we go from using our own experiences, to formally using data, stories and evidence to address the gaps in our community and implement strategies that work.

Item	Not yet started	Starting: "We're early and still figuring things out."	Gaining skill: "We're getting the hang of this!"	Sustaining: "This is who we are and how we do our work."	Score
Community assets	We have not yet identified community assets. We mostly look at community needs based on what we notice.	We use data from public sources and/or community input to identify our needs <i>and</i> we recognize assets.	We have documented our community need <i>and</i> assets based on data gathered from public sources, our own data, and community input. We use both needs and assets to set our priorities.	We have formal systems, policies, and processes in place to regularly use public data, our own data, and community input. We use experiences and examples from the broader community, including people most affected by our work to better understand our community's assets and needs, and to set our priorities.	
	1	234	567	8910	
Goals based on assets and	We have not yet set specific goals for our community collaboration.	We set short term goals that address a specific need.	We have both short- and long-term goals that align with our priorities.	We regularly set short- and long-term goals that fit with our priorities. These goals build on our community's assets and meet our community's needs.	
	1	234	567	8910	

Plans jointly developed by 100 Million Healthier Lives, County Health Rankings & Roadmaps, and Georgia Health Policy Center and adapted by WE in the Woods



Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Score
and what h	We have not yet focused our health improvement efforts beyond traditional health care, for example medical or clinical care issues.	We have a broad focus on health factors that includes other areas such as mental health, social services or early childhood development.	We understand the drivers of health, including social and economic factors such as housing, education, employment or safety. We have used this understanding to design our initial strategies.	We have a deep understanding of the complex nature of the drivers of health and how they interact with each other. We have designed a comprehensive approach to meet our community’s needs.	
	1	234	567	8910	
and design or change	We have not yet selected our strategies based on evidence of what has worked in other communities.	We select some of our strategies based on evidence of what has worked in other communities.	We select our strategies by identifying what has been shown to work elsewhere and what fits our community context. Where evidence is not available, we test innovative strategies to see whether they work.	We select our strategies based on data, research, and the lived experience of people in the community. We tailor strategies to make them more effective in our community. We test innovative approaches when evidence is not available.	
	1	234	567	8910	
intentional strategies and to create different levels, ing individual eating change.	We do not yet apply a strategic lens to our community work. Our collaboration largely works reactively, usually in response to something to meet people’s basic needs.	We have several partners in our collaboration who create change at different levels. We operate in parallel rather than bringing them together into a coherent plan.	We have developed a strategy with our community with initiatives at different levels, from the immediate to the systemic in at least one area.	We bring a strategic multi-level lens to creating change to everything we do. We recognize that we cannot create sustainable change without changing the underlying conditions and policies that lead to poor outcomes for some.	
	1	234	567	8910	

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Based on your asset and needs assessment, please rate your collaboration's capacity in the following areas:

Item	Not yet started	Starting: "We're early and still figuring things out."	Gaining skill: "We're getting the hang of this!"	Sustaining: "This is who we are and how we do our work."	S
Individual-level change	No one in our collaboration leads individual-level change.	Some partners have ways of routinely being in relationship with people. We do not formally assess the needs of individuals in our community.	We are in relationship with people and we have a way of assessing the needs of individuals. We do not yet routinely connect them with services but are beginning to do that in some initiatives.	We both routinely assess the needs of individuals and routinely connect them with resources to meet these needs. We use data from individual needs to drive broader change in community conditions.	
	1	2 3 4	5 6 7	8 9 10	
Organizational change	No one in our collaboration is engaging trusted community peers in their work).	We have begun working with peer community health workers in some of our initiatives.	We routinely work with trusted peers (community health workers) in several initiatives. This includes both formally trained community health workers and peers. We have begun to build training and support systems for these community health workers.	We have developed systems to grow and sustain a community-based workforce made up of people with deep relationships and lived experience. This includes mechanisms to sustain living wage jobs with benefits for community workers, support systems for training and continued growth, supervision, and engagement in broader community efforts around policy and system change.	
	1	2 3 4	5 6 7	8 9 10	
Community-level change	Our collaboration is not well connected to either the public health or health care system. This makes it difficult for us to get health services to our community.	We have some connections with either the public health department or a local health care provider. This helps us to meet the needs of people.	We have strong relationships between our public health department, health care sites, and the community. This has allowed us to expand the range of where health activities are carried out to places like schools and faith communities.	We have built a system of health that is truly connected across the community, the public health department and community sites. We routinely collaborate to plan and implement strategies to advance health equity in the community together, leveraging our shared assets.	
	1	2 3 4	5 6 7	8 9 10	

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Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	S
Environmental (Items)	No one in our collaboration leads environmental level change.	We are just beginning to see and assess the systems leading to poor health and well-being in our community.	Some partners in our collaboration are skilled in advancing more systemic change. This might be around policy and advocacy or around shifting culture and narratives or shifting financing and investments.	We are experienced in developing system change and have successfully done so in several initiatives. We recognize that without changing systems and narratives we cannot be successful at sustaining change and have made this a core part of our approach as a result.	
	1	2 3 4	5 6 7	8 9 10	
Information/narrative infrastructure	We do not have a mechanism now to either identify or address misinformation and disinformation.	We are beginning to have processes in place to address misinformation and disinformation in our community. We have mechanisms to surface misinformation circulating around our community when it is identified, for example.	We have developed some skills, processes and infrastructure to address misinformation and disinformation. We are still learning how to shift narratives for more systemic change.	We have communication infrastructure in place to surface and address misinformation and disinformation. We are skilled in presenting effective narratives and information to our community in a way that reaches people and builds trust.	
	1	2 3 4	5 6 7	8 9 10	

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o Improve

know how our work makes a difference. This means we need to measure and evaluate the outcomes of our work, and to use that data to learn and need to improve and expand our impact. As we move from getting started to sustaining our impact, we go from beginning to collecting progress, to implementing a systematic approach to collect and use feedback to improve outcomes, to sharing what we have learned and strategies.

Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Score
Impact	We do not yet have a plan or process for collecting data to assess the impact of our work.	We have identified some measurable outcomes that might help show the impact of our work.	We measure key, short-term outcomes for our work and have a plan to assess the long-term impact of our work.	We use our measurement plan to guide all our work. We systematically collect data to track short-term and long-term progress and share our impact with the broader community.	
	1	234	567	8910	
Continuous	We do not yet have a process to use data to help improve our work.	We collect some data about our work primarily to report our progress.	We have identified the measures that matter to us. We have adopted specific approaches to collect and use data to improve our work.	We have formal systems, policies, and processes in place to ensure we use data to guide and improve our work. This approach allows us to learn from our mistakes and motivates us to improve.	
	1	234	567	8910	

Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Score
Knowledge work to help	We have not yet shared what we have learned in our work to help others.	We sometimes share what works and what we have learned with others within our usual network.	We routinely share what works and what we have learned with others, within and outside our usual network.	We have formal systems, policies, and processes in place to ensure we share what has worked and what we have learned with others inside and outside of our network.	
	1	2      3      4	5      6      7	8      9      10	
Effective to improve or more	We have not yet identified how to reach more people with our strategies.	We sometimes take action to reach more people with our strategies to have greater positive impact.	We routinely take action to reach more people with our strategies to have greater positive impact.	We have formal systems, policies, and processes in place to ensure we reach more people with our strategies to improve outcomes.	
	1	2      3      4	5      6      7	8      9      10	

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## Sustainability

Sustainability is a deliberate process that sets us up for long term success. This includes planning, identifying and generating diverse resources, and in addition, as well as keeping people engaged and motivated. As we move from getting started to sustaining our work, we go from thinking about funding to generating diverse support and coordinated approaches, to achieve lasting impact.

Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Score
<b>Sustainability</b>	We have not yet developed a sustainability plan.	We have some ideas for what to include in a sustainability plan. We know long-term sustainability planning is important.	We are actively working on sustainability planning and know what we need to include in a plan.	We include sustainability planning as a regular part of our work. This includes how we manage people, diverse funding (new and existing), and in-kind support.	
	<b>1</b>	<b>2      3      4</b>	<b>5      6      7</b>	<b>8      9      10</b>	
<b>Resources</b>	We have not yet identified other resources we need to support our work.	We have some resources to support our work, but mostly in-kind support from partners and grant funding.	We have additional resources to support our work. This includes ongoing leadership, in-kind support, and multiple revenue streams.	We are effectively using diverse resources from partners and our community. We maximize opportunities and minimize waste by shifting resource away from ineffective activities.	
	<b>1</b>	<b>2      3      4</b>	<b>5      6      7</b>	<b>8      9      10</b>	

These roadmaps were jointly developed by 100 Million Healthier Lives, County Health Rankings & Roadmaps, and Georgia Health Policy Center and adapted by WE in the Workforce.

Item	Not yet started	Starting: “We’re early and still figuring things out.”	Gaining skill: “We’re getting the hang of this!”	Sustaining: “This is who we are and how we do our work.”	Score
and advocate	We have not yet identified a policy focus in our work.	We have identified some policies that impact our work and are learning how to advocate for improvements.	We actively advocate for policies that impact areas of our work.	We focus on policy in all areas of our work, know how to effectively advocate for improvements, and have experienced some success.	
	1	2      3      4	5      6      7	8      9      10	
d maintain	We have not yet identified ways to keep everyone in the collaboration engaged and motivated.	We have some intentional practices that keep everyone engaged and motivated. For example, we celebrate big successes but burnout is still common.	We actively support and nurture everyone in our work. We celebrate big and small successes and recognize people for their contributions.	We have shared beliefs and practices that motivate us and bring us joy. We feel valued and know that we make important contributions.	
	1	2      3      4	5      6      7	8      9      10	

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## Overall Score and Comments

any factors that go into creating a thriving community. Your community may have developed strengths or taken action in areas not identified in the previous sections. This section is to help you think overall about your community’s progress and stage of development in working together to make your community a healthy place for everyone.

Item	Not yet started	Starting: “We’re early and still figuring things out.”			Gaining skill: “We’re getting the hang of this!”			Sustaining: “This is who we are and how we do our work.”			Score
How do you rate your progress in working together to make your community a healthy place for everyone?	1	2	3	4	5	6	7	8	9	10	

Use this space for comments or notes.



# the AACT – Now What? Creating Your Plan for Community Transformation



**1. Talk it through.** Compare answers with other members of your community collaboration (you may find it helpful to have scores printed out so you can refer to your responses for this conversation). Where members of your community collaboration score difference of **five** or more points, discuss why you might have such different answers. This could be because people have different knowledge or resources within your collaboration. It could also be from gaps that offer opportunities for improvement. The greatest value of this tool is to foster a dialogue within your community collaboration to help identify strategies to advance your community. Once you've worked through these differences, come up with your team's final scores and put the totals of your scores for each section into the online scoring sheet and print a copy. Now start identifying some priority areas to work on with themes that feel most relevant to you!

There is no one right way to transform your community. It depends on your context and what your team is willing and able to work on, with some different options for choosing priority areas are listed below. Feel free to use a mix of criteria for identifying priority areas. Be sure to consider multiple perspectives and don't be afraid to set ambitious goals! This is your journey—and your path.

- Choose areas that are scored in the early stages, such as not yet started or starting.
- Choose areas where small changes could lead to big gains.
- Consider the highest scoring areas (your strengths), and how these could be used to move other areas of the map forward.
- Think about which areas could move in the short term, and which to start planning for the long term.
- Identify yourselves what you are ready to take action on.

**Collaboration Name:** \_\_\_\_\_

**Located in:** \_\_\_\_\_

Identifying which main topics you want to work on and what you'll need to do to improve. The chart below can help guide you to determine what scores you want to address and how you envision your community's work progressing over time.

Topic Themes (List only for themes you want to work on)	Items (check)	Now (current score)	Goal in 10 months	Goal in 3 years	What will we need to do to achieve
Collaboration	A. Work with diverse partners B. Strengthen partnerships C. Develop leadership and decision-making guidelines D. Agree on vision and direction				
Communication	A. Communicate within the collaboration (internal)				

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	<ul style="list-style-type: none"> <li>B. Deal with conflict</li> <li>C. Communicate with external stakeholders (external)</li> </ul>				
ce Equity	<ul style="list-style-type: none"> <li>A. Identify and understand inequities in our community and work</li> <li>B. Partner with people most affected by poor outcomes and injustice</li> <li>C. Develop strategies to address root causes of inequities</li> </ul>				
or Action	<ul style="list-style-type: none"> <li>A. Identify community needs <i>and</i> assets</li> <li>B. Set goals based on community assets and needs</li> <li>C. Understand what drives health</li> <li>D. Select and design strategies for change</li> <li>E. Multilevel interventions</li> </ul>				
re to Improve	<ul style="list-style-type: none"> <li>A. Measure impact</li> <li>B. Focus on continuous improvement</li> <li>C. Spread knowledge about our work to help others</li> <li>D. Expand effective strategies to improve health outcomes and advance equity</li> </ul>				
nability	<ul style="list-style-type: none"> <li>A. Plan for sustainability</li> <li>B. Diversify resources</li> <li>C. Implement policy and systems changes</li> <li>D. Build and maintain momentum</li> </ul>				

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2. **Chart your path** – Develop an action plan for advancing your community transformation.

Out of the above, what three priority items will you work on over the next six months? This worksheet is intended to help you plan.

item	Strategy: What will you do?	Key Stakeholders: Who will need to be engaged?	Resources and capacities needed?	By when?	

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ent for Advancing Community Transformation (AACT) tool was developed based on principles, concepts, and examples from the following:

100 Million Healthier Lives, Community Transformation Map  
County Health Rankings & Roadmaps, 10 Guiding Principles  
County Health Rankings & Roadmaps, RWJF Culture of Health Prize Criteria and Judging Scale  
County Health Rankings & Roadmaps, Coaching Framework with Indicators  
County Health Rankings & Roadmaps, *Poised for Progress* Self-Assessment  
Georgia Health Policy Center, Excellence in Community Benefit Formative Assessment  
Georgia Health Policy Center, Formative Assessment for Bridging for Health  
Georgia Health Policy Center, Sustainability Formative Assessment  
Georgia Health Policy Center, Sustainability Framework

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