2011 EVALUATION REPORT ON SECTOR ACTIVITIES FOR THE UNITED STATES NATIONAL PHYSICAL ACTIVITY PLAN

April 2, 2012
PREPARED FOR:
United States National Physical Activity Plan Coordinating Committee

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ACKNOWLEDGMENTS:
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INTRODUCTION

THE GUIDELINES
The first-ever comprehensive federal guidelines on physical activity in the United States (US) were released in October 2008 (1). “Physical Activity Guidelines for Americans” was geared toward policymakers, health professionals, and the general public to assist efforts in reaching national health goals, such as Healthy People 2020 (2). The guidelines provided evidence-based recommendations on the types and amounts of physical activity that would yield substantial health benefits; however, they did not specify the changes that were needed to actualize those recommendations (3).

THE PLAN
A strategic planning process was used to identify specific policies, practices, and initiatives that theoretically could result or have resulted in higher population levels of physical activity (3). The process led to the creation of the US National Physical Activity Plan (NPAP), released in May 2010 (4). The overall goal of the NPAP was to produce a marked and progressive increase in the percentage of Americans who meet physical activity guidelines throughout their lifetimes. The plan includes strategies grounded in scientific evidence that reach across the country, at local, state, and national levels.

The NPAP includes five overarching strategies and 44 specific strategies, with corresponding tactics to address them. The plan groups the specific strategies into eight sectors and white papers were developed around each. The sectors and their corresponding number of strategies are:

- Public Health (n=5) (5)
- Education (n=7) (6)
- Volunteer and Non-profit Organizations (n=3) (7)
- Transportation, Land Use, and Community Design (n=4) (8)
- Mass Media (n=8) (9)
- Health Care (n=6) (10)
- Business and Industry (n=5) (11)
- Parks, Recreation, Fitness, and Sports (n=6) (12)
IMPLEMENTATION PLAN
In November 2010 an implementation plan called “Make the Move” was released, the development of which was led by the National Coalition for Promoting Physical Activity (NCPPA) (13). That document identified measurable outcomes and objectives of the NPAP. They are presented in eight sectors that the plan names as areas in which to undertake activities to improve physical activity and correspond to the eight sectors identified in the NPAP.

EVALUATION
Following the release of the implementation plan, six of the eight sectors started meeting regularly to work on select strategies that were identified in the implementation plan in the first year (13). An evaluation effort was initiated through the Physical Activity Policy Research Network in spring 2011 and this summary reports on the findings from the 2011 calendar year. Neither the Mass Media nor the Volunteer and Non-profit Organizations sectors have defined strategies in the implementation plan and are not included in this report.
METHODS

This report on sector activities satisfies one of the three main pieces of the evaluation plan that are depicted in the Evaluation Activities section of the logic model in Appendix 1. The two other main components are a survey of the membership of the National Society of Physical Activity Practitioners in Public Health and in-depth interviews with state public health physical activity practitioners about awareness and use of the NPAP and the complementary “Make the Move” report. The selection and development of all activities in the evaluation were guided by the theoretical underpinnings of RE-AIM (Reach, Effectiveness, Adoption, Implementation, Maintenance) (14) and the Diffusion of Innovations theory (15).

The evaluation team instituted a system of reports to capture activities happening at the sector level on a quarterly basis. The quarterly report documents the following for each sector: work being done; progress towards goals; products, programs, practice / policy changes; and media generated each quarter. An example of a sector reporting form can be found in Appendix 2.

To supplement information gathered from the quarterly reports, the evaluation team collected notes from sector and strategy meetings. Sector members received a template to record these notes as useful to them (Appendix 3), facilitating the connection of activities to specific goals from the implementation plan. The quarterly reporting function and meeting minutes are housed on a Google website that is password protected (Appendix 4).

At the end of 2011, we reached out to the leads from each sector to conduct end-of-year interviews to supplement the evaluation effort and provide a way to reflect on the year’s accomplishments and lessons learned. The general guide for these interviews can be found in Appendix 5. All interviews were recorded with permission from the sector leads and transcribed verbatim.

This report provides a summary based on the quarterly reports, meeting minutes, and interviews conducted with the six sectors, with the specific materials summarized in Appendix 6. In addition, we used information from a report titled “Make the Move: 2010-11 Implementation of the National Physical Activity Plan Accomplishments” by Sheila Franklin, distributed at the May 2011 Washington DC meeting of the NPAP Coordinating Committee.

This evaluation effort was reviewed by the University of North Carolina – Chapel Hill Institutional Review Board.
RESULTS, PART I

The first section in this report highlights the accomplishments of the sectors. It is based largely on the sector strategies and goals in the implementation plan, and occasionally on a strategy from the NPAP, where appropriate. The reports highlight only those strategies or goals around which activities were completed in 2011, so all strategies and goals may not be shown for a sector.

Reports are included for the following six sectors that were active during the year:

- Business and Industry
- Education
- Health Care
- Parks, Recreation, Fitness, and Sports
- Public Health
- Transportation, Land Use, and Community Design

Please Share!

The section is formatted as inserts that can be removed and distributed separately. We hope this will help sector leaders communicate their activities to sector members and facilitate sharing information from the evaluation.
BACKGROUND

Co-chairs
Scott Goudeseune · Tom Richards · Laurie Whitsel

Co-chair affiliations
American Council on Exercise (ACE) · American Heart Association (AHA) ·
International Health, Racquet, and Sportsclub Association (IHRSA)

Members
18

STRATEGY 1

STRATEGY
Identify best practices and model interventions. Establish the National Physical Activity
Plan (NPAP) as a leading “go-to” resource. Evaluate effective physical activity
interventions in the workplace.

GOAL 1
Create a database. Establish best practice criteria for integrating regular physical
activity into the workplace. Identify best practices by September 2011.

ACTIVITIES
✓ Collected and evaluated best practices for integrating physical activity into the
workplace. [website link forthcoming]
✓ Began compiling a database of best practices, including research and evaluation of
physical activity programs, and drafted a document to guide the process of vetting
resources in the database.

STRATEGY 2

STRATEGY
Develop a multi-communication and outreach plan designed to engage, inform, and
inspire leaders to promote active lifestyles in organizations, industries, and local
communities.

GOAL 1
For 2011: Present business leaders with the case to promote workplace physical activity
by August 2011.

By 2015: More than 500 corporations will support the NPAP with a public commitment.
Implement policies that encourage physical activity by September 2015.

ACTIVITIES
✓ Developed two versions of a CEO pledge that business leaders can sign to indicate
their commitment to a work environment that supports physical activity. Pledges
available here: http://www.ncppa.org/npap/CEOPledge/.
✓ Created marketing and communications strategy around the CEO pledge.
✓ Launched the pledge in September 2011 at the HERO (Health Enhancement Research
Organization) Forum in Phoenix, AZ.

GOAL 2
For 2011: One business leader will publicly endorse the NPAP by August 2011.
### Strategy 3

**Strategy**

Develop legislation and policy agendas that promote employer-sponsored physical activity. Carefully protect individual employees’ and dependents’ rights.

**Goal 1**

For 2011: Develop a database of current state and federal legislation that addresses comprehensive worksite wellness / physical activity by September 2011.

By 2015: Prioritize model legislation. Create an inventory of existing legislation at the state and federal level. Work toward passing legislation and regulation that addresses comprehensive worksite wellness and physical activity in the workplace. Will track wins at the state and federal levels and evaluate successes by September 2015.

**Activities**

- Tracked city, state, and federal legislation related to worksite wellness, and will eventually create a database of this information.
- Participated in the US Department of Health and Human Services/Department of Labor Forum on incentives within worksite wellness programs.
- Met with the National Committee for Quality Assurance (NCQA) about the possibility of convening a forum to bring together large and small employers, consumer groups, and insurance providers to develop consensus recommendations to the federal agencies.
- Convened a group of thought leaders in Atlanta with the HERO Incentives Group, the AHA, ACS, and ADA to discuss common ground around the use of incentives within worksite wellness programs. Intending to publish a white paper from this discussion.

**Goal 2**

Pass one model bill at the state level on worksite wellness / physical activity. Track what is happening across the state and federal landscape. Update the database on a semi-annual basis by September 2011.

**Activities**

- Reviewed federal legislation drafted by Sen. Harkin (D-IA) to use in creating model state legislation. This legislation defines a comprehensive worksite wellness program and provides tax incentives for employers that implement these programs.
- Drafted model state legislation with the aim of having it ready by the January 2012 legislative session, with the idea that eventually state advocacy staff will distribute it to participating organizations that use it to promote physical activity in the workplace.
NOTE: Strategies and goals are from the report titled “Make the Move 2010-2011 National Implementation of the U.S. Physical Activity Plan”. This document describes key activities completed in 2011, so may not include all strategies and goals for the sector.

This summary was based on quarterly reports, meeting notes, and end-of-year interview with sector co-chairs.
## Background

<table>
<thead>
<tr>
<th>Chair</th>
<th>Elizabeth Walker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair affiliation</td>
<td>Association of State and Territorial Health Officials (ASTHO)</td>
</tr>
<tr>
<td>Members</td>
<td>Approximately 50 people</td>
</tr>
</tbody>
</table>

## Combined Strategies 1 & 2

### Strategy

Develop state and school district policies that (1) require comprehensive physical activity programs and (2) include mechanisms for monitoring implementation.

### Goal 1

For 2011: Develop a model policy for Comprehensive School Physical Activity Programs (CSPAP) that includes mechanisms for school accountability. Secure endorsements for the model policy from at least five national education and/or health associations by September 2011.

For 2015: Ten states will adopt policies that require schools to develop comprehensive school physical activity programs. These programs will be anchored by quality physical education, and complemented by recess, physical activity in the classroom, and before and afterschool activities by September 2015.

For 2015: Ten states will require and monitor school accountability for comprehensive school physical activity programs by September 2015.

### Activities

- ✓ Drafted model policy

## Strategy 4

### Strategy

Ensure that early childhood education settings for children ages 0 to 5 years promote and facilitate physical activity.

### Goal 1

For 2011: Two physical activity standards for early childhood will be released during the first year. They include Caring for our Children and Institute of Medicine Guidelines for Physical Activity Birth to Five and will be disseminated.

For 2015: Physical activity standards in childcare settings will be clearly defined for birth to 5-year-old children by September 2015.

### Activities

- ✓ Disseminated the physical activity guidelines from Caring from our Children and the National Association of State Boards of Education (NASBE).

### Goal 2


For 2015: Six states will adopt physical activity regulations in childcare settings by September 2015.
**ACTIVITIES**
- Presented physical activity model policies in child care settings to 6 state teams (AR, GA, KY, MS, NY, RI) focusing on early childhood obesity prevention.
- Hosted a webinar about physical activity for state teams in DE.

**STRATEGY 5**

**STRATEGY**
Promote physical activity before school, afterschool, and during the summer (collectively known as afterschool).

**GOAL 1**
For 2011: Develop and disseminate national physical activity standards to 10,000 afterschool providers by September 2011.
For 2015: Increase federal funding for afterschool activity by September 2015.
For 2015: Create requirement and/or preference/priority for physical activity in afterschool federal funding streams.

**ACTIVITIES**
- Drafted language for the afterschool nutrition and physical activity standards, including language addressing inclusivity for children with physical and intellectual disabilities.
- Surveyed 500 programs in 10 regions about standards and guidelines for afterschool activity.
- The first National Standards on Nutrition and Physical Activity for Afterschool Programs were developed.
- The National Standards for Afterschool Physical Activity adopted by the National Afterschool Association Board of Directors (inclusivity language adopted will become the standard).

**GOAL 2**
For 2011: Include presentation of national standards in at least five workshops and technical assistance meetings. Distribute national standards. Issue relevant policy developments. Include information about the standard’s two communication documents, such as a newsletter or press release from each member of the afterschool strategy team.
For 2015: Clearly define and disseminate national standards for afterschool physical activity by September 2015.

**ACTIVITIES**
- Drafted legislation to be introduced to House and Senate once co-sponsors are identified.
- Developed and implementing a plan to promote the standards at various national conferences.
- Held May 9, 2011 meeting to discuss an organized effort for dissemination of the standards.
- Developing a re-tooled PDF document and planning to disseminate it through electronic and other means.

For 2011: Introduce legislation to support pilot programs and funding for model programs by September 2011. Develop and begin disseminating best practices regarding afterschool physical activity and nutrition.
For 2015: Highlight 10 programs exemplifying best practices in afterschool vis-à-vis the national standards.
**ACTIVITIES**

- Worked with Congressional champions on adding physical activity to the 21st Century Community Learning Center language. Information on the standards will be shared at the annual conference, the Afterschool for All Challenge.
- Sen. Harkin (D-IA) and Rep. Kind (D-WI) re-introduced the Fitness Integrated with Teaching (FIT) Kids Act (H.R. 1057).
- Sen. Udall (D-NM) reintroduced the Promoting Health as Youth Skills in Classroom and Life Act (S.B. 392).

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**SAMPLE PRODUCT – EDUCATION SECTOR**

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**Healthy Eating:**

In April, 2011 The National AfterSchool Association adopted these standards for Healthy Eating in Out-of-School Time Programs. Accordingly, new language addresses snack content and quality, staff training, curriculum, social support (including staff role modeling, parent engagement and children’s social development), program support, and environmental support.

**Content and Quality:**

Standard: Programs serve foods and beverages in amounts and types that promote lifelong health and help prevent chronic disease. These include minimally processed foods made with whole grains and heart-healthy fats or oils and without added sugar or trans fats; fruits and vegetables; and beverages made without added sugars.

**Best Practices:**

1. On a daily basis, the Program
   a. Serves a fruit or vegetable (fresh, frozen, canned or dried without added sugar).
   b. Offers water at the table during snack, and has water accessible at all times.
   c. Only serves foods made without trans fat.
   d. Serves beverages that are not made with caloric sweeteners. Beverages made with caloric sweeteners include but are not limited to sodas, juices, juice drinks, sports drinks or iced teas.
   e. Serves no candy or other foods that are primarily sugar based.
   f. Through portion size and variety of items offered each day, provides each student with enough calories to avoid both hunger and over eating.
   g. Offers choices and accommodates dietary restrictions related to allergy, food intolerance, religion and culture. Examples include offering high-calcium beverages for children that cannot drink regular cow’s milk such as soy milk or lactose-free milk.

2. The menu
   a. Emphasizes nutrient dense options including baked goods made with whole grains and without trans fats, and protein foods that include lean meats, nuts or beans.
   b. Emphasizes healthy beverages including low or nonfat milk; plain or naturally flavored non-carbonated water; and 100% fruit juice
      i. Does not offer flavored milk made with added sugars or artificial ingredients.
      ii. Fruit juice should be limited to one 8 oz serving per day
      iii. No limits on low/nofat plain milk or water

Prepared by NOST leadership team members Jean Wichea, Georgia Hull, Ellen Gannett and Barbara Roth
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**NOTE:** Strategies and goals are from the report titled “Make the Move 2010-2011 National Implementation of the U.S. Physical Activity Plan”. This document describes key activities completed in 2011, so may not include all strategies and goals for the sector.

This summary was based on quarterly reports, meeting notes, and end-of-year interview with the sector chair.
BACKGROUND

<table>
<thead>
<tr>
<th>Co-chairs</th>
<th>Jim Whitehead · Janet Williams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-chair affiliations</td>
<td>American College of Sports Medicine (ACSM) · American Medical Association</td>
</tr>
<tr>
<td>Members</td>
<td>Approximately 30 people</td>
</tr>
</tbody>
</table>

STRATEGY 1

**STATEGY**

Make physical activity a “vital sign” for health care providers to assess and discuss with patients/clients.

**GOAL 1A**

FOR 2011: Ten percent of targeted organizations will encourage their members to assess patients’/clients’ physical activity and discuss ways to progress toward meeting the Physical Activity Guidelines for Americans by September 2011.

**ACTIVITIES**

✓ Outreach to 40 largest health care provider organizations in the US.
✓ The American Academy of Physical Medicine and Rehabilitation, and American Medical Society for Sports Medicine joined the initiative and are working to message their members on the importance of physical activity.
✓ Secured buy-in from various health care provider organizations.

**GOAL 1B**

FOR 2011: Ten to 15 percent of all health care providers will receive information on the importance of patients’ physical activity assessment and how to discuss ways to progress toward meeting the Physical Activity Guidelines for Americans. Health care providers will routinely discuss physical activity with most if not all clients by September 2011.

**ACTIVITIES**

✓ “Exercise is Medicine” was distributed to health care providers, encouraging and supporting physical activity assessment.
✓ Worked to improve tracking methods for this goal.

**GOAL 2**

FOR 2011: The strategy committee will design and implement a pilot group such as the Veteran’s Administration by September 2011.

**ACTIVITIES**

✓ Engaged three major producers of electronic medical records in discussions regarding inclusion of physical activity fields.
✓ Held a summit to determine the optimal fields to include and produced an executive summary to use in working with electronic medical record producers.
✓ ACSM and Exercise is Medicine held a multi-organizational initiative at National Institutes of Health (May 2-3, 2011) on Identifying Core Behavioral and Psychosocial Data Elements for Electronic Health/Medical Records, where sector members worked to ensure physical activity was among the top recommendations in guidelines for future Electronic Health and Medical Records.
✓ Started to develop a plan for full implementation.
**GOAL 3**  
FOR 2011: The National Working Group will complete surveys of those involved with obtaining the Healthcare Effectiveness Data Information Set (HEDIS) measure for the geriatric and pediatric populations. The National Working Group will use these survey results to develop a strategy for obtaining a HEDIS measure of physical activity for the adult population by September 2011.

**ACTIVITIES**  
☑ Convened a work group, held conversations to survey staff at the National Council of Quality Assurance, and drafted the HEDIS measure.

**GOAL 4**  
FOR 2011: Ten percent of health care provider organizations will distribute information to members regarding how to meet the Physical Activity Guidelines for Americans, through outreach, education and/or resolving healthy lifestyle choices by September 2011.

**ACTIVITIES**  
☑ Updated health care provider action guide.
☑ Started developing plans to improve monitoring of health care providers that distribute information on meeting the US Physical Activity Guidelines for Americans.

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**STRATEGY 5**

**STRATEGY**  
Include physical activity education in the training of all health care professionals.

**GOAL 1**  
FOR 2011: Survey at least 10 medical specialties on membership education regarding counseling patients on increasing physical activity by August 2011.

**ACTIVITIES**  
☑ Completed a survey of 16 medical organizations that asked how they educate members on physical activity intervention with clients/patients in support of strategy 5 of the Health Care Sector.
☑ Generated current practices of these organizations and determined “best practices” based on survey results.
☑ Submitted a manuscript about the survey and findings to a peer-reviewed journal for publication.
☑ Building on prior successful efforts to include in Healthy People 2020 objectives that healthcare providers counsel all patients, including those with chronic conditions, on physical activity, promoted the objectives to a broader audience.

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**STRATEGY 6**

**STRATEGY**  
Advocate at the local, state, and institutional levels for policies and programs that promote physical activity.

**GOAL 1**  
FOR 2011: Catalogue and identify health care professional society members who are interested in advancing physical activity policy initiatives by September 2011.

**ACTIVITIES**  
☑ Developed a target list of organizations to contact, made connections and began to compile a list of organizational advocate.
☑ Started work to determine physical activity champions to serve as local, state, and national advocates.
☑ Began developing a survey to identify these individuals whom we can then engage in the work of the team and physical activity promotion.
NOTE: Strategies and goals are from “Make the Move 2010-2011 National Implementation of the U.S. Physical Activity Plan”.

This document describes key activities completed in 2011, so may not include all strategies and goals for the sector.

This summary was based on quarterly reports, meeting notes, and end-of-year interview with sector co-chairs. Additional thanks to sector member Ellen Burton for providing valuable feedback during the end-of-year interview.
BACKGROUND

Co-chairs Stacey Pine · Monica Hobbs Vinluan
Co-chair affiliations National Recreation & Park Association (NRPA) · YMCA of the USA
Members Approximately 40 national organizations

STRATEGY 2

| STRATEGY | Promote physical activities programs where people work, learn, live, play and worship. Provide access to safe and affordable physical activity opportunities. |
| ACTIVITIES | ✓ Commitment and national announcement by the YMCA about access to healthy food and physical activity in its 10,000 early childhood and afterschool programs across the country. |

STRATEGY 3

| STRATEGY | Use existing professional, amateur (Amateur Athletic Union (AAU), Olympics), and college (National Collegiate Athletic Association (NCAA)) athletics and sports infrastructures to enhance physical activity opportunities in communities. |
| GOAL 1 | For 2011: Develop an inventory of existing physical activity programs offered by professional, amateur, and collegiate organizations by September 2011 [modified from April 2011]. |
| ACTIVITIES | ✓ Developed survey instrument aiming to identify programs that promote physical activity within their respective sports. |
| | ✓ Piloted survey instrument in late 2011. |
| | For 2011: Increase physical activity programs by the aforementioned organizations by 10% by September 2012 [previously September 2011]. |
| GOAL 2 | ✓ With Active Living Research, developed strategies to increase emphasis on physical activity in sports, based on findings and recommendations from a research study led by Dr. Jim Sallis. |
| ACTIVITIES | ✓ Survey and pilot strategies are in preparation for a formal launch of a May 2012 campaign under the umbrella of the National Youth Sports Health & Safety Institute. |

STRATEGY 4

| STRATEGY | Increase funding and resources for high need areas in parks, recreation, fitness, and sports. |
| GOAL 2 | For 2011: Tally park and recreation agencies that are engaged in joint use agreements with public schools and youth organizations. List primary barriers and benefits by September 2011. |
**ACTIVITIES**

✓ Administered survey to NRPA membership, and sent out 3,000 surveys, of which 300 responded and said that they were using joint-use agreements.

✓ National Policy & Legal Analysis Network and Kaboom created and distributed a toolkit about writing and implementing joint use agreements.

**GOAL 3**

For 2011: Host a national webinar to promote the benefits of joint use agreements. Provide model policies for park and recreation agencies, public schools, and youth serving organizations. Release a presentation toolkit by October 2011.

**ACTIVITIES**

✓ Held a webinar on November 30, 2011 titled “Making New Places for Play,” and participated in a September 2011 roundtable discussion at the Aspen Institute that focused on joint use agreements.

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**STRATEGY 5**

**STRATEGY**

Improve and monitor physical activity levels. Gauge program effectiveness in parks, recreation, fitness, and sports settings. Base information on geographic population representation, and not merely numbers served.

**ACTIVITIES**

✓ Created a vision document for work to create both a public and practitioner-focused inventory of programs, and standardized metrics.

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**STRATEGY 6**

**STRATEGY**

Coordinate advocacy to integrate physical activity opportunities into open spaces and outdoor recreation areas. Maintain and enhance environmental functions and values.

**GOAL 1**

For 2011: Catalogue state strategies that promote outdoor physical activity by July 2011 [previously April 2011].

**ACTIVITIES**

✓ Surveyed Outdoor Alliance for Kids members.

**GOAL 2**

For 2011: Federal legislation to reconnect people with nature through state strategies and increase physical activity outdoors will be introduced in Congress by September 2011. [previously stated “Federal legislation to integrate physical activity opportunities in open spaces and outdoor recreation will be introduced in the Senate by April 2011.”]

**ACTIVITIES**

✓ Drafted legislation to be introduced to House and Senate once co-sponsors are in place.
✓ Catalogued a list of states working on state strategies and other policy measures.
NOTE: Strategies and goals primarily are from “Make the Move 2010-2011 National Implementation of the U.S. Physical Activity Plan” and occasionally the U.S. National Physical Activity Plan. This document describes key activities completed in 2011, so may not include all strategies and goals for the sector.

This summary was based on quarterly reports, meeting notes, and end-of-year interview with sector co-chairs.
BACKGROUND

Co-chairs
Jimmy Newkirk · Jack Rayburn

Co-chair affiliations
National Society of Physical Activity Practitioners in Public Health (NSPAPPH) · Trust for America’s Health (TFAH)

Members
20

STRATEGY 1

STRATEGY
Develop and maintain an ethnically and culturally diverse public health workforce of both genders with competence and expertise in physical activity and health.

GOALS
For 2011: Increase diversity among Physical Activity in Public Health Specialists (PAPHS) certified professionals by approximately 5% to 10% by September 2011.

For 2015: Increase diversity among the Physical Activity in Public Health Specialists certified professionals, as well as increase the number of certified professionals who are trained to work with diverse populations from 100 to 400 by September 2015.

ACTIVITIES
✓ Developed a public marketing campaign, including a video and website, for capacity building efforts and to encourage certification of PAPHS.
✓ Certified 63 people in 2011 for a year-end total of 232 PAPHS-certified practitioners, a 37% increase in PAPHS certified professionals.

STRATEGY 2

STRATEGY
Create, maintain, and leverage cross-sector partnerships and coalitions that implement effective strategies to promote physical activity. Partnerships should include representatives from public health; health care; education; parks, recreation, fitness, and sports; transportation, urban design, and community planning; business and industry; volunteer and non-profit organizations; faith communities; mass media; and organizations serving historically underserved and understudied populations.

ACTIVITIES
✓ American Public Health Association (APHA) held a 4-part webinar series from January to March about transportation and health that had 3,400 registrants.
✓ APHA held a separate transportation toolkit webinar in May, hosting 1,100 registrants.
✓ TFAH hosted approximately 500 participants on periodic webinars about the Community Transformation Grants.
✓ Worked to get the NPAP included in the 2012 Weight of the Nation Conference.

STRATEGY 3

STRATEGY
Engage in advocacy and policy development to elevate the priority of physical activity in public health practice, policy, and research.
## ACTIVITIES

- Ongoing advocacy by TFAH around federal legislation to increase Physical Activity (FIT Kids Act, Safe Routes to Schools Act, Healthy Lifestyles and Prevention America Act).
- TFAH worked with partners to find sponsors and original co-sponsors for Complete Streets legislation and to advocate for favorable reauthorization policies in the Surface Transportation Authorization Act.
- APHA organized a transportation fly-in for public health officials from CA, OR, and RI to join transportation activists from their states in Washington, DC at the “Utilizing Transportation Investment to Expand Opportunity for All”.
- ASTHO worked to promote Health in All Policies at the state level to health officials.

### STRATEGY 4

**STRATEGY**

Disseminate tools and resources to promote physical activity, including resources that address the burden of disease due to inactivity, the implementation of evidence-based interventions, and funding opportunities for physical activity initiatives.

**GOAL**

For 2011: Increase states and territories tool and resource submissions from 40 to 53. Submissions will go to the NSPAPPH matrix by September 2011.

**ACTIVITIES**

- Continued updating NSPAPPH matrix of resources of more than 750 resources.

### STRATEGY 5

**STRATEGY**

Expand the monitoring of policy and environmental determinants of physical activity and the levels of physical activity in communities (surveillance), and monitor the implementation of public health approaches to promote active lifestyles (evaluation).

**GOAL**


**ACTIVITIES**

- Appointed NSPAPPH liaison to PAPRN.
- Ongoing work by TFAH with CDC to monitor implementation of the Communities Putting Prevention to Work grant.
- Distributed initial results of a survey of the NSPAPPH membership about awareness and use of the US National Physical Activity Plan (http://www.unc.edu/~kevenson/_NSPAPPH_SurveySummary.pdf).
NOTE: Strategies and goals primarily are from “Make the Move 2010-2011 National Implementation of the U.S. Physical Activity Plan” and occasionally the U.S. National Physical Activity Plan. This document describes key activities completed in 2011, so may not include all strategies and goals for the sector.

This summary was based on quarterly reports, meeting notes, and end-of-year interview with sector co-chairs.
## Background

**Chair**
Andy Clarke  
League of American Bicyclists  
[not available]

**Members**

## Strategy 1

### Strategy

Identify new partners and strengthen existing partnerships to adopt approaches that support bicycling, walking, and active community environments.

### Goals

For 2011:

- Identify the current level of participation on community environments and physical activity issues that are relevant to national organizations and known partnerships by December 2011.

For 2015:

- Ten national organizations, 25 statewide agencies, and 100 local organizations will have joined or formed partnerships that specifically focus on supporting active community environments to increase the prevalence of walking and bicycling, and supporting other aligned outcomes such as reducing the incidence of pedestrian and bicyclist industries and fatalities by December 2015.

### Activities

- Complete Streets conducted polls that suggested voters' top priority for infrastructure investments are safer streets for our communities and children.
- The Rural Policy Research Institute released a report, Rethinking Federal Investment in Rural Transportation, discussing the importance of rural transportation and healthy impacts.

## Strategy 2

### Strategy

Improve community-planning processes to integrate and prioritize opportunities to increase bicycling, walking, and other physical activity related outcomes.

### Goal

For 2011:

- Develop evidence-based conclusions and recommendations for implementing the health impact assessment and health economic assessment tools in planning processes at multiple levels of government.

For 2015:

- At least 100 city and county planning and public health departments will have implemented a multi-disciplinary, participatory planning process in collaboration with city planning, transportation, and other disciplines. The result will be a comprehensive plan that will have incorporation public health and other disciplines’ values and strategies to increase levels of walking and bicycling to 15% of all trips by September 2015.
ACTIVITIES ✓ Sector leaders passed on information to a variety of organizations about the Health Impact Project’s second-round call for proposals to demonstrate the effectiveness of health impact assessments and promote its use by decision-makers in a wide variety of fields, including transportation.

Strategy 3

Strategy Implement policy approaches that target and prioritize resources to increase walking, bicycling, and other physical activity.

Goal 1 For 2011: Pass with federal transportation reauthorization with a National Complete Streets policy to require roadways to be built with the needs of all users in mind. The new legislation will also require that states and metropolitan regions adopt comprehensive street design principles to take into account the needs of all users, including motorists, motorcyclists, transit riders, cyclists, pedestrians, the elderly, and individuals with disabilities.

For 2015: At least 25 states’ Departments of Transportation and 100 metropolitan planning organizations will have adopted and implemented complete street policies by December 2015.

Activities ✓ The Safe and Complete Streets Act of 2011 (HR1780) was introduced by Representatives Doris Matsui (D-CA) and Steven LaTourette (R-OH) on May 5, 2011. The bill’s intent is to ensure the safety of all users of the transportation system, including pedestrians, bicyclists, transit users, children, older individuals, and individuals with disabilities, as they travel on and across federally funded streets and highways.

Goal 2 For 2011: Streamline the delivery of funding, technical assistance, research, and safety programs related to walking and bicycling at the federal level.

For 2015: Federal transportation funding that supports walking and bicycling will increase from 1.5% to 5% by December 2015.

Activities ✓ Robert Wood Johnson Foundation launched a Community Grants program called Mobilizing Action Towards Community Health (MATCH) to strengthen the ability of communities to work together to translate the rankings into action, and to implement policies and practices proven to improve the factors that most affect health outcomes.

Strategy 4

Strategy Increase accountability of government agencies to increase walking and bicycling with established annual targets and performance measures.

Goal 2 For 2011: Identify best practices in active transportation, complete streets, and context-sensitive solutions as they relate to support increased levels of walking and bicycling by December 2011.
For 2015: National transportation objectives will have been established for increasing bicycling and walking to 15% of all trips by 2015 and 20% of all trips by 2020. Federal transportation initiatives, funding allocations and project eligibility criteria will be structured and prioritized to have achieved these outcomes by December 2015.

**ACTIVITIES**
- Bike sharing programs in major cities were announced and continued operation in 2011. Action toward new programs took place in Boston and New York City, and the Washington DC-area program expanded its efforts.

**STRATEGY 5**

**STRATEGY**
Improve infrastructure access to and site location of schools, recreational facilities, and public transportation to increase walking and bicycling.

**GOAL 3**

**FOR 2011:** Increase funding of the USDOT Safe Routes to Schools program to support expanding it to high schools by December 2011.

**FOR 2015:** Twenty percent of all trips to public schools (K-8) will be done by walking and bicycling by December 2015.

**ACTIVITIES**
- The Safe Routes to School Program Reauthorization Act (S.800) was introduced by Senator Tom Harkin (D-IA) and 11 co-sponsors on April 12, 2011. The bill’s intent is to preserve current funding levels for Safe Routes to Schools program and expand eligibility to include High Schools.

**STRATEGY 6**

**STRATEGY**
Increase the awareness, knowledge, and skills of professionals, elected officials, and citizen advocates who will implement approaches to support and create active community environments.

**GOAL 1**

**FOR 2011:** Enable publication and dissemination of new bicycle and pedestrian guides and manuals created by American Association of State Highway and Transportation Officials (AASHTO), the Federal Highway Administration’s (FHWA) Manual on Uniform Traffic Control Devices (MUTCD), and the National Association of City Transportation Officials (NACTO) by December 2011.

**FOR 2015:** Federal, state, and local departments of transportation will include the principles of complete streets to plan, design, engineer, and operate transportation systems to support increased levels of walking and bicycling by December 2015.

**ACTIVITIES**
- NACTO published a design manual providing cities with ideas, policies, best practices that can be put into action to help create bicycle-friendly streets that are safe and enjoyable for those using them. The guide places an emphasis on the connection of design and activity.

**NOTE:** Strategies and goals are from “Make the Move 2010-2011 National Implementation of the U.S. Physical Activity Plan”. This document describes key activities completed in 2011, so may not include all strategies and goals for the sector. This summary was based on a report provided by Sheila Franklin. Quarterly reports, meeting notes, and an end-of-year interview were not completed for this sector.
RESULTS, PART II

This second part of the results section reviews the following about the sectors: operations (including sector leadership, sector organization, goal setting), cross-sector collaboration, funding, barriers to work, positive experiences, and future evaluation. Within the section, call-out boxes highlight quotations that are particularly exemplary of an idea in the discussion. All quotes came from the end-of-year interviews with sector leads. “Sector leads” refer to the chairs of a sector. “Strategy leads” refer to those appointed by sector leads to oversee a particular strategy within the sector.

SECTOR LEADERSHIP

The sectors range in having anywhere from one to four chairs. In 2011, half of the sectors – including the Education, Public Health, and Transportation, Land Use, and Community Design sectors – lost or replaced one or more of their leads. The leadership changes often were due to time constraints for the departing sector lead. In discussing these changes, current sector leads described two lessons learned: 1) two co-chairs was appropriate, since one often was too few, and depending on personal preference, three or more may be too many for coordinating sector lead meetings and enacting a strategy to lead the sector; 2) it may be appropriate for sector leaders to grant their co-leads the go-ahead to move forward on work if one of them is unable to participate in decision-making due to time constraints.  

SECTOR ORGANIZATION

Each sector created its own approach to organization in 2011, and some sectors adjusted their methods throughout the year. Organizational activities mentioned by sector leads included: establishing leads for each strategy within the sector, sector management through regular calls, regularly reviewing goals, and planning an annual review. One sector lead described the importance of staying organized “from the leadership, communication, both up and down, to the individual working groups and then back up to the sector leadership.”

SELECTION OF STRATEGY LEADS

In addition to chairs for each sector overall, leaders were identified for each strategy acted on by a sector. The sector chairs who discussed their processes for selecting strategy leads suggested the following approaches: having written expectations of what was expected for a person stepping into that role, and seeking those passionate about the work. Sector leads described different preferences for coordinating and communicating with strategy chairs. In some sectors, chairs also are strategy leads, while the two roles are mutually exclusive in other sectors. Similarly, some sector chairs preferred that communication between chairs, strategy leads, and sector members be on an as-needed basis, while others opted for scheduled monthly updates.

SECTOR MANAGEMENT

Sectors took different approaches to whether and how they guided communication between members. In 2011, two sectors initially opted not to schedule regular sector-level calls to allow for communication on more of an as-needed basis. One of the two sectors switched to begin holding calls “in earnest” in the second half of the year. Chairs
Most of the sectors holding regular calls reported that they took notes that later were circulated to sector members. Some sectors also sent notes to the Evaluation Team to post on the Evaluation website that is available to all members. The sectors suggested varying participation on calls, with indications of attrition for some sectors. To maintain momentum and interest, one sector described hosting guest speakers or experts to help make the sector call a “bigger forum”. In most sectors, calls were used to discuss sector-wide updates and for strategy leads to give topline updates. Regular meetings were viewed as a way to keep the group on the same page and the sector on track. For strategy-level communication, in four of the five sectors whose chairs were interviewed, meetings were held separately for the specific strategies, and tended to be on an as-needed basis that was more frequent than once a month.

**PLANNED ANNUAL REVIEW**

Sectors were not required to complete an annual review; however some have done so or were planning accordingly at the time of their interviews. A strategy leader retreat was held by one sector in the summer of 2011 to discuss the sector’s challenges to date and goals for moving forward. Two other sector leads described their intentions for a broad annual review among sector and strategy leads and possibly the full sector membership, to celebrate achievements, discuss opportunities, set 2012 goals and tactics, and build morale. Other sector chairs described that the year-end interviews with the Evaluation Team encouraged them to organize a meeting among the co-chairs specifically to discuss 2012 goals. Several people in different sectors expressed the idea of taking advantage of times they would already be gathered – for example at conferences – to meet about sector activities.

**GOAL SETTING**

**Process to Date**

In 2010, sector leads worked with a third-party consultant to develop an implementation plan. The plan was intended to help define priorities, and identify measurable outcomes and annual objectives for advancing strategies within the NPAP. The implementation plan had a separate section for each of the six sectors focused on in this evaluation report. Within those sections, it listed strategies that were largely based on those in the NPAP though not identical. For some, but not all strategies, it also included 1-year and 5-year goals, and tactics to achieve them, as well as examples of success stories. As part of the process, NCPPA set a deadline for initial goal setting in 2010, by which time all the leads from the sectors would gather to discuss their work. During the interviews for this Evaluation, one sector chair mentioned that deadline setting process had been a helpful impetus for goal setting.

In describing goal-setting for 2011, nearly all sectors worked on strategies and goals initially written in the implementation plan, which they viewed as continuous and not necessarily bound by a calendar year. One co-chair captured the fluidity of that sector’s process, saying that it was an informal decision among the sector leads to continue working toward goals from the previous year. Despite working from the same plan, the sectors varied in terms of who set the strategies and goals, and the criteria used in selecting them.

**LEVEL OF MEMBERSHIP INVOLVED:** Sectors reported using different approaches to who was involved in choosing the actionable strategies and goals for the year. In some sectors only co-chairs participated in the decision, one sector decided the strategy teams would revise their own strategies and goals, and other sectors opted to hold conversations among full sector membership.
CRITERIA USED: Feasibility and whether they harnessed work already in motion were two criteria frequently mentioned by sector co-chairs in deciding the strategies and goals to work on in 2011. One sector, whose co-chairs took on the task of setting the strategies and goals, used the criteria of what would be feasible to work on in one year. A separate sector focused on what from the implementation plan could fit in the time and resources available. Similarly, touching on the idea of feasibility, members of a different sector said previous encouragement from the Coordinating Committee to all sectors helped move them to select a narrow list of strategies and goals in the implementation plan to focus on during the next year. One sector described choosing activities rooted in work already planned or in place by organizational partners. While this idea was echoed by multiple co-chairs in the course of discussions, only the one sector identified it as the criteria by which they chose strategies and goals for the year.

Suggestions for Setting Future Strategies and Goals
Sector leads were asked to reflect on their own experiences in 2011 and describe for their colleagues any lessons learned for strategy and goal setting. Responses touched largely on language and procedure.

LANGUAGE: Sector leads expressed a desire for more actionable goals, and reflected it in comments that suggested identifying “discrete,” “specific,” and “attainable” strategies and goals that are not “lofty.”

PROCEDURE: One sector lead suggested it would benefit chairs to acknowledge that their work is part of a learning process and expected to change over time. Setting a regular – annual or more frequently – review of strategies and goals, and establishing roles and responsibilities between sector and strategy leads at the outset of the year were recommended. One lead suggested it was important to make a conscious effort to continue to nurture momentum, and that when organizational turnover happens, to seek out strategy leaders who are passionate about the work. A comment echoed by several sector chairs was to integrate into activities at partner organizations instead of trying to create new activities, as was voiced in the quotes below.

“I think that the goals ... could have been more specific, more endable or attainable. I think it’s just a learning process. We didn’t know exactly what we were getting into at the time.”

“So that’s what I would like to see for 2012, not necessarily wholesale changes in the goals, but more specificity in the goals of how we’re going to operationalize these. And then having clear milestones or benchmarks in 2012 as to how far we wanted to get to this.”

“I think to have it less as work groups of busy individuals and to tap more and more into the organizational capacity that those individuals represent.”

“I think what we do lives within the organizations... we’re not trying to build up a very large volunteer team of individuals to move things forward...[This process] has just evolved over time and is not something that was like, let’s make this a strategic decision to do this versus doing something else.”

“At the heart of what we’re doing with the National Plan, and these sector meetings most of the time, it’s not doing something new. It’s almost always collaborating on something that’s already been done. And to a large degree, again, not to be exclusive, but to a large degree, so much of this is simply capturing work that is being done so that we can coordinate and make sure that we’re not potentially leaving gaps or things of that nature with our work. Making sure that things are being accomplished so that they can be for a larger picture, and not in a fragmented way. So much of our work comes with the National Plan and the implementation plan comes down to coordinating and capturing the efforts as opposed to creating new efforts.”
One sector identified that the past year has been a learning process. The chair said they were reorganizing the sector for the coming year and would shape their sector’s organization based on other sectors they think have been successful, and would provide a strong model for them.

**CROSS-SECTOR COLLABORATION**

During 2011, cross-sector collaboration did not occur, although informal collaborations and contacts were made through regular calls and in-person meetings with the NCPPA director. Several sectors mentioned approaching a point where they could envision collaborations. One person noted that the NPAP, while divided into sectors, had an artificiality to it because “life and opportunities and challenges and breakthroughs … don’t always happen in that way.” For that person, cross-sector work made sense to address these divides, echoing an idea expressed that cross-sector collaboration is “an important piece that probably could be leveraged a lot further.”

“I think everybody is being on task and I don’t want to overstate this, but … it just may be that there would be relevance to other sectors that would make it a more powerful kind of achievement. And that there probably needs for something to be a catalyst, to ensure that that is occurring at least on some regular basis of the compare and contrast how do those sectors align, complement, work with each other.”

“What I’d like to see is more integration across sectors from the strategic planning standpoint, at least just on an annual basis where there can be this sort of discussion. What did everybody learn, what are the challenges in other groups, what are some best practices in communication of the information dissemination and reporting, versus each sector having its own style and lifeline. Are there some best practices that can help to alleviate some known challenges that are coming down the road? Whether or not our sector has experienced those yet, it’s likely that we will.”

Others voiced questions about what it would mean to work across sectors, including the logistics of the activities, who would organize them, and the content of the effort.

“As a matter of fact, the dynamic of conversation within any given sector I think is low. So when you apply that to one sector “working with” another sector, what exactly does that look like? What does that mean? Is that creating a new initiative? A new policy level effort? Or is that working to document efforts that are going on that we’re now documenting across sectors?”

**FUNDING**

None of the sectors received financial support during 2011; however, sector leads noted in-kind work contributed by individuals and organizations. Lack of funding was described as a greater challenge for some sectors than others. One sector lead voiced that it was a roadblock, saying there was a need to accomplish tasks but that as a sector they could not keep “doing this for free, … so it is critical that we can go out to funders and make this case.” A sector lead described the challenges with funding related to managing expectations of the sector members around what the group can actually afford financially to do in the future.

Another sector lead expressed frustration around wanting to show appreciation to their members, but feeling unable to do so without some kind of funding. The chair suggested that one remedy could be for partner organizations to offer
incentives to sector members, such as for the Centers for Disease Control and Prevention (CDC) to offer free registration to the Weight of the Nation conference.

“If CDC is behind this, why can’t Weight of the Nation be offered as an opportunity because we’re so excited about your work as a strategy member…. Could they get a free registration to Weight of the Nation? Could they get, could we give [sector members] anything? I just feel like I don’t give them anything.”

Other comments suggested that the lack of funding showcased a high level of commitment among participants to continue with the work in a financially strapped environment.

“I don’t think we had really found a successful way … or maybe we’re not having as much success as we could expect with no real resources … I’m really not sure on that. But that, I think, is one of the lessons learned is in spite of all that, we do still have interest of people to get on board and contribute at a pretty high level.”

“The whole success of how far we’ve come as a group has been basically because all these organizations are willing to pitch in their own resources, soft resources, time, events, things like that.”

One person questioned the prioritization of funding that has already been obtained. The excerpt below comes from a larger passage in which the chair expressed appreciation for the evaluation process, but here challenged the funding for it.

“It’s just … it kind of makes me laugh that, wow, there’s all this funding to do the evaluation, yet you can’t tell us that we can get a website for my people that are trying to get resources on the website to do their work… I think you have a clearer vision of your evaluation than we do of the plan.”

Barriers to work

Funding as a barrier was specifically discussed in each interview with sector leads. Additional barriers identified included: lack of time, need for marketing and promotion, organizational support, and internal planning and communication.

Funding: As described in the previous section, some sector leads identified funding as a top challenge, with respect to managing expectations of sector members around what activities were realistic, accomplishing the work already identified, and maintaining sector momentum. One sector lead said, “...there are people in organizations out there that are ready and willing to drive this stuff forward. And so being prepared financially as a group is something that we really need to be conscious of because it is only going to get more and more an issue.”

Lack of time: Other sector leads identified time as their primary challenge. One sector lead said, “I think really resources would be the main challenge, just trying to find the time. Certainly there are financial challenges as well, although … I personally feel the time challenge the most.” Another chair echoed that sentiment in a vivid description of how the NPAP takes secondary precedence, explaining that the sector leads don’t necessarily wake up in the morning and think about what they had to do for NPAP, as they work full-time jobs.

Need for marketing and promotion: A few sector chairs suggested a need for marketing and promotion of the NPAP, as characterized in the following quotes: “We have not done a great job as a sector marketing or promoting our sector or the Make the Move report – the cause campaign at the NCPPA to help has not happened and this has hurt.”
ORGANIZATIONAL SUPPORT: The present financial times have made it difficult for some of the sectors to accomplish their goals and give organizational support, according to co-chairs. One sector lead said, “I know from much speaking from my organization, we are constantly challenged on where to allocate resources, and people resources is a valuable asset. We’re a for-profit company and we have other things always going on. And it has been difficult and some of that pressure has been elevated I guess over the last year where at this point, although there’s no intention of us to not support the plan, the depth in which we can continue to support from a resource standpoint, that may change.” In terms of organization support, two sectors mentioned the desire to re-engage the CDC and/or the Robert Wood Johnson Foundation (RWJF) in their efforts.

“"I feel like we kind of are just operating. We are just doing it because we committed to a 5-year plan. It just does not feel like there is a lot of strong support behind it. I hear it talked about by leadership, but who are the committed people behind seeing this through? I have not seen them, such as CDC or RWJF. I would like to see them be more audible, because if this is something they care about, then at least I want to know that there is somebody else that cares.”

INTERNAL PLANNING AND COMMUNICATION: One sector lead voiced a concern about not understanding the direction of the NPAP, and describing a need to better understand it to get strategy members excited about what they are doing and to combat “strategy fatigue”. The same person suggested the need for elucidation of “who” the NPAP is and what its supporters are trying to do, and opportunities for sector chairs to have a better connection to the core. The sector lead expressed that the connection was strong around the launch of the NPAP, but had since declined. A suggestion offered by some sector leads was to improve communication between the Coordinating Committee and the Sectors. One chair made a direct recommendation that sector leads be part of the Coordinating Committee.

“Lately I am not sure what I am supporting and getting other people on board for…. I just feel like are we just doing something to do or do we really believe in this? ... I don’t think we can get more people involved until I could better sell the plan right now…. I am asking this on behalf of the folks that are working with me to trust me that you’re devoting your time to something that means something…. I feel responsible for the people that are spending all this time doing all this free work…. It is two years now and I ... have not seen what the big picture folks have done..... I need to hear what is your vision? What is your goal? I have no clue. You would think that as a sector chair, I would be a part of the bigger board or in some way understand what the bigger board is doing.”

“We are doing the work – how can we not be a part of [the Coordinating Committee]? ... We’re trying to implement the work of the Coordinating Committee and we don’t have access to the Coordinating Committee. And then on the top part, one of the benefits of being part of this is being able to network and chat with these other people and learn from each other and share.”

“I strongly, strongly think, one, the sector leads should be a part of the Coordinating Committee.”

POSITIVE EXPERIENCES

Each sector voiced their accomplishments towards the stated goals as part of their positive experiences in 2011. Sector leads were asked about any additional positive experiences stemming from the process, apart from those accomplishments. In their responses, the sector leads noted additional benefits in the form of the dynamic within their respective communities, the focus on efficient work, and in capturing work being done,
ACCOMPLISHMENTS TOWARD STATED GOALS: On each call with all of the sectors, chairs noted progress made towards their goals during the past year. For example, “I think we’ve gotten a lot accomplished in a year with no outside resources. I mean this is just, as we talked about, in-kind and time given... I’m always impressed by that.”

COMMUNITY DYNAMIC: Several sectors noted worthwhile connections that were made to help inform work on the NPAP as well as their own personal job. The networking has led to larger discussions within the health promotion community on other issues they were working on. It has also helped to make their work more efficient. In a similar vein, chairs described a sense of camaraderie that developed among organizations working together toward the NPAP.

“...I think that there has been an increased familiarity of an increased sense of family among those groups so that as we learn more about what each other is about and as we learn more about how each other works, there is an increased likelihood that we will seek out our brother and sister agencies to work together on some of these things. So it’s almost like reuniting with family... And I think that as we get together more often we will reinforce that familial value."

“The National Plan has really provided an opportunity for collaboration I feel among a lot of the organizations within our sector... There’s a nice kind of aura of camaraderie in that we’re all working towards a common goal.”

EFFICIENCY OF WORK: In touching on the first two positive benefits discussed – goal achievement and improved community dynamic – one sector lead also suggested that work around the NPAP encouraged organizations to work efficiently and not recreate efforts already in place. They stated, “Aside from specific goal attainment and achievement, it’s just a tremendous educational opportunity to hear about things that are happening in different parts of the country that you might not necessarily be aware of... Working together and making sure that we’re not recreating the wheel where we don’t have to, trying to make things more efficient.” This was similarly suggested by a sector lead who praised the ability to share work among groups, saying, “In the start-up, you’ve got a small room of people and you need co-chairs and you need strategy leaders, and people were just kind of stepping up in an effort to get things moving, and fortunately, I think that is one of the success stories is we were able to add some capacity, share the load, and the interest among other organizations.”

CAPTURE WORK BEING DONE: One sector chair suggested the process was useful in its flexibility of what organizations could contribute to the effort, identifying those organizations with a deep commitment to the effort, and in capturing the work being done at all levels, saying, “I think it’s allowed organizations to contribute to the level that they want to... It’s been good to identify those organizations that really do have a deep DNA kind of based commitment to this. And it furthermore has been great to ... appreciate that there sure is a lot of stuff going on in very positive ways that probably aren’t captured in kind of like the four corners of the National Plan workgroups... It’s just a lot of things that are going on.”

EVALUATION PLAN FOR 2012

In 2012, the Evaluation Team proposed to continue with current activities, including: 1) collecting quarterly reports through the website, 2) encouraging sector leads to post meeting notes to the website, and 3) conducting year-end interviews with sector chairs. The advantages to this evaluation activity are threefold. First, it provides an ongoing system to document progress made and barriers encountered in working towards goals for each sector and for the plan overall. Second, the reports help to communicate within and across sectors, and can be used by external groups, such as the NCPPA to produce their annual implementation plan (13). Third, the reports are flexible; new questions can be added while others removed as needed.

The co-chairs were asked if they had suggestions for changes or additions to this evaluation plan, and all interviewed said it was acceptable to them. The quarterly reports have taken three iterations, and nearly all sector co-chairs
interviewed mentioned that the current, shorter iteration is best and works for them. Sectors have mixed reactions about the utility of the meeting notes templates, which are not required and were offered as a suggestion. During several year-end interviews, chairs mentioned that this process of having the call itself was helpful in encouraging them to think sooner, rather than later about reviewing achievements in 2011 and setting 2012 goals.

“I think one of the models ... is being able to work off of those quarterly reports. But then work backwards and establish some communication guidelines and then practices for not only our sector leadership, but then also the individual working groups so that we can get the information back when we need to get it, aggregate it into a common report and then upload it when it's supposed to be done. And our commitment to reporting has not been exactly where it should have been in 2011.”
OPERATIONS

To enhance operations (including sector leadership, sector organization, goal setting):

1. Write SMART (specific, measurable, achievable, realistic, timely) goals and tactics when determining annual activities. Strategies that span more than one year will become more actionable if they have more narrowly defined goals and tactics, and it will enhance future evaluation.

2. As soon as possible, as sectors are planning and acting on their strategies for 2012, hold a meeting to articulate a clearer picture of the end game / goal for the plan overall. Include at this meeting how to “sell” the plan, to help sector chairs re-engage current members and to connect with future members.

3. To the extent possible, staff each sector with two co-chairs.

4. Encourage sectors with more than one chair to have a discussion specifically about expectations of each other and to agree (formally or informally) on standard practices for running the sector.

5. Re-engage sectors that are no longer active or stalled as leadership changed.

6. Sector chairs looking to strengthen their sector’s organization should consider whether another sector may serve as an appropriate model and proactively reach out to those leads for tips.

7. Consider enlisting the help of students who may be able to be assigned to a specific sector and volunteer time on organizational activities, as well as more content-based activities. Approach partner organizations and universities affiliated with this plan about whether they may have interested students with available time. Inquire with sectors if they would like to have a student volunteer assist them. Create parameters around expectations of the student volunteers.

CROSS-SECTOR COLLABORATION

To enhance cross-sector collaboration:

1. Facilitate sharing among sector leads. Regular sharing would accomplish two main tasks of encouraging partnership around complementary efforts, and sharing lessons learned about sector operations.

2. Identify appropriate means for more frequent sharing. Suggestions include in-person gatherings and the re-engagement of sector lead calls.

3. Create a roster to share contact information for sector leads so that they can more easily get in touch with each other, and determine an appropriate medium for co-chairs to be able to maintain communication among themselves.

4. Encourage cross-sector collaboration as a part of the goal-making process. Shared goals across sectors can help focus coordinated efforts.

5. Provide guidance on how best to work across sectors towards collaboration, in terms of organization and leadership.

RECOMMENDATIONS

Recommendations described here stem both from comments made by sector leads and observations the report authors made after reviewing the evaluation materials. Those considered top priority due to their timeliness are in bold font. An immediate next step is for key decision makers to determine which recommendations will be adopted and to identify responsible parties for implementing them.
ADDRESSING BARRIERS

To address issues around identified barriers:

1. **Consider adopting and enacting a new policy that each sector has a member represented on the NPAP Coordinating Committee, to enhance communication between the Coordinating Committee and the sectors.**
2. **Seek funding to assist the sectors in accomplishing their work.**
3. Develop a specific effort to better communicate to the public the successes and achievements of the sectors.
4. Offer additional support that sector chairs indicated may be welcome, such as through complimentary registrations to a national conference where the sector is presenting, or through overarching leadership assisting sectors in their work.
5. Consider organizing an event for all sector members, to re-energize those involved and build momentum around the plan. One suggestion was a “celebration” event that would highlight all accomplishments to date.
6. Consider tracking donated time and resources for each sector, and an appropriate method for it. Doing so could be useful for funding purposes and to promote what is being done with the NPAP; however, it will likely add to the burden of work.
7. Engage CDC, and as appropriate RWJF, on a more regular basis with the sector chairs about the work being done.
8. Through leadership, provide assistance with organizing and managing sector members.
9. Make available or better promote existing resources at the disposal of the sectors such as through a shared website to post materials.
APPENDICES

APPENDIX 1: LOGIC MODEL OF EVALUATION PLAN

LOGIC MODEL FOR EVALUATION OF THE U.S. NATIONAL PHYSICAL ACTIVITY PLAN

The overall aim of the evaluation is to document progress in implementing activities that help meet the goals of the U.S. National Physical Activity Plan to impact physical activity through practices, promotions, programs, policies, and projects at the national, state, and local levels.

Evaluation Constructs from Diffusion of Innovations Theory and RE-AIM

<table>
<thead>
<tr>
<th>Evaluation Inputs</th>
<th>Sectors</th>
</tr>
</thead>
</table>
| Input and funding from the Centers for Disease Control and Prevention (CDC) | - Business and industry  
- Education  
- Health care  
- Mass media  
- Parks, recreation, fitness, and sports  
- Public health  
- Transportation, land use, and community design  
- Volunteer and non-profit organizations |

<table>
<thead>
<tr>
<th>Evaluation Outputs</th>
<th>Scale</th>
</tr>
</thead>
</table>
| Sector Reporting:  
- Collect standardized minutes from sector and strategy meetings  
- Query sectors quarterly about activities and interview sector co-chairs annually about progress  
- Write report summarizing activities across sectors over time | National  
State, local |
| Case Studies:  
- Interview state and local contacts on how the national plan is being used  
- Analyze interviews  
- Write summary reports for two state-based studies and national overview | State, local |

Survey of National Society of Physical Activity Practitioners in Public Health Members:  
- Create and distribute survey  
- Analyze results  
- Write full-length summary report  
- Write top-line version of summary report to send to survey participants

Connections to the U.S. National Physical Activity Plan

- Changes in planning and implementation activities to fulfill goals  
- Changes to dissemination strategies  
- Revisions or additions to an updated national plan  
- Changes to dissemination strategies  
- Revisions or additions to an updated national plan

Assumption

- Evaluation activities reflect progress made towards meeting goals detailed in the U.S. National Physical Activity Plan.

External Factors

- Time constraints of sector chairs who participate voluntarily at the national level  
- Efforts in place at state and local levels to impact physical activity practices, promotions, programs, policies, and projects could contribute to the outcomes  
- Funding to implement activities  
- Global economic downturn and policy environment
General Questions

1. Dates of each sector meeting.

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>1/11/11, 2/8/11, 3/8/11</td>
</tr>
<tr>
<td>Q2</td>
<td>4/12/11, 5/10/11, 6/14/11</td>
</tr>
<tr>
<td>Q3</td>
<td>7/12/11, 8/9, 9/20</td>
</tr>
<tr>
<td>Q4</td>
<td>10/11/11, 11/8/11, 12/13/11</td>
</tr>
</tbody>
</table>

2. Dates of each strategy meeting.

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>1/11/11, 2/8/11, 3/8/11</td>
</tr>
<tr>
<td>Q3</td>
<td>7/5/11, 8/2/11, 8/2/11, 9/6/11</td>
</tr>
<tr>
<td>Q4</td>
<td>10/4/11, 10/21, 11/1, 12/6</td>
</tr>
</tbody>
</table>

3. Which of the 3 Communications (Media) Team materials listed below did the sector use? Instructions: Write yes or no for each item. If yes, explain how.

**Press release**
- Q1: Yes - distributed to sector members.
- Q2: No - sort of in a ramp up period. Expect to have significant media presence in second half of 2011.
- Q3: Yes - referenced for press release on CEO Pledge
- Q4: None

**Social media messages**
- Q1: Yes - distributed to sector members.
- Q2: [no answer written]
- Q3: no
- Q4: None

**Newsletter template**
- Q1: Yes - distributed to sector members.
- Q2: [no answer written]
- Q3: No
- Q4: No

**Other activities**
- Q1: No.
- Q2: No.
  Wrote about CEO Pledge on HHS “Be Active Your Way” blog.
**4. Did your sector work with other sectors?** Write yes or no. If yes, explain how.

Q1: No.
Q2: No.
Q3: No.
Q4: No.

**Strategy 1**

**Strategy 1. Identify best practices and model interventions.** Establish the NPAP as a leading “go-to” resource. Evaluate effective physical activity interventions in the workplace.


a. Did your sector complete any work related to the goal (including activities, generation of resources, changing the goal statement, media coverage, or engaging with officials to work toward this goal)? Write yes or no. If yes, explain how.

Q1: Yes -- collected and currently evaluating existing best practice information; initiated research of technology options for housing best practice information; established a contact at CDC for sharing information.
Q2: Yes -- began evaluation of best practice information. Information to be presented at strategy level meeting in August 2011.
Q3: Yes - Identified initial list of programs and resources for creating a supportive environment for physical activity
Q4: Yes - For database, have a resource that includes for-profit and non-profit groups, and developed a plan to manage the list. For best practices, gathered sector feedback on draft document, and started developing a process for vetting resources, particularly one that is realistic given NPAP resources.

b. Did your sector change the wording of the goal? Write yes or no. If yes, explain how.

Q1: No.
Q2: No.
Q3: No.
Q4: No.

c. Did your sector generate new resources or materials related to this goal? Write yes or no. If yes, explain how.

Q1: No
Q2: Not yet
Q3: Yes. Developed initial list of programs and resources for creating a supportive environment for physical activity
Q4: Yes. Developed best practices document [or is that the same as what was referenced in Q3?] and database/list
d. Did your sector generate media coverage or other promotional activities around this goal (e.g., internet, newspaper, magazine, radio, or television coverage)? Write **yes** or **no**. If **yes**, explain how.

| Q1: HHS “Be Active Your Way” blog post titled *Can We Catch Healthy Lifestyles From Our Co-Workers*” references the Worksite Sector of the National Plan. |
| Q2: No. |
| Q3: We generated media coverage for the CEO Pledge, which will incorporate the list resource created by this strategy team. e.g. http://blog.hreonline.com/2011/09/23/ceos-urged-to-pledge-their-commitment-to-wellness/ |

e. Did your sector engage directly with national, state or local officials in working toward this goal? Write **yes** or **no**. If **yes**, explain how.

| Q1: Yes -- Established a contact at the Centers for Disease Control & Prevention for sharing information relating to worksite wellness best practices. |
| Q2: No -- Invited CDC to participate on sector call. Scheduling did not work out, but will hopefully in the coming months. |
| Q3: No |
| Q4: Tina Lankford of CDC presented during our December Strategy Call |
Example of Standardized Meeting Minutes for the National Physical Activity Plan Sector Meetings

>Title of Sector or Subgroup holding the meeting>

/meeting date, start time, and end time

Meeting Participants: <list names and affiliations>

Minutes Recorded By: <name>

Attachments Related to this Meeting:
<please list the file names and websites, along with a brief description of each>

Action Items from the Prior Call with Updates:

<table>
<thead>
<tr>
<th>Person(s) Responsible</th>
<th>Description of the Action Item</th>
<th>Update on Progress</th>
</tr>
</thead>
</table>

Agenda Items:
<Please provide as much detail as is reasonable and useful on each item. It would be especially useful to identify which strategies/goals the different agenda items connect to. >

1. Description (strategy #x, 1-year goal #x)  
2. Description (strategy #x, 1-year goal #x)  
3. Description (strategy #x, 1-year goal #x)  

Action Items:

<table>
<thead>
<tr>
<th>Person(s) Responsible</th>
<th>Description of the Action Item</th>
<th>Timeline</th>
</tr>
</thead>
</table>

Additional Notes
<fill in here>

Next Call: <date, time, dial-in number, passcode>
Welcome
Welcome to the evaluation site for the National Physical Activity Plan and the Make the Move implementation plan.

Purpose
Committee members and sector co-chairs can use this space to exchange information that will be used for the evaluation.

Instructions
Please post meeting notes and complete your sector’s quarterly reports. Use the appropriate links in the sidebar at the upper left of this page. Also, we encourage you to read notes from other sectors and committees.

Questions?
If you forget your password, have suggestions for the website, or want to contact the Evaluation Team, please email us at paplan@unc.edu.

APPLICANT: SAMPLE PAGES FROM GOOGLE WEBSITE
Meeting Notes

See below for a template all sectors can use in writing down meeting notes.

Please upload your meeting notes here for other members to read and review, and for the evaluation team to use in pre-filling quarterly reports. Just click on the "Add file" button to begin.

In the field for "Description" please enter the following:
Sector name, meeting date, indicate whether notes are strategy meeting notes or sector meeting notes.

For example: Public Health, October 1, 2011, strategy notes

[File List]
- Template_MeetingNotes_11 TEMPLATE 44k Nov 15, 2011 12:16 PM NPAP Evaluation Administrator
- Business and Industry Meeting Notes (Corporate)
  - NPAP&B Sector Meeting Minutes - August 2011.doc 54k Dec 5, 2011 8:11 PM NPAP Tom
  - NPAP & Sector Meeting Minutes - December 2011.doc 77k Jan 27, 2012 12:01 PM Thomas Richards
Consent
Thank you for taking the time to speak with me today. I estimate that the conversation will take 30-40 minutes. The goal of the interview is to supplement the evaluation of the National Physical Activity Plan. Do you have any questions before we begin?

Fill out questions on excel sheet – ask any questions if needed.

I will be digitally recording the interview. Is this acceptable to you?
If no: take notes
If yes: start recorder

Topics to Discuss on Sector Co-chair Interviews

Sector Leadership and Organization
- Please describe any turnover in leadership that your sector experienced in 2011. Did this affect the sector progress? If yes, please describe.
- How does your sector operate month-to-month? Do you have regular calls or meetings? Are there leads for each of the sector’s strategies and/or goals? Are any co-chairs also strategy leads? If so, please describe. Has this changed during the year, and if so, how?
- In early versions of the quarterly report, we asked you for the names and affiliations of people working in your sector. The idea was to track each quarter who dropped off or joined. From your perspective, is this possible to do and is this useful to you to track?

Cross-sector Collaboration
- Does your sector work with other sectors on mutual goals? If yes, please describe. If no, is it of interest, or will this be considered for 2012?

Funding
- Has your sector received financial contributions from other organizations for your work? If yes, for each contribution please describe the contribution, including a description of it, source, dates, activities it covers, and amount (dollars)

Goal Setting
- Please describe the process used to set 2011 goals for your sector.
- In your opinion, were each of the goals achieved? We can discuss briefly for each goal.
- Are there any other tasks the sector is working on that are not represented by any of the strategies or goals on the quarterly reports? If yes, please describe.
- Reflecting on year 1, would you have done anything differently in setting goals for the sector? You may provide lessons learned to inform sectors as they plan for 2012 goals.
- Has your sector begun planning for 2012 goals? If yes, how has this been done? If no, when will this be done, who will be involved, and how?

Positive Experiences and Barriers to Work
- In addition to the accomplishment of goals, what other positive experiences have come out of working as a sector?
- Has the sector experienced any barriers in working towards stated goals? If yes, please describe. Do you anticipate that they will continue to be barriers in the next year? What in your opinion(s) would help overcome these barriers in the future?

- Reflecting on the work done, please share any other developments or lessons learned that could benefit the evaluation effort.

**Future Goals and Evaluation, Completion of 2011 Evaluation Documents**

- For 2012, our proposed evaluation plan (pending funding) is to continue with the three pieces: (1) quarterly reporting, (2) uploading of meeting notes, for those who have them and (3) end-of-year interviews. Does this plan sound acceptable to you? Is there anything you feel we should add or take away from the evaluation? Is there anything we can do to help make the evaluation component easier for your sector?

- Are there specific goals (either current or proposed for 2012) that you would like additional evaluation input on? We have been asked to propose a wish list of evaluation topics, so we could add ideas to this list.

*Ask questions regarding their quarterly reporting here. Remind them that all reporting is due 12/31/11.*

*Confirm with them the minutes we have on the website and whether any others should be sent.*

- Finish Interview

- Do you have any other information you would like to add to the interview?

*Stop recording.*

Thank you very much for your time. This will be folded into a summary, which will supplement the quarterly report information. This information will be shared with the NPAP Coordinating Committee. We will distribute a summary to you in spring of 2012 when it is completed.
## APPENDIX 6: SUMMARY OF QUARTERLY REPORTS, MEETING MINUTES, AND INTERVIEWS CONDUCTED BY SECTOR, 2011

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>2011 Meeting Notes Received</th>
<th>End-of-year Interviews Conducted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>Strategy: 5/9, 9/21</td>
<td>Completed 1/26/12</td>
</tr>
<tr>
<td>Transportation, Land Use, and Community Design</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Care</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>Completed 12/15/12</td>
</tr>
<tr>
<td>Public Health</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>Sector: 9/22, 10/18, 11/17</td>
<td>Completed 1/24/12</td>
</tr>
<tr>
<td>Parks, Recreation, Fitness and Sports</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Completed 12/16/11, 12/19/11</td>
</tr>
</tbody>
</table>
REFERENCES CITED