
LOCAL PHYSICAL ACTIVITY & NUTRITION COALITION MANUAL

GUIDE FOR COMMUNITY ACTION

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IN COOPERATION WITH:

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Physical Activity and Nutrition Unit

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Congratulations!

You have taken the first step to being part of a more physically active and nutritionally healthy North Carolina. Your group of interested professionals and community members can begin immediately to build community advocacy, help improve policies, and change the physical environment to increase opportunities for people to be more physically active and eat healthier.

The NC Governor's Council on Physical Fitness and Health has long supported the growth of Local Physical Activity and Nutrition Coalitions in our state. Local involvement and leadership is critical for positive change. The **Local Physical Activity and Nutrition Coalition Manual: Guide for Community Action** is designed to give you the tools you need to take action!

Whether you are working on physical activity promotion or healthy eating strategies, your county Health Promotion Program, your regional Cardiovascular Health Program, or local Healthy Carolinians program, the **Local Physical Activity and Nutrition Coalition Manual: Guide for Community Action** is designed to help you facilitate healthy change in your county.

We acknowledge the UNC-School of Public Health faculty and staff for their work on this manual and for their role in conducting "Project LPAN: Coalitions In Action," the statewide evaluation of Local Physical Activity and Nutrition Coalitions.

Good luck as you move forward in all your efforts to make North Carolina a healthier place to live. Together we can make a difference!

In Health,

Ronald Hyatt, Ph.D.

Chair

NC Governor's Council on
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SECTION 1



INTRODUCTION TO LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITIONS



This section introduces the purpose of Local Physical Activity and Nutrition Coalitions, the need in North Carolina to promote physical activity and healthy eating opportunities, and how Local Physical Activity and Nutrition Coalitions may contribute to statewide physical activity and healthy eating promotion initiatives.



Local Physical Activity and Nutrition Coalitions are part of a long term, comprehensive strategy to increase physical activity and provide healthy eating opportunities within counties across the state.



Increasing the limited opportunities for physical activity and providing healthy eating opportunities in communities requires implementing multiple strategies.

PURPOSE OF THE MANUAL

This manual provides information to support Local Physical Activity and Nutrition Coalitions' (LPAN) development.

This manual will:

- 1) Assist community members in starting and maintaining a Local Physical Activity and Nutrition Coalition.
- 2) Serve as a resource to which community members, Local Physical Activity and Nutrition Coalition members, and others can periodically refer.

A Note about "Physical Activity"

Local Physical Activity and Nutrition Coalitions were previously called "Local Fitness and Nutrition Councils." The change reflects the current emphasis in the Surgeon General's Report on Physical Activity and Health (US DHHS, 1996) to promote physical activity, rather than fitness, to improve overall health and wellness. The NC Governor's Council on Physical Fitness and Health also realizes the importance of promoting improved nutrition practices in your community. Your LPAN may choose to include this component in its action plan. Coalition replaces Councils because it better represents the union of diverse community members.

THE NORTH CAROLINA GOVERNOR'S COUNCIL ON PHYSICAL FITNESS AND HEALTH

Structure and Purpose

Local Physical Activity and Nutrition Coalitions are supported by the North Carolina Governor's Council on Physical Fitness and Health (GCPFH), which was established in 1979 to improve the physical activity levels of all North Carolinians. The NC Governor's Council on Physical Fitness and Health is composed of ten members. The Governor appoints eight members representing business, recreation, health, and sports to serve for four year terms.

The two other members of the Governor's Council are legislative members and are appointed by the President of the Senate and Speaker of the House. These two members serve a two year term.

The Executive Director of the NC Governor's Council on Physical Fitness and Health is Cathy Thomas, MAEd, CHES. The GCPFH is part of the Health Promotion Branch of the Division of Public Health. The Division of Public Health is a component of the Department of Health and Human Services. An organizational diagram is provided in Appendix A.

The Local Physical Activity and Nutrition Coalition Program

The NC Governor's Council on Physical Fitness and Health provides administrative support to the Local Physical Activity and Nutrition Coalition (LPAN) program. The primary goal of Local Physical Activity and Nutrition Coalitions ***is to promote physical activity and healthy eating opportunities at the community level.***

LPANs initiate and/or coordinate local programs and interventions to increase opportunities for community members to become physically active and practice healthier nutritional habits. The LPAN program is part of a comprehensive strategy for increasing physical activity and healthy eating levels of the citizens of North Carolina by working at the community level. Appendix B identifies the counties in the state with an LPAN. Appendix C lists the Local Physical Activity and Nutrition Coalitions and contact person in each of the six Cardiovascular Health (CVH) (media market) regions in the state.

The NC Governor's Awards for Physical Activity and Health

Each year the NC Governor's Council on Physical Fitness and Health awards exceptional health and physical activity programs throughout North Carolina. Local Physical Activity and Nutrition Coalitions (LPANs) have the opportunity to apply for the Yearling or Vanguard Awards to represent LPANs that have conducted a wide range of

programs/events. Yearling Awards are given to LPANs that have been in existence for less than two years, and Vanguard Awards are given to exceptional LPANs that have been in existence for over two years. A listing of LPANs who have been awarded the Yearling and Vanguard Awards provided in Appendix D.

THE NORTH CAROLINA CARDIOVASCULAR HEALTH (CVH) PROGRAM

The North Carolina Cardiovascular Health (CVH) Program promotes cardiovascular health across North Carolina by creating supportive physical and social environments for physical activity, healthy nutrition, and tobacco avoidance (in collaboration with Project ASSIST). The state's proposal to the Centers for Disease Control and Prevention for a comprehensive statewide CVH program was one of the first two in the nation funded in 1998. The CVH regions are delineated according to six media markets with a lead county in each region. The six counties are Henderson, Cabarrus, Surry, Wake, Robeson, and Pitt counties. Through a CVH Coordinator, each county will develop and implement CVH programs in the regions (Appendix E). Local Physical Activity and Nutrition Coalitions (LPANs) are a natural vehicle to support the physical activity and healthy eating promotion

- For more information on the **Cardiovascular Health Program**, contact (919) 715-3114.

components of the CVH program because LPANs promote physical activity at the county level. The CVH program is

administered by the Cardiovascular Health Unit, the sister unit to the Physical Activity and Nutrition Unit, in the NC Division of Public Health.

THE NEED IN NORTH CAROLINA

Physical inactivity is a major public health concern because inactivity is associated with unnecessary illness and premature death. Increased levels of physical activity will reduce chronic disease and improve quality of life including general physical functioning (US DHHS, 1996).

The cardiovascular health of adults in North Carolina

- In the past ten years, an average of 37% of adults in North Carolina have reported being inactive (Evenson, 1999).
- The second leading preventable cause of death in North Carolina, behind tobacco, is poor diet and inactivity (NC DEHNR, 1997).

The cardiovascular health of youth in North Carolina

- North Carolina youth have higher percent body fat measures and are less aerobically fit than youth nationally (NC GCPFH, 1992).
- North Carolina youth are two to three times more likely to be obese than youth across the nation (Harrell et al., 1992).

The cardiovascular health of senior citizens in North Carolina and the United States

- For the last ten years, an average of 49% of North Carolina adults age 65 and older have been living sedentary lives (Evenson, 1999).
- By age 75, about one third of men and half of all women in the United States are no longer physically active (U.S. DHHS, 1996).

The cardiovascular health of African Americans in North Carolina and the United States

- In North Carolina, African Americans (between 1987 and 1998) were less likely to be physically active than whites (Evenson, 1999).
- Nationally, 39% of African Americans reported not participating in physical activity in 1992 (US DHHS, 1996).

CURRENT EFFORTS IN NORTH CAROLINA

These North Carolina programs and initiatives focus on goals and objectives to improve the physical activity levels and nutrition of residents in the state.

Programs and Initiatives in North Carolina

The PHYSICAL ACTIVITY AND NUTRITION (PAN) UNIT implements statewide programs related to physical activity and nutrition as administered by the Health Promotion Branch of the NC Division of Public Health. Through partnerships and alliances, the PAN Unit provides joint leadership to local health departments and other agencies to promote physical activity and nutrition programs. The PAN Unit works on many joint projects and also administers the statewide Health Promotion Program. The PAN Unit head also serves as the Director of the NC Governor's Council on Physical Fitness and Health, which provides administrative support to the Local Physical Activity and Nutrition Coalition Program. Physical Activity and Nutrition Unit program staff is listed in Appendix F.

The NC STATEWIDE HEALTH PROMOTION PROGRAM distributes funds to 87 local health departments in NC and is administered by the Health Promotion Branch of the Division of Public Health. Annual funds totaling \$4.8 million are obtained from preventive health block grants. Each Local Health Department receives a baseline of \$21,000, and some Health Departments receive additional funding totalling up to \$207,000. Health promotion activities focus on physical activity, nutrition, and tobacco avoidance and must address strategies to promote policy change and environmental improvements within communities. Local Health Departments are required to submit annual action plans outlining strategies, progress measures, and action required to plan and implement their health promotion interventions.

The NC NUTRITION AND EDUCATION TRAINING (NET) PROGRAM provides leadership in promoting healthful eating habits for children in North Carolina. NET integrates mealtime and learning experiences to help children make informed food choices as part of a healthy lifestyle. Activities of the NET Program include a resource lending library, mini-grants, workshops, and a newsletter. NET works in partnership with local school systems and communities to establish nutrition policies that support healthful school environments. The NET program is

administered by the Nutrition Services Branch, Women's and Children's Section of the Division of Public Health (NC DHHS). The program is funded by the Child Nutrition Services Section and the NC Department of Public Instruction. The primary partners are the Child Nutrition Services Section and the NC School Nutrition Action Committee.

The NC OFFICE ON DISABILITY AND HEALTH (NCODH) promotes the health and well being of individuals with disabilities in North Carolina by working to eliminate health disparities and by enhancing the physical and social environments for people with disabilities. Among NCODH's activities is forming the Physical Activity Work Group in June 1996 as an advisory committee of NCODH. The Physical Activity Work Group guides initiatives that promote physical activity and recreation for people with disabilities. NCODH is also currently involved in a Recreation Access Project, funded by K.B. Reynolds, to address barriers to inclusive recreation faced by adults with disabilities in rural areas. NCODH, which is funded by the Centers for Disease Control and Prevention, is a collaborative effort between the Women's and Children's Section in the Department of Health and Human Services and the Frank Porter Graham Child Development Center at the University of North Carolina-Chapel Hill.

NC PREVENTION PARTNERS is a non-profit organization dedicated to prevention as a key statewide strategy for improving health in North Carolina. Through partnerships formed across the state, NC Prevention Partners promotes prevention and influences policy for improving health in North Carolina by focusing on tobacco prevention, physical activity, and nutrition. NC Prevention Partners compiles the NC Prevention Report Card as a call to action for decision makers regarding the status of smoking, nutrition, and physical activity of North Carolinians and efforts to address these areas. NC Prevention Partners involves over 800 organizations and 200 individuals as its partners, and the sectors include businesses, community health, consumers, foundations, government agencies, higher education, hospitals and health care, policy makers, professional associations,

schools and higher education, state and local public health agencies, and voluntary organizations. NC Prevention Partners is housed in the School of Public Health, University of North Carolina-Chapel Hill.

Projects in North Carolina

BE ACTIVE KIDS is an early childhood (ages 4-5) physical activity and nutrition curriculum and kit for child care centers. The program focuses on establishing an early, positive relationship with one's body through participation in fun physical activities and education about healthy eating concepts. The overall goal of the kit is to promote positive attitudes towards physical activity and healthy eating. This project is in partnership with the Blue Cross and Blue Shield of North Carolina, USDA, NC Governor's Council on Physical Fitness and Health, NC Cooperative Extension Service, NC Nutrition Network, and NC Health and Fitness Foundation.

BLACK CHURCHES UNITED FOR BETTER HEALTH is a research-based intervention targeted to African American churches to improve fruit and vegetable consumption. It is designed to help professionals and African-Americans join together to deliver a community based 5 a Day Nutrition Program. This program focuses on the strong influence of the black church to promote the 5 a Day message. This project is in partnership with University of North Carolina at Chapel Hill, School of Public Health, Duke University Medical Center, Division of Public Health (NC DHHS), Stedman Center for Nutritional Studies, NC Cooperative Extension Service, local churches, and local agencies.

The NC CHILD AND ADOLESCENT OVERWEIGHT PREVENTION INITIATIVE addresses policy and environmental strategies to prevent overweight and related chronic disease risk factors in children aged 2-18 years. Strategic planning activities will involve a NC Summit on Child and Adolescent Overweight; interviews with key informants; surveys of child care and the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) program staff; and focus

groups with parents. Based on information from the strategic planning process, interventions will be developed to improve nutrition and physical activity opportunities using existing programs in the state that address youth nutrition and physical activity. WIC, the NC Cardiovascular Health Program, the NC Healthy Childcare Initiative, and Smart Start will provide the infrastructure to implement the interventions. This program is a partnership between the Women's and Children's Health Section and the Health Promotion and Disease Prevention section both in the NC Division of Public Health.

NC 5 A DAY COALITION provides better health for all North Carolinians by encouraging them to eat more fruits and vegetables. The Coalition has over 200 members representing multiple governmental and industry partners. The PAN Unit in conjunction with the 5 a Day Coalition Steering Committee provides direction for the NC 5 a Day Program. The Coalition has four subcommittees involved in: resource development; communications and marketing; local interventions for children and adults; and special events. Members work collaboratively in spreading the 5 a Day message in North Carolina. In 1999, the NC 5 a Day Program was presented with an Outstanding Achievement Award by the National Cancer Institute. This program is in partnership with over 200 members, NC Department of Agriculture, and NC Farm Bureau.

SYBERSHOP: DIGITAL SOLUTIONS TO HELP YOU BE MORE PHYSICALLY ACTIVE AND EAT HEALTHIER is a CD-ROM developed for high-school students focusing on nutrition and physical activity. The mission of this project is to encourage an increase in physical activity and healthy eating in high-school aged students using an interactive multimedia CD-ROM with games and activities. This project is in partnership with the NC Governor's Council on Physical Fitness and Health, NC Cooperative Extension, Pace University, and the NC Department of Public Instruction.

WINNERS CIRCLE, a Healthy Dining Program, seeks to create access to healthy dining options by supporting partnerships between local restaurants and health agencies. Restaurants work with registered dietitians to identify

menu items that qualify as healthy. The program is voluntary and at no cost to the restaurants. This project is in partnership with the NC Heart Disease and Stroke Prevention Task Force, the Physical Activity and Nutrition Unit, NC Cooperative Extension Service, NC Restaurant Association, NC Affiliate- American Heart Association, NC Prevention Partners, NC Dietetic Association, local universities, local public health coalitions, state and local health departments, and local hospitals.

STATEWIDE PHYSICAL ACTIVITY PROMOTION: A NEED FOR LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITIONS

A MULTI-LEVEL APPROACH TO CHANGE

Behavioral and lifestyle changes such as introducing more physical activity into one's daily routine do not happen easily. The multi-level approach emphasizes that everyone lives within a social system of broader policies, regulations, norms, opinions, and individual factors that influence behaviors and lifestyle. The multi-level approach is a framework for implementing health promotion programs. This approach acknowledges the multiple factors that influence an individual's health behaviors and ability to change.

Public and private policies as well as regulations affect the physical environments of our communities and organizations, the norms within our work settings, the opinions of other people, and an individual's access to information. Individual health and behaviors are part of this larger system of factors sometimes called our "social ecology."

Successful individual change is difficult to achieve and sustain without changes in the surrounding organizational, community, and societal environments. For example, people who do not have opportunities to pursue physical activity in their school, work, and community environments are often unable to be physically active as part of their daily routine. Local Physical Activity and Nutrition Coalitions can support this multi-level ap-

What is the Multi-Level Approach?

The multi-level approach acknowledges that introducing physical activity into one's daily routine does not happen easily. Individuals are part of a larger system (or levels) of social and physical factors including an individual's access to information, norms, work policies, and societal opinions, as well as other broader policies and regulations. Healthy individual behaviors are more likely to occur if the surrounding organizational, community, and societal environments provide opportunities and support for healthy behaviors.

proach through community level interventions that support physical activity.

ALIGNMENT WITH THE NORTH CAROLINA PLAN TO PROMOTE PHYSICAL ACTIVITY AND NUTRITION

North Carolina goals to promote physical activity

North Carolina will promote physical activity statewide through the following *goals*:

- 1) *Public awareness*. Raising public awareness of and advocacy for physical activity
- 2) *Community environment*. Increasing support and opportunities for physical activity in the community environment
- 3) *Organization*. Increasing support and opportunities for physical activity within and across institutions, organizations and businesses

North Carolina's strategies to promote physical activity

To effectively reach the three goals, the North Carolina strategic plan to promote physical activity emphasizes using three *strategies* to promote statewide physical activity (Table 1). These strategies are:

- 1) Building local capacity (*groundwork*),
- 2) Using *media*,
- 3) Changing *policy*.

Although each Local Physical Activity and Nutrition Coalition's (LPAN) mission and purpose may have a local focus, each LPAN is encouraged to identify a mission and goals that are consistent with state level initiatives that seek to increase physical activity levels.

North Carolina objectives to promote physical activity

The objectives to promote physical activity are listed by goals i.e., public awareness, community environment, and organizations in Table 2.

Table 1: North Carolina Strategies to Promote Physical Activity¹

STRATEGY	EXAMPLES OF ACTIVITIES TO PROMOTE PHYSICAL ACTIVITY
Groundwork	Identify and contact diverse potential volunteers for the LPAN
	Develop a specific, local action plan
	Apply for “seed funding” to support the North Carolina plan to promote physical activity
	Assess policies that impact physical activity opportunities in local communities
	Assess policies that impact physical activity opportunities in organizations
Media	Use mass media and advertising to promote the US Surgeon General’s recommended levels of physical activity (community environment)
	Use organizational communications, mass media, and advertising to promote the need for improved physical activity facilities and opportunities, and the need to change policies to make those improvements (organizations)
	Use organizational communications, mass media, and advertising to promote newly improved facilities and opportunities for physical activity (organizations)
Policy	Develop policies that support using highway funds for transportation alternatives (community environment)
	Develop policies that require public recreation facilities to offer inclusive physical activity programming for people with disabilities (community environment)
	Develop policies requiring sidewalks, bikeways, and recreation facilities in new housing developments (community environment)
	Develop policies requiring physical activity options (e.g., well-lit, attractive stairways) designed into new commercial buildings and site plans (community environment)
	Develop diverse and inclusive physical activity opportunities (e.g., programs and events) (organizations)
	Develop policies that facilitate the use of public and private organizations’ physical activity facilities by local community members (organizations)

¹ *A Plan to Increase Physical Activity in North Carolina 1999-2003*. (1999). Raleigh, NC: NC Governor’s Council on Physical Fitness and Health.

Table 2. North Carolina Objectives to Promote Physical Activity by Goals¹

NORTH CAROLINA GOALS TO PROMOTE PHYSICAL ACTIVITY	EXAMPLES OF NORTH CAROLINA OBJECTIVES TO PROMOTE PHYSICAL ACTIVITY
Public Awareness	Increase the number, type and sponsorship of advertisements and mass media messages and target minority populations.
	Increase feature and news media coverage about recommended levels of physical activity.
	Increase feature and news media coverage about the need for policy changes to improve physical activity facilities and opportunities.
	Increase the number of mass media events that advocate for policy and environmental change and receive news media coverage.
Community Environment	Increase the number of state and local policies that improve physical activity facilities and opportunities in communities.
	Increase the number of local communities with adequate physical activity facilities and opportunities.
	Increase diverse and universal applicability to physical activity facilities and opportunities in communities.
Organizational Environment	Increase the number of organizations with policies that improve physical activity facilities and opportunities.
	Increase the number of organizations with adequate physical activity facilities and opportunities.
	Increase diverse and universal accessibility to physical activity facilities and opportunities.
	Increase the number of organizations that regularly communicate messages about the need for policy changes to improve physical activity facilities and opportunities, the opportunities for physical activity within the organization and the local community, and recommended levels of physical activity.

¹ A Plan to Increase Physical Activity in North Carolina 1999-2003. (1999). Raleigh, NC: NC Governor's Council on Physical Fitness and Health.

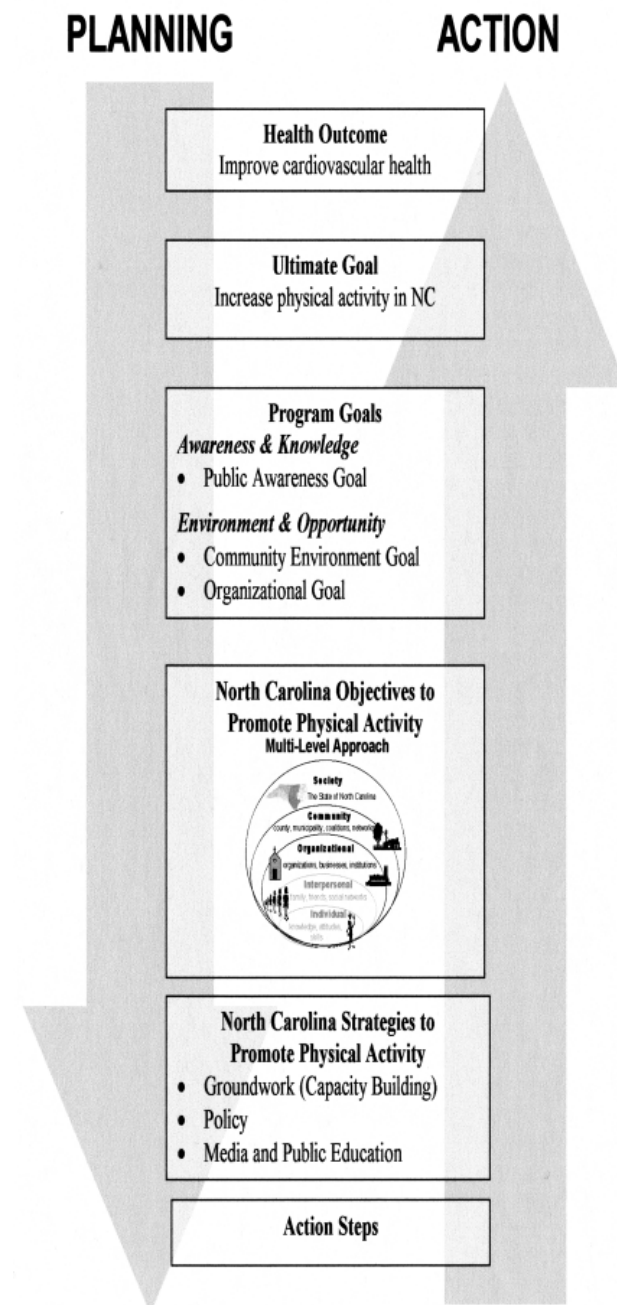
ACTIVITIES OF LOCAL FITNESS AND NUTRITION COALITIONS

Local Physical Activity and Nutrition Coalitions (LPAN) have implemented successful “single level” activities. In addition, some LPANs have conducted interventions that improve physical activity opportunities in their communities. Appendix G outlines LPAN activities from 1991 - 1999. LPANs have conducted their activities according to the following roles:

- 1) The LPAN partners and participates in existing activities, programs, or interventions that promote opportunities for and access to physical activity and nutrition.
- 2) The LPAN coordinates activities, programs, or interventions that promote opportunities for and access to physical activity and nutrition. The LPAN functions as an advisory/planning/ coordinating body for physical activity programs and services in the county.
- 3) The LPAN initiates and implements activities, programs, or interventions that promote opportunities and/or documents the need for improved access to physical activity. The LPAN actively implements programs and activities in the county to promote physical activity and nutrition.

Local Physical Activity and Nutrition Coalitions should have the ability to plan and implement interventions that span multiple levels, such as policy, community, and organizational levels, to promote physical activity within their local communities. To be consistent with the North Carolina goals and strategies to promote physical activity, LPANs should develop interventions that address multiple levels.

Figure 1. North Carolina Plan to Promote Physical Activity: Framework for Planning and Action



The North Carolina strategic plan to promote physical activity is titled **A Plan to Increase Physical Activity in North Carolina 1999-2003**. To obtain a copy, contact the Physical Activity and Nutrition Unit at 919-733-9615.



ESTABLISHING A LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION



This section outlines the “how to” begin establishing a Local Physical Activity and Nutrition Coalition (LPAN). It includes information on recruiting LPAN members, establishing LPAN meeting procedures, completing administrative tasks, and obtaining official LPAN certification from the NC Governor’s Council on Physical Fitness and Health.



A timeline to guide a county in starting a Local Physical Activity and Nutrition Coalition is included at the end of the section.

GUIDELINES FOR RECRUITING MEMBERS

RECRUITMENT

A Local Physical Activity and Nutrition Coalition (LPAN) is comprised of professionals and citizens interested in increasing the physical activity levels and promoting health of community members. LPAN members serve in either a voluntary capacity, or they represent their organization as part of their employment responsibilities.

LPAN members should have the capability to plan and implement a variety of community interventions that increase physical activity opportunities for its residents. Membership should reflect the diversity within the community (e.g., geographical areas, ethnic groups, and gender).

Involve others in selecting potential LPAN members

Ask three or four colleagues working in the community or those who are well respected in the community to assist in identifying potential LPAN members to attend an initial meeting to start a Local Physical Activity and Nutrition Coalition in the county. The Physical Activity and Nutrition Unit program staff, home of the NC Governor's Council on

Important

Local Physical Activity and Nutrition Coalition members should not be called representatives, advisors, or members of the Governor's or President's Council.

Physical Fitness and Health, may also know of interested persons in a county (Appendix E). The regional Cardiovascular

Health Coordinator should also be included in forming the LPAN (Appendix D). Those who assist in selecting potential LPAN members should be aware of the purpose of the LPAN and the initial meeting's agenda so that they can identify appropriate potential LPAN members.

Consider number and commitment level of members in the LPAN

Although Local Physical Activity and Nutrition Coalitions should be inclusive of a community, LPANs need a manage-

able number of members to successfully accomplish its work. Having an *adequate number of members* means that projects can be implemented even when all LPAN members are not able to participate.

- A recommended minimum of ten to fifteen members should allow a LPAN to accomplish one major intervention.
- When LPAN membership involves over thirty members, subcommittees can be formed to simultaneously focus on multiple projects, or a steering committee can be formed comprised of a core membership group while other members serve on an "as needed" basis.

LPAN members have the option of providing *different levels of commitment* on the LPAN. Examples of varying levels of commitment and involvement include:

- Serving on the steering committee or an executive committee
- Serving as a regular Local Physical Activity and Nutrition Coalition member
- Serving on an as needed basis where members provide ad hoc support to the LPAN as appropriate

WHO TO RECRUIT

Increased credibility for the Local Physical Activity and Nutrition Coalition (LPAN) is gained when individuals who represent *respected community organizations* are involved in establishing a Local Fitness and Nutrition Coalition.

When *agency directors* are recruited, the LPAN receives the clout of those who have decision making capacities. If agency directors attend meetings irregularly, they may appoint staff to represent them on the LPAN. When this happens, the directors are validating that their employees

are involved with the Local Physical Activity and Nutrition Coalition's work. The directors may also provide their representatives with the ability to make decisions "on the spot" when needed (Cohen et al, 1994).

Community individuals (the "grassroots") who are recruited not because of their organizational affiliation but as interested community members may provide a perspective different from members who represent organizations. These "grassroots" perspectives are also important to the functioning of the LPAN (Cohen et al., 1994).

Potential members whose organizations may allow the LPAN to use their *administrative resources* should also be recruited into the LPAN. The following are resources that members' organizations may provide: administrative assistance; meeting space; telephone access; computer/word processor use; photocopy machine; and postage for mailings.

Recruiting members who are *willing to take responsibilities* and have the time to do LPAN work is also important! Whether a project is completed boils down to what members can do between meetings. People's interest in promoting physical activity in their communities is not always translated to the time and effort they have available to accomplish the work required to implement Local Physical Activity and Nutrition Coalition activities. Potential members may have expertise or are interested in physical activity promotion, but they also need to be "willing to do the work that makes things happen." Recruit members who can attend meetings or send a representative who has the "diligence" to get the work of a LPAN done.

Local Physical Activity and Nutrition Coalitions should recruit individuals who have existing extensive networks and/or have already developed collaborative relationships. LPAN members and potential members may also know each other through personal relationships.

"People work with the people at the agency rather than just with the agency...Instead of saying, 'I'm going to call Parks and Recreation,' you say, 'I'm going to call Stephen.'"

Members who know each other have a "head start"

because they have already established a relationship and do not have to focus on building trust or rapport during the LPAN's initial stages. These previous relationships will facilitate the implementing LPAN activities.

Individuals who have specific skills and experience to improve local policies and the community environment for physical activity should also be recruited as LPAN members. As outlined in Table 3, LPAN members should bring diverse skills and qualities useful to their Local Physical Activity and Nutrition Coalition to promote community physical activity.

Appendix H contains a Potential Local Physical Activity and Nutrition Coalition Member Worksheet to track members that have been contacted, and Appendix I contains a Local Resource/Member List to write in the

Table 3. Diverse Strengths and Skills Needed by Local Physical Activity and Nutrition Coalitions

- Access to resources (funding/in-kind)
- Effective communicators—speaking skills/letter writers
- Expertise—medical, physical activity background
- Fostering inclusive/welcoming environments
- Heavy hitters—can speak at meetings, etc.
- Influence (personal)-useful when the LPAN wants cooperation with another organization or individual
- Planners—can see the big picture
- Policy changers/decision makers
- Professional skills—administrators, coalition building, evaluation skills
- Social people—cheerleaders/ motivators/supporters
- Spearheaders—take action
- Willingness to network/spread word about LPAN

names of potential members for each resource category in the community. Appendix J contains a Local Physical Activity and Nutrition Coalition Member Interest Survey for new members to complete. LPANs can record the information from these forms in a database thus documenting each community sector, organization, and

Table 4. Community Sectors and LPAN Member Recruitment

Government Agencies/Political Contacts <ul style="list-style-type: none"> • City Planning Department • County Commissioner • Government officials and/or their spouses • Health Department/Health Educator • NC Cooperative Extension • Parks and Recreation Department (city and county) • Transportation Department 	Voluntary and Private Organizations <ul style="list-style-type: none"> • American Association of Retired Persons • American Dietetic Association • American Heart Association • Area Agency on Aging • Civic groups • Community centers (e.g., youth, seniors) • Health promotion network members • Volunteer centers • Hispanic organizations • Medical societies • Senior Games • Special Olympics • YMCA/YWCA
Media <ul style="list-style-type: none"> • Health reporters from television/radio/print media • Local newspaper/television/radio editors or directors • Public relations professionals 	Religious Groups <ul style="list-style-type: none"> • Churches • Interfaith/non denominational organizations • Faith organizations/communities
Education <ul style="list-style-type: none"> • Community colleges • Parent-Teacher Associations • School/college physical education instructors • School board members • School health educators • School teachers/administrators 	Other Economic/Commercial Organizations <ul style="list-style-type: none"> • Chamber of Commerce (business contacts) • Small business • Wellness coordinators of large companies
Commercial Fitness Organizations <ul style="list-style-type: none"> • Bike shops • Fitness center staff • Sporting goods shops 	Community Members <ul style="list-style-type: none"> • Amateur sportsperson • Bike/hike enthusiasts • Cardiac rehab patients • Community members from successful programs • Individuals with political knowledge of “how the system works” • Other community “leaders” • Professional sportspersons • Youths/adolescents
Health Care <ul style="list-style-type: none"> • Nurses • Nutritionists • Physical therapists • Physicians • Wellness centers 	
Local Businesses <ul style="list-style-type: none"> • Print shops • Tee shirt shops 	

individual contacted and their skills and interest levels to be involved with the LPAN. When the Local Physical Activity and Nutrition Coalition is planning and implementing an intervention or activity, information on the appropriate sectors will be available to provide input and assistance to the LPAN. The LPAN may contact members to participate on a temporary basis when their skills or expertise are needed. The database also serves as a resource to periodically review for recruitment purposes. During periods where members have left and need to be replaced, those who have been previously contacted can be asked to join the LPAN.

Members should be recruited from many community sectors including traditional areas as well as those that are less traditional. At least one representative from each area indicated in Table 4 should be contacted about participating in the LPAN. When potential members are contacted in advance, a vested interest in the LPAN’s mission and activities is developed, and a relationship is established for future collaborative activities.

INITIAL LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION MEETING

PLANNING FOR THE INITIAL LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION MEETING

The purpose of the initial meeting of a Local Physical Activity and Nutrition Coalition (LPAN) is to introduce and promote how the LPAN could support the physical activity levels of its residents. After potential Local Physical Activity and Nutrition Coalition members have been identified, the LPAN can be convened and promoted through an initial kickoff meeting. Those organizing the LPAN should send a written invitation/letter to or call potential LPAN members about attending the first LPAN meeting. The LPAN organizers could obtain the endorsement of a recognized and respected community member by having the invitation/letter signed by this individual. A few days before the meeting, the organizers should follow up with a phone call to remind invitees about the meeting. During this follow up phone call, the LPAN organizers should specifically mention how they think this individual can contribute to the LPAN .

Appendix K contains a sample recruitment letter.
Appendix L contains a sample script for making personal contacts to recruit members.

MEMBER ATTENDANCE

Multiple ideas regarding the Local Physical Activity and Nutrition Coalition's (LPAN) goals should be generated at the initial meeting. While many members from the initial meeting may not actually join the LPAN, ideas from a diverse group can be obtained.

Member attrition requires that recruitment will be an ongoing task for the LPAN. However, even when members attend only a few meetings, they have learned that a Local Physical Activity and Nutrition Coalition exists in their county and the LPAN's potential to improve the physical activity of its county's residents. At the initial meeting, participants may be given the option to serve as ad hoc members or have their organizations collaborate with the LPAN in the future if those participants are not personally able to commit to ongoing involvement with the LPAN.

CONDUCTING THE INITIAL MEETING

The NC Governor's Council on Physical Fitness and Health (GCPFH) executive director or other Physical Activity and Nutrition Unit program staff representative may be invited to the initial meeting to present an overview of the Local Physical Activity and Nutrition Coalition (LPAN) program. After members have been introduced to having a Local Physical Activity and Nutrition Coalition in their community, a general discussion covering the following may be facilitated to help the LPAN further determine its mission, goals, and structure.

- The vision for the county's Local Physical Activity and Nutrition Coalition
- Extent of opportunities in the community for physical activity
- Participants' potential contributions and roles in the Local Physical Activity and Nutrition Coalition
- Plans and structure for subsequent meetings

Naming the LPAN

Participants will need to name their coalition. The GCPFH recommends that "Physical Activity" be included in the name. "Health" or "Nutrition" may be included in the name depending on the coalition's focus.

Here are two examples of names for LPANs:

- [Name of county] County Local Physical Activity and Nutrition Coalition
- [Name of county] County Coalition on Physical Activity and Nutrition

If the LPAN is a part of a local Healthy Carolinians Task Force, and the LPAN is considered a "committee" or a "subcommittee" of the task force and does not want to formally accept an "LPAN" name, the name of the task force and committee may be listed as:

- [Name of county] County Healthy Carolinians Task Force, Physical Activity and Nutrition Committee
Note: "President's Council" or "Governor's Council" should not be included in the LPAN's name.

ADMINISTRATIVE PROCEDURES

MEETING PROCEDURES

Meetings provide an opportunity for Local Physical Activity and Nutrition Coalition (LPAN) members to communicate and collaborate with each other in person. Members may also network with each other and provide an opportunity to celebrate successes.

Meetings should be held at a time with the least conflicts regarding members' personal and professional commitments. Hold meetings where the commute to the meeting site is relatively easy for most members, and parking is available. Obtain members' input to determine the best meeting time, location, and frequency. A yearly schedule of meetings, both regular and ad hoc, may be developed and distributed to all LPAN members.

RESOURCES TO SUPPORT LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITIONS

Local Physical Activity and Nutrition Coalitions (LPAN) can implement cost-effective interventions to address health problems associated with physical inactivity and effectively support grassroots physical activity promotion with enthusiastic community backing. Basic resources such as postage, telephone, stationery, printing equipment, supplies, and administrative support may be obtained from one of the member organization's "in-kind" contribution to the LPAN. LPANs may obtain community financial support through various strategies.

- LPAN members may develop collaborative relationships with organizations and/or agencies willing to cover costs associated with a specific project. For example the Health Promotion Unit of a County Health Department may be willing to fund a commu-

nity event to promote physical activity. The LPAN member working with that agency can facilitate involvement of the LPAN members in implementing that community health event.

- Local Physical Activity and Nutrition Coalitions may directly apply for funding. The additional responsibility and time to identify and prepare a grant proposal is often worthwhile. With adequate funding, larger projects can be implemented, and this ultimately keeps members interested and participating with a LPAN.
- The LPAN may obtain funding/financial assistance from organizations who have representatives on the LPAN (e.g., the business sector).
- Local Physical Activity and Nutrition Coalitions should seek donations and in-kind assistance from multiple organizations including the private business community (e.g., nursery to donate flowers).
- LPANs may conduct community events to promote physical activity such as family walks or a one day conference with participation fees as the LPAN's fundraising project.
- LPAN members can participate in community service projects (beautification streams day) to obtain the support and involvement of more community members.

LEGAL AND FINANCIAL CONCERNS

"Legally" establishing a Local Physical Activity and Nutrition Coalition (LPAN) allows the LPAN to obtain and utilize financial resources. LPAN members may also be protected from lawsuits as a legally established organization. An LPAN may establish its legal structure according to various procedures.

Member Organizations and Healthy Carolinians

Local Physical Activity and Nutrition Coalitions are encouraged to become established as part of a member's organization such as through a health department, hospital, or the Healthy Carolinians Task Force. The member affiliated with one of these organizations may include the LPAN as a department or project under that organization. When a Local Physical Activity and Nutrition Coalition is administratively associated with a member organization, the LPAN may benefit from the financial resources allocated by that umbrella organization.

If an LPAN is associated with a Healthy Carolinians Task Force or becomes part of an organization, the LPAN may not need to obtain Articles of Incorporation, an Employer Identification Number, or a 501(c)(3) designation. If the LPAN is established under an organization, the LPAN's Employer Identification Number will be that of the member organization. LPANs should check with their Healthy Carolinians Task Force or organization which it will be established under to be sure that the larger organization has filed these documents.

Articles of Incorporation

Articles of Incorporation legally establishes an organization as a corporation. To file for Articles of Incorporation LPANs should contact the NC Secretary of State. The filing fee is \$60.

Reasons to submit Articles of Incorporation:

- Individual Local Physical Activity and Nutrition Coalition members are held harmless in the event of a lawsuit (i.e., a person could sue the LPAN as a whole but not individual LPAN members).
- The LPAN can apply for a state sales tax refund. *Note: For tax purposes, all corporations must obtain an Employer Identification number.*

Submitting Articles of Incorporation does not mean the LPAN is "tax-exempt" or a 501 (c)(3) organization. That determination comes from the IRS, not the Secretary of State.

To obtain an Articles of Incorporation information manual and application forms, contact the NC Secretary of State at the following:

Corporations Division

PO Box 29622 • Raleigh, NC 27626-0622

Phone: (919) 807-2225 • Fax: (919) 807-2030

or visit the website—<http://www.secretary.state.nc.us/corporations/pdf/nonprof.pdf>

To download forms go to the general information internet address: <http://www.secretary.state.nc.us/corporations>

Federal Employer Identification Number

Reasons to obtain an Employer Identification Number (EIN):

- To open a checking account to manage LPAN funds.
- To obtain a number for tax purposes to identify the LPAN.
- To apply as a non-profit 501(c)(3) organization.
- There is no cost in obtaining an EIN.

For more information on obtaining an EIN including procedures and forms, see IRS Publication 1635 "Understanding Your EIN." To obtain an EIN, LPANs should mail or fax completed SS-4 form to the IRS.

To obtain an Employer Identification Number (SS-4 Form), or a 501(c)(3) designation, contact the IRS at the following :

IRS

Stop 8413 • Memphis, TN 37501

Fax: (901) 546-3916 between 3:00 am – 11:00 pm

Or

- <http://ftp.fedworld.gov/pub/irs-pdf/p1635.pdf> to obtain IRS Publication 1635
 - <http://ftp.fedworld.gov/pub/irs-pdf/p557/pdf> to obtain IRS Publication 557.
-

Non-Profit 501(c)(3) Organization

Reasons to obtain designation as a non-profit 501(c)(3) organization:

- To become a tax exempt organization.
- To allow contributors to write off their donations to the LPAN as a charitable contribution.
- To have fees associated with low balance accounts at banks be waived.

For information on applying as a 501(c)(3) organization including forms and procedures, see IRS Publication 557 “Tax-Exempt Status for Your Organization.” The LPAN may want to establish a contact person by directly calling the IRS so that the LPAN can receive assistance with the procedures to obtain a 501(c)(3). For example the IRS may require the LPAN to submit additional supporting materials (e.g., by-laws, other program documents, and other IRS forms) if needed for the IRS to make a determination on the LPAN’s 501(c)(3) status. Also to facilitate obtaining the 501 (c)(3) designation, the LPAN should state that the LPAN is organized exclusively for education purposes in their bylaws. There is a \$150 fee to apply for a 501(c)(3).

Checking Accounts

To manage LPAN funds, a checking account may be established. If the LPAN is designated as a non-profit organization, banks may offer accounts that waive the usual fees associated with low balance accounts.

Another alternative is the Self Help Credit Union, a community development lender serving home buyers, small businesses, and non-profits across North Carolina. Among the organization’s services are deposit accounts that offer the security of a federally insured investment and a market rate of return. By paying a \$25 membership fee to the organization, an account may be maintained with this credit union. An account fee is not charged as long as a minimum balance of \$500 is maintained.

For more information on the Self Help Credit Union, refer to <http://www.selfhelp.org>.

BECOMING A NC GOVERNOR'S COUNCIL ON PHYSICAL FITNESS AND HEALTH CERTIFIED LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION

BENEFITS OF CERTIFICATION WITH THE NC GOVERNOR'S COUNCIL ON PHYSICAL FITNESS AND HEALTH

Official Local Physical Activity and Nutrition Coalitions (LPAN) certification by the NC Governor's Council on Physical Fitness and Health (GCPFH) provides benefits to LPANs.

- Use the GCPFH logo and words "An Affiliate of the North Carolina Governor's Council on Physical Fitness and Health" on official LPAN or task force letterhead and publications.
- Receive the NC Governor's Council on Physical Fitness and Health newsletter FITNESSScene.
- Receive support and consultation from the Physical Activity and Nutrition Unit program staff (as the coordinating unit of the GCPFH) on programs and administrative matters (Appendix F and M).
- Receive information and research updates related to physical activity, nutrition, and trainings offered by the Physical Activity and Nutrition Unit.
- Gain opportunities to "link" with other organizations that promote physical activity and nutrition locally, regionally, and statewide.
- Network with other Local Physical Activity and Nutrition Coalitions.
- Apply for an annual award from the NC Governor's Council on Physical Fitness and Health.
- Apply for funds as they become available.

CRITERIA TO BECOME A NC GOVERNOR'S COUNCIL ON PHYSICAL FITNESS AND HEALTH CERTIFIED LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION

1. The promotion of physical activity must be a priority objective of the Local Physical Activity and Nutrition Coalition (LPAN). Your LPAN may also choose to promote improved nutrition practices.
2. A proposal and resolution to create the LPAN must be submitted to and approved by the county commissioners, county manager, or board of health as appropriate for each county. A sample proposal and resolution is provided in Appendix N and Appendix O. Alternatively if the LPAN is established as part of a Healthy Carolinians Task Force subcommittee, the coordinator may write a letter to the LPAN stating that a committee has been designated to focus on physical activity (or physical activity and nutrition).
3. The county commissioners, county manager, or board of health must appoint ten or more members to the LPAN (also part of the resolution) or the local Healthy Carolinians Task Force.
4. The LPAN will provide the following information and documents to the NC Governor's Council on Physical Fitness and Health:
 - (a) A list containing the name, affiliation/organization, address and phone number of all LPAN members.
 - (b) LPAN's mission statement.
 - (c) Bylaws. A Sample is provided in Appendix P.
 - (d) If appropriate, a copy of SS-4 form, Articles of Incorporation, and/or an official 501(c)(3) designation.

- (e) The LPAN's goals and areas of focus (i.e., public awareness, community environment, organizations).
- (f) Action plan (Appendix Q) containing strategies planned to achieve objectives, how objectives will be measured, action steps, and responsible parties.
- (g) Signature of LPAN coordinator or Healthy Carolinians Task Force coordinator on the bottom of the GCPFH certification form (Appendix S).

Upon receipt of the above documents, the GCPFH will approve and certify the group as a Local Physical Activity and Nutrition Coalition. An application form for LPAN certification by the GCPFH is provided in Appendix S.

ANNUAL REPORTING

Each GCPFH certified Local Physical Activity and Nutrition Coalition (LPAN) is expected to submit a brief annual report every June 1. The report will cover information from the preceding calendar year. The Annual Report Form is provided in Appendix R. LPANs are encouraged to send copies of their meeting minutes, program announcements or flyers, and any media coverage given the LPAN throughout the year. By submitting program documents and other information, LPAN coordinators will help facilitate GCPFH training and other activities to support LPANs' growth and development to implement interventions in their communities that promote opportunities in the environment to increase physical activity and healthy eating.

NOTE

Becoming a NC Governor's Council on Physical Fitness and Health certified Local Physical Activity and Nutrition Coalition does not constitute "endorsement" of programs, events, etc. LPANs must apply for endorsement of such projects by calling the NC Governor's Council on Physical Fitness and Health.

Materials may be sent to the GCPFH office at:

Physical Activity and Nutrition Unit
Health Promotion Branch
NC DHHS
1915 Mail Service Center
Raleigh, NC 27699-1915

TIMELINE TO ESTABLISH A LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION

COMPLETED DATE	TASK
	1) Call the NC Governor's Council on Physical Fitness and Health to request the Local Physical Activity and Nutrition Coalition Manual: Guide for Community Action.
	2) Decide who should be invited to serve on the LPAN. See Guidelines for Recruiting Members in Section II. <ul style="list-style-type: none"> a. Contact the Physical and Activity and Nutrition Branch (PAN) Program Staff to obtain information about who in the county may be interested in serving on the LPAN. Refer to Appendix F: PAN Unit Program Staff and to Appendix M: PAN Unit Program Staff Request Form. b. Consult with colleagues to identify community members to serve on the LPAN. c. Contact the regional CVH Coordinator who may know of individuals who are interested in serving on the LPAN. Refer to Appendix E: Regional CVH Lead Coordinators.
	3) Plan the LPAN's initial meeting. <ul style="list-style-type: none"> a. Call the GCPFH to confirm a date and time to have a PAN Unit staff member address potential LPAN members. Refer to Appendix M: PAN Unit Program Staff Request Form. b. Confirm a location for the meeting. c. Invite potential members (at least 15 but as many as possible) to the meeting. See Guidelines for Recruiting Members in Section II. d. Send confirmation letter and maps. Send a copy of the letter to the GCPFH. See Initial Meeting in Section II, and refer to Appendix T: Sample Materials for Initial LPAN Meeting. e. Remind prospective members about the meeting with a phone call two days before the meeting.
	4) Conduct initial meeting to bring potential members together and to plan future meetings. See Initial Local Physical Activity and Nutrition Coalition Meeting in Section II. <ul style="list-style-type: none"> a. Facilitate discussion with participants to form the vision for the LPAN. b. Determine the LPAN's name. c. Have participants complete the LPAN Member Interest Survey. Refer to Appendix J. d. After the meeting, reconfirm interest of the attendees via email, letter, and/or phone call.
	5) Determine LPAN meeting procedures. See Administrative Procedures in Section II.
	6) Determine financing arrangements. <ul style="list-style-type: none"> a. Decide how the LPAN will obtain financial resources. See Administrative Procedures: Financing in Section II. b. Determine how LPAN funds will be managed. See Administrative Procedures: Legal and Financial Considerations in Section II. c. Decide whether the LPAN will obtain Articles of Incorporation, an Employee Identification Number, and/or a 501(c)(3) designation. See Administrative Procedures: Legal and Financial Concerns in Section II.
	7) Take steps to become a certified LPAN. Complete LPAN Certification Form. See Becoming a NC GCPFH Certified LPAN in Section II, and refer to Appendix S: NC GCPFH Certification Form. <ul style="list-style-type: none"> a. Draft a proposal and resolution for the county commissioners, county manager, or board of health to officially create the Local Physical Activity and Nutrition Coalition or get letter from local Healthy Carolinians Task Force coordinator. Refer to Appendix N: Sample Proposal to County Commissioners/County Manager/Board of Health and Appendix O: Sample Resolution. b. Ask the county commissioners, county manager, or board of health to officially appoint members or attach list of Healthy Carolinians Task Force committee appointed to address physical activity.
	8) Send news release to media. Refer to Appendix U which is a news release template.

SECTION 3



PLANNING AND IMPLEMENTING LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION INTERVENTIONS



After establishing the foundation for the Local Physical Activity and Nutrition Coalition (LPAN) (e.g., recruiting members and completing administrative tasks), the LPAN is ready to establish a structure that will facilitate implementing the LPANs' interventions.



This section outlines how LPANs can develop a mission leading to action steps, how to establish the groundwork and public awareness strategies that will support the LPAN's work, and how to develop interventions.



This section ends with a sample timeline to guide LPANs in planning and developing interventions that will increase physical activity and healthy eating opportunities in the community for its members.

Local Physical Activity and Nutrition Coalition (LPAN) groundwork strategies focus on administrative structure and capacity building that will allow LPANs to implement projects that relate to the LPAN. Groundwork strategies involve determining the structures and responsibilities for the LPAN leadership. LPANs should also determine its administrative structures to implement its interventions.

LEADING A LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION

Leading a Local Physical Activity and Nutrition Coalition (LPAN) starts with establishing a leadership structure. LPANs should define the responsibilities of the LPAN leadership.

Leadership structures

Having a *single coordinator/liaison* requires that this individual devotes considerable time to the Local Physical Activity and Nutrition Coalition. Responsibilities include both administrative and leadership tasks. This structure may be appropriate if a coordinator has the time (with a “whatever it takes” attitude) while other members’ time may be more limited. This structure may be possible if the LPAN coordinator or chairperson responsibilities are considered part of the member’s paid job responsibilities

Having *both a coordinator and liaison* divides the leadership function into administrative and planning duties. The coordinator performs the planning duties including facilitating meetings, delegating LPAN work, and providing a vision (or general direction) for the LPAN. The liaison performs the administrative duties. Administrative functions involve the logistical work including writing and distributing meeting minutes, contacting and communicating with members, and interfacing with the NC Governor’s Council on Physical Fitness and Health.

Several LPAN positions established under the LPAN

coordinator creates a *multi-management team*. For example, LPAN positions may include a vice chair and specific administrative positions such as treasurer, secretary, and communications coordinator. An executive committee may conduct overall planning, while other members who do not hold positions may be members of subcommittees formed to implement specific LPAN interventions. This structure requires many active LPAN members who are willing to take on responsibilities

Leadership duties and responsibilities

Leadership responsibilities involve a range of administration, coordination, facilitation, and planning duties. A LPAN’s leadership should provide a broad vision while also being attentive to operational details (Cohen, 1994).

Coordinating a Local Physical Activity and Nutrition Coalition requires enthusiasm for and commitment to the LPAN’s work. When LPAN coordinators demonstrate these attitudes, they serve as role models for the LPAN’s membership. Coordinators can encourage members’ participation by explicitly motivating them or “modeling” the level and extent of participation. As a role model, LPAN coordinators are also functioning as mentors to other professionals working to promote physical activity and healthy eating in the community. Finally to develop a

Establishing LPAN Foundations and Leadership

- The LPAN must first recruit its members; identify its leadership, mission, goals, and objectives; and also determine its structure. These are the foundation from which the LPAN will begin its work as a group and demonstrate its “team performance.”
- When these basic elements are in place, leading will involve making small adjustments and corrections to smooth the group process.

thoughtful vision to guide the LPAN, coordinators should listen to community members and their needs. Better yet, coordinators should actively seek the advice of community members and professionals.

“You have to work as a grunt to keep the group together, keep them moving down the road in lives that are already real full.”

Tips to Lead and Structure a Local Fitness and Nutrition Coalition

- Have clear and specific goals
- Develop an action plan
- Encourage broad participation and assistance
- Serve as a role model and mentor to other members

Coordinating an LPAN requires a central person to monitor and ensure the progress of the LPAN’s work such as following up with members working on specific tasks. Maintaining minutes and other documentation of LPAN activities keep the LPAN’s work on track and members apprised of key issues. Strong and skilled administrative coordination prevents an LPAN’s fragmentation.

“Without someone really supervising the group forcefully you wind up just tossing around a bunch of ideas and nothing ever really happens.”

Facilitating an LPAN involves both meeting facilitation as well as delegating and coordinating the LPAN’s work among members. Facilitating meetings involve skills to ensure that meetings are productive and help an LPAN accomplish its work.

The Importance of Effective Facilitation Skills During Meetings

LPAN meetings further a coalition’s work, and skilled facilitation of meetings is critical. Meetings that are perceived as productive by members will encourage their continued participation and attendance.

The following may be implemented to effectively facilitate meetings:

- Provide structure to each meeting by developing and using an agenda.
- Come up with suggestions so that members have something to react to and discuss.
- Members do not mind if the coordinator facilitates them through topics in the meeting to stay on schedule because everyone wants the meeting to be effective and end on time

During meetings, LPAN coordinators who are sincere in seeking the views of all members may need to call on members to solicit their suggestions. Facilitation involves ensuring that all suggestions are noted and that all ideas are considered. Involving members and making sure all voices are heard may take time. LPAN coordinators should engage members in project planning and decision making even though it may seem quicker if decisions are made by one person, e.g., the coordinator. Meetings are more productive and members are more satisfied when LPAN coordinators effectively facilitate (not dominate) a meeting.

When LPAN coordinators are talking more than other members during meetings, this may indicate that the coordinator is “dominating” than “facilitating” a group. When “well meaning” coordinators provide too many ideas and suggestions to get the group process or dynamics going, members may perceive the coordinator as exercising too much influence on decision making. However, coordinators may need to be more assertive during an LPAN’s early stages when members have not established an effective group process. Members should understand that coordinators are presenting many ideas and suggestions to stimulate the group discussion and facilitate the decision making process (Hackman, 1998). A form for LPAN coordinators to obtain feedback from members regarding their leadership skills is provided in Appendix V.

Tips to Facilitate a Local Fitness and Nutrition Coalition Meeting

- Keep meetings focused (use an agenda)
- Keep track of time
- Remain flexible
- Recognize members' needs

OUTSIDE MEETINGS

- Delegate tasks
- Oversee completion of projects

OTHER QUALITIES

- Commitment through LPAN activities— attendance, participation
- Pay attention to details/detail oriented
- Role model
- Motivator
- Group energizer

Each meeting should have *minutes* recorded for communication and coordination purposes. A sample meeting summary form is provided in Appendix W. To serve as a tool in facilitating an LPAN's work, an LPAN's meeting notes should outline what members have been assigned or have volunteered to do before the next meeting. If meeting notes are prepared within ten days of the meeting, these notes can serve as useful reminders to members regarding the tasks they are to complete before the next meeting.

A clear *agenda* developed before a meeting can reinforce the LPAN's mission. When meetings are focused, members feel that the meetings are worthwhile to attend and are useful in accomplishing the LPAN's goals and objectives (Cohen et al, 1994).

Developing the agenda involves careful planning. The order of agenda items may determine the decisions made. LPANs may also consider indicating the following information when developing an agenda:

- Member(s) to lead the discussion of each item

- Time allotted for each item
- Manner each item may be presented (e.g., brainstorm session, small group discussion, refer to subcommittees, report only)
- Items requiring decision
- Items that may generate controversy

Three sample LPAN agendas are presented in Appendix X.

The focus and nature of meetings will vary as an LPAN moves through the stages of planning, developing, and implementing an intervention. Agenda items when an LPAN is in the planning process of an intervention include more brainstorming and general discussions. Once the LPAN gets closer to implementing the intervention, the focus of meetings will be more hands on or task oriented.

LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION ADMINISTRATIVE STRUCTURES

Identifying Local Physical Activity and Nutrition Coalition (LPAN) administrative structures will determine how the LPAN will implement its interventions. LPANs may form subcommittees or partner with ongoing community projects promoting physical activity.

Subcommittees may allow LPANs to more efficiently implement an activity or intervention. LPAN subcommittees can be permanent or temporary. *Priority area* subcommittees may focus on a particular goal and implement the objectives developed to address those goals. *Activity based* subcommittees work on a particular project that a LPAN has identified while other subcommittees focus on other separate interventions that address the same goals. *Ad hoc* subcommittees address specific components of a larger LPAN intervention or activity.

The advantage to establishing subcommittees within a Local Physical Activity and Nutrition Coalition include:

- Limiting the amount of work the LPAN coordinator is required to do
- Distributing responsibilities among LPAN members
- Enhancing the frequency and quality of contacts among members
- Allowing members to focus on one project task
- Providing flexibility for those who cannot regularly attend meetings, e.g., physical education teachers, physicians, to contribute to their LPAN
- Facilitating LPANs with a large membership to function more effectively

LPANs may *assist with ongoing physical activity projects* in the community. Once the LPAN identifies action steps and therefore possible interventions, it should identify those agencies that could collaborate on those interventions. For example a county's parks and recreation department may have a particular project that will improve physical activity by increasing the community environment. That project could become an intervention for the entire LPAN, and the lead organization provides the additional support (including financial resources). Appendix G outlines activities that LPANs have initiated and those that they have collaborated with other organizations.

PURPOSE AND STRUCTURE OF A STEERING COMMITTEE

Local Physical Activity and Nutrition Coalitions (LPAN) with a clear vision are more likely to be successful. Developing a Local Physical Activity and Nutrition Coalition's vision and mission as soon as possible will facilitate the group's work process (Hackman, 1998). Establishing a vision and mission are the first steps to planning an LPAN's structure and may not require involvement of all LPAN members. A smaller committed group is more effective for this purpose. Later when planning interventions, additional members can be involved.

Steering committee members should decide how to identify the LPANs' mission and goals. The initial organizational meeting may provide ideas for the LPAN's mission and goals, and the steering committee can use that information to draft the Local Physical Activity and Nutrition Coalition's mission.

One to three meetings may be needed to identify the LPAN mission and goals. Following these meetings, LPAN members can devote four to five meetings to identify specific objectives, strategies, and actions steps to implement their ideas. To move the LPAN toward closure, the number of meetings to plan the LPAN's action plan should be limited. Remember most members want to take action and see the results of their efforts.

PLANNING ACTIVITIES AND STEPS

Successful Local Physical Activity and Nutrition Coalitions (LPAN) use a formal planning process. Local Physical Activity and Nutrition Coalitions should conduct both

short and long term planning. Skilled facilitation of planning meetings will effectively lay the groundwork toward the LPAN's future activities and interventions.

Retreats

LPAN's may set aside several hours once a year as an annual retreat. Saturday mornings have worked well for some LPANs. Retreats allow LPAN membership and leadership to assess the LPAN's mission and goals, work on specific objectives and strategies, and further develop the working relationships and group dynamics among members.

An annual LPAN retreat can be used to accomplish the following planning tasks:

- Review the previous year's goals and objectives
- Identify new goals and objectives
- Develop strategies and action plan for the coming year
- Identify concrete projects for the year
- Develop a calendar for the projects

To function as a useful planning strategy, retreats need to be carefully planned. Well planned retreats will take up to several months to prepare. Detailed information on planning retreats may be found in Appendix Y. Local Physical Activity and Nutrition Coalitions that conducted planning meetings may also be contacted (Appendix C).

Setting aside specific meetings

If holding a half day retreat is not possible, some regularly scheduled LPAN meetings could be dedicated to "action" planning. Minimally the meeting should determine concrete projects and activities for the coming year. Each LPAN should come up with a timeline or calendar for the year.

LPAN's That Conduct Formal Planning Meetings

A. Retreats

- Caldwell
- Pitt
- Durham
- Wake

B. Planning Conducted During Regular Meetings

- Gaston
- Randolph
- Yadkin

C. Healthy Carolinians Task Force Planning Process

- Burke
- Madison
- Caldwell
- Rockingham
- Columbus
- Wilkes
- Davie

Three Steps from the Mission Statement to Action Steps

- 1) Draft an LPAN mission statement.
- 2) Define LPAN goals and objectives.
- 3) Identify strategies for action and action steps.

Planning Steps

Step #1: Draft an LPAN mission statement

A Local Physical Activity and Nutrition Coalition's mission statement:

- States a broad goal or goals that will be achieved
- Provides a general idea of the strategies that will be used
- Is general and flexible enough to be retained over time as a community's needs change
- Is concise and can be stated in one sentence (Nagy & Fawcett, 2000)

Identifying a LPAN's mission statement may include brainstorming ideas by asking LPAN members how they would describe a physically active community, what

members specifically want to change in their community, and what issues should be priorities. Members should also discuss what factors discourage people in their community from being physically active and what segments of their community are less physically active. Members may also obtain input from decision makers who can promote policy changes to promote physical activity (e.g., policy developers, department of transportation, school administrators) (Nagy & Fawcett, 1999).

Steering committee members should draft a mission statement for their Local Physical Activity and Nutrition Coalition. LPAN members should carefully review draft statements to determine if they fully capture ideas from all those involved with the LPAN (Nagy & Fawcett, 1999).

Sample Mission Statements from Existing Local Physical Activity and Nutrition Coalitions

The Rockingham County Physical Fitness and Nutrition Coalition is a collaborative effort of county citizens and county agencies working together to improve the physical health of our community.

The Wake County on Physical Fitness and Health's mission is to improve the physical fitness opportunities for Wake County residents through coordinated utilization of community resources.

Step #2: Define LPAN Goals and Objectives

Goals define the focus of an LPAN's mission statement. Goals indicate what the LPANs will do to accomplish their mission.

Objectives should address both short and long term outcomes. Two to five objectives should be developed for each goal. Objectives need to be stated in measurable terms indicating the specified level of change and a time frame by when the change will occur (Nagy & Fawcett, 1999).

Sample Goals from Existing Local Physical Activity and Nutrition Coalitions

- Increase the level of fitness of North Carolinians of all ages. (Wake County Council on Physical Fitness)
- To improve the level of physical fitness of our community in order to decrease the negative health impact of sedentary lifestyles. (Rockingham County Physical LPAN)
- Identify local resources available and needed to improve the physical fitness and the health of our citizens. (Franklin County Health and Physical LPAN)
- To assimilate various physical and human resources related to health and fitness available to agencies, organizations, businesses and groups throughout the community (i.e., brochures, resource manual, speaker's bureau). (Pitt County LPAN)

Sample Goals for Local Physical Activity and Nutrition Coalitions from the North Carolina Strategy to Promote Physical Activity

- The LPAN will increase public awareness of, and advocacy for, physical activity opportunities.
- The LPAN will increase support and opportunities for physical activity in the community environment.
- The LPAN will increase support and opportunities for physical activity within and across institutions, organizations, and businesses.

Action steps provide a map or “to do list” for Local Physical Activity and Nutrition Coalition members.

Action steps focus members’ time so that they may move beyond the planning process to the “doing.” Action steps identify: 1) what actions will occur; 2) who will carry out the action; 3) when the steps will be accomplished; and 4) what resources are needed (Nagy & Fawcett, 1999).

Having a specific action plan indicates that the LPAN is credible, organized, and dedicated to getting things done. The process of identifying action steps helps LPAN members consider important details and determines whether interventions are realistic. Having a timeline increases members’ accountability to their LPAN duties. When the action plan is developed, members should assess the external and internal barriers and capacity to completing tasks (Nagy & Fawcett, 1999).

The Action Plan templates provided in Appendix Q may be used to identify and document the LPAN’s objectives, strategies, and action steps.

Step #3: Identify strategies and action steps

Strategies identify how LPANs will reach their goals. Groundwork strategies are those that increase each LPAN’s ability to implement its goals. Policy strategies change policies to create supportive environments for physical activity. Media strategies promote awareness about the need for policy and environmental change.

Sample Objectives for Local Physical Activity and Nutrition Coalitions from the North Carolina Plan to Promote Physical Activity

Public Awareness Objectives

- By date, increase by number/percentage the number of advertisements and media coverage on the recommended levels of physical activity.

Community Environment Objectives

- By date, the ratio of “pedestrian friendly” miles to total miles will have been increased by percentage.
- By date, there will be number of organizations providing on-site signage.
- By date, there will be number of recreation facilities offering free or sliding-scale physical activity programs.

Organization Objectives

- By date, there will be number of community groups sponsoring physical activity programs and events.
- By date, increase by number/percentage the number of schools making facilities available to community after hours.
- By date, increase by number/percentage the number of worksites (with > (number) workers) with at least one monthly communication about recommended levels of physical activity and on-site opportunities to be active.

Sample Strategies for Local Physical Activity and Nutrition Coalitions from the North Carolina Plan to Promote Physical Activity

- Apply for “seed funding” to initiate activities related to the North Carolina strategy to promote physical activity. (groundwork)
- Use mass media and advertising to promote the US Surgeon General’s recommended levels of physical activity. (public awareness-media)
- Assess facilities and opportunities available for physical activity in local communities. (community environment-groundwork)
- Develop policies that require or encourage posting signs about physical activity opportunities (e.g., promoting a trail, using the stairs, etc.). (community environment-policy)
- Assess facilities and opportunities available for physical activity in local organizations. (organizations-groundwork)
- Develop policies to improve facilities and opportunities for being physically active within public and private organizations. (organizations-policy)
- Develop mass media events that promote the need for improved physical activity facilities and opportunities, and the

PLANNING LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION INTERVENTIONS

PUBLIC AWARENESS STRATEGIES

Especially during the initial stages of a Local Physical Activity and Nutrition Coalition (LPAN), members should consider activities that provide community exposure, visibility, and awareness of a Local Physical Activity and Nutrition Coalition's existence and purpose. Public awareness strategies promote the Local Physical Activity and Nutrition Coalition in the community. Interventions can be planned to put the LPAN "into the public eye" (Table 5).

WHAT IS AN INTERVENTION

Promoting physical activity and healthy eating in a county involves intervening in people's environments to make it easier for community members to be physically active and eat healthy. The most effective interventions improve the conditions that support and encourage physical

activity or healthy eating (Nagy and Fawcett, 1999). For example, faith organizations, schools, and worksites may sponsor low cost physical activity classes (e.g., aerobics, walking clubs, and offer healthy eating opportunities) making it easier for community members to participate.

IDENTIFYING AN INTERVENTION

When members are involved in developing interventions, they will feel more invested in implementing the programmatic and logistical aspects of interventions. Identifying community level interventions to promote physical activity and healthy eating has been a challenge for some Local Physical Activity and Nutrition Coalitions (LPAN). *An LPAN's intervention plan should be linked to the LPAN's overall mission and goals.* LPANs are encouraged to implement interventions which address the goals of the North Carolina Plan to promote physical activity (i.e., ground-work, public awareness, community and organizational environments).

Table 5. Public Awareness Strategies and Interventions to Promote Physical Activity

PUBLIC AWARENESS STRATEGY	EXAMPLES OF LPAN EXPOSURE INTERVENTION
1) Use mass media and advertising to promote the US Surgeon General's recommended levels of physical activity	Have LPAN members write articles in the local newspaper on physical activity related topics.
2) Use mass media and advertising to promote the need for improved physical activity facilities and opportunities, and the need to change policies to make those improvements.	Conduct a media press conference reporting on sedentarianism.
3) Develop events to get news media coverage that promotes the need for improved physical activity facilities and opportunities, and the need to change policies to make those improvements	Submit articles to the local paper both before and after an LPAN activity. Conduct family health events that promote physical activity and health in the community.
4) Use mass media to promote newly improved facilities and opportunities for physical activity.	Develop a directory of physical activity opportunities in the county inserted in the local newspaper.

- LPANs that are in *earlier developmental stages* may focus on *groundwork and public awareness* strategies.
- LPANs that have already *implemented a number of programs and activities* should “enhance” their current activities and identify projects that will increase the physical activity opportunities in *their community*.

Local Fitness and Nutrition Coalitions should identify realistic strategies and interventions that may be accomplished given their time and the LPAN’s resources. To obtain additional assistance with an intervention, the LPAN organizers should consider asking for short term commitments from community members who have indicated a general interest in LPAN activities. Realistic interventions create visible accomplishments for the LPAN and will motivate members to continue to be involved.

We’ve Got Our Coalition Together, Now What?

LPANs have “rules of thumb” that help them choose activities for them to take on. These ideas may help an LPAN determine projects:

- Ability to generate revenue
- Aligned and consistent with the North Carolina Plan to promote physical activity
- Realistic (so that the LPAN has an accomplishment)
- Opportunity to collaborate with interested organization(s)
- Opportunity to partner with ongoing efforts

DEVELOPING AN INTERVENTION

This section has been adapted from Nagy, J. “Designing an Intervention.” In Community Toolbox Fawcett, SB & Schultz, J (Eds.): 1999 <http://ctb.lsi.ukans.edu>

Overall LPAN Planning vs. Intervention Planning

This section outlines six planning steps to develop a specific intervention. After the Local Physical Activity and Nutrition Coalition (LPAN) has gone through a planning process to identify its mission to action steps, interven-

tions may be developed. Ideas to plan interventions will originate from the strategies and action steps that the LPAN has identified.

Step #1: Brainstorm ideas.

Be creative in the brainstorming process. Jot down ideas on poster paper attached to a wall. Have members write

Six Steps to Develop an Intervention

- 1) Brainstorm ideas.
- 2) Involve potential users or targets of the intervention.
- 3) Learn what others have done.
- 4) Set goals and objectives for the intervention
- 5) Develop an intervention action plan.
- 6) Implement the intervention.

down three suggestions and present ideas to the group.

Step #2: Involve potential users or targets of the intervention.

Ask the target population for advice to help the LPAN assess what’s going on. The target population will also feel a sense of ownership if they provide input.

Step #3: Learn what others have done.

LPANs may need to search for other interventions. Based on the time, resources, and members’ interest levels look for information from the following sources:

- Local programs
- Other Local Physical Activity and Nutrition Coalitions in the state
- Physical activity and health conferences
- Articles and studies in professional journals

Activities conducted by other Local Physical Activity and Nutrition Coalitions in North Carolina are identified in Appendix G. When looking at other programs and activities, an LPAN should assess whether the program would be appropriate and effective in their community.

Step #4: Set goals and objectives for the intervention.

Questions to consider in formulating the goals of a program or activity include:

- What specific objectives will be achieved if the intervention is successful?
- What will success look like? How will the Local Physical Activity and Nutrition Coalition, the target population, and the community, know that the intervention has been successful?

Step #5: Develop an intervention action plan.

An action plan for the intervention should outline the following areas:

- The components and tasks to be implemented (and later evaluated)
- The LPAN members (and others outside of the LPAN) who will complete specific project tasks
- Time frames (start and completion dates) to implement project tasks
- Resources needed to implement project tasks
- List of other individuals and organizations involved with projects and their functions and responsibilities

Step #6: Implement the Local Physical Activity and Nutrition Coalition's intervention.

Implementing the LPAN's intervention should be more successful because the LPAN has conducted a careful planning process. After the intervention has been implemented, evaluation should be conducted to improve the LPAN's planning and implementation of future interventions. Future interventions should build on the successes of the LPAN's previous interventions.

Examples of Specific Intervention Objectives

- By Month 6, the LPAN will identify contacts to help with specific policy and environmental changes for municipalities with populations greater than 1000 to increase or improve local environmental opportunities for physical activity (including sidewalks, bike lanes, recreation facilities, and on-site signage).
- By Year 1, the LPAN will identify specific policy and environmental changes for municipalities with populations greater than 1000 to increase or improve local environmental opportunities for physical activity (including sidewalks, bike lanes, recreation facilities, and on-site signage).
- By Year 2, the LPAN will meet with municipal and county policy makers to discuss assessment results and suggested changes for municipalities with populations greater than 1000 to increase or improve local environmental opportunities for physical activity (including sidewalks, bike lanes, recreation facilities, and on-site signage).
- By Year 3, a local policy will be established in three municipalities with populations greater than 1000 to increase or improve local environmental opportunities for physical activity (including sidewalks, bike lanes, recreation facilities, and on-site signage).

TIMELINE TO PLAN AND IMPLEMENT LPAN INTERVENTIONS

COMPLETED DATE	TASK
	<ol style="list-style-type: none"> 1) Determine how the LPAN will be led. See Groundwork Strategies: Leading a Local Physical Activity and Nutrition Coalition in Section III. <ol style="list-style-type: none"> a. Determine the LPAN leadership structure. b. Determine the duties and responsibilities of the leadership.
	<ol style="list-style-type: none"> 2) Determine administrative structure for the LPAN to implement its interventions. See Groundwork Strategies: Local Physical Activity Coalition Administrative Structures in Section III.
	<ol style="list-style-type: none"> 3) Form a steering committee to identify the mission leading to action steps. See From a Mission Statement to Action Steps: Purpose and Structure of a Steering Committee in Section III.
	<ol style="list-style-type: none"> 4) Determine how the LPAN will plan its goals and objectives. See From a Mission Statement to Action Steps in Section III.
	<ol style="list-style-type: none"> 5) Draft a mission statement. See From a Mission Statement to Action Steps: Planning Activities and Steps in Section III.
	<ol style="list-style-type: none"> 6) Define LPAN goals and objectives. See From a Mission Statement to Action Steps: Planning Activities and Steps in Section III.
	<ol style="list-style-type: none"> 7) Identify strategies and action steps. See From a Mission Statement to Action Steps: Planning Activities and Steps in Section III.
	<ol style="list-style-type: none"> 8) Develop public awareness activities to promote the LPAN. See Planning Local Physical Activity and Nutrition Coalitions Interventions: Public Awareness Strategies in Section III.
	<ol style="list-style-type: none"> 9) Focus on planning and implementing the LPAN's interventions. <ol style="list-style-type: none"> a. Involve LPAN members in the decision process to plan and implement interventions. See Planning Local Physical Activity and Nutrition Coalition Interventions: Identifying an Intervention in Section III. b. Assess circumstances that will help LPAN members implement interventions (e.g., opportunities for revenue generation, resources, collaboration). See Planning Local Physical Activity and Nutrition Coalition Interventions: Identifying an Intervention in Section III.
	<ol style="list-style-type: none"> 10) Develop interventions based on the strategies and action steps that the LPAN has identified and by systematically following the steps to developing an intervention. See Planning Local Physical Activity and Nutrition Coalition Interventions: Developing an Intervention in Section III.

SECTION 4



MAINTAINING A LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION



This section covers topics to maintain Local Physical Activity and Nutrition Coalitions (LPAN). Topics include communicating within LPANs, cultivating a positive climate/culture of an LPAN, addressing LPAN challenges and keeping members motivated, obtaining support for Local Physical Activity and Nutrition Coalitions, and LPAN evaluation.



This section is designed to be useful to LPANs at various developmental stages.

COMMUNICATION AMONG MEMBERS

Ongoing communication is important in facilitating a Local Physical Activity and Nutrition Coalition's (LPAN) work. When Local Physical Activity and Nutrition Coalition coordinators function as a communication link, they are serving an important role. To facilitate members' progress when working on LPAN tasks or implementing an intervention, the LPAN coordinator must have regular contact with members. Communication between meetings should focus on using task reminders and meetings notes to prepare for discussion topics at upcoming meetings. The methods to communicate with members are outlined in Table 6.

Table 6. Communication Methods Between LPAN Members

- Phone calls
- Facsimile
- Mailings (meeting minutes)
- Talking in person during meetings
- Talking when members see each other in other functions (serving on other committees, etc.)
- Electronic mail

An important administrative task for the LPAN is coordinating communication. Often LPAN coordinators take on that responsibility. More appropriately, a separate communications coordinator such as the member or "secretary" who is overseeing the LPAN's administrative functions is recommended to function as the communications coordinator. Coordinating LPAN communications moves the progress of the LPAN's work. Coordinating communication among LPAN members requires consistent and timely action. Identify and use methods that each LPAN member prefers. LPAN meetings are important for developing relationships, and all members should be encouraged to regularly attend.

Fostering Communication During Meetings

- Create openness (e.g., icebreakers at every meeting)
- Have time during meetings for additional items for discussion
- Involve members in events of their own interest

Fostering Communication Outside Meetings

- Ask members to complete a form on a yearly basis to indicate two ways they may best be reached (e.g., phone, mail, email, FAX)
- Compile group contact list and provide contact information
- Mail/FAX/email agendas and minutes ahead of time
- Include social, informal, unstructured time during meetings or other social events
- Implement team building—retreats
- Invite members to events of each other's organizations as a team building strategy

CULTIVATING A POSITIVE CLIMATE/CULTURE

Successful Local Physical Activity and Nutrition Coalitions (LPAN) describe their membership as being friendly. Usually members have become friends, and they characterize their LPAN as being “close knit.” A positive and friendly climate for a Local Physical Activity and Nutrition Coalition should be cultivated.

Member cohesion is encouraged when LPAN members have the *same vision* for their LPAN. Members are volunteering to promote physical activity and healthy eating in their counties. Members should acknowledge and agree that to be a successful LPAN, they need to work together as a group because everyone’s time and their LPAN’s resources are often limited.

When individuals *have known each other* prior to serving on the LPAN, the LPAN’s climate may be influenced by these previous relationships. Besides bypassing the “relationship building phase,” members who know each other create a cohesive and friendly atmosphere. Members who enjoy working together can achieve more of their LPAN’s objectives (Cohen et al., 1994). Having a *respectful* LPAN climate facilitates relationship building between members *who do not know each other* by building trust and encouraging attention and consideration between LPAN members (Tropman, 1998).

Other elements to foster a positive LPAN culture are:

- *Inclusiveness* of a wide range of people
- *Trustworthiness* through “real” meetings where no “behind the scenes” planning and decision making occurs in lieu of the public process.
- *Viability* of plans that are made and kept and that do not erode over time.
- *Validity* of real, not “fake,” issues that are brought to the table
- *Reliability* of decisions where decisions are based on accurate information (Tropman, 1998)

LPAN members should realize that its climate may *fluctuate* naturally to reflect its *developmental stage*. A Local Physical Activity and Nutrition Coalition is dynamic, and its members and possibly processes change over time.

The characteristics observed in three general stages of a LPAN development are:

- 1) *Early stages/initial formation*. The LPAN is establishing its group process and culture, and members begin to work on interventions. Members are enthusiastic and generally participate consistently.
- 2) *Midpoint*. The LPAN has either accomplished a number of interventions or one major intervention or program, e.g., physical activity program for kids during the summer, community 5k run/walk, school health curriculum. Members begin dropping out or their participation levels decrease.
- 3) *Later stage*. The LPAN is consistently and steadily implementing interventions. The LPAN regularly conducts particular programs or activities, e.g., annual 5k runs every April, a new youth intervention every year. The LPAN climate has been established, and membership has stabilized.

Although maintaining a positive climate for members should be ongoing, there may be times when the LPAN’s climate needs a particular “boost.” Such times require careful review to determine reasons and strategies to bring back the positive atmosphere of the LPAN.

ADDRESSING CHALLENGES AND KEEPING MEMBERS MOTIVATED

“You’ve always got to look successful. People want to be a part of a winner, and they do not want to waste their time on something that’s going to fall apart...I think that’s a downfall for most coalitions.”

Maintaining members’ interest and participation is one of the main challenges in coordinating a Local Physical Activity and Nutrition Coalition (LPAN). Most LPAN members are able to devote a few additional hours to their LPAN’s work and activities outside of meetings. Because most LPAN members participate in their LPAN outside of their jobs or only have a small part of their job duties allocated to the Local Physical Activity and Nutrition Coalition’s work, members will have

SIGNS THAT MEMBER PARTICIPATION MIGHT BE DECREASING

During LPAN meetings

- Repetitious meetings
- Meetings centered around announcements and reports
- Meetings with too much procedural discussions
- Meetings with too much general unfocused discussions
- Poor group process or dynamics (e.g., going through an unnecessarily lengthy decision making process or experiencing negative power dynamics)
- Decreasing attendance

Planning or implementing LPAN activities and interventions

- Challenging authority or “battling” between members
- Decreasing enthusiasm in providing input or taking ownership and responsibility
- Draining one or a few members because they end up doing all the work
- Identifying few or a limited amount of actions steps
- Not following through on assigned or agreed upon tasks (Cohen et al., 1994)

less time to devote than what is usually needed to complete a LPAN’s work (Cohen et al., 1994).

When members take on responsibilities, they may be enthusiastic at the moment or feel group pressure to contribute. The LPAN coordinator should be prepared to address Local Physical Activity and Nutrition Coalition members who may not always fulfill their responsibilities. The LPAN leadership is responsible for identifying difficulties, constructively discussing the challenges with members, and collaborating with them on solutions. Recognizing signs that member participation and effectiveness are decreasing (including member burnout) during meetings or in planning and implementing LPAN interventions is important (Cohen et al., 1994).

LPANs which have carefully and systematically gone through the process to develop its mission, goals, and objectives; establishing leadership duties and responsibilities; and establishing its organizational structure are better positioned to address the challenges every group faces. To begin addressing particular challenges, the LPAN leadership may go back and review how these areas have been structured to determine elements that may have been overlooked or not properly executed while starting the LPAN and discuss them with the members.

Members join a Local Physical Activity and Nutrition Coalition because they want to address an issue they feel is important. They want to make a difference and see the results of their efforts. One way to keep LPAN members motivated is to assign the LPAN’s activities to members who have job responsibilities that relate to the objectives of members’ organizations.

Having members feel that participating in their LPAN is worthwhile and useful involves the LPAN working on at least one project at any given time. Success maintains the LPAN’s vitality, and members continue to be motivated and enthusiastic about being involved in their LPAN (Cohen et al., 1994).

- Assign members to coordinate certain projects so that members see progress and hard work paying off
- Provide members with binders, pens, dividers, to help them keep track of minutes and other LPAN activities
- Provide members with food and refreshments at meetings
- Show appreciation to members for their participation and work (e.g., letters, phone calls)
- Recognize the LPAN/members during meetings (e.g., certificates, plaques)

LPAN coordinators should follow up with members who have reduced or limited their meeting attendance to learn why they have stopped regularly attending meetings. LPAN coordinators can send a letter followed by a phone call to obtain informal feedback and suggestions on maintaining members' interest.

EVALUATING MEMBER ATTENDANCE AT LPAN MEETINGS

- Are members attending? Why? Why not?
- When are meetings being conducted?
- How often are meetings being conducted?
- Is the focus of discussions maintained?
- Are the meetings productive?
- Are the notes reflecting the key points discussed?
- Are they serving as a useful tool in facilitating members' work in the LPAN?

STRATEGIES TO KEEP MEMBERS ATTENDING MEETINGS

Member Responsibilities

- Have members send a representative in their absence
- Have the coordinator or other members contact members to offer assistance with their tasks
- Rotate meeting facilitation among members

Communication

- Send meeting reminders and call a day before the meeting
- Send meeting minutes after each meeting
- Have members report on the status of their assigned tasks
- Maintain personal contact with members, e.g., call to each member one week after the meeting and thank them for their attendance, follow up call to ask how members are doing with their work and if they have questions or need any help

Member Participation

- Keep meetings task oriented instead of general discussions about issues
- Keep projects interesting, e.g., hands on or active projects for the community instead of information dissemination
- Obtain support from member organizations such as allowing members to use comp time to leave work and include LPAN participation as part of the job description

Group Environment

- Make members feel a sense of welcome at meetings; foster an inclusive atmosphere
- Provide "treats" through refreshments, lunch, snacks, or beverages

OBTAINING SUPPORT FOR LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITIONS

The North Carolina Governor's Council on Physical Fitness and Health provides services to support the development of Local Physical Activity and Nutrition Coalitions (LPAN). The Physical Activity and Nutrition (PAN) Unit program staff are available to assist LPANs with questions or particular challenges they may be encountering.

The NC Governor's Council on Physical Fitness and Health provides assistance and resources through the following areas:

- Newsletters
- Other informational mailings
- Helping LPANs connect with other persons, resources, programs, and initiatives in their county and region
- State and regional workshops
- Small grants
- Other support as needed

Local Physical Activity and Nutrition Coalitions may contact PAN Unit program staff for support activities. A request should be made at least one to three months in advance for the assistance to be provided. LPANs may discuss with PAN staff their requests and needs so that an action plan may be developed and agreed upon. Appendix M provides a form for a LPAN to use to request assistance from the PAN Unit program staff.

The *Groundwork and Project Development Grant Program* is designed to build the capacity of Local Physical Activity and Nutrition Coalitions to participate in the North Carolina Program to promote physical activity by sponsoring projects that help improve the community environment and increase opportunities for people to be physically active. This program is in partnership with the University of North Carolina at Chapel Hill, School of Public Health.

To be placed on the mailing list for the grant program with the North Carolina Plan to promote physical activity and healthy eating, contact the Physical and Activity Nutrition Unit staff at (919) 733-9615.

EVALUATING LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITIONS

WHY EVALUATE

Evaluation provides important feedback to Local Physical Activity and Nutrition Coalitions (LPAN) about their work in increasing physical activity levels in their counties. Evaluations provide information about how LPANs can improve their work. An LPAN's objectives, processes, and activities can be evaluated.

Evaluation also provides accountability and credibility for the LPAN to stakeholders such as member organizations, funding agencies, and community members. Having credibility is advantageous when establishing future working relationships, whether for collaboration or to apply for funding.

Evaluation should be an ongoing process. Taking the time to evaluate LPAN interventions and activities acknowledges that the LPAN is conscientious and interested in carefully conducting its work.

As a first step toward program evaluation, each LPAN should document its work and activities. Some Local Physical Activity and Nutrition Coalitions have maintained chronologically arranged notebooks containing the following information and documents:

- Meeting minutes and agendas
- Planning documents e.g., action plans, annual plans
- Correspondence
- Newspaper articles
- Flyers and other information distributed to the public regarding an LPAN's program or service
- Photographs of LPAN and community members "in action" during a program or activity

PROJECT LPAN: COALITIONS IN ACTION

Since 1998 the North Carolina Governor's Council on Physical Fitness and Health (GCPFH) has contracted with faculty and staff at the Department of Health Behavior and Health Education, School of Public Health at the University of North Carolina-Chapel Hill to evaluate the activities of Local Physical Activity and Nutrition Coalitions (LPAN) in North Carolina. The information obtained from these evaluation activities have been used to inform an LPAN training workshop (e.g., Network '99) and to develop this guide, *Local Physical Activity and Nutrition Coalition Manual: Guide for Community Action*. Project LPAN: Coalitions in Action staff will continue to evaluate LPAN activities to recommend future LPAN support needs.

Activities of Project LPAN: Coalitions in Action

Data Collection 1998-1999

- *LPAN document reviews:* LPAN program documents that had been submitted to the NC Governor's Council on Physical Fitness and Health were reviewed to determine the organizational structure and the activities that each LPAN conducted. The information obtained from this review helped Project LPAN: Coalitions in Action staff summarize activities that LPANs have conducted, and these activities are present in Appendix G.
- *Initial questionnaire:* LPAN coordinators completed a background questionnaire about the structure of their Local Physical Activity and Nutrition Coalitions. LPAN documents e.g., meeting minutes, flyers, were reviewed. Information about the activities of the LPANs was summarized and is presented in Appendix G.

- *Coordinator interviews:* Interviews with the coordinators of each Local Physical Activity and Nutrition Coalition provided in depth information on LPAN activities and processes.
- *Meeting observations:* Observations of selected Local Physical Activity and Nutrition Coalitions provided an opportunity to meet Local Physical Activity and Nutrition Coalition members.
- *Member surveys:* Surveys mailed to LPAN members highlight LPAN's activities, member characteristics, and satisfaction with their LPANs' organization and activities.

Data Analysis and Interpretation 2000 - 2001

The information obtained from the coordinator interviews, meeting observations, and member surveys will be used to document the development and progress of LPANs. Based on the information collected, recommendations to support LPANs will be provided to the GCPFH.

Future Activities 2001 and Beyond

Project LPAN: Coalitions in Action staff will continue to evaluate the growth of Local Physical Activity and Nutrition Coalition to determine how LPANs may effectively promote physical activity and healthy eating in their communities. Follow up data collection activities may include the ongoing review of program activity documents, telephone interviews and a follow up member survey.

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Manual

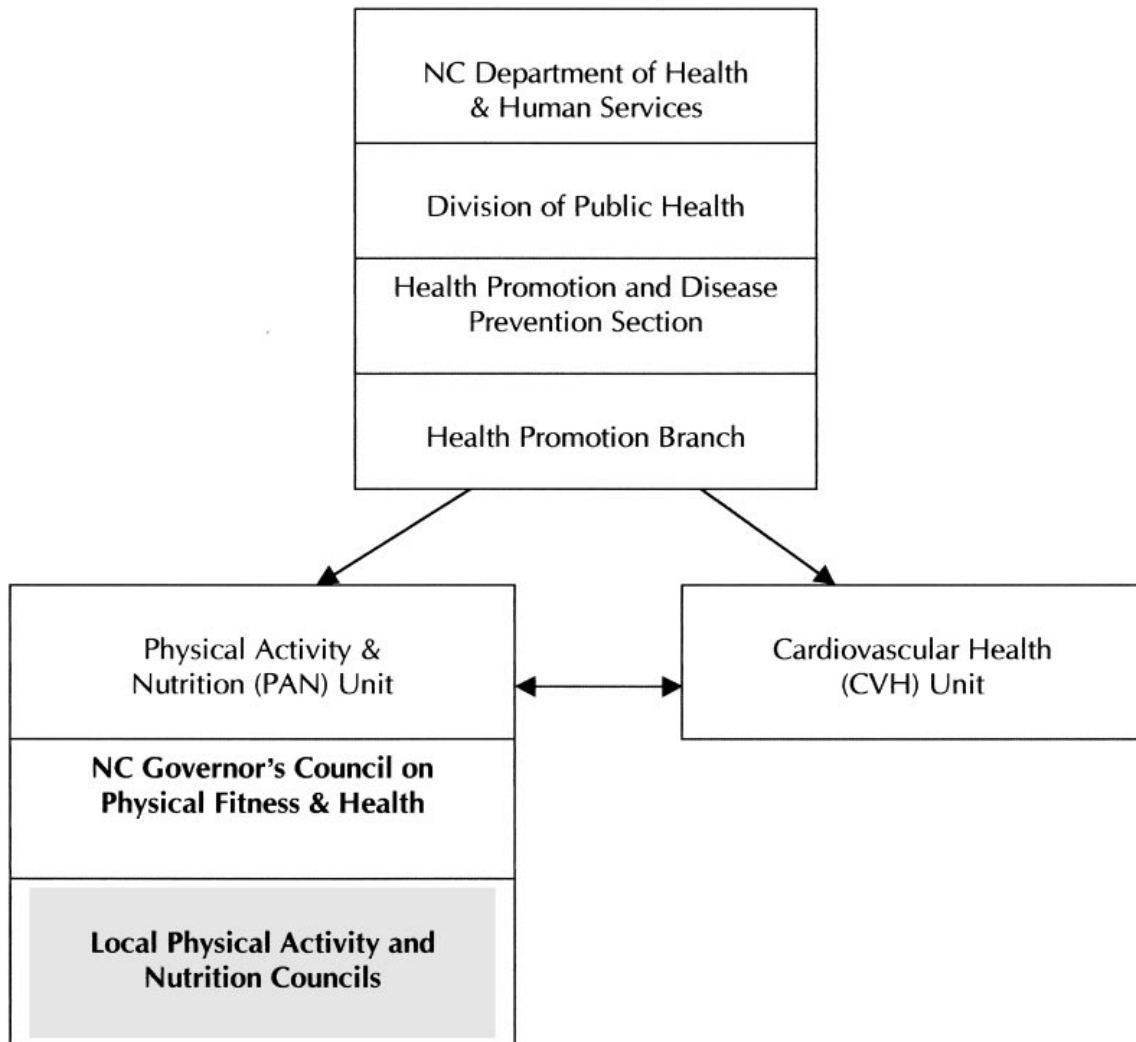
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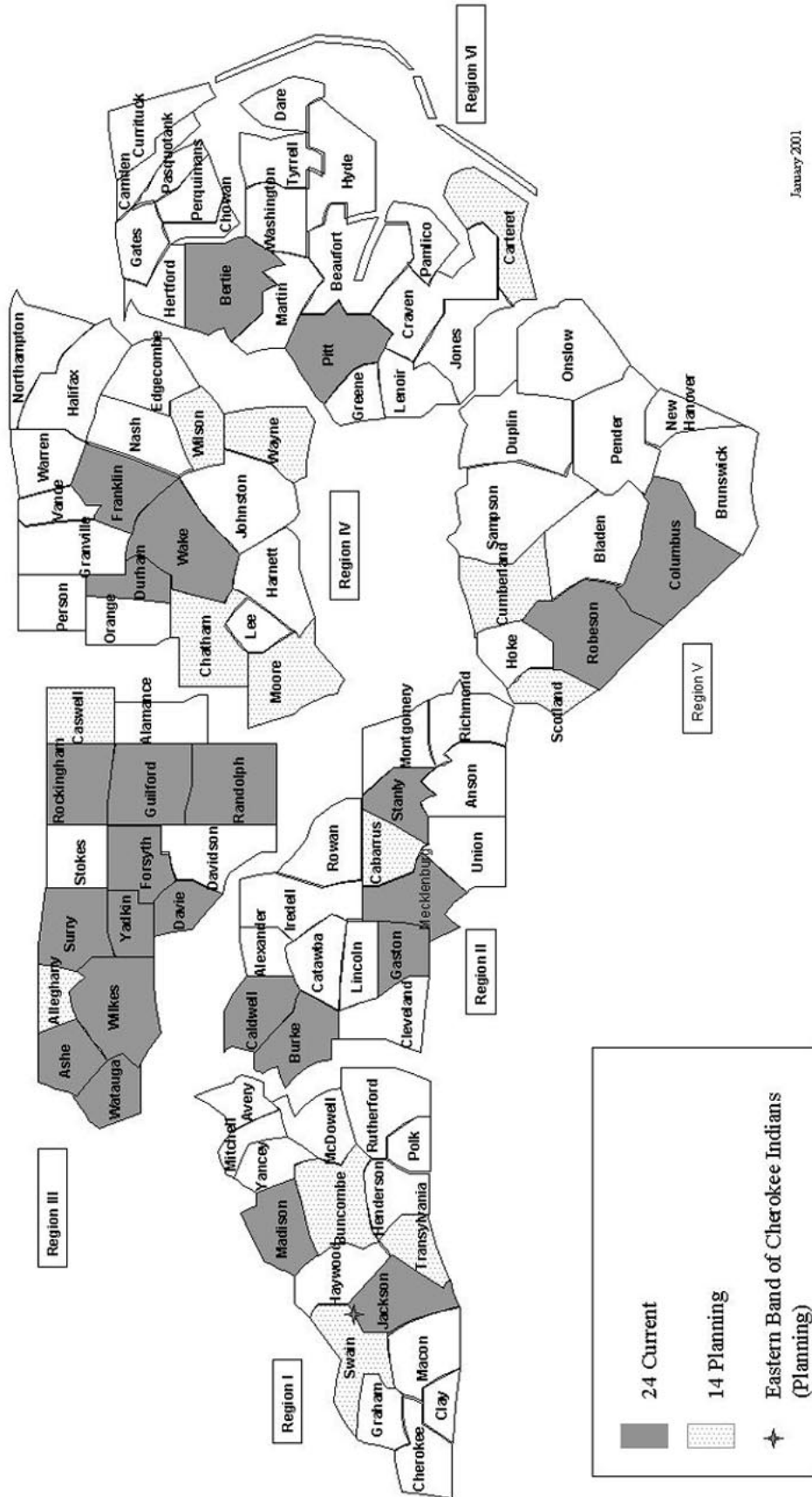
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APPENDIX A

Organizational Structure of the NC Governor's Council on Physical Fitness and Health



LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITIONS IN NORTH CAROLINA BY CVH REGIONS



January 2001

Local Physical Activity and Nutrition Coalition Coordinators by Cardiovascular Health Regions

Updated December 2000

REGION I: LEAD CVH COUNTY— HENDERSON

Active Local Physical Activity and Nutrition Coalitions

Buncombe (planning)

Brooke Guge, Liaison
Health Education
Buncombe County Health Center
35 Woodfin Street
Asheville, NC 28801
Phone: 828-250-5146
Fax: 828-250-5098

Eastern Band of Cherokee Indians (planning)

Kathy Littlejohn, Chair
c/o Health Delivery
PO Box 666
Cherokee, NC 28719
Work: 828-497-2254
fax: 828-497-2351
Email: choices@email.dnet.net

Jackson

Jimmi Buell, Liaison/Chair
Healthy Lifestyles Task Force
Jackson Cty Hlth Dept.
538 Scotts Creek Road #100
Sylva, NC 28779
Work: 828-586-8994, x261
Fax: 828-586-3463

Madison

Maurice McAllister, Liaison
Madison County Council on Physical Fitness
Hot Springs Health Program
P.O. Box 910
Mars Hill, NC 27854
Work: 828-649-2411
Fax: 828-649-2020
Email: maurice_mcallister@ncsu.edu

Swain (planning)

No liaison

Transylvania (planning)

Ruth Jones, Liaison
Transylvania County Health Department
P.O. Box 700, Valdese General Hospital
203 East Morgan Street
Transylvania, NC 28712
Work: 828-884-3135
Fax: 828-884-3140
ruthjones@health.co.transylvania.nc.us

Summary of LPANs in CVH Region I

Total # Counties Region I: 17
Total # LPANs: 6
35.3% of counties in Region I have LPANs

Local Physical Activity and Nutrition Coalitions Not Yet Established

Avery	McDowell
Clay	Mitchell
Graham	Polk
Haywood (<i>disbanded '95</i>)	Rutherford
Henderson	Yancy
Macon	

REGION II: LEAD CVH COUNTY— CABARRUS

Active Local Physical Activity and Nutrition Coalitions

Burke

Mary Murray, Liaison/Chair
Burke County Healthy Bodies/Healthy Lives
P.O. Box 700, Valdese General Hospital
Valdese, NC 28690
Work: 828-879-7528
Fax: 828-879-7544

Region II Continued

Cabarrus (planning)

Adam Hines, Liaison
Cabarrus Health Alliance
CVH Program
1307 S. Cannon Blvd.
Kannapolis, NC 28083
Work: 704-939-1200 x1311
Fax: 704-933-3345
Email: athines@cabarrushealth.org

Caldwell

Kim Kincaid, Liaison
Caldwell County Fitness & Nutrition Subcommittee
1799 Flat Top Road
Blowing Rock, NC 28605
Home: 828-295-6422
Fax: 828-295-6455
Email: kincaids@boone.net

Gaston

Nancy Smith, Liaison/Chair
Gaston County Fitness & Nutrition Council
NC Cooperative Extension Service
P.O. Box 467
Dallas, NC 28034
Work: 704-922-2127
Fax: 704-922-2140
Email: Nancy_Smith@ncsu.edu

Mecklenburg

Kyle Coats, Liaison
Mecklenburg County Fitness Council
Jewish Community Center
5007 Providence Road
Charlotte, NC 28226
Work: 704-944-6746
Email: kcoats@shalomcharlotte.org

Stanly

Laura Wheeler, Liaison/Chair
Stanly County LPAN
Stanly County Health Dept.
1000 N. First Street, Suite 3
Albermarle, NC 28001
Work: 704 986-3018
Fax: 704 982-8354
e-mail: lwheeler@hotmail.com

Summary of LPANs in CVH Region II

Total # of counties: 16
Total # LPANs: 6
37.5% of counties in Region II have LPAN

Local Physical Activity and Nutrition Coalitions Not Yet Established

Alexander	Lincoln
Anson (<i>disbanded '98</i>)	Montgomery
Catawba	Richmond
Cleveland	Rowan (<i>disbanded '98</i>)
Iredell	Union

REGION III: LEAD CVH COUNTY— SURRY

Active Local Physical Activity and Nutrition Coalitions

Alleghany (planning)

(No liaison)

Ashe

Nancy Kautz, Liaison
Ashe County Health Council, A Healthy Carolinians Task Force
Ashe Memorial Hospital, Ashe Mountain Hearts
P.O. Box 8
Jefferson, NC 28640
Work: 336-246-0781
Fax: 336-246-0783
Email: landnrr@skybest.com

Caswell (planning)

Cynthia Richmond, Liaison
P.O. Drawer H
Yanceyville, NC 27379
Work: 336-694-4129
Fax: 336-694-7030
Email: ncs0819@interpath.com

Davie

Mike Garner, Liaison/Chair
Davie County Local Fitness Council
Mocksville-Davie Parks and Rec.
644 N. Main Street
Mocksville, NC 27028
Work: 336-751-2325
Fax: 336-751-2083

Region III Continued

Forsyth

Kit Burley Browning, Liaison/Chair
Forsyth County Local Fitness Council
Wayne-Cannon Physical Therapy
760 Highlands Oak Drive
Winston-Salem, NC 27103-7103
Work: 336-659-8634
Fax: 336-659-8636
Home: 336-768-2301

Guilford

Candace Litten, Liaison
Guilford County Fitness Council
Guilford County Health Dept.
301 N. Eugene St.
Greensboro, NC 27401
Work: 336-373-3096
Fax: 336-333-6807
Email: clitten@email.co.guilford.nc.us

Randolph

Rhonda Holladay, Liaison/Chair
Randolph Fitness Council
McCrary/Sapona Fitness Center
P.O. Box 577
Asheboro, NC 27203
Work: 336-625-2426
Fax: 336-625-2263
Home: 336-824-4763

Rockingham

Lori Kallam, Liaison/Chair
Rockingham County Fitness Council
Rockingham County Dept. of Public Health
Health Education
PO Box 204
Wentworth, NC 27375-0204
Work: 336-342-8155
Fax: 336-342-8356

Surry

Frank Clawson, Liaison/Chair
Surry County Fitness Council
Surry County Health & Nutrition Ctr.
118 Hamby Road
Dobson, NC 27017
Work: 336-401-8459
Fax: 336-401-8468
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Watauga

Gillian Baker, Liaison/Chair
Watauga County Healthy Carolinians
Physical Fitness Committee
Watauga Medical Center
P.O. Box 2600
Boone, NC 28607
Work: 828-264-0860
Fax: 828-264-7916

Wilkes

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Wilkes County Fitness and Nutrition Task Force
Wilkes County Cooperative Extension
110 North Street
Wilkesboro, NC 28697
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Fax: 336-651-7516
Email: Donna_Edsel@ncsu.edu

Yadkin

Doris Dick, Liaison/Chair
Yadkin County Physical Fitness & Nutrition Council
Director, Elder Affairs Dept.
PO Box 2418
Yadkin, NC 27055
Work: 336-679-2854
Fax: 336-679-2751
Email: elderaffairs@yadtel.net

Summary of LPANs in CVH Region III

Total # of counties: 15
Total # LPANs: 12
80.0% of counties in Region III have LPANs

Local Physical Activity and Nutrition Coalitions Not Yet Established

Alamance Stokes
Davidson

REGION IV: LEAD CVH COUNTY—WAKE**Active Local Physical Activity and Nutrition Coalitions****Chatham (planning)**

Sharon Boss, Liaison
Health Education
Chatham County Health Dept.
80 East St.
P.O. Box 130
Pittsboro, NC 27312
Work: 919-542-8220 x8375

Durham

Artie Kamiya, Liaison/Chair
Durham County Council on Physical Fitness and Sports
Dept. of Public Instruction
Public Schools of NC
301 N. Wilmington Street
Raleigh, NC 27601-2825
Work: 919-715-1824
Home: 919-489-5990
Fax: 919-715-2229
Email: akamiya@dpi.state.nc.us

Franklin

Jolena Thompson, Liaison/Chair
Franklin County Health & Fitness Council
305 Edward Lane
Louisburg, NC 27549
Work: 919-496-1959
Fax: 919-496-2311
Home: 919-497-0250

Moore (planning)

Patt Friedman, Liaison
Center for Health & Fitness
First Health Moore Regional Hospital
170 Memorial Drive
Pinehurst, NC 28374
Work: 910-215-1833

Wake

Mike Schumann, Liaison/Chair
Wake County Council on Physical Fitness and Health
Cary Family YMCA
P.O. Box 4343
101 YMCA Dr.
Raleigh, NC 27519
Work: 919-469-9622
Fax: 919-469-3112
Email: michael.schumann@capitalareaymca.org

Wayne (planning)

Ladell Smith, Liaison
Excell Home Fashions
PO Box 1879
1 Excell Linde Drive
Goldsboro, NC 27533
Work: 919-735-7111
Fax: 919-735-7217
Home: 919-734-2646

Wilson (planning)

No liaison

Summary of LPANs in CVH Region IV

Total # of counties: 19
Total # LPANs: 7
36.8% of counties in Region IV have LPAN

Local Physical Activity and Nutrition Coalitions Not Yet Established

Edgecombe	Northampton
Granville (<i>disbanded, date unknown</i>)	Orange
Halifax	Person
Harnett	Wayne
Johnston	Vance
Lee	
Nash	

REGION V: LEAD CVH COUNTY—ROBESON**Active Local Physical Activity and Nutrition Coalitions****Columbus**

Debbie Albritton, Liaison/Chair
Columbus County Healthy Carolinians
Columbus County Hospital
500 Jefferson St.
Whiteville, NC 28472
Work: 910-642-1734
Fax: 910-642-9459
Email: dalbritton@cchospital.com

Region V Continued

Cumberland (planning)

Renita Vega, Liaison
Cumberland County Health Department
227 Fountainhead Lane
Fayetteville, NC 28301
Work: 910-433-3894
Fax: 910-433-2036
Email: renita@foto.info.net

Onslow (planning)

Charla Truesdale, Liaison
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Jacksonville, NC 28541
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Fax: 910-353-5374
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Robeson

Tim Taylor, Liaison/Chair
Robeson County Council on Physical Fitness and Health
Lumberton Parks and Recreation
P.O. Box 758
Lumberton, NC 28359
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Scotland (planning)

Paula Hissitt, Co-Chair
Scotland County Health Department
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Laurinburg, NC 28353
Work: 910-277-2440
Fax: 910-277-2450

Maude Wells, Co-Chair

Town Commissioner
P.O. Box 92
Maxton, NC 28396

Summary of LPANs in CVH Region V

Total # of counties: 12
Total # LPANs: 5
41.7% counties in Region V have LPANs

Local Physical Activity and Nutrition Coalitions Not Yet Established

Bladen	New Hanover (<i>disbanded '96</i>)
Brunswick	Pender
Duplin	Sampson
Hoke	

REGION VI: LEAD CVH COUNTY—PITT

Active Local Physical Activity and Nutrition Coalitions

Bertie

Maria Boone, Liaison
Bertie County Council on Physical Fitness
Bertie County Health Department
502 Barringer St.
Windsor, NC 27983
Work: 252-794-5322
Fax: 252-794-5321
email Maria.Boone@ncmail.net

Carteret (planning)

No liaison

Pitt

Alice Keene, Liaison/Chair
Pitt County Council on Physical Fitness and Health
Pitt County Schools
1717 West Fifth Street
Greenville, NC 27834
Work: 252-830-4216
Fax: 252-830-4243
Email: pikeene@eastnet.educ.ecu.edu

Summary of LPANs in CVH Region VI

Total # of counties: 19
Total # LPANs: 3
15.8% counties in Region V have LPANs

Local Physical Activity and Nutrition Coalitions Not Yet Established

Beaufort	Hyde
Camden	Jones Lenoir
Chowan	Martin
Craven	Pamlico
Currituck	Pasquotank
Dare	Perquimans
Gates	Tyrrell
Greene	Washington
Hertford	

Past Winners of the NC Governor's Award for Local Physical Activity and Nutrition Coalitions

	Yearling ¹	Vanguard ²
1996	————	Randolph Fitness Council
1997	Guilford County Local Fitness Council	Durham County Council on Physical Fitness and Sports
1998	Rockingham County Fitness Council	Wake County Council on Physical Fitness and Health
1999	Wilkes County Fitness and Nutrition Task Force	Caldwell County Fitness and Nutrition Subcommittee
2000	Surry County LPAN (Sur-Fit)	Pitt County Council on Physical Fitness and Health

¹ Yearling Awards are given to Local Physical Activity and Nutrition Coalitions in existence for less than two years.

² Vanguard Awards are given to Local Physical Activity and Nutrition Coalitions in existence for more than two years.

Regional Cardiovascular Health Coordinators

Updated December 2000

Region I: Henderson County

Erica Thompson, MS
Partnership for Health, Inc.
PO Box 2742
Hendersonville, NC 28793
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Fax: (828) 698-8004
Email: cvh@brinet.com

Region II: Cabarrus County

Adam Hines, MPH, MS
Cabarrus Health Alliance
1307 S. Cannon Blvd.
Kannapolis, NC 28083
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Fax: (704) 933-3345
Email: athines@cabarrushealth.org

Region III: Surry County

Frank Clawson, MBA
Surry County Health & Nutrition Ctr.
PO Box 1062
Dobson, NC 27017
Phone: (336) 401-8459
Fax: (336) 401-8599
Email: clawson@co.surry.nc.us

Region IV: Wake County

Kristen Goff
Wake County Public Health Center
PO Box 14049
10 Sunnybrook Rd.
Raleigh, NC 27620-4049
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Fax: (919) 250-3059
Email: kgoff@co.wake.nc.us

Region V: Robeson County

Position Vacant
Robeson County Health Department
460 Country Club Rd.
Lumberton, NC 28360
Phone: (910) 671-3200
Fax: (910) 671-3484

Region VI: Pitt County

Carol Shields, MA
Pitt County Public Health Center
201 Government Circle
Greenville, NC 27834
Phone: (252) 413-1451
Fax: (252) 413-1446
Email: cjshields@co.pitt.nc.us

Physical Activity and Nutrition (PAN) Unit Program Staff

All PAN Unit program staff may be reached at:

1915 Mail Service Center
Raleigh, NC 27699-1915
Phone: (919) 733-9615
Fax: (919) 715-0433

Cathy Thomas, MAEd, CHES

Unit Head, Physical Activity and Nutrition Unit
Executive Director, NC Governor’s Council on Physical Fitness and Health
(919) 733-9615

Diane Beth, MS, RN, LDN;
Nutrition State Consultant
(919) 715-3829

Tynetta Brown
Media State Consultant
(919) 733-1250

Dan Mulvihill, MS;
Health Promotion State Program Consultant
(919) 715-0418

Jimmy Newkirk
Physical Activity State Consultant
(919) 715-3348

Brenda Gordon, MS, RN, LDN;
Health Promotion State Program Consultant
(919) 715-3352

Position to be filled:
Physical Activity and Nutrition Consultant

Local Physical Activity and Nutrition Coalition (LPAN) Activities: 1991-1999

ACTIVITY CATEGORIES

I. Resource Development/Distribution

- A. Grants Obtained
- B. Fund Raising Events
- C. Resource Distribution

II. Public Awareness

- A. Information Resources
- B. Media
- C. Marketing

III. Physical Activity Opportunities-Improving the Community Environment

- A. Local Physical Activity and Nutrition Coalition Initiated Projects
- B. Other Organization Initiated Projects

IV. Local Physical Activity and Nutrition Coalition Initiated Events

- A. Youth
- B. Seniors
- C. Worksites
- D. General Community

V. Other Organization Initiated Events

- A. Youth
- B. Seniors
- C. Worksites
- D. General Community

I. RESOURCE DEVELOPMENT/DISTRIBUTION	LPAN	YEAR
A. Grants Obtained		
Family Fun Walk: grant from Healthy People 2000	Madison	98
Adopt a Trails: trail building	Madison	98
Nutrition Education Training grant: Ashe County Schools	Ashe	99
Making the Grade: school based health center	Ashe	99
B. Fund-Raising Events		
Bridge to Bridge fitness event	Caldwell	95
Golf tournament	Durham	96
Great Human Race: members participated in race to raise funds for council	Durham Guilford	96/99,96-99
Race to the Forest Biathlon	Durham	96-98
Family Fun Walk	Forsyth	96-98
Fitness summit	Mecklenburg	98
Physical Activity & Technology Conference	Durham	99
Great Family Fun Walk (funds awarded to community projects)	Durham	98/99
C. Resource Distribution		
PE teacher mini-grants: Council awarded mini-grants to 3 teachers in the county to improve PE classes (from Great Family Fun Walk funds)	Durham	99
National Play Day: Cash awards to schools in county with greatest participation rates	Guilford	96-98

II. PUBLIC AWARENESS	LPAN	YEAR
A. Information Resources		
<i>Fitness directories</i>		
Fitness resource/exercise opportunity guides	Caldwell, Randolph, Watauga, Wilkes	various
Fitness events flyer	Caldwell	96-98
Newspaper insert: Nutrition & fitness directory	Gaston	98/99
Website: includes calendar of community fitness events, funded through Wake Co. Health Promotion & CVH	Wake	99
Fitness opportunities for persons w/ diabetes	Ashe	99
Exercise guidelines & resources	Forsyth	
<i>Walking</i>		
Walking trails map	Wake	92
Walk Your Way to Physical Fitness: walking trail & clinics info	Madison	94
Walking area map	Randolph	97
County wide map of walking trails	Gaston	99
Fitness walking brochure: info on parks & trails	Caldwell	
<i>Other Informational Topics</i>		
Fitness Flash flyers	Wake	91-94
Community special events listing	Caldwell	95/96
Quarterly fitness newsletter	Rockingham	99
Community fitness brochures	Wake	99
Website: includes exercise pyramids; funded through Wake County Health Promotion & CVH	Wake	99

II. PUBLIC AWARENESS CONTINUED...

B. Media

Newspaper articles on various health & fitness topics	Ashe, Burke, Durham, Madison, Pitt, Rockingham, Wake	various
PSAs	Caldwell/ Forsyth	91-92
Op Ed articles in newspaper	Wake	96/99
News conference on sedentarianism	Wake	96
Media blitz: TV, radio newspaper	Caldwell	97
TV exposure/interviews	Guilford	98
Kids fitness news segment: organized by council regarding fitness levels & PE requirements	Durham	98
"Feeling Great in '98:" fitness resolution ad in newspaper	Jackson	98
Ad Packs: Fitness articles included in home mailings	Wake	99

C. Marketing

LPAN wear	Caldwell, Durham, Madison, Randolph	various
LPAN informational brochures	Ashe, Davie, Pitt, Randolph, Rockingham, Wake	various
Community fitness awards	Durham	ongoing
LPAN printed stationery	Caldwell, Randolph	95
Holiday reception hosted by the LPAN & invite related organizations	Durham	97
Banner for the LPAN to use in events	Durham, Rockingham	95, 99 95, 99
LPAN logo	Caldwell,	95, 99
	Randolph, Wake	
Webpage/website: funded through Wake Co. Health Promotion & CVH for Wake	Surry, Wake	98, 99
Fitness instructors & other exercisers fashion show at local WalMart	Davie	99
LPAN display board: info on council, becoming member, to use in health fairs & community screenings	Guilford, Robeson	96-99, 99

III. PHYSICAL ACTIVITY OPPORTUNITIES IMPROVING THE COMMUNITY ENVIRONMENT	LPAN	YEAR
A. LPAN initiated projects		
PE policies: 1) PE electives increased to offset decrease in PE requirement; 2) community access to facilities increased after school hours	Wake	94
Gym hours for seniors only	Davie	98
Developed four walking trails in the county	Madison	98-99
School grounds open to public for walking	Madison	
B. Other organization initiated projects		
Greenways project	Columbus Caldwell	98
Kickoff publicity of new track & soccer field	Davie	98
County Parks & Recreation master plan: assist in community needs & developing opportunities	Davie	98
Measurement of walking routes for hospital walking program	Randolph	98
YMCA construction: council endorsement, letter of support	Yadkin	98-99
Walking trail for county health dept. employees	Surry	99
Walkways project (CVH)	Ashe	99

IV. LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION INITIATED EVENTS	LPAN	YEAR
A. Youth		
Family Fun & Fitness Day	Pitt	94
Coats for Kids: coat donations to participate in winter activities	Wake	95
Bikes for Tykes	Wake	96
Carotena Gets Fit	Caldwell	96-98
Fitness testing	Davie	97
Intergenerational project: fitness & nutrition education between seniors & youth	Stanly	97
Walk Your Child to School	Burke	97-98
Bike Bash mountain bike race	Caldwell	97-98
Summer Contract Activity	Guilford	97-98
National Play Day: physical activity promotion, cash incentives	Guilford	96-98
Nutrition & fitness incentive program	Ashe	99
1% or Less Campaign: school nutrition	Burke	99
PE classes: Council awarded mini-grants to three teachers in the county to improve PE classes	Durham	99
Project YEAH: Year round physical activity	Pitt	99
Bike Rodeo	Randolph	99
B. Seniors		
Senior Games	Madison	annual
Intergenerational project: fitness & nutrition education between seniors & youth	Stanly	97
Active for Life: senior exercise education program	Wilkes	99
Silver Striders	Madison	ongoing
C. Worksites		
National Employee Health & Fitness Day	Caldwell, Guilford, Pitt	96-98, 96-99, 92-present
Lunch & Learn for businesses	Stanly	97

IV. LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION INITIATED EVENTS
CONTINUED...

D. General Community

Walks

Smile Mile	Randolph	94-99
Family Fun Walk	Forsyth	96-98
Walk Your Way to Physical Fitness: walking clinics	Madison	94
Heart Walk	Caldwell	95
Park Walk	Caldwell	97
Great Family Fun Walk	Durham	98/99
20/20 Walk: community diabetes/education & fundraising for ADA by sponsoring of miles walked in a year by participants	Columbus	99-00
<i>Other Fitness Events</i>		
County's only 5K run	Randolph	96-99
Race to the Forest Biathlon	Durham	96-98
Super Family Fitness Jam	Wake	95
Golf tournament	Durham	96
Get Fit in Pitt: family event, contests, prizes	Pitt	96
Family hike	Randolph	97
Bicycle helmet safety project at Appalachian State Univ.	Watauga	98
Family Fun Day at the Park: events, exhibits, giveaways	Yadkin	98/99
Fit Family: activities, giveaways	Robeson	99
<i>Other Community (Non-Active) Events</i>		
Annual Fitness Summits	Wake	92-97
Make Walking Part of Your Daily Life: educational session providing info on walking	Madison	94
Fitness summit	Mecklenburg	98/99
Physical activity & technology awareness conference	Durham	99
Speaker's Bureau	Wake	

V. OTHER ORGANIZATION INITIATED EVENTS	LPAN	YEAR
A. Youth		
<i>Health Fairs</i>		
Healthy Kids Day	Rockingham	99
Tots in Training	Rockingham	99
Fitness Day	Pitt	99
First in Fitness	Wake	95/96
Kids Day Celebration	Guilford	97
Children's Museum	Guilford	98
<i>Teaching Curriculum</i>		
YMCA youth fitness manual	Forsyth	92
Healthy Growing Up kits	Pitt	93
Heart Power kit: school based education	Burke	96
Be Active Kids: curriculum & teaching kits	Rockingham	99-00
<i>Other Activities</i>		
Safety Tips Day at NC Museum Life & Science	Durham	95
Support our Students: council consulted on non school hour fitness activities	Wake	95-96
Week Without Violence: Replacing Violence w/ Sports, Recreation, & Fun	Wake	96
School Health Advisory Council: 3 LPAN members serving on this Council	Wake	99
School based health center: includes fitness/nutrition programs	Ashe	99
B. Seniors		
Senior Awareness Day	Rockingham	99
Senior Games	Durham, Rockingham, Pitt	95/98, 99, ongoing
C. Worksites		
County health fair: for county employees	Caldwell	97
Employee health fair	Randolph	94/98
Hospital health fair	Randolph	98

V. OTHER ORGANIZATION INITIATED EVENTS CONTINUED...

D. General Community

Fitness Events

Jump Rope for Heart	Wilkes, Davie	93, 98
City of Medicine Road Race	Durham	94-96
Bridge to Bridge fitness event	Caldwell	95
Amateur sports & recreational activities promotion: sports/ activities clinics	Durham	95
Triangle Sports-a-Thon	Wake	95/96
Great Human Race: members participated in race to raise funds for council	Durham	96
Public Health Week: workout activity	Durham	96
American Heart Walk	Davie Ashe	97 99
Relay for Life Expo	Columbus, Davie Ashe	98, 98-99 99
Spencer Mountain Road Race	Gaston	98/99
Special Olympics: council coordinate activities as host town	Surry	99
<i>Health Fairs</i>		
Medical Society Alliance	Wake	95/96
Downtown walk (YMCA)	Duke	96/98
Celebration Station display	Guilford	97
Fit Fair	Robeson	97
Folk Festival	Rockingham	99
Volunteer Summit: council display & banner	Rockingham	99
Little Bethlehem Christian Church: display & water bottles	Rockingham	99
Eden Apple Festival: display & water bottles	Rockingham	99
<i>Other</i>		
Walking trails map	Wake	92
LPAN Regional meeting host	Pitt	94
LPAN network conferences	Randolph	94-99

Potential Local Physical Activity and Nutrition Coalition (LPAN) Member Worksheet

Name of potential member	
Area represented: <input type="checkbox"/> Government Agencies/Political Contacts <input type="checkbox"/> Education <input type="checkbox"/> Health Care <input type="checkbox"/> Voluntary and Private Organizations <input type="checkbox"/> Other Economic/Commercial Organizations	<input type="checkbox"/> Media <input type="checkbox"/> Commercial Fitness Organizations <input type="checkbox"/> Local Businesses <input type="checkbox"/> Religions Groups <input type="checkbox"/> Community Members <input type="checkbox"/> Other: _____
Name of organization	
Recommended by	
Contact information Phone numbers: 1) Work: _____ 2) Home: _____ Address: _____ FAX: _____ Email: _____	
Contact notes (Date of first contact: _____)	
Noteworthy skills, experience, and interests	
Consider joining the LPAN?	Will attend initial meeting?
Other notes	

Local Resource/Member List

Indicate the names of potential Local Physical Activity and Nutrition Coalition members that have been contacted representing the following categories below.

County Commissioner

School Board Member

Mayor

Physical Educator

County Manager

PTA Representative

Board of Health Member

Youth/Adolescent

Health Director

Medical Society

Area Health Education Center

Physician

Health Educator

Hospital Wellness Program

Parks and Recreation - County

Cooperative Extension Service

Parks and Recreation - City

Worksite Health Promoter

Special Olympics Coordinator

YWCA

Senior Games Coordinator

YMCA

AARP Representative

Professional Sportsperson

Senior Center

Civic Group

American Dietetic Association

Marketing/Public Relations Representative

American Heart Association

Media (TV, radio, print)

Local Physical Activity and Nutrition Coalition

Member Interest Survey

Thank you for your interest in becoming a member of the _____ *LPAN name*. Completing this form will let us know your participation interests and give you an opportunity to list your personal skills which may be useful to the _____ *LPAN name*. The information you provide does not indicate a commitment on your part to take on any particular duties and responsibilities with this Local Physical Activity and Nutrition Coalition (LPAN). We are very interested in learning more about our potential LPAN members.

Contact Information

Name _____ Address _____

Title/Organization _____

Phone number _____ Fax _____ Email _____

Participation Status

Circle one description below that will best indicate your participation status with _____ *LPAN name*.

- ☐ Voluntary: Not associated with an organization
- ☐ Voluntary: Will relate to the work of my employer, but I will attend meetings on my own time
- ☐ Voluntary: Will relate to the work of my employer, and I will be able to use work time to attend meetings
- ☐ Part of paid job responsibilities
- ☐ Unknown at this time

Skills/Resources

Please indicate which skills/resources listed below you think you could contribute to the Local Physical Activity and Nutrition Coalition's work to promote physical activity in _____ *county name* County. **Indicate all that apply.**

- ☐ Willingness to spend some time working on the LPAN. Estimate time available to contribute to council activities: _____ hours per week, _____ hours per month
- ☐ Experience in planning/implementing health promotion programs
- ☐ Experience in planning/implementing physical activity promotion programs
- ☐ Experience in community organizing
- ☐ Experience in influencing policy (e.g. changing school PE policies, extending hours of school gyms for general community access)
- ☐ Experience in working with the media
- ☐ Access to council target groups, e.g. schools, elderly, worksites, churches, policy
- ☐ Represent the viewpoint of an organization or group that can help the council meet its goals
- ☐ Connections to influential people in the community
- ☐ Access to money, equipment, media, volunteers or other resources that will help the council

Other skills: **List and describe.**

Participation Interests

Please indicate which of the following activities might be of interest to you as a member of the _____
LPAN name.

- ☐ Attend monthly meetings
- ☐ Serve on working groups or committees (if formed) of the LPAN
- ☐ Provide administrative support to the LPAN
- ☐ Provide in-kind contributions to this Local Physical Activity and Nutrition Coalition
- ☐ Create community awareness of this Local Physical Activity and Nutrition Coalition
- ☐ Represent the LPAN at community functions
- ☐ Solicit key agency and political support for the planned interventions of the LPAN
- ☐ Assist with planning activities, including the identification of resources, to implement the interventions of the LPAN
- ☐ Assist with the implementation of interventions developed to promote physical activity in _____
county name County
- ☐ Assist with the evaluation of the LPAN's interventions
- ☐ Other interests: _____

Community Work

What other community committees, coalitions, or agencies do you work with or volunteer outside of your employment?

For "Participation status" (second column below) use the following key:

1. Voluntary: Not associated with an organization
2. Voluntary: Related to the work of my employer, but I attend meetings/conduct work on my own time
3. Voluntary: Related to the work of my employer, and I am able to use work time to attend meetings/conduct other work
4. Part of paid job responsibilities

<i>Name of committee, coalition, or agency</i>	<i>Participation status</i>	<i>Average hours per month spent on work</i>	<i>Number of years and months worked</i>
			____ yrs. ____ mos.
			____ yrs. ____ mos.
			____ yrs. ____ mos.
			____ yrs. ____ mos.

Sample Member Recruitment Letter

Dear _____:

You and I realize that physical activity and healthy eating is important to the health and well being of the residents of _____ County. As a strategy to combine the resources and expertise of various individuals in our county, we have been asked by the North Carolina Governor's Council on Physical Fitness and Health to establish a _____ Local Physical Activity and Nutrition Coalition (LPAN).

The LPAN will promote and develop opportunities in the community environment for its members to be more physically active. The LPAN will also support the North Carolina strategy to promote physical activity in local communities.

We are recruiting leading community professionals and citizens who are interested in promoting physical activity in _____ County and are willing to serve as _____ LPAN members. We hope that you will consider this appointment and join us in establishing the _____ Local Physical Activity and Nutrition Coalition.

A representative of the NC Governor's Council on Physical Fitness and Health will address a group of interested health professionals and citizens on _____ date from _____ time to _____ time. The meeting will take place at _____ location. (Directions and a map are enclosed.)

I hope that you will join us to help enhance physical activity opportunities toward a healthier North Carolina for our community members.

Sincerely,

May be signed by recognized and respected community member who has agreed to serve as honorary chair

Local Physical Activity and Nutrition Coalition

Member Recruitment Script

Use this form as a guide when calling members to join the Local Physical Activity and Nutrition Coalition (LPAN).

Hello. This is _____ [your name] with _____ [your organization's name]. I am coordinating the establishment of the _____ [county name] Local Physical Activity and Nutrition Coalition. This LPAN is being formed as part the North Carolina Governor's Council on Physical Fitness and Health program to promote physical activity in our county. A Local Physical Activity and Nutrition Coalition in our county will promote activities and projects to increase the physical activity levels of residents in our county. This includes aligning with the North Carolina strategy to promote physical activity.

We are currently recruiting professionals and interested community members who are willing to serve as members of the _____ [county name] Local Physical Activity and Nutrition Coalition.

Chose most appropriate:

- 1) As a(n) _____ [mention area of expertise] your membership in our council will contribute to our planning and implementing activities and programs in our community to promote physical activity.
- 2) You have been recommended to serve on our council because _____ [state reason].
- 3) [Describe prior relationship or encounter.] I thought you might consider becoming a _____ [county name] Local Physical Activity and Nutrition Coalition member.

Potential _____ [county name] Local Physical Activity and Nutrition members will be meeting together with Cathy Thomas, Executive Director _____ [or representative] of the NC Governor's Council on Physical Fitness and Health about forming the LPAN in our county and becoming a member of the LPAN. Would you be consider becoming a member of the LPAN?

A. If yes—The meeting with Cathy Thomas _____ [or representative] will be held on _____ [date] from _____ [meeting times]. Would you be able to attend this meeting?

- 1) If yes—Great. This meeting will take place at _____ [location]. I will send you a letter regarding this meeting. Thanks for your interest in becoming a LPAN member. I'm looking forward to meeting you/seeing you again on _____ [meeting date].
- 2) If no—Could I contact you after the meeting to let you know what happened at the meeting and give you additional information about becoming a _____ [county name] Local Physical Activity and Nutrition Coalition member? Is this the best number to reach you? When is a good time to call you? Thank you very much for your interest. I will call you shortly after _____ [meeting date].

B. If no—Do you know of other individuals who may be interested in becoming a member of the _____ [county name] Local Physical Activity and Nutrition Coalition? Thank you for the information. If you consider becoming a member of the LPAN sometime in the future, you can contact me at _____ [contact information].

Physical Activity and Nutrition Unit Staff Request Form

We request that your Local Physical Activity and Nutrition Coalition (LPAN) submit this form to us one to three months prior to the support you are requesting. If you have further questions about *completing this form* please contact 919-733-9615

Contact Information:

Local Physical Activity and Nutrition Coalition Name: _____

County: _____

Contact Name: _____ Phone number: _____

Address: _____ Fax number: _____

_____ Email: _____

Request:

Date Assistance Needed: _____ PAN Staff Visit? Yes No
Date Requesting Visit: _____

Type of Assistance Requested: (choose all that apply)

- ☐ Identifying and defining mission, goals, objectives, strategies, action steps
- ☐ Planning and/or implementing a specific activity/intervention
- ☐ Conducting a planning session or retreat
- ☐ Developing general administration and work process
- ☐ Grantwriting/funding
- ☐ Motivating and maintaining member participation
- ☐ Specific problem solving
- ☐ Working with North Carolina goals and strategies to promote physical activity
- ☐ Requesting forms found in the Appendices of the LPAN Manual: Guide for Community Action
- ☐ Obtaining general physical activity and health information
- ☐ Contacting my region's CVH Lead Coordinator
- ☐ Other _____

Provide Description of Assistance: _____

Person completing form: _____ Date completed: _____

PLEASE FAX OR MAIL THIS FORM TO:

North Carolina Governor's Council on Physical Fitness and Health
Physical Activity and Nutrition (PAN) Unit
1915 Mail Service Center • Raleigh, NC 27699-1915
FAX: 919-715-0433

We will contact you as soon as we receive this form.

Proposal to County Commissioners/County Manager/Board of Health

_____ County Local Physical Activity and Nutrition Coalition Statement of Purpose

Introduction

The _____ County Local Physical Activity and Nutrition Coalition (LPAN) was formed to actively promote physical activity and healthy eating¹ as a means of preventing chronic disease and enhancing the quality of life of the residents of _____ County. Scientific evidence supports that increasing physical activity levels controls body fat; promotes lean muscle development; improves cardiovascular endurance; improves muscle strength, flexibility and coordination; and develops beneficial bone mass. These benefits in turn can reduce the risks for cardiovascular disease, diabetes mellitus, hypertension, osteoporosis, and certain forms of cancer. Moreover, regular physical activity reduces depression and anxiety and enhances the immune response system. Physical activity helps build a healthier body in general and enhances the quality of life of people of all ages. For senior citizens, the degenerative effects of aging are decreased thereby improving their functional capacity, and young people develop lifelong physical activity skills and habits.

The decline in physical activity has come to the attention of leaders nationwide. The U.S. Surgeon General had declared physical inactivity to be a major public health problem. *Healthy People 2010* objectives recommends that any type or amount of physical activity provides important health benefits compared to a sedentary lifestyle. In turn the guidelines of the President's Council on Physical Fitness indicate a critical need for physical activity interventions at the national, state, and local levels.

The primary purpose of the _____ is to promote physical activity at the community level. The LPAN will initiate and/or coordinate local programs and interventions to increase opportunities for community members to become physically active as part of a comprehensive strategy for increasing physical activity levels of the citizens of North Carolina.

Continued next page

¹ Evidence supporting healthy eating has not been incorporated into this proposal or Sample Resolution (Appendix O) as of the press date of this manual. Please contact the Physical Activity and Nutrition Unit for further updates. Science based nutrition references can be found in *Healthy People 2010* Vol. II and on the Healthy People website: www.health.gov/healthypeople/document/html/volume2/19nutrition.htm

LPAN Mission and Goals

The mission and goals of _____ are to plan and implement interventions that cover multiple levels of intervention, i.e., policy, community, and organizational levels, to promote physical activity within targeted communities. Multi-level interventions include projects that influence policies to encourage physical activity opportunities in local communities (policy level), media campaigns (community level), and programs in schools (organizational level).

_____ will develop goals and objectives to implement one or a combination of the following interventions:

Groundwork

- Provide a forum for information exchange and networking.
- Provide a setting for interagency program planning, coordination, and resource allocation.
- Collaborate in an advisory capacity to develop a specific local action plan addressing physical activity issues.
- Apply for funding opportunities to implement comprehensive physical activity projects and community level programs

Media

- Use media to promote the need for physical activity
- Use media to promote the need for opportunities in the community and physical environment to support physical activity among community members.
- Conduct events and projects to get media coverage that promotes the need for physical activity and increasing such opportunities in the community.
- Encourage organizations in the community to post on-site signage within the organizations and around the community promoting physical activity opportunities.

Policy

- Address policies to increase physical activity opportunities in the community environment: e.g., transportation alternatives, sidewalks and bikeways, well lighted stairways in buildings, and inclusive physical activity programs (persons with disabilities)
- Address policies to improve opportunities for physical activity within organizations such as adding employee facilities, offering free or sliding scale programs, and extending local community members' use of an organization's facilities

Sample Resolution

☐ Board of Commissioners ☐ County Manager ☐ Board of Health

_____ County Resolution

_____ County Local Physical Activity and Nutrition Coalition

WHEREAS, research shows that regular physical activity controls body fat; promotes lean muscle development; improves cardiovascular endurance; improves muscle strength, flexibility and coordination; develops beneficial bone mass; reduces depression and anxiety; and enhances the immune response system; and

WHEREAS regular physical activity reduces the risk for cardiovascular disease, diabetes mellitus, hypertension, osteoporosis, and certain forms of cancer; and

WHEREAS physical activity helps build a healthier body in general and enhances the quality of life of people of all ages; and

WHEREAS *Healthy People 2010* objectives recommends that any type or amount of physical activity provides important health benefits compared to a sedentary lifestyle; and

WHEREAS the U.S. Surgeon General has declared physical inactivity to be a major public health problem; and

WHEREAS the President's Council on Physical Fitness indicates a critical need for physical activity interventions at the national, state, and local levels; and

WHEREAS the health and wellness of all members of _____ County is a concern;

THEREFORE, BE IT RESOLVED, that the _____ County Board of Commissioners/County Manager/Board of Health hereby establishes a _____ County Local Physical Activity and Nutrition Coalition to promote the importance of physical activity and to coordinate opportunities in the community environment for members to be more physically active; and

BE IT FURTHER RESOLVED, that the _____ County Board of Commissioners/County Manager/Board of Health hereby appoints the following as members of the _____ County Local Physical Activity and Nutrition Coalition : (list name of appointees)

CHAIR

DATE

☐ BOARD OF COMMISSIONERS

☐ COUNTY MANAGER

☐ BOARD OF HEALTH

Sample By-Laws

_____ COUNTY LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION

ARTICLE I

NAME

The name of the organization shall be _____
County Local Physical Activity and Nutrition Coalition,
hereinafter referred to as the LPAN. The principal mission
of the LPAN shall be

ARTICLE II

RESPONSIBILITIES

The LPAN will serve to:

- a. Promote the mission of the NC Governor's Council on Physical Fitness and Health at the county level.
- b. Coordinate community and local physical activity opportunities.
- c. Solicit active support of individual citizens, civic groups, professional associations, voluntary organizations, and others to improve physical activity opportunities for all citizens.
- d. Educate the public about the importance of regular physical activity.
- e. Identify local resources available and needed to improve the physical activity and thereby the health of a county's residents.
- f. Assist those wishing to establish a physical activity program in a school, business, community center or personal.
- g. Develop a local speaker bureau.
- h. Recognize outstanding developments, contributions, and achievements in physical activity in the area.

ARTICLE III

MEMBERSHIP

Composition: The LPAN shall consist of persons trained and experienced in physical activity promotion and other knowledgeable and interested persons. The membership shall include possible representation from:

Local Government
Education
Recreation and parks
Health
Business and Labor
Communication Media
Volunteer Organizations
Sports organizations and clubs
Coaches, trainers, athletes
Seniors

Appointment: Membership on the LPAN shall be by appointment of the County Commissioners, County Manager, or Board of Health.

Term of Office: The first year, the Board of Commissioners, County Manager, or Board of Health will appoint at least ten (10) members with the following terms: Three (3) for one year, three (3) for two years, and four (4) for three years. As each term expires, members will be appointed for a full three years, and at most, one-third of the LPAN will be new members.

Vacancy: A vacancy shall occur through the completion of term, resignation, death or dismissal.

Dismissal: A Dismissal shall be constituted if missing fifty percent of the regular monthly meetings for one year; extenuating circumstances will be at the discretion of the Executive Committee.

Voting: All appointees to the LPAN shall be voting members.

ARTICLE IV

NOMINATION AND ELECTION OF OFFICERS

Nomination: The Nominating Committee shall present a slate of candidates at the _____ [select month] meeting of the LPAN. Nominations from the floor may also be made by LPAN members at this time.

Election: Following the adoption of these By-Laws, officers are to be elected by secret ballot to serve until the next annual organizational meeting. The candidate receiving the largest number of votes for the particular office being voted upon shall attain to that office. The interim term of office prior to the adoption of these By-Laws is not to be considered an official term and shall not preclude election to a regular term office. Thereafter, the LPAN shall elect annually from its membership a Chairperson, a Vice-Chairperson and a Secretary; these officers to serve a term of one year. All officers shall be eligible for reelection, but may not serve more than two consecutive terms in any one office. Elections shall be held at the annual organizational meeting of the LPAN each year.

The Chairperson: The duties of the Chairperson shall be to preside at all regular and special meetings of the LPAN, to call meetings, to preside at meetings of the Executive Committee, to prepare the agenda for all regular and special meetings of the LPAN, to appoint with the advice of the Executive Committee Chairpersons and members to all standing and ad-hoc committees, and to serve as ex-official of all committees except the nominating committee.

The Vice-Chairperson: The duties of the Vice-Chairperson shall be to preside at all regular and special meetings of the LPAN in the absence of the Chairperson, to serve as a member of the Executive Committee, to assist in the preparation of the annual report of the LPAN, to perform all such other duties as may be requested by the Chairperson.

Secretary: The duties of the Secretary shall be to make minutes available to the Chairperson and the Vice-Chairperson of the LPAN, to all members, to the Board of

Commissioners, County Manager, or Board of Health, and to the public upon request; to notify membership of meetings; to receive and present to meetings of the LPAN all relevant correspondence; to assist in the preparation of the annual report of the LPAN; to serve as a member of the Executive Committee; and to perform all such other duties as may be requested by the Chairperson.

ARTICLE V COMMITTEES

The Executive Committee: The Executive Committee shall be composed of the Chairperson, the Vice-Chairperson, the Secretary, and the Chairpersons of all standing committees of the LPAN. The Executive Committee shall be empowered to act on behalf of the LPAN between regular meetings. An Executive Committee report of all proceedings must be made to the LPAN. The Executive Committee shall be empowered to require all committees to meet at least four times a year and prior to the meeting of the Executive Committee, to require Committee Chairpersons to submit written reports relative to the activities of their Committees, and to perform such other duties as may be designated by the LPAN.

Standing Committees: The LPAN may establish or terminate Committees at the request of the Executive Committee. The responsibilities of such Committees shall be determined by the LPAN. The Chairperson and members of the Committee shall be appointed by the Chairperson of the LPAN with recommendation of the Executive Committee.

Ad Hoc Committees: The LPAN may establish Ad Hoc Committees, such as the Nominating Committee. Such Committees shall be temporary and shall be dissolved upon the completion of the function for which they were established, or upon the determination of the LPAN. Members of the Ad Hoc Committee shall be appointed by the Chairperson of the LPAN with suggestions for membership from the floor.

ARTICLE VI MEETINGS

Regular Meetings: The LPAN shall meet at least four times a year. The day of the month and the time for the meeting shall be decided at the organizational LPAN meeting each year. The Chairperson shall insure that notification of each meeting will be sent at least seven business days in advance of the meetings. Notification shall also include the agenda for the meeting and the minutes of the previous meeting. The LPAN may vote to cancel any regular meeting by a majority vote of members present and voting at any regular or special meeting of the LPAN.

Annual Organizational Meeting: The _____ [select month] meeting shall be designated the Annual Organizational Meeting at which the officers shall be elected. The time, the place, and the date of next year's regular meetings shall be determined, and committee members shall be appointed.

Special Meetings: A special meeting of the LPAN may be called by the Chairperson of the LPAN, or at the written request of five members of the LPAN.

Quorum: A quorum for regular meetings of the LPAN shall be those present. However, for the adoption of these By-Laws and /or for Amendments to these By-Laws, quorum shall be indicated in Article VII.

ARTICLE VII ADOPTION OF BYLAWS AND AMENDMENTS

Adoption: These By-Laws shall take effect: (1) upon approval by a majority vote of the membership of the LPAN, or their written proxies and voting at a regular or special meeting of the LPAN, provided that the By-Laws have been sent to all LPAN members along with meeting notification and agenda which clearly specifies that the adoption of the By-Laws shall be considered at the meeting, and (2) upon adoption by the _____ County Board of Commissioners, County Manager, or Board of Health.

Amendments: These By-Laws may be amended, revised or repealed: (1) by a majority vote of membership or their written proxies, provided that any proposed change shall have been introduced at a prior regular or special meeting of the LPAN, and (2) upon approval by the _____ County Board of Commissioners, County Manager, or Board of Health.

ARTICLE VIII RULES OF PROCEDURE

The rules contained in Robert's Rules of Order Revised govern the LPAN in all cases in which they are applicable and in which they are not inconsistent with these By-Laws.

Action Plan Templates

WORKSHEET - BASIC GROUNDWORK STRATEGIES

WORKSHEET - BASIC GROUNDWORK STRATEGIES

LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION NAME: _____				
Your own intervention statements: 1) 2) 3) 4)	Measuring progress on the interventions: 1) 2) 3) 4)	Progress Measures	Key Contacts	Channel-Specific Action Steps
		Relevant Strategies		

Action Plan Templates

WORKSHEET - PUBLIC AWARENESS GOAL

WORKSHEET - PUBLIC AWARENESS GOAL

LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION NAME: _____			
Your own intervention statements: 1) 2) 3) 4)		Measuring progress on the interventions: 1) 2) 3) 4)	
Relevant Strategies	Progress Measures	Key Contacts	Channel-Specific Action Steps
Additional Groundwork Strategies			
1)			
2)			
3)			
Policy Strategies			
1)			
2)			
3)			
Media Strategies			
1)			
2)			
3)			

Action Plan Templates

WORKSHEET - WORKSHEET - COMMUNITY ENVIRONMENT GOAL

LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION NAME: _____			
Your own intervention statements: 1) 2) 3) 4)		Measuring progress on the interventions: 1) 2) 3) 4)	
Relevant Strategies	Progress Measures	Key Contacts	Channel-Specific Action Steps
Additional Groundwork Strategies			
1)			
2)			
3)			
Policy Strategies			
1)			
2)			
3)			
Media Strategies			
1)			
2)			
3)			

Action Plan Templates

WORKSHEET - WORKSHEET - ORGANIZATION GOAL

WORKSHEET - ORGANIZATION GOAL

LOCAL PHYSICAL ACTIVITY AND NUTRITION COALITION NAME: _____				
CHANNEL ¹ : _____				
Your own intervention statements: 1) 2) 3) 4)		Measuring progress on the interventions: 1) 2) 3) 4)		
Relevant Strategies	Progress Measures	Key Contacts	Channel-Specific Action Steps	
Additional Groundwork Strategies				
1)				
2)				
3)				
Policy Strategies				
1)				
2)				
3)				
Media Strategies				
1)				
2)				
3)				

¹ List specific channel: 1) Community/civic groups; 2) Faith organizations; 3) Health care settings; 4) Schools; 5) Worksites

APPENDIX R

Local Physical Activity and Nutrition Coalition (LPAN) Annual Report Form

*Complete and submit this form to the NC Governor's Council on Physical Fitness and Health **every** June 1.*

Name of County: _____

Year Activities Conducted: _____

Activity Categories and Codes

I. Resource Development/Distribution

- A. Grants Obtained
- B. Fund Raising Events
- C. Resource Distribution

II. Public Awareness

- A. Information Resources
- B. Media
- C. Marketing

III. Physical Activity Opportunities-Improving the Community Environment

- A. LPAN Initiated Projects
- B. Other Organization Initiated Projects

IV. Local Physical Activity and Nutrition Coalition

Initiated Events

- A. Youth
- B. Seniors
- C. Worksites
- D. General Community

V. Other Organization Initiated Events

- E. Youth
- F. Seniors
- G. Worksites
- H. General Community

Example of II.B Public Awareness:

Code/Activity/Description	Date Implemented	Organizations Involved	Results/Change
II.B Media blitz: wrote articles for newspaper, conducted radio interview, obtained news coverage	9/00	WXYZ (tv station), W101 (radio station), County News (newspaper)	1) Letter written by citizen to newspaper editor in response to article 2) Obtained two new members

Submit this form and attachments to:
 NC Governor's Council on Physical Fitness and Health
 Physical Activity and Nutrition Unit
 Health Promotion Branch
 1907 Mail Services Center
 Raleigh, NC 27699-1907

LPAN Annual Report Form

Name of County: _____

Year Activities Conducted: _____

I. Resource Development/Distribution

Use the following codes to describe each activity below:

A. GRANTS OBTAINED

B. FUND-RAISING EVENTS

C. DISTRIBUTION

<i>CODE/ACTIVITY/ DESCRIPTION</i>	<i>DATE IMPLEMENTED</i>	<i>ORGANIZATIONS INVOLVED</i>	<i>RESULTS/ CHANGE</i>

LPAN Annual Report Form

Name of County: _____

Year Activities Conducted: _____

II. Public Awareness

Use the following codes to describe each activity below:

A. INFORMATION RESOURCES

B. MEDIA

C. MARKETING

<i>CODE/ACTIVITY/ DESCRIPTION</i>	<i>DATE IMPLEMENTED</i>	<i>ORGANIZATIONS INVOLVED</i>	<i>RESULTS/ CHANGE</i>

LPAN Annual Report Form

Name of County: _____

Year Activities Conducted: _____

III. Physical Activity Opportunities—Improving the Community Environment

Use the following codes to describe each activity below:

A. LPAN INITIATED PROJECTS

B. OTHER ORGANIZATION INITIATED PROJECTS

CODE/ACTIVITY/ DESCRIPTION	DATE IMPLEMENTED	ORGANIZATIONS INVOLVED	RESULTS/ CHANGE

LPAN Annual Report Form

Name of County: _____

Year Activities Conducted: _____

IV. Local Physical Activity and Nutrition Coalition Initiated Events

Use the following codes to describe each activity below:

A. YOUTH

B. SENIORS

C. WORKSITES

D. GENERAL COMMUNITY

<i>CODE/ACTIVITY/ DESCRIPTION</i>	<i>DATE IMPLEMENTED</i>	<i>ORGANIZATIONS INVOLVED</i>	<i>RESULTS/ CHANGE</i>

LPAN Annual Report Form

Name of County: _____

Year Activities Conducted: _____

V. Other Organization Initiated Events

Use the following codes to describe each activity below:

A. YOUTH

B. SENIORS

C. WORKSITES

D. GENERAL COMMUNITY

CODE/ACTIVITY/ DESCRIPTION	DATE IMPLEMENTED	ORGANIZATIONS INVOLVED	RESULTS/ CHANGE

NC Governor's Council on Physical Fitness and Health Certification Form

Local Physical Activity and Nutrition Coalition Name: _____

Contact: _____

Address: _____

Phone: _____ Fax: _____

Email: _____

The following information is attached or noted:

1) Documentation officially establishing a Local Physical Activity and Nutrition Coalition (LPAN) (check one and attach):

(a) ☐ A copy of a signed resolution from our County Commissioners, County Manager, or Board of Health.

(b) ☐ A letter from the chair of the local Healthy Carolinians Task Force stating that "physical activity" will be addressed by a specific committee of the Task Force.

2) ☐ A list containing the name, affiliation/organization, address and phone number of all LPAN committee members. (Please attach.)

3) ☐ List of past and future scheduled LPAN meeting dates. *Indicate dates.* _____

4) ☐ Minutes or notes from the meetings, if available. (Please attach.)

5) ☐ The mission statement of the LPAN is: *Indicate statement.* _____

6) The LPAN (a) ☐ has on _____ (*Indicate date*)

(b) ☐ intends to on _____ (*Indicate date*)

(c) ☐ has not

applied for incorporation status from the Secretary of State by completing the Articles of Incorporation application. (Attach determination letter or copy of application.)

7) The LPAN (a) ☐ has on _____ (*Indicate date*)

(b) ☐ intends to on _____ (*Indicate date*)

(c) ☐ has not

applied for a federal employer identification number by completing an SS-4 form. (Attach determination letter or copy of application.)

8) The LPAN (a) ☐ has on _____ (*Indicate date*)

(b) ☐ intends to on _____ (*Indicate date*)

(c) ☐ has not

applied for a 501(c)(3) designation by completing the appropriate forms. (Attach determination letter or copy of application.)

9) ☐ Bylaws. (Please attach.)

NC Governor's Council on Physical Fitness and Health Certification Form

10) The LPAN has chosen to focus on:

- (a) ☐ public awareness
- (b) ☐ community environment
- (c) ☐ organizations

Describe focus: _____

11) ☐ Objectives and strategies. Attach a completed Action Plan Template from Appendix Q of the *LPAN Manual: Guide for Community Action*

Comments:

- ☐ I certify that the above information is correct to the best of my knowledge
- ☐ We will complete the LPAN annual report form to be submitted to the NC Governor's Council on Physical Fitness and Health in June of each year. (Form is provided in Appendix R of the *LPAN Manual: Guide for Community Action*)

SIGNATURE OF COUNCIL COORDINATOR OR TASK FORCE CHAIR

DATE

Submit this form and attachments to:
NC Governor's Council on Physical Fitness and Health
1907 Mail Services Center
Raleigh, NC 27699-1907

Sample Materials for Initial Local Physical Activity and Nutrition Coalition Meeting

Healthy Carolinans of
Rockingham County
Physical
Fitness Council
Needs
YOU!



Next Meeting
Tuesday, November 16
at
Rockingham County Health
Department Classroom

The Fitness Council is composed of a small group of county citizens and agency representatives who has as their goal

"To improve the level of physical fitness of our community in order to decrease the negative health impact of inactive life styles."

All interested citizens and agencies are welcome to attend.
Call Ruth Duke at 336.342.8140 for more information

Yadkin County Health Department is a Multi-Discipline Organization which provides Health Related Services across all levels of community life.

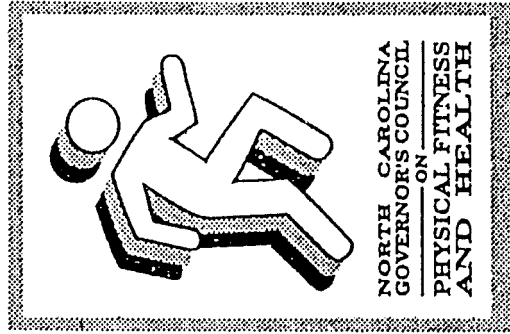
We have been recognized at the State Level as 13th out of 100 counties in Community Wellness Activities.

Our Team of Health Professionals can provide Wellness Activities for your organizations too. Mini-Health Series which we can preset for you could include low-fat cooking, self-breast exam, or child seat safety.

Worksite Health Promotion Activities are popular. These can include information on the signs and symptoms of Heart Disease, Coping with Headache, or a subject of your choosing.

Call Today!
Barbara Branon-Bisette
Health Promotions
Yadkin County Health Department
679-4203

GOVERNOR'S COUNCIL ON FITNESS AND HEALTH OF YADKIN COUNTY



Charter Meeting
 February 26, 1997
 Sponsored By
 Yadkin County Health Department
 and
 The Governor's Council on Physical Fitness

CHARTER ATTENDEES:

Herb Baker

Phil Beavers

Barbara Bissette,

Gayle Brown

Jerry Carlton

Brian Cornier

Doris Dick

Camela Doub

Barbara Hackworth

Jackie Harrell

Ron Jester

Phil Martin, Director

Libby Martin

Karen Matthews

Ricky McCollum, Director

Eddie Norman

Mary Owens

Eugenia Pearson

Grace Phillips

Andrea Pinnix

Mike Reavis

Debbie Sheek

Libby Simpson

Susan Steelman

Mark Wein

Cecil Wood

Thomas Wooten

Dawn Matthews

Shellie Pfohl

Barbara Hall

Joan Wagoner

David Craver

Martha Powell

Agenda

Welcome

Barbara Branon-Bissette

Introduction of Speaker

Gayle R. Brown, Director
Yadkin County Health
Dept.

Speaker

Cathy Thomas
Executive Director
Governor's Council on
Physical Fitness and Health

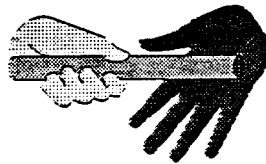
Council Formation Activities

Next Meeting

The development of our Fitness Council is a Cooperative effort. We believe that, to be effective, programs to improve the health and physical fitness of our citizens requires that effort begin at the grassroots. You, Today, are providing a catalyst to promote, initiate, and encourage that grassroots effort. Welcome! And Congratulations!

Do you want more visibility!
Do you want to help Guilford County Residents become more active?
Do you have 1 hour per month to donate to this worthy cause?

The Guilford County Fitness Council
Needs YOU!



We need your helping hand to get Guilford County moving!

**Please attend our recruitment/information meeting:
Wednesday, January 28 5:30 PM - 6:30 PM 1 YWCA Place**

*Attend this meeting to find out:
Who we are and what we do
How you can get involved*

**Events for 1998 presented
*Register for a committee that will benefit from your special talents
*Become a visible proponent of Health & Fitness in Guilford County
Only 1 hour per month of your time required!

*Please RSVP to Candy Litten 373-3096 by January 26
Light hors d'oeuvres and refreshments will be served*

The Guilford County Fitness Council has been established to promote physical fitness as a part of a health lifestyle.

October 22, 1997

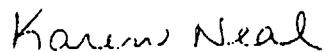
Ms. Brenda Coleman
Rockingham County Health Department
P.O. Box 204
Wentworth, NC 27375

Dear Brenda,

I am writing on behalf of the Rockingham County Healthy Carolinians to express support for developing the Local Fitness Council of Rockingham County. Our Healthy Carolinians group is dedicated to reducing chronic diseases and increasing physical activity plays an important role in reducing chronic diseases. The citizens of Rockingham County, like all North Carolinians, definitely need to increase the amount of physical activity they do and having a local fitness council would help to make people more aware of this need. In addition, a local fitness council could encourage people to be more physically active and provide opportunities for activity. Please let us know how we can be of assistance in beginning the Local Fitness Council of Rockingham County.

Thank you for the work that you do on behalf of the citizens of Rockingham County.

Sincerely,



Karen Neal
Chairman of the Chronic Diseases Task Force
Rockingham County Healthy Carolinians



BUNCOMBE COUNTY HEALTH CENTER
HEALTH EDUCATION DIVISION
35 Woodfin Street, Asheville NC 28801-3075
Telephone #(828) 250-5040 FAX #(828) 255-5098

George F. Bond, Jr., MPH
Health Director

Nancy Thompson, MSPH, PT
Assistant Health Director

Martha Salyers, MD
Medical Director

Dear Friend:

The Madison County Local Fitness Council built 4 walking trails in their county. The Durham County Local Fitness Council sponsored a Fundraiser Golf Tournament. The Randolph County Local Fitness Council sponsored the County's only 5k run. Buncombe County can do than that too! Let's show them! Combining the resources and expertise of various individuals in our county, we can establish the Buncombe County Local Council on Physical Fitness and Nutrition (BCLFNC) and provide Buncombe County residents' opportunities to be active and enjoy life.

The Local Council will promote and develop opportunities in the community for heart healthy nutrition and physical activity. The BCLFNC will also support the *Start With Your Heart* initiative, a cardiovascular program of the North Carolina Heart Disease and Stroke Prevention Task Force.

We are recruiting leading community professionals and citizens who are interested in promoting physical activity and nutrition in Buncombe County and are willing to serve as council members.

Brenda Gordon Jones, a representative of the Governor's Council on Physical Fitness and Health, will present at our BCLFNC initial informational meeting on **Friday, October 13 from 12:00pm-2:00pm. Please confirm your attendance by Monday, October 9 at 250-5146.** The meeting will take place at First Baptist Church Dining Room, across from the Buncombe County Health Center. Lunch will be provided by Laurie's Catering. Please consider this appointment as we begin to establish the Buncombe County Local Fitness and Nutrition Council.

I hope that you will join us to help our community members be active and eat nutritiously for a healthier North Carolina.

Sincerely,

Brooke Guge Haynes

Brooke Guge Haynes, Liaison
Health Promotion Coordinator
Buncombe County Health Center

Sample News Release

Date _____

FOR IMMEDIATE RELEASE

County _____

Contact _____

Phone _____

_____ [county name] Establishes Local Physical Activity and Nutrition Coalition

In an effort to increase the physical activity levels of all county residents thereby improving their health, the _____ County Board of Commissioners/County Manager/Board of Health [*choose one*] has established the _____ County Local Physical Activity and Nutrition Coalition (LPAN).

The new LPAN will consist of _____ [*# of council members*] community representatives dedicated to improving physical activity opportunities in the community. They will work together to raise county residents' awareness of and advocate for physical activity; to increase support and opportunities for physical activity in the community; and to increase support and opportunities for physical activity within and across institutions, organizations, and businesses.

Those individuals appointed to serve as initial LPAN members are: _____

_____.

LPAN officers are: _____

The _____ Local Physical Activity and Nutrition Coalition supports the goals and activities of the North Carolina Governor's Council on Physical Fitness and Health, which is working toward establishing similar LPANs in every county in the state.

Cathy Thomas, Executive Director of the NC Governor's Council on Physical Fitness and Health, explained that county level agencies that promote physical activity and healthy eating will gain strength by combining their efforts through a Local Physical Activity and Nutrition Coalition. "The intent is to create a local coalition, as _____ County has done, that brings health and physical activity professionals together to discuss the needs of the community and promote physical activity at the local level," she said. "Programs developed by the _____ Local Physical Activity and Nutrition Coalition are part of a comprehensive strategy to improve citizens' quality of life by promoting healthier lifestyles. Such programs may be aimed at community organizations, faith organizations, schools, and worksites and can address all age groups."

Initial plans for the new LPAN include _____

Local Physical Activity and Nutrition Coalition Coordinator Evaluation Form

Please provide feedback on how well you think your Local Physical Activity and Nutrition Coalition (LPAN) is conducting its work to promote physical activity in the community and how well you think the LPAN is being coordinated.

1. Please rate your satisfaction with <i>communication</i> in the LPAN.					
		VERY <————> VERY			
		DISSATISFIED		SATISFIED	
(a)	Quality of communication between the LPAN coordinator and LPAN members	1	2	3	4 5
(b)	Quality of communication between other LPAN staff (e.g., secretary) and LPAN members	1	2	3	4 5
2. Please rate your satisfaction with the LPAN's <i>planning and implementation</i> of activities.					
		VERY <————> VERY			
		DISSATISFIED		SATISFIED	
(a)	Planning approach used by the LPAN	1	2	3	4 5
(b)	Follow through on the LPAN's planned activities	1	2	3	4 5
(c)	Opportunity for LPAN members to assume <i>multiple or new roles</i> (e.g., talking at meetings, organizing activities for the LPAN)	1	2	3	4 5
(d)	Success in generating resources for the LPAN	1	2	3	4 5
(e)	The LPAN's contribution to the goal of increasing opportunities for community members to become physically active	1	2	3	4 5
3. Please rate your satisfaction with the LPAN's <i>leadership</i>.					
		VERY <————> VERY			
		DISSATISFIED		SATISFIED	
(a)	Clarity of vision of where the LPAN should be going	1	2	3	4 5
(b)	Strength and competence of leadership	1	2	3	4 5
(c)	Strength and competence of other LPAN coordinators (e.g., secretary)	1	2	3	4 5
(d)	Opportunities for LPAN members to take <i>leadership</i> roles.	1	2	3	4 5

Thank you for your feedback.

Local Physical Activity and Nutrition Coalition Minutes Form

Monthly Meeting Minutes

Date: _____ Time: _____ Location: _____		
Attendees:		
Time	Agenda Topics	Member
_____	_____	_____
Discussion:		
Conclusions:		
Action items:	Person responsible:	Deadline:
Time	Agenda Topics	Member
_____	_____	_____
Discussion:		
Conclusions:		
Action items:	Person responsible:	Deadline:

Local Physical Activity and Nutrition Coalition Minutes Form

Time	Agenda Topics	Member
_____	_____	_____
Discussion:		
Conclusions:		
Action items:	Person responsible:	Deadline:
Time	Agenda Topics	Member
_____	_____	_____
Discussion:		
Conclusions:		
Action items:	Person responsible:	Deadline:
Time	Agenda Topics	Member
_____	_____	_____
Discussion:		
Conclusions:		
Action items:	Person responsible:	Deadline:

Sample Local Physical Activity and Nutrition Coalition
Meeting Agendas
Agenda

**Healthy County Coalition on Physical Activity and Health
Monthly Meeting**

11/12/98
12:30 PM to 1:30 PM
Board Room, Human Services Center
Healthy Building

Attendees:

Agenda topics

12:30-12:35 PM	Welcome and Overview	Jane
12:35-12:37 PM	County Commissioners' Meeting	Jane
12:37-12:55 PM	Annual Plan Development and Budget	Jane
12:55-1:15 PM	Committees Breakout	
1:15-1:25 PM	Committee Highlights	
1:25-1:30 PM	Other Business/Announcements	

Sample Local Physical Activity and Nutrition Coalition Meeting Agendas

County Coalition on Physical Activity

PO Box 123 • Healthy, North Carolina • 27777-123

“To Increase the Physical Activity of All Residents of Healthy County”

Agenda for October 28, 1999

4:00 - 5:00 PM

Healthy Health Department

- | | |
|---------------------------------------|--------------|
| 1) Approval of Last Meeting's Minutes | Jane Doe |
| 2) Treasurer's Report: | John Smith |
| 3) Review: Great Family Fun Walk | Jill, et al. |

School Totals - Listed below is the amount of money that will be given back to the schools (50% of the registration fee + donations to schools:)

Healthy Valley Elementary	\$160.00	(Suzie Que)
Happy Elementary	\$140.00	(Jim Jones)
Sunny Elementary	\$115.00	(Kate Johnson)
Bayview Middle School	\$35.00	(_____)
St. Francis	\$25.00	(_____)
Rainbow Elementary?	\$15.00	(Mary Thompson)
Healthy School of the Arts	\$15.00	(Bob Green)
Ocean Elementary	\$12.50	(_____)
Hill Elementary	\$5.00	(_____)
Smith High School	\$2.50	(_____)

Total:	\$605.00	
--------	----------	--

Other Items:	Thank You Notes _____	
	Mini-Grants _____	

- | | |
|----------------------------------|----------|
| 4) Plans for Christmas Reception | Everyone |
| 5) New/Old Items | Everyone |

Next Meetings:

November 18th
December 16th
January 20th
February 24th

Sample Local Physical Activity and Nutrition Coalition Meeting Agendas

Lively County Coalition for Physical Activity and Health

Meeting Agenda

Ace's April 1, 1998

I. Welcome and Introductions

II. Updates

- | | |
|--|-------------|
| • Commissioner's Resolution | BB Brown |
| • Certification: Governor's Council on Physical Fitness & Health | BB Brown |
| • Family Fun and Fitness Day | Jane Doe |
| | Susan Smith |
| | BB Brown |

III. Family Fun and Fitness Day: What You Can Do to Help

- Directional signs for activities:

Police cars	Smoke house
Fire trucks	Ambulance
Bike rodeo	Aerobics demo
Health screenings	Food
Adult stuff	Etc.
- Could someone:
 - ☐ Develop an information booth?
 - ☐ Count attendance?
 - ☐ Make trash a career for one day?
 - ☐ Make name tags that identify our LPAN members?
(I have those plastic holders and colored paper)
 - ☐ Organize a group to get game/door prizes?
(Maybe a small "prize" for each basketball participant, etc.)

IV. Where Do We Go from Here: Ideas for Future

V. Next Meeting

Should it be at a different time and place?

Guidelines for Retreats

Reference: Hampton, C. Organizing a Retreat. Community Toolbox <http://ctb.lsi.ukans.edu>. Wolff, T & Rabinowitz (Eds.) 1999.

Background

What?

Retreats serve as an avenue for each Local Physical Activity (LPAN) and Nutrition Coalition to assess its purpose and motives, work on specific goals, and to form membership bonds. The difference between a retreat and other planning meetings is that retreats combine work and some fun. There should be some time set aside to enjoy the surroundings, think, and have fun.

When?

There is no best time to conduct a retreat because it may be conducted for a variety of purposes. There are times when an LPAN *may not* want to have a retreat. Instances when a retreat is not recommended are: 1) When an individual member's problems need to be worked out, 2) When having a retreat will financially tax the LPAN, and 3) When the LPAN is experiencing many major problems. (If the discussion/solution to a problem is the goal of the retreat, the LPAN should only be experiencing one or two major problems.)

Where?

Retreats are not supposed to be held at the usual place(s) where the LPAN conducts its business but at a pleasant location outside from the usual setting.

Why?

Benefits of retreats range from the very concrete to less concrete and include:

- Creating team building and bonding
- Setting aside uninterrupted time for focus
- Eliminating outside distractions from the usual setting
- Cultivating a casual mood
- Building enthusiasm and morale

Retreats are recommended sometime during each LPAN's early developmental stage as a team building (getting to know one another) strategy. Other reasons LPAN's may consider holding retreats are:

- To annually plan for the year
- To examine previous activities and accomplishments
- To evaluate completing a (large) project and identify future "do's and don't's"
- To re-examine goals and objectives

How?

The rest of this guide outlines steps to plan and conduct a retreat. LPANs should dedicate ample time to plan the retreat to effectively achieve its purpose. Retreats developed at the last minute will not accomplish the purposes of a retreat.

Four Months Ahead of Time

1) Set goals for the retreat.

Decide what the Local Physical Activity and Nutrition Coalition will accomplish with this retreat. Possible goals include:

- Communication
- Learning
- Planning/strategizing
- Problem solving
- Socializing
- Re-examining goals and objectives
- Team building/unity
- Training/orientation

2) Determine a facility.

Preferably the retreat should be held at the facility of an agency which one of LPAN members represent. Holding the retreat at a member's organization facilitates team building because members are sharing their "resources." If

none of the member agencies are able to offer a site, LPANs may look into other free or inexpensive community sites. Examples are colleges or human/community service organizations.

Holding a retreat at a site not directly associated with LPAN members is also beneficial for the following reasons:

- To recruit new LPAN members
- To establish future collaborative ties
- To establish more visibility

3) Look into possible presenters or consultants.

Depending on the goals of the retreat it may be useful to bring in an outside individual. This is yet another potential recruitment/networking opportunity. Popular presenters/consultants may have their schedules booked way in advance, and they need to be contacted much in advance.

Three Months Ahead of Time

1) Decide a general structure for the retreat.

Once the goals of the retreat have been determined, further planning regarding the structure and content of the retreat may be conducted. Areas to consider include:

- Length of the retreat to accomplish the goals (allow for fun time)
- Team building strategies/activities to accomplish the purpose and goals

Interactive, participatory activities will keep members energized and build group cohesion. Mixing activities will keep the retreat interesting, e.g., individual work with small group with socializing time.

2) Determine and assign planning duties.

Ask for members to volunteer with coordinating and implementing the retreat. (This also builds ownership and group spirit.) How members will help plan and implement the retreat should be determined to clarify member roles, responsibilities, and expectations.

3) Pick a date.

Determine Local Physical Activity and Nutrition Coalition members' availability and date preferences. As soon as a

date is established, ensure members are aware of the date.

4) Determine resources, sources, and budget.

Begin deciding on any resources needed (e.g., site fees, food, audiovisual aids). Determine how the LPAN will obtain the resources (e.g., in kind use from member agencies, community donation, LPAN budget).

Two Months Ahead of Time

Develop the retreat schedule.

Sketch out a rough schedule. Members involved with planning and implementing the retreat should be involved in developing the schedule. Elements to include are:

- An icebreaker activity to set the retreat's tone (recommended when members still do not know each other very well)
- Fun activities
- Appropriate breaks which may include an energizer activity
- At least one "active" activity that reminds members about being active (can be incorporated with another activity)

One Month Ahead of Time

1) Finalize the retreat schedule.

Finalizing the retreat schedule will allow more logistical details to be made.

2) Find out about the needs of the consultant/presenter.

If the Local Physical Activity and Nutrition Coalition is bringing in consultants or "outside" presenters, determine their needs including logistical requirements.

3) Coordinate activities.

If other LPAN members are involved in implementing the retreat (very recommended), coordinate their responsibilities during the retreat.

4) Send out "invitations."

LPAN members should be aware of the date of the retreat. However, sending formal "invitations," including the schedule, will highlight that this meeting is not a usual LPAN meeting and that their attendance is important.

5) Determine logistical information needed by members

Outline directions (provide map) if necessary. Arrange for transportation (carpooling) if necessary. Check or prepare for special needs required by participants (e.g., wheelchair access, dietary needs).

One to Two Weeks Ahead of Time

1) Finalize logistics.

- Check that all arrangements have been made at the retreat site.
- Gather equipment and supply needs.
- Make final arrangements for food if it is being provided.
- Photocopy materials to be distributed.

2) Check on other members who are coordinating/presenting.

If members are involved with coordinating/implementing particular parts of the retreat, check that those individuals know their functions or if have any questions.

One Day Before

1) Go over the agenda.

All those involved in implementing the retreat should be familiar with the schedule.

2) Relax and rest.

Advanced planning should have minimized the last minute rush to completion. Relaxation is also important to be energetic the next day.

After the Retreat

1) Evaluate the retreat

Set aside time in the retreat schedule to evaluate the retreat. Having members evaluate the retreat immediately after what they've been through also helps them contemplate and understand what they've learned. Members may either complete a questionnaire individually or divide into small groups for discussion.

Areas to evaluate include:

- Extent that the retreat objective was met
- Comments about specific activities
- Identifying most useful parts of the retreat and reasons
- Identifying least helpful aspects and activities of the retreat
- Feedback on balance between work and fun time
- Feedback about the facility

2) Send written thank you to the facility/organization, presenters/consultants, etc.

Acknowledge the staff at the facility where the Local Physical Activity and Nutrition Coalition conducted the retreat. If the facility was not offered by an LPAN member, showing appreciation forms a good relationship with that organization to conduct future retreats at the site as well as for other collaborative opportunities.