



HEALTH & WELLNESS ACTION PLAN

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION
Department of Parks and Recreation / Prince George's County



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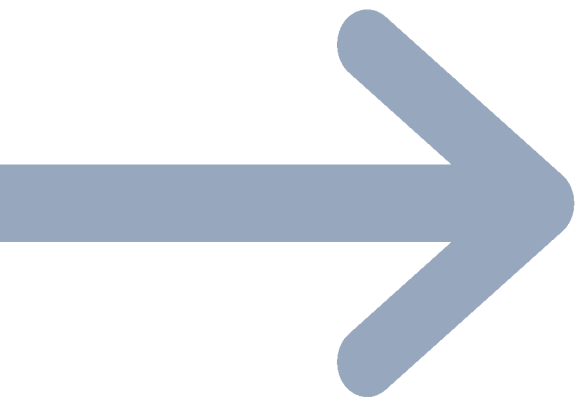


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EXECUTIVE SUMMARY

With our extensive geographic presence and assets of parkland, trails, and community centers, The Maryland-National Capital Park and Planning Commission's Department of Parks and Recreation is uniquely positioned to be a key stakeholder in affecting health and wellness outcomes in Prince George's County and the surrounding areas. The Department developed this *Health and Wellness Action Plan* to prioritize the implementation of programs, initiatives, and activities that support the health and wellness objectives of its *Formula 2040 Functional Master Plan*. While health and wellness has been a priority of the Department for several years, the current health ranking of Prince George's County provides greater opportunity for us to become a major provider of health and wellness programs. The action plan enables the Department to be at the forefront of creating and implementing innovative public health solutions on the local level to improve overall health outcomes in the communities we serve. The plan is built around a broad definition of health and wellness that includes not only physical dimensions, but environmental, cultural, and mental health aspects of well-being as well.

Our charge comes not only from our adopted master plan, but also builds on strategic priorities of the National Recreation and Park Association (NRPA). It capitalizes on our programmatic and facility assets by utilizing them to contribute to the reduction of obesity in the County. The action plan details a host of activities and programs the Department will implement to demonstrate our commitment to being a key health and wellness stakeholder and service provider.

Our nation and Prince George's County face significant health challenges, including escalating obesity rates for adults and children, poor nutrition, physical inactivity, and widespread chronic diseases resulting from unhealthy lifestyles. To address them, we have compiled this 5-year action plan that:

- **Focuses on reducing obesity in the County by 10% by 2022,**
- **Elevates the Department's role as a health and wellness provider, and**
- **Charges us to increase resident participation in healthy lifestyle activities.**



To accomplish these health and wellness goals, the action plan focuses on six thematic areas:

1

Signature Programs

The signature programs theme advances the health and wellness of residents by providing diverse experiences that are attractive and inclusive of all ages, abilities, lifestyles, and backgrounds. Signature programs will increase the number of County residents who participate actively in health and wellness activities. A wide selection of signature health and wellness program offerings are planned to encourage residents to seek the Department out to meet their health and wellness needs.

2

Standards, Guidelines, and Policies

The Department will embed health and wellness components into at least 75% of all programs offered. These components will incorporate multiple dimensions of wellness. This theme also includes work in the areas of healthy vending, employee wellness efforts, and implementation of HEPA (Healthy Eating and Physical Activity) standards in youth programs.

3

Partnerships, Sponsorships, and Grants

The plan explicitly calls for the Department to partner with other stakeholders to further accomplish our health and wellness objectives. Activities in this theme revolve around the Department gaining recognition as a key health and wellness stakeholder and partner, along with increasing our resource base and funding sources.

4

Facilities

The facilities theme ensures the Department's facilities and amenities intentionally enhance health and wellness opportunities for residents. In addition, the Department will effectively promote the health and wellness value of our facilities and amenities and encourage resident access and participation.

5

Marketing

The plan calls for the Department to aggressively market the value of programs and facilities as a way of informing and educating the community about healthy lifestyles.

6

Staff Training

The plan sets training priorities to increase staff knowledge, competencies, and abilities. The training will help create a staff culture that consistently promotes health and wellness.

The *Health and Wellness Action Plan* is organized into two sections. The first contains desired outcomes for each of the six themes. The outcomes represent high-level goals for the scope of work in each theme. The second section presents the steps to achieve outcomes—activities, completion dates, and resource needs.

During the planning and writing of the action plan, the Health and Wellness Team, with the assistance of the Special Projects Unit, gathered feedback from internal employees across multiple divisions. The resulting work program is truly a collaborative effort and we appreciate the ongoing commitment of Departmental staff to accomplish the goals set forth in the action plan. The Health and Wellness Team has already begun work on many of the activities outlined herein. The work program is a dynamic document that will be edited and updated as needed. Every year, the Health and Wellness Team intends to release a report to highlight accomplishments.

Overall, the action plan aligns the Department with national public health movements. Through partnerships, policies, marketing, training, and more, the Department is committed to being a leader in addressing the health and wellness needs of Prince George's County residents.



ABOUT THE DEPARTMENT OF PARKS AND RECREATION

Founded in 1927, The Maryland-National Capital Park and Planning Commission (M-NCPPC) is a bi-county agency serving Prince George's and Montgomery counties in Maryland, located just to the north and east of Washington, DC. The original purpose of the Commission was to practice "long-range planning and park acquisition and development." Since its inception, however, the Commission's responsibilities have expanded to include administration of Prince George's County's public recreation program.

A well-respected leader in the field, with an unprecedented six gold medals for excellence, the Prince George's County Department of Parks and Recreation (DPR) provides quality recreation programs, facilities, and services for residents and visitors. The Commission operates and maintains more than 28,000 acres of parkland throughout the County, including land developed to provide parks, picnic areas, athletic fields, historic sites, community centers, and recreation facilities. In an effort to maintain the County's natural beauty, a large percentage of the land has been left undeveloped to serve as buffers and to provide natural open spaces.

With cooperation and input from diverse communities throughout Prince George's County, the Department operates a comprehensive park and recreation system that offers programs and facilities designed to meet the needs and interests of patrons of all ages. Outdoor festivals, live performances, trips, self-improvement classes, teen and senior activities, summer camps, fitness and sports programs, art and nature programs, and more than 90 miles of hiker/biker/equestrian trails are just a few of the recreational amenities offered.

A skilled and qualified workforce of community recreation specialists, park planners, naturalists, park police, support staff, and many others help the Department provide quality services to the residents of Prince George's County. DPR is nationally recognized for outstanding efforts in program design and development by organizations such as the National Recreation and Park Association (NRPA), the Commission for Accreditation of Park and Recreation Agencies (CAPRA), and the Maryland Recreation and Parks Association (MRPA). The Maryland-National Capital Park and Planning Commission is one of only 100 agencies that are nationally accredited by CAPRA.





DEPARTMENT MISSION

In partnership with our citizens, the Department of Parks and Recreation provides comprehensive park and recreation programs, facilities, and services which respond to changing needs within our communities. We strive to preserve, enhance, and protect our open spaces to enrich the quality of life for present and future generations in a safe and secure environment.

DEPARTMENT VISION

THE DEPARTMENT OF PARKS AND RECREATION PLEDGES TO:

- Provide stewardship of our county's natural, cultural, and historical resources;
- Foster the need of our citizens for recreational pursuits in a leisure environment; and
- Provide the highest standard of excellence in public service through cooperative partnership with our diverse community.

DEPARTMENT VALUES

- **LEADERSHIP & INNOVATION:** Visionary leadership and innovation to achieve excellence
- **SUSTAINABILITY:** Responsibly balancing resources to meet the environmental, social, and economic needs today and in the future
- **PRESERVATION OF OPEN SPACE:** Open lands for enjoyment & preservation
- **QUALITY:** Maintenance of quality services and facilities
- **FAIRNESS:** Distribution of resources to meet a variety of community needs and interests
- **DIVERSITY:** Celebration of and responsiveness to a diverse community
- **HEALTHY COMMUNITIES:** Contributions to the health of the community—for people, the environment, and the economy
- **COMMUNITY ENGAGEMENT:** Awareness and active participation
- **ACCESSIBILITY & SAFETY:** Accessible and safe places that encourage participation



INTRODUCTION

Current Context

Health and wellness are at the root of every community. Our lifestyle choices, such as participating in regular physical activity, eating a nutritious diet, choosing not to smoke, drinking water, visiting a healthcare professional to have regular health checkups, and spending time outdoors, all impact overall health and wellness. The World Health Organization defines health as a “complete state of physical, mental, and social well-being, and not merely the absence of disease or infirmity.”¹ Health is measured at a specific point in time, but wellness is always changing.² The National Wellness Institute defines wellness as an “active process through which people make choices toward a more successful existence.”³ The interconnected sub-dimensions of wellness include emotional wellness, occupational wellness, physical wellness, social wellness, intellectual wellness, spiritual wellness, and environmental wellness.⁴ Choosing to participate in positive health and wellness behaviors increases quality of life, decreases the risk of preventable illness, and leads to a happier and longer life.

Today, our nation faces major health and wellness concerns. More than one third (34.9 percent) of adults in the United States are considered obese.⁵ Some of the leading causes of death in the U.S. are obesity-related conditions such as heart disease, stroke, type 2 diabetes, and certain types of cancer; these conditions are largely preventable. To improve the health of the nation, the Department of Health and Human Services launched the *Healthy People 2020* initiative. The goals of *Healthy People 2020* include attaining high-quality, longer lives free of preventable disease, and promoting quality of life and healthy behaviors across all life stages.⁶

While the goals of *Healthy People 2020* are national, achievement of the goals is dependent on assistance from health agencies at all levels. To further the goals of the *Healthy People 2020* agenda, the state of Maryland

formulated the *State Health Improvement Process (SHIP)*, a framework for local action and public engagement, to advance the health of Maryland residents.⁷ In the state of Maryland, 65.4 percent of adults are overweight and 27.1 percent are obese.⁸ While the rate of obesity in Maryland is lower than the national rate, the *SHIP* sets focused objectives to make progress toward a healthier state overall. Examples of the objectives in the *SHIP* include increasing access to healthy food, reducing deaths from heart disease, increasing the percentage of adults who are at a healthy weight, and reducing the percentage of children who are considered obese.⁹

Health disparities in Prince George’s County are correlated with poor health outcomes in the County. The Centers for Disease Control and Prevention defines health disparities as “preventable differences in the burden of disease, injury, violence, or opportunities to achieve optimal health that are experienced by socially disadvantaged populations.”¹⁰ One example of a health disparity in the County is that 20 percent of the County population over the age of 18 is uninsured.¹¹ Uninsured residents are less likely to stay healthy and take advantage of preventative care such as vaccinations and screenings. In addition, 43 percent of County residents live in food deserts, or low-income areas where residents are more than 0.5 urban miles or 10 rural miles from the nearest grocery store and therefore less likely to eat a diet of nutritious foods that includes fruits and vegetables.¹²

Health disparities contribute to the overall health of the County. According to the Robert Wood Johnson Foundation, in the area of health factors, Prince George’s County ranks number 16 out of the 24 counties in Maryland.¹³ Health factors evaluated include the following health behaviors—exercise opportunities, adult obesity, and physical inactivity.¹⁴ In Prince George’s County, 99 percent of the population has adequate access to locations for physical activity.¹⁵ Despite this fact, 23 percent of adults report no

participation in leisure-time physical activity.¹⁶ In addition, the obesity rate in Prince George’s County is 33 percent, which is higher than Maryland’s obesity rate.¹⁷

Public Health Case

The County health statistics are of concern and require attention. Federal guidelines for healthy eating and physical activity have been published to guide public health efforts at the national, state, and local levels. Though the causes of obesity are complex, healthy eating and physical activity are key components in preventing obesity and obesity-related conditions.¹⁸ Recognizing the need for guidelines to assist public health efforts, the Department of Health and Human Services developed Physical Activity Guidelines and Dietary Guidelines for Americans.¹⁹

The Physical Activity Guidelines for Americans were developed in 2008 to highlight the benefits of physical activity. The guidelines recommend 60 minutes of physical aerobic activity daily for children ages 6-17 and 30 minutes daily for adults ages 18-64. Physical activity has several benefits that extend beyond that of weight management. Research shows that regular physical activity can help reduce the risk of chronic diseases and adverse health outcomes and improve overall quality of life.²⁰

Regular physical activity can:

- **Help prevent heart disease and stroke by strengthening the heart muscle.**
- **Reduce blood pressure in those with high blood pressure levels.**
- **Reduce the risk for noninsulin-dependent diabetes.**
- **Reduce body fat, control weight and prevent obesity.**
- **Reduce back pain.**
- **Reduce the risk of osteoporosis and promote bone formation.**
- **Improve mood, reduce depression and anxiety and aid in stress management.**
- **Reduce the risk of disability in older adults.²¹**

Likewise, the Dietary Guidelines for Americans 2015-2020, provides evidence-based food and beverage recommendations for health promotion and disease prevention. Healthy eating can promote overall health, help maintain a healthy body weight, and prevent chronic diseases, especially when combined with physical activity.²²

The five overall guidelines of The Dietary Guidelines for Americans are as follows:

- Follow a healthy eating pattern across the lifespan.
- Focus on variety, nutrient density, and amount.
- Limit calories from added sugars and saturated fats and reduce sodium intake.
- Shift to healthier food and beverage choices.
- Support healthy eating patterns for all.²³

Individual behavior is a major factor in health outcomes. Therefore, health and wellness programs must focus on increasing healthy behaviors, and program planners must understand the process of behavior change. In the field of public health, one of the most commonly utilized behavior models is the *Health Belief Model (HBM)*.²⁴ The HBM suggests that engagement (or lack thereof) in healthy behavior depends on one's beliefs about existing health issues, perceived benefits of taking action, barriers to taking action, self-efficacy, and a call to action.²⁵

Another behavior model is the *Stages of Change Model*; this model explains individual behavior change as a process with five stages, beginning with an individual having no intention to take action (pre-contemplation), to having intention to take action within six months (contemplation), to taking the first steps toward making the change (preparation), and then making the change (action).²⁶ After six months of the new behavior, an individual is in the maintenance stage. Individuals typically move forward or backward through the five stages over a period of time.²⁷

The aforementioned behavior models explain the process in which individuals ultimately engage in a behavior. Increasing healthy behaviors such as healthy eating and physical activity can have a large impact on an individual's health and the overall health of the community. Therefore, successful community health improvement programs should consider the theories and models of behavior change.

The Department of Parks and Recreation aims to implement health and wellness programs

that promote healthy behaviors and support Prince George's County residents on their health and wellness journey. In fact, as a parks and recreation agency, the Department has an important role in improving the health of the County. Research indicates that people who participate in outdoor recreation are in better health than those who do not.²⁸ In alignment with this research, the Department is committed to offering signature outdoor programs such as Yoga in the Parks and Walk and Talk with the Doc. Such programs promote healthy behaviors by reducing the financial barrier to resident participation and highlighting the benefits of parks and trails. If the Department can attract residents to participate in these enjoyable and accessible health and wellness activities offered, then health outcomes, such as the County obesity rate, will be positively affected.

The Department recognizes the substantial need for local public health approaches that are accessible and affordable to help promote healthy behaviors and decrease poor health outcomes in the County. The Department of Parks and Recreation is committed to addressing an array of health and wellness related goals and objectives, and implementing various initiatives and programs that will address the health and wellness needs of Prince George's County residents.

The National Recreation and Park Association's Strategic Pillars

In 2012, the National Recreation and Park Association (NRPA) adopted three strategic pillars: Conservation, Health and Wellness, and Social Equity.²⁹ NRPA's pillars provide a more focused message on the benefits of parks and recreation. The goal is to communicate a clear, concise, and memorable message for members of Congress about the impact of parks and recreation on our nation and its economy.

In the realm of health and wellness, park and recreation agencies lead the nation in improving the overall health and wellness of communities. We are essential partners in combating some of the most complicated and expensive challenges our country faces—poor nutrition, hunger, obesity, and physical inactivity.

NRPA builds for health and wellness capacity of park professionals by supporting increased public access to physical activity opportunities

and improved nutrition through park and recreation agencies. They also advocate for increased funding for health research on best practices to create healthy communities. Their message is that public parks and recreation services are gateways to a healthier America because what we provide is accessible and available to all people regardless of income level, ethnicity, gender, ability, or age.

Research shows organized park programs increase use of parks and playgrounds and, therefore, increase physical activity and improve mental health, particularly among youth. Park use and participation in recreation programs can also reduce impacts of chronic diseases, especially in vulnerable and underserved populations.³⁰

Parks are also key to ensuring the health of our environment because they play a critical role in maintaining healthy ecosystems, providing clean water and clean air, and enabling conservation of natural resources. Parks and recreation professionals are leaders in protecting open space for the common good. They are leading in sustainably managing and developing land and resources for public use and environmental conservation for public benefit. In addition, parks and recreation professionals provide education and interpretation of the value of conservation to the public, connect children and youth to nature and the outdoors, and coordinate environmental stewardship with other public and nonprofit entities.³¹

People's perception of their community's social opportunities, which includes the availability of parks and green spaces, has an impact on their emotional bonds to where they live. Parks are civic spaces. In places like Prince George's County, parks and open space are plentiful and recreation services are strong; residents are able to enjoy close attachment and enhanced engagement with their neighborhoods.

Positioning the Department of Parks and Recreation

A major focus of this *Health and Wellness Action Plan* is gaining the respect of key health and wellness service providers in the County. Stakeholders might not be aware of the Department of Parks and Recreation's role as a health and wellness service provider. Partnerships are essential for making headway on our ambitious agenda. Ultimately, we must be viewed both as a fellow stakeholder

and as a credible partner in ongoing health and wellness initiatives. This requires us to meaningfully engage with stakeholders by demonstrating our effectiveness in delivering programs with substantive health and wellness content and measurable outcome benefits.

The Department of Parks and Recreation made a commitment to improve the health and wellness of County residents in 2008 when it created the Sports, Health, and Wellness division. This act helped to position the Department as part of the health care delivery system in Prince George's County. However, gaining support from stakeholders remains challenging.

Positioning is the process of fostering a desired image of park and recreation services in the minds of stakeholders, such as County residents, elected officials, University of Maryland School of Public Health, physicians, and Prince George's County Health Department. Because the Department wants to be recognized as a health and wellness service provider, a repositioning effort is required.

Dr. John Crompton, Distinguished Professor at Texas A&M University, is widely regarded as the father of the parks and recreation repositioning movement in the United States.³² Crompton emphasizes the need for park and recreation agencies to transition from a user-benefit model to a community-benefit model if they are to compete successfully for increasingly limited government resources against services perceived to be more essential, such as police, fire, education, and transportation.³³

Parks and recreation agencies must also show they provide an essential community-wide benefit. Once this is accomplished, Crompton says four (4) major positive outcomes will be realized: 1) better understanding and appreciation of the significance of parks and recreation by stakeholders and professionals, 2) stronger justification for allocation of public funds to parks and recreation, 3) clearer guidance for service prioritizations, and 4) enhanced pride by agency personnel in the profession. In the context of this action plan, Crompton's reasoning means the Department will be most successful when it can demonstrate it is having a community-wide impact on the lifestyle behaviors of County residents such as physical activity and healthy eating, which are factors in reducing the rate of adult obesity.³⁴

The Department's Commitment to Health

The Department of Parks and Recreation is committed to playing an integral role in impacting the health and wellness of Prince George's County. Our pervasive geographic presence in all areas of the County affords us the ability to touch the lives of all citizens. Assets, such as 28,000 acres of parkland, over 90 miles of hiker/biker trails, and 46 staffed and programmed community centers, are vast resources to promote healthy living. Therefore, the Department embraces our duty to provide and promote health and wellness opportunities by optimizing the use of our abundant assets to affect life-long practices that result in active and healthy lives.

The DPR has a strong presence not only because we provide opportunities for people of all ages and abilities, but because we also create and encourage a sense of community. When residents live close to recreation facilities, they are more likely to visit and visit often. Additionally, public parks are an accessible venue for low- or no-cost recreation opportunities for community residents. Half of M-NCPPC parks in Prince George's County are embedded in neighborhoods; recreation activities are often walkable and bikeable distances.

Our Department is a leader in improving health. Through participation in DPR programs and use of M-NCPPC facilities, County residents gain a community-based support system that promotes creation of social capital. The concept of social capital refers to emotional support gained through friendships or social networks, trust of one's neighbors, civic engagements, and connection to one's community.³⁵ Social capital is often linked with good health because having social support can improve emotional and physical health.³⁶ Sporting programs with the Prince George's Boys and Girls Club create bonds with coaches and their players, while playgrounds, parks, and festivals bring families together. When residents are connected to one another, there is "a sense of responsibility and concern for others that then lead individuals to engage in behaviors that protect the health of others, as well as their own health."³⁷ Having social support can provide meaning to life, reduce stress, and help make people feel committed to getting exercise.³⁸ The DPR brings community members together so that residents can inspire and help one another adopt life-long healthy habits. Overall, the DPR contributes to

the health and wellness and social connectedness of the Prince George's Community.

Development of the Health and Wellness Action Plan

The Department's *Formula 2040 Functional Master Plan for Parks, Recreation and Open Space*, published in 2013, is a visioning and strategic planning project. The purpose of *Formula 2040* is to proactively plan for Prince George's County's recreation programs, parks, trails, and open space needs. This plan is the culmination of work that commenced in 2008 with a needs assessment project called *Parks & Recreation: 2010 and Beyond*. *2010 and Beyond* was a rigorous review of DPR performance that resulted in an action plan to address findings, including over 100 objectives and hundreds of action steps. *2010 and Beyond* is the foundation for *Formula 2040*, a plan that defines an image of what the parks and recreation system in Prince George's County will look like in 2040.

The "formula" in *Formula 2040* is Parks + Recreation = Experience. The formula is recognition that programming is a major component of the Department's mission. Using this formula, the plan sets forth the ideal combination of facilities and programs that will provide the desired parks and recreation experiences for future Prince Georgians.

Formula 2040 sets the agenda for the development, maintenance, and use of parks and open spaces. It centers recommended policies, strategies, and actions on three strategic goals that will provide direction for DPR in coming years – Connectivity, Economic Development, and Health and Wellness.



GOALS OBJECTIVES

Goals of Formula 2040

- **Connectivity:** Connect Prince George's County residents to quality parks, trails, recreation facilities and programs, and schools. Connect patrons of DPR (socially and physically) to their neighborhoods and communities.
- **Economic Development:** Contribute to the Prince George's County economy and the financial sustainability of the community.
- **Health and Wellness:** Improve the health (physical, mental, and environmental) of Prince George's County residents and promote a wellness ethic for the community as a whole by integrating fitness and wellness into facilities, programs, and events.

Health and Wellness Objectives in Formula 2040

- **Support** efforts to reduce the 32% of the Prince George's County adult population that is obese (i.e., that has a body mass index greater than or equal to 30 kg/m²) by 10% (from 32% to 29%) by 2022
- **Develop** specific health and wellness (physical, mental, culturally appropriate, environmental) components for at least 75% of the programs provided by DPR by 2017
- **Match** programs to health and wellness facilities (e.g., "heart healthy" trails in parks and along greenways, outdoor exercise equipment for youth and adults in parks, and exercise equipment at all indoor recreation facilities for youth and adults)

- **Conduct** outreach to neighborhoods and community associations on health-related issues (e.g., neighborhood walking clubs, community health fairs, and art festivals)
- **Promote** healthy eating as an essential component of healthy lifestyles (e.g., community gardens, farmers markets, programs that focus on nutrition, and healthy food products in day camps and after school programs)
- **Share** results of health-related programs with key decision makers, health agencies, and business leaders
- **Include** outcome benefits in all program descriptions
- **Develop** after school programs to bridge school experience with a variety of enrichment options

The *Health and Wellness Action Plan* was developed over a period of 18 months, beginning in 2014, to both develop strategies to implement *Formula 2040* objectives and establish a focused health and wellness work program for the Department. A core group of staff from the Health and Wellness Team and Special Projects Unit developed an initial overall logic model with multiple themes. The resulting model was then reviewed and amended in a series of staff focus groups and work sessions with internal and external subject matter experts. The original model evolved into an integrated set of six themed logic models:

1. Signature Programs
2. Standards, Guidelines, and Policies
3. Partnerships, Sponsorships, and Grants
4. Facilities
5. Marketing
6. Staff Training

Each model was reviewed and edited to reflect comments and concerns from a variety of stakeholders. Ultimately, the participants felt the overall health and wellness effort must have three demonstrative impacts: 1) Adult obesity is reduced by 10 percent by 2022, 2) the Department is viewed as a health and wellness service provider by key stakeholders, and 3) County residents actively participate in healthy lifestyle activities.

To make progress on these impacts, the *Plan* focuses on both individual and community benefits. The *Health and Wellness Action Plan* will create recreation opportunities that positively influence long-term behavior change among program participants and lastly, the *Plan* will address risk factors for obesity through delivery of programs and services that increase physical activity and healthy eating among all County residents.

The *Health and Wellness Action Plan* presents outcomes for each of the six themes. In addition, the *Action Plan* includes activities and strategies, associated timelines, and resources needed for implementation.



THEME: Signature Programs



Introduction

NRPA adopted health and wellness as one of its three strategic pillars. The Department of Parks and Recreation has a long history of working in collaboration with NRPA on health and wellness promotion efforts targeted at physical fitness and obesity, nutrition, and tobacco cessation, such as the *Action Communities for Health, Innovation, and Environmental Change (ACHIEVE)* program and the *OUT is IN* initiative. These collaborations showcase some of the most creative and effective health and wellness initiatives in the nation.

M-NCPPC has established itself as one of the leading recreation service agencies in the United States. The Department proudly delivers approximately 12,000 recreation and leisure programs each year—more than any other local park and recreation organization in the nation. While past programming efforts have been inspired by best practices and successes of other parks and recreation agencies, the Department plans to be a trailblazer in providing innovative and progressive health and wellness programming.

An important vehicle for showing Departmental commitment to health and wellness is the “signature” program, designed primarily to advance the health and wellness of participants. The Department defines health and wellness broadly to include environmental, cultural, and mental health, not merely the physical dimension of health. Therefore, signature programs provide diverse experiences that are attractive and inclusive of all ages, abilities, lifestyles, and backgrounds. The signature programs theme will orient the Department to accomplish one of the major health impacts—County residents actively participate in health and wellness activities. A wide selection of signature health and wellness program offerings encourages many residents to seek the Department out for their health and wellness needs.

Department-wide initiatives for residents include walk/run events, Walk and Talk with the Doc, Fitness in the Parks, and the Mobile Fitness Unit, to name a few. Initiatives for Department employees include developing a comprehensive workplace wellness program in alignment with the Fit-Friendly Worksite designation from the American Heart Association.

DESIRED OUTCOMES

We intend to...

1. Implement the annual Yoga in the Parks program
2. Implement an annual walk/run event to engage residents in physical activity and showcase the Department’s trail network
3. Initiate the Fitness in the Parks program
4. Implement Q.R. Fit on the Paint Branch Trail at the Wells-Linson Ice Rink and Outdoor Pool Complex and on trails at Watkins Regional Park
5. Launch health and wellness zones at Wells-Linson Ice Rink and Outdoor Pool Complex and Watkins Regional Park
6. Develop a comprehensive worksite wellness program that satisfies the American Heart Association’s Fit-Friendly Worksite requirements
7. Achieve recognition as a Platinum level Fit-Friendly Worksite by the American Heart Association
8. Partner with healthcare providers to deliver programs in alignment with national prescription recreation movements, such as the Walk and Talk with the Doc and Park Rx program
9. Launch the Mobile Fitness Unit
10. Initiate an annual health and wellness challenge for County residents
11. Incorporate health and wellness activities into the Department’s major festivals and events

2 →

THEME: Standards, Guidelines, and Policies



Introduction

The standards, guidelines, and policies outlined in the *Health and Wellness Action Plan* define a framework of expectations required to meet multiple health and wellness outcomes. The content of the Standards, Guidelines, and Policies theme addresses one of the major objectives of *Formula 2040*—reduce the adult obesity rate by ten percent by 2022.

An outcome focus of this action plan is the Department's adoption and implementation of national Healthy Eating and Physical Activity (HEPA) standards that foster positive nutrition and physical activity outcomes for children in out-of-school time programs. The five standards related to physical activity and twelve standards related to healthy eating are the result of a comprehensive research project funded by the Robert Wood Johnson Foundation. Impacting health-related knowledge, attitudes, and behavior in children will help children grow into healthy adults.

In alignment with *Formula 2040* objectives, the Department will create standards to embed health and wellness components into at least 75 percent of all programs offered by the Department. In addition, the Department will adopt a healthy vending policy and an internal healthy eating policy for employees.

DESIRED OUTCOMES

We intend to...

1. Adopt a healthy vending policy that will ultimately convert 100% of vending machines to 100% healthy snacks
2. Support the Department's smoking policy
3. Demonstrate that 75% of the Department's programs have a health and wellness component
4. Support implementation of the Healthy Eating, Physical Activity (HEPA) standards in youth programs, in alignment with the National Recreation and Park Association
5. Adopt a healthy eating policy for Departmental employee meetings and events
6. Develop a standard assessment tool to evaluate knowledge, behavior, and attitude changes in youth, as it relates to health and wellness

3



THEME: Partnerships, Sponsorships, and Grants



Introduction

The Department can accomplish the health and wellness goals and objectives in the *Health and Wellness Action Plan* by forging partnerships and securing funding from sponsorships and grants. In order to attain resources such as partners and funding, the Department must first establish rapport, increase credibility, and enhance our reputation as a prominent health and wellness service provider in Prince George's County.

Developing strong partnerships and vibrant collaborations with key stakeholders is a priority of *Formula 2040*. The plan explicitly calls for the Department to partner with others to accomplish health and wellness objectives. The Department is actively seeking partners that recognize and appreciate parks and recreation agencies as a health service provider. Together, local organizations can have a powerful impact on health in the County and achieve goals in the plan such as reducing the adult obesity rate by 10 percent. Likely partners include the University of Maryland School of Public Health, the Prince George's County Health Department, and local healthcare practitioners.

The *Health and Wellness Action Plan* also emphasizes the need to strengthen procedures pertaining to partnerships, sponsorships, and grants to assure fairness, equity, and effectiveness. This requires writing policies and agreements with measurable objectives that are regularly reviewed for costs and benefits to eliminate unproductive collaborations. Success measures of this theme are the amount of funding and the types of partnerships that the Department can secure to address County health needs.

DESIRED OUTCOMES

We intend to...

1. Demonstrate an increase in health and wellness partnerships with external public health stakeholders to engage in a countywide collaboration to reduce obesity
2. Obtain grants and sponsorships to increase funding for community health needs such as obesity reduction
3. Establish rapport, increase credibility, and enhance the Department's reputation as a quality health and wellness partner
4. Attain a strong resource base sufficient to support and enhance health and wellness programming
5. Gain recognition as a leader, stakeholder, and resource in initiatives that impact County health and wellness

4 →

THEME: Facilities



Introduction

The Department maintains a vast array of facilities and amenities: 591 park sites, over 28,000 acres of parkland, 46 community centers, 11 aquatic sites, 4 golf courses, 4 senior centers, 229 playgrounds—among many others throughout Prince George’s County. With such a robust inventory of facilities and amenities, the Department must intentionally match available facilities with health and wellness programs. The focus of the Facilities theme is to ensure that Departmental facilities and amenities are effectively used to promote community health and wellness and optimize resident access and participation.

In concert with the marketing theme, the Department will create tools, such as a web-based inventory, to enable residents to locate facilities, amenities, and programs that provide health and wellness opportunities. Such a tool will market unique facilities such as trails, basketball courts, playgrounds, and rock climbing walls. Residents will be more likely to utilize these resources as a part of their health and wellness journey if they understand the accessibility and proximity of facilities and amenities.

In alignment with *Formula 2040*, the Department will emphasize the impact of facilities and amenities on health outcomes in the County. In addition, the objectives in the Facilities theme require the Health and Wellness Team to promote health and wellness in the design of new facilities and amenities. Further, the Health and Wellness Team will provide advice on the development of the Trails Master Plan, multigenerational centers, and other facilities.

DESIRED OUTCOMES

We intend to...

1. Enable the public to research the Department’s facilities and amenities, as it relates to health and wellness
2. Use the Department’s facilities and amenities to intentionally enhance health and wellness opportunities
3. Increase the public’s access to information about how the Department’s facilities and amenities impact health and wellness of the community
4. Serve as a resource on best practices and standards for the Department’s facilities

5



THEME: Marketing



Introduction

Marketing is a process that will help disseminate consistent information about the Department's health and wellness message, goals, and objectives. The Marketing theme is pivotal to the implementation of *Formula 2040* and the *Health and Wellness Action Plan*. Marketing outcomes included in this plan will help the Department gain recognition as a health and wellness service provider in the County.

A key *Formula 2040* objective focuses on communicating and promoting the benefits of program participation. If residents are informed about the health benefits of parks and recreation services, then residents will actively participate in the healthy lifestyle activities offered.

The outcomes in this plan will vastly improve the Department's current marketing techniques. The Health and Wellness Team will build a presence in the community by developing an Outreach Team. Further, the Department plans to more effectively communicate health and wellness information on various multiple media platforms—an updated health and wellness website, print publications, an annual video, and more. Success of the marketing effort will be measured in ways such as monitoring website use and tracking the number of community health and wellness events that the Health and Wellness Outreach Team attends.

DESIRED OUTCOMES

We intend to...

1. Distribute periodic print publications that promote the Department's health and wellness programs and the benefits of participation
2. Establish a major health and wellness presence in M-NCPPC's *Your Guide*
3. Launch a new health and wellness website with improved usability and content
4. Add on-hold telephone recordings to communicate health and wellness information
5. Post a calendar of health and wellness events, activities, and programs
6. Increase requests for attendance of the Health and Wellness Outreach Team at community health fairs and special events
7. Increase attendance of the Health and Wellness Outreach Team at community health fairs and special events
8. Deliver the Department's health and wellness message consistently, both internally and externally
9. Incorporate benefits-based marketing and performance measures into health and wellness program planning and evaluation
10. Provide health and wellness content for the Department's Mobile Application
11. Produce an annual health and wellness video that highlights health and wellness activities in the County
12. Demonstrate an increase of resident participation in health and wellness activities
13. Demonstrate an increase in health and wellness website visitors



THEME: Staff Training



Introduction

The *Health and Wellness Action Plan* intends to reach many internal and external stakeholders, including all Department staff. As the Department strives to be viewed as a health and wellness stakeholder in the County, all Department staff must be able to consistently articulate the Department's health and wellness message, as well as the benefits of parks and recreation. Training is essential for full implementation.

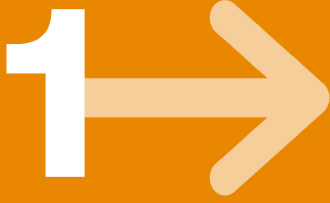
The primary audience of staff training is the staff in the seven programmatic divisions—Northern, Central and Southern Areas; Special Programs; Sports, Health and Wellness; Natural and Historical Resources; and Arts and Cultural Heritage. These divisions will bear significant responsibility in assisting with the implementation of objectives such as embedding health and wellness components into 75 percent of Department programs. All staff, not only those programmatic divisions, however, must be aware of the Department's health and wellness priorities and endeavors.

Training priorities will enable the Department to achieve the health and wellness objectives of *Formula 2040* by creating multiple training modules aimed at developing a workplace that values health and wellness. Specifically, we want to create a culture where staff regularly and consistently promotes the Department's health and wellness message along with the health and wellness benefits of parks and recreation. Toward that end, training will convey knowledge about Department health and wellness policies, practices, and procedures. Training on *Formula 2040*, the *Health and Wellness Action Plan*, health and wellness program components, HEPA standards, and others will be included.

DESIRED OUTCOMES

We intend to...

1. Deliver staff training to enable staff to consistently articulate the Department's health and wellness message, as well as the benefits of parks and recreation, internally and externally
2. Develop and deliver staff training on topics such as the *Health and Wellness Action Plan*, the criteria for health and wellness program components, health and wellness evaluations, Healthy Eating, Physical Activity (HEPA) standards, benefits-based marketing, and the health and wellness benefits of parks and recreation



THEME: Signature Programs

OUTCOME 1: Implement the annual Yoga in the Parks program.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Create an implementation toolkit for each Yoga in the Parks site • Train staff on how to use the Yoga in the Parks toolkit • Implement Yoga in the Parks at various sites • Evaluate Yoga in the Parks program 	FY15, Q3 FY15, Q3, Annually FY15, Q1 & Q4, Annually FY16, Q1, Annually	-ACHD -CAO -NAO -NHRD -SAO

OUTCOME 2: Implement an annual walk/run event to engage residents in physical activity and showcase the Department's trail network.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Chair the walk/run committee • Determine a location to host the walk/run • Implement • Evaluate • Designate a co-hosting division 	FY15, Q3, Annually FY15, Q3, Annually FY15, Q1 & Q4, Annually FY15, Q1 & Q3, Annually FY17, Q1, Annually	-CAO -Foundation -Park Police -NAO -NHRD -SAO -SPD

OUTCOME 3: Initiate the Fitness in the Parks program.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Develop a program plan for Fitness in the Parks • Pilot the new Fitness in the Parks program • Evaluate the Fitness in the Parks program 	FY16, Q3 FY17, Q1 FY17, Q3	-ACHD -CAO -NAO -NHRD -SAO

OUTCOME 4: Implement Q.R. Fit on the Paint Branch Trail at the Wells Ice Rink/Linson Splash Park and on trails at Watkins Regional Park.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Prepare an implementation plan for Q.R. Fit at new sites • Oversee the installation of Q.R. Fit on the trails • Collect and analyze the data gathered from Q.R. Fit • Evaluate the effectiveness and worth of the Q.R. Fit technology 	FY17, Q3 FY17, Q4 FY18, Q4 FY18, Q4	-CAO -NAO

OUTCOME 5: Launch health and wellness zones at Wells Ice Rink/Linson Splash Park and Watkins Regional Park.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Develop a health and wellness zone implementation plan • Discuss the plan with the health and wellness zone sites • Collaborate with the sites to implement regular health and wellness programming • Evaluate the health and wellness zone program 	FY17, Q2 FY17, Q3 FY17, Q4 FY18, Q2	-CAO -NAO

OUTCOME 6: Develop a comprehensive worksite wellness program that satisfies the American Heart Association's Fit-Friendly Worksite requirements.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Implement Employee Health and Fitness Week (EHFW) during May is National Physical Fitness and Sports Month • Collaborate with the Health and Benefits Office to develop an implementation plan for worksite wellness • Develop activities that promote a workplace culture of wellness • Organize opportunities for staff to participate in health and wellness activities • Work with the Health and Benefits Office to track measures such as employee participation and return on investment • Evaluate the worksite wellness program 	FY16, Q4, Annually FY16, Q4 FY17, Q1 FY17, Q1 FY17, Q1, Annually FY17, Q4, Annually	-Health and Benefits Office -Health and Wellness Ambassadors -Health and Wellness Outreach Team

OUTCOME 7: Achieve recognition as a Platinum level Fit-Friendly Worksite by the American Heart Association.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Work with the Health and Benefits Office to ensure that the AHA requirements are met • Apply annually for recognition as a Fit-Friendly Worksite • Work with the Health and Benefits Office to create an inventory of health and wellness programs • Work with the Health and Benefits office to collect necessary data measures for application such as employee participation, cost savings, return on investment, and behavior change • Maintain Platinum level recognition annually 	FY16, Q4, Annually FY16, Q4, Annually FY16, Q4, Annually FY16, Q4, Annually FY16, Q4, Annually	-Health and Benefits Office -PAMD

OUTCOME 8: Partner with healthcare providers to deliver programs in alignment with national prescription recreation movements, such as the Walk and Talk with the Doc program.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Develop an implementation plan for the Walk and Talk with the Doc program • Determine Walk and Talk with the Doc program locations • Develop a database of healthcare providers that are interested in Walk and Talk with the Doc and other partnership opportunities • Recruit healthcare providers to participate in the Walk and Talk with the Doc program • Implement Walk and Talk with the Doc various times throughout the year • Evaluate the Walk and Talk with the Doc Program • Plan a new program that allow residents to interface with healthcare providers 	FY16, Q2 FY16, Q2 FY16, Q3 FY16, Q3 FY16, Q4 FY17, Q2 FY17, Q3	-CAO -NAO -SAO -SPD

OUTCOME 9: Launch the Mobile Fitness Unit.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Work with SHWD to prepare a Mobile Fitness Unit Implementation Plan • Work with the SHWD leadership team to determine the vision, mission, goals, and objectives of the Mobile Fitness Unit • Recruit new team members to assist with Mobile Fitness Unit implementation • Work with an external vendor to design the interior and exterior of the vehicle • Pilot various health and wellness Mobile Fitness Unit activities • Evaluate the Mobile Fitness Unit 	FY16, Q2 FY16, Q2 FY16, Q3 FY16, Q3 FY16, Q4 FY17, Q3	-Health and Wellness Ambassadors -SHWD

OUTCOME 10: Initiate an annual health and wellness challenge for County residents.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Develop an implementation plan for the health and wellness challenge • Implement the health and wellness challenge • Evaluate the annual health and wellness challenge 	FY16, Q3 FY16, Q4 FY17, Q2	-Health and Wellness Ambassadors

OUTCOME 11: Incorporate health and wellness activities into the Department's major festivals and events.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Appoint a health and wellness representative to assist with festival activities • Ensure that there are health and wellness components in festivals such as the Beltway Barbeque Showdown, Hispanic Festival, Juneteenth, American Indian Festival, Kinderfest, Winter Festival of Lights, Montpelier Festival of Herbs, Tea, and the Arts, Mis Quiñce, Cotillion 	FY16, Q3 FY17, Q3	-ACHD -CAO -NAO -NHRD -SAO



THEME: Standards, Guidelines, and Policies

OUTCOME 1: Adopt a healthy vending policy that will ultimately convert 100% of vending machines to 100% healthy snacks.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Assess current vending machine operations across the Department Form a healthy vending committee Work with Legal, Administrative Services, and a focus group to develop a healthy vending policy Adopt a healthy vending policy Develop a plan to transition current vending machines to follow new healthy vending policy Develop a training module and provide education on the healthy vending policy Implement 100% healthy snacks in 50% of vending machines Implement 100% healthy snacks in 75% of vending machines Implement 100% healthy snacks in 100% of vending machines 	FY17, Q2 FY17, Q2 FY17, Q2 FY17, Q3 FY17, Q3 FY17, Q4 FY18, Q1 FY19, Q3 FY21, Q1	-Admin Services -Department staff for focus group -Legal

OUTCOME 2: Support the Department's smoking policy.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Support the Department's smoking policy for public spaces Support the Health and Benefits Office in providing smoking cessation information and classes for employees Partner with external organizations to provide smoking cessation information and classes for residents 	FY17, Q2 FY17, Q2 FY17, Q2	-Health and Benefits Office

OUTCOME 3: Demonstrate that 75% of the Department's programs have a health and wellness component.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Develop health and wellness component definition and criteria Determine what percent of existing programs already have a health and wellness component Create a health and wellness program component summary sheet Develop a training module on the criteria for health and wellness program components Work with all divisions to incorporate health and wellness components into programs, with a special emphasis on increasing the amount of mental, environmental, and arts and cultural programs Work with SPU to track data 	FY17, Q3 FY17, Q3 FY17, Q4 FY18, Q1 FY18, Q1 FY18, Q4, Annually	-SPU

OUTCOME 4: Support implementation of the Healthy Eating, Physical Activity (HEPA) standards in youth programs, in alignment with the National Recreation and Park Association.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Work with Youth Services to implement HEPA standards in youth programs Work with Youth Services to raise community awareness about HEPA standards Conduct periodic HEPA assessments utilizing both internal and external assessors Work with Youth Services to develop training module to educate staff on HEPA standards Align HEPA standards implementation across the Department 	FY16, Q4 FY16, Q4 FY17, Q4, Annually FY18, Q2 FY18, Q2	-Youth Services

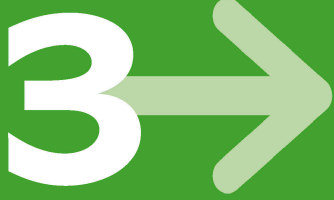
OUTCOME 5: Adopt a healthy eating policy for Departmental employee meetings and events.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Utilize the American Heart Association's food and beverage toolkit Adopt an internal food policy Create guidelines and suggestions for selecting food vendors and healthy foods Educate employees on the value of healthy eating 	FY17, Q3 F Y17, Q3 FY17, Q3 FY17, Q3, Annually	

OUTCOME 6: Develop a standard assessment tool to evaluate knowledge, behavior, and attitude changes in youth, as it relates to health and wellness.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Create an assessment tool for youth programs such as summer camps Administer pre and post assessments at youth programs Evaluate data from assessments 	FY18, Q2 FY18, Q4 FY19, Q4	-ACHD -CAO -NHRD -NAO -SAO -SHWD -SPD -SPU





THEME: Partnerships, Sponsorships, and Grants

OUTCOME 1: Demonstrate an increase in health and wellness partnerships with external public health stakeholders to engage in a countywide collaboration to reduce obesity.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Work with the Foundation and PAMD to create a health and wellness partnership policy and procedure • Adopt a partnership policy and procedure • Create an inventory of partnership opportunities • Conduct periodic inventory of programs and facilities that may be attractive to grantors, partners, and sponsors • Engage in more partnerships 	FY17, Q2 FY17, Q2 FY17, Q3 FY17, Q4, Annually FY17, Q4, Annually	-Foundation -PAMD

OUTCOME 2: Obtain grants and sponsorships to increase funding for community health needs such as obesity reduction.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Work with the Foundation and PAMD to create internal grant guidelines • Work with the Foundation and PAMD to create a policy and procedure for sponsorship opportunities • Adopt internal grant guidelines for participation and application • Adopt a policy and procedure for sponsorship opportunities • Create an inventory of grant and sponsorship opportunities • Work with the Foundation to apply for grants and to obtain sponsorships 	FY17, Q2 FY17, Q2 FY17, Q2 FY17, Q2 FY17, Q3 FY17, Q4, Annually	-Foundation -PAMD

OUTCOME 3: Establish rapport, increase credibility, and enhance the Department's reputation as a quality health and wellness partner.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Attend meetings with external public health stakeholders • Communicate and promote the Department's health and wellness message and goals to external public health stakeholders • Engage in more partnerships that are mutually beneficial and address Formula 2040 goals and objectives 	FY17, Q1 FY17, Q2 FY17, Q4	-Foundation -PAMD

OUTCOME 4: Attain a strong resource base sufficient to support and enhance health and wellness programming.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Assess the quantity of resources such as funding, partnerships, sponsorships, and staff, at baseline • Create an inventory to track resources • Develop a budget and fiscal strategy to support and enhance health and wellness programming • Examine the need for additional internal funding for health and wellness • Examine the need for additional health and wellness staff, as needed • Examine the need for additional external funding and partnerships 	FY17, Q1 FY17, Q1 FY17, Q1 FY17, Q1, Annually FY17, Q1, Annually FY17, Q4, Annually	-Admin Services (Budget Coordinator) -Foundation -PAMD

OUTCOME 5: Gain recognition as a leader, stakeholder, and resource in initiatives that impact county health and wellness.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Develop a strategy to partner with key health and wellness stakeholders in the County • Research existing countywide health and wellness collaborations and seek involvement in projects that align with the Department's health and wellness objectives 	FY17, Q2 FY17, Q3	-Foundation -PAMD

4 →

THEME: Facilities

OUTCOME 1: Enable the public to research the Department's facilities and amenities, as it relates to health and wellness.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Work with PP&D and EAM to enhance park online facility locator tool • Assist EAM with the creation of a web-based inventory of health and wellness facilities and amenities • Add information on the health and wellness website that directs residents to the web-based inventory of health and wellness facilities and amenities 	FY18, Q4	-EAM -PP&D
	FY19, Q1	
	FY19, Q3	

OUTCOME 2: Use the Department's facilities and amenities to intentionally enhance health and wellness opportunities.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Work with EAM and PP&D to match health and wellness programs to facilities and amenities • Assist with the creation of a web-based inventory of health and wellness facilities and amenities • Work with all divisions to offer health and wellness programs that match facilities and amenities • Offer a variety of health and wellness opportunities that showcase new facilities and amenities 	FY18, Q2	-ACHD -CAO
	FY18, Q3	-EAM -PP&D
	FY18, Q4	-NAO -NHRD
	FY18, Q4, Annually	-SHWD -SAO

OUTCOME 3: Increase the public's access to information about how the Department's facilities and amenities impact health and wellness of the community.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Assist with the development of plans for facilities and amenities such as the Trails Master plan, multi-gym centers plan, and outdoor fitness equipment • Work with PAMD to market and promote the health and wellness benefits of the Department's facilities and amenities through multiple media outlets • Promote Formula 2040's health and wellness objectives in the design of facilities and amenities 	FY15, Q1, Annually	-PAMD -PP&D -SHWD
	FY17, Q3	
	FY17, Q3	

OUTCOME 4: Serve as a resource on best practices and standards for the Department's facilities.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Recommend fitness vendors and instructors • Assist with planning for existing and new facilities • Produce a resource that outlines best practices and standards for fitness spaces 	FY16, Q1	
	FY16, Q1	
	FY18, Q4	



5 →

THEME: Marketing

OUTCOME 1: Distribute periodic print publications that promote the Department's health and wellness programs and the benefits of participation.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Plan content for inclusion in the publication, and frequency of distribution Collaborate with PAMD to create fliers that promote special monthly activities Publish the annual May is National Physical Fitness and Sports Month brochure 	FY16, Q4 FY16, Q4 FY16, Q4, Annually	-CAO -Health and Wellness Ambassadors -NAO -PAMD -SAO

OUTCOME 2: Establish a major health and wellness presence in Your Guide.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Develop health and wellness program content for M-NCPPC's <i>Your Guide</i> Work with PAMD to spotlight health and wellness activities and health and wellness benefits of parks and recreation in <i>Your Guide</i> 	FY16, Q4 FY16, Q4	-Health and Wellness Ambassadors -PAMD

OUTCOME 3: Launch a new health and wellness website with improved usability and content.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Write health and wellness vision and mission statements Develop website content management process with PAMD Write monthly awareness articles for the health and wellness website Post a calendar of health and wellness events, activities, and programs Introduce a survey to evaluate website 	FY16, Q3 FY16, Q4 FY16, Q4 FY17, Q4 FY18, Q2	-PAMD -SHWD

OUTCOME 4: Add on-hold telephone recordings to communicate health and wellness information.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Develop on-hold telephone recording messages that include current health and wellness information Work with ITC to add on-hold telephone recording messages 	FY17, Q1 FY17, Q1	-ITC -PAMD

OUTCOME 5: Post a calendar of health and wellness events, activities, and programs.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Develop list of activities with health and wellness components Implement an approval process for health and wellness activity calendar postings Post calendar on the health and wellness website and on the Department's website 	FY17, Q2 FY17, Q3 FY17, Q4	-CAO -Facility Operations -NAO -PAMD -SAO

OUTCOME 6: Increase requests for attendance of the Health and Wellness Outreach Team at community health fairs and special events.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Develop an online request form for external organizations to request the health and wellness outreach team participation in health fairs and events Add the online request form to the Department's website Track online requests 	FY17, Q2 FY17, Q3 FY17, Q4	-Health and Wellness Outreach Team -PAMD

OUTCOME 7: Increase attendance of the Health and Wellness Outreach Team at community health fairs and special events.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Create a Health and Wellness Outreach team • Build health and wellness staff capacity to attend community health fairs and special events • Train the health and wellness team on the Department's health and wellness message • Develop criteria and procedure for the health and wellness team to approve requests and attend health fairs and events • Track health and wellness team attendance at community health fairs and special events throughout the year 	FY16, Q3 FY16, Q3 FY17, Q1 FY17, Q1 FY17, Q4, Annually	-Health and Wellness Outreach Team -Training Coordinator

OUTCOME 8: Deliver the Department's health and wellness message consistently, both internally and externally.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Write health and wellness vision and mission statements • Develop the Department's health and wellness message • Create a summary sheet that markets the Department's health and wellness message and the benefits of parks and recreation • Train all staff, especially the Health and Wellness Ambassadors and the Health and Wellness Outreach Team, on the Department's health and wellness message and the benefits of Parks and Recreation 	FY17, Q3 FY17, Q3 FY17, Q3 FY18, Q3, Annually	-Health and Wellness Ambassadors -Health and Wellness Outreach Team -PAMD -Training Coordinator

OUTCOME 9: Incorporate benefits-based marketing and performance measures into health and wellness program planning and evaluation.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Work with the SPU to develop performance measures • Work with the Health Communications Specialist to promote benefits-based marketing messages on health and wellness activity fliers • Train Department staff on benefits-based marketing 	FY17, Q4 FY17, Q4 FY18, Q2, Annually	-Health Communications Specialist -PAMD -SPU -Training Coordinator

OUTCOME 10: Provide health and wellness content for the Department's mobile application.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Write health and wellness content for the mobile application • Work with the PAMD to ensure that health and wellness has a presence in the mobile application • Explore opportunities to include the Department's health and wellness information on web-sites and mobile applications of other agencies such as the Health Department 	FY17, Q4 FY17, Q4 FY18, Q1	-PAMD

OUTCOME 11: Produce an annual health and wellness video that highlights health and wellness activities in the County.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Work with PAMD to create a health and wellness video • Work with Department facilities to show the health and wellness video • Work with the PAMD to post the video on the health and wellness website 	FY18, Q2 FY18, Q4 FY18, Q4	-Facility Operations -PAMD

OUTCOME 12: Demonstrate an increase of resident participation in health and wellness activities.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Track patron participation in various health and wellness activities • Learn how residents find out about health and wellness activities by creating and administering a survey 	FY18, Q1 FY18, Q1	-Admin Services -PAMD

OUTCOME 13: Demonstrate an increase in health and wellness website visitors.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> • Track data measures such as number of hits and duration of time spent on the website 	FY17, Q1	-PAMD

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THEME: Staff Training

OUTCOME 1: Deliver staff training to enable staff to consistently articulate the Department’s health and wellness message, as well as the benefits of parks and recreation, internally and externally.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Develop the department’s health and wellness message Create a summary sheet that markets our health and wellness message and the benefits of parks and recreation Develop health and wellness public outreach module with CAO, NAO, PAMD, SAO, and Training Coordinator Work with the Training Coordinator to offer staff trainings throughout the year Train all staff, especially PAMD, Health and Wellness Ambassadors, and Health and Wellness Outreach Team on our health and wellness message and the benefits of Parks and Recreation 	FY17, Q1 FY17, Q3 FY18, Q2 FY18, Q3 FY18, Q3, Annually	-CAO -Health and Wellness Ambassadors -Health and Wellness Outreach Team -NAO -SAO -Training Coordinator -PAMD

OUTCOME 2: Develop and deliver staff training on topics such as the Health and Wellness Action Plan, the criteria for health and wellness program components, health and wellness evaluations, Healthy Eating, Physical Activity (HEPA) standards, benefits-based marketing, and the health and wellness benefits of parks and recreation.

ACTIVITIES	COMPLETION DATE	RESOURCE NEEDS
<ul style="list-style-type: none"> Work with CAO, NAO, PAMD, SAO, SPD, and Training Coordinator to develop health and wellness training curriculum for staff Develop a training strategy Develop a training module on the <i>Health and Wellness Action Plan</i> Develop a training module on the criteria for health and wellness program components Develop training module regarding the implementation of HEPA standards for youth programs Develop a training module on the Health and Wellness benefits of parks and recreation Develop training on our healthy vending policy Deliver training on the <i>Health and Wellness Action Plan</i> Deliver training on the criteria for health and wellness program components Deliver training on implementation of HEPA standards for youth programs Deliver training on the Health and Wellness benefits of parks and recreation Deliver training on our healthy vending policy Develop a training module on health and wellness evaluations Deliver training on health and wellness evaluations 	FY18, Q1 FY18, Q2 FY18, Q2 FY18, Q2 FY18, Q2 FY18, Q2 FY18, Q3, Annually FY18, Q3, Annually FY18, Q3, Annually FY18, Q3, Annually FY18, Q3, Annually FY18, Q3, Annually FY19, Q2 FY19, Q3, Annually	-CAO -Health and Wellness Ambassadors -Health and Wellness Outreach Team -NAO -PAMD -Training Coordinator -SAO



~ YEAR AT A GLANCE ~

FISCAL YEAR (FY) 2015

✓ = Complete ■ = On Schedule □ = Behind Schedule

ACTIVITIES	ANNUALLY	Q1	Q2	Q3	Q4	STATUS
SIGNATURE PROGRAMS						
OUTCOME 1: Implement Yoga in the Parks						
• Create implementation toolkit				X		✓
• Train staff on use of the toolkit	A			X		✓
• Implement	A	X			X	✓
OUTCOME 2: Implement annual walk/run event						
• Chair committee	A			X		✓
• Determine location	A			X		✓
• Implement	A		X		X	✓
• Evaluate	A	X		X		✓
STANDARDS, GUIDELINES, AND POLICIES						
FACILITIES						
PARTNERSHIPS, SPONSORSHIPS, AND GRANTS						
OUTCOME 3: Increase access to H&W impact information						
• Assist with development of facility plans, e.g. trails	A	X				✓
MARKETING						
STAFF TRAINING						

~ YEAR AT A GLANCE ~

FISCAL YEAR (FY) 2016

✓ = Complete ■ = On Schedule □ = Behind Schedule

ACTIVITIES	ANNUALLY	Q1	Q2	Q3	Q4	STATUS
SIGNATURE PROGRAMS						
OUTCOME 1: Implement Yoga in the Parks						
• Evaluate	A	X				✓
• Train staff on use of the toolkit	A			X		✓
• Implement	A	X			X	✓
OUTCOME 2: Implement annual walk/run event						
• Chair committee	A			X		✓
• Determine location	A			X		✓
• Implement	A		X		X	✓
• Evaluate	A	X		X		✓
OUTCOME 3: Initiate Fitness in the Parks						
• Develop a program plan				X		✓
OUTCOME 6: Develop worksite wellness program						
• Implement Employee Health and Fitness Week	A				X	✓
• Work w/ Health & Benefits on worksite wellness plan					X	✓
OUTCOME 7: Platinum level Fit-Friendly Worksite						
• Ensure AHA requirements are met	A				X	✓
• Apply annually	A				X	✓
• Work w/ Health & Benefits on program inventory	A				X	✓
• Work w/ Health & Benefits to collect data	A				X	✓
• Maintain Platinum level award	A				X	✓
OUTCOME 8: Partner on prescription recreation						
• Develop implementation plan for W&TWTD			X			✓
• Determine locations for W&TWTD			X			✓
• Develop healthcare provider database for W&TWTD				X		✓
• Recruit providers for W&TWTD				X		✓
• Implement W&TWTD					X	✓
OUTCOME 9: Launch Mobile Fitness Unit						
• Prepare implementation plan			X			✓
• Determine vision, mission, and goals			X			✓

• Recruit team members for implementation				X		✓
• Design vehicle interior and exterior				X		✓
• Pilot activities					X	✓
OUTCOME 10: Initiate annual resident challenge						
• Develop implementation plan				X		✓
• Implement					X	✓
OUTCOME 11: H&W activities in festivals/events						
• Appoint H&W representative for festivals/events				X		✓
STANDARDS, GUIDELINES, AND POLICIES						
OUTCOME 4: Support HEPA standards						
• Work w/ Youth Services to implement HEPA					X	✓
• Work w/ Youth Services on community awareness					X	✓
PARTNERSHIPS, SPONSORSHIPS, AND GRANTS						
FACILITIES						
OUTCOME 3: Increase access to H&W impact information						
• Assist with development of facility plans, e.g. trails	A	X				✓
OUTCOME 4: Serve as best practice resource						
• Recommend fitness vendors and instructors		X				✓
• Assist w/ planning for existing and new facilities		X				✓
MARKETING						
OUTCOME 1: Promote H&W with print publications						
• Plan content					X	✓
• Create fliers w/ PAMD					X	✓
• Publish Physical Fitness & Sports Month brochure	A				X	✓
OUTCOME 2: Establish H&W presence in Your Guide						
• Develop content					X	✓
• Work w/ PAMD to spotlight activities and benefits					X	✓
OUTCOME 3: Launch H&W website						
• Write vision and mission statements				X		✓
• Develop content management process w/ PAMD					X	✓
• Write monthly awareness articles					X	✓
OUTCOME 7: Increase H&W Outreach Team presence						
• Create a H&W Outreach Team				X		✓
• Build staff capacity to attend health fairs/special events				X		✓
STAFF TRAINING						

~YEAR AT A GLANCE~

FISCAL YEAR (FY) 2017

✓ = Complete ■ = On Schedule □ = Behind Schedule

ACTIVITIES	ANNUALLY	Q1	Q2	Q3	Q4	STATUS
SIGNATURE PROGRAMS						
OUTCOME 1: Implement Yoga in the Parks						
• Evaluate	A	X				✓
• Train staff on use of the toolkit	A			X		✓
• Implement at various sites	A	X			X	✓
OUTCOME 2: Implement annual walk/run event						
• Designate a co-hosting division	A	X				■
• Chair committee	A			X		✓
• Determine location	A			X		✓
• Implement	A		X		X	✓
• Evaluate	A	X		X		✓
OUTCOME 3: Initiate Fitness in the Parks						
• Pilot the new program		X				✓
• Evaluate				X		✓
OUTCOME 4: Implement Q.R. Fit						
• Prepare an implementation plan				X		■
• Oversee the installation					X	■
OUTCOME 5: Launch H&W zones						
• Develop implementation plan			X			✓
• Discuss the plan with the H&W zone sites				X		✓
• Collaborate with the sites to implement regular H&W programming					X	✓
OUTCOME 6: Develop worksite wellness program						
• Develop activities that promote a workplace culture of wellness		X				✓
• Organize opportunities for staff to participate in H&W activities		X				✓
• Work w/ Health & Benefits to track measures	A	X				✓
• Implement Employee Health and Fitness Week	A				X	✓
• Evaluate the worksite wellness program	A				X	✓
OUTCOME 7: Platinum level Fit-Friendly Worksite						
• Ensure AHA requirements are met	A				X	✓
• Apply annually	A				X	✓
• Work w/ Health & Benefits on program inventory	A				X	✓
• Work w/ Health & Benefits to collect data	A				X	✓
• Maintain Platinum level award	A				X	■

OUTCOME 8: Partner on prescription recreation						
• Evaluate W&TWT			X			✓
• Plan a new program				X		■
OUTCOME 9: Launch the Mobile Fitness Unit						
• Evaluate				X		✓
OUTCOME 10: Initiate annual resident challenge						
• Evaluate			X			✓
OUTCOME 11: H&W Activities in festivals/events						
• Ensure that there are H&W components in festivals				X		■
STANDARDS, GUIDELINES, AND POLICIES						
OUTCOME 1: Adopt a healthy vending policy						
• Assess current vending machine operations			X			✓
• Form a healthy vending committee			X			✓
• Develop a healthy vending policy			X			✓
• Adopt a healthy vending policy				X		✓
• Develop a plan to transition to new policy				X		□
• Develop training module and provide education on the healthy vending policy					X	□
OUTCOME 2: Support the Department's smoking policy						
• Support the Department's smoking policy for public spaces			X			✓
• Support Health & Benefits in providing smoking cessation information and classes for employees			X			✓
• Partner with external organizations to provide smoking cessation information and classes for residents			X			✓
OUTCOME 3: Demonstrate that 75% of programs have a H&W component						
• Develop H&W component definition and criteria				X		■
• Determine what percent of existing programs already have a H&W component				X		■
• Create a H&W program component summary sheet					X	■
OUTCOME 4: Support HEPA Standards						
• Conduct periodic HEPA assessments	A				X	■
OUTCOME 5: Adopt an internal healthy eating policy						
• Utilize the American Heart Association's food and beverage toolkit				X		□
• Adopt an internal food policy				X		□
• Create guidelines and suggestions for selecting food vendors and healthy foods				X		□
• Educate employees on the value of healthy eating	A			X		□
PARTNERSHIPS, SPONSORSHIPS, AND GRANTS						
OUTCOME 1: Demonstrate an increase in H&W partnerships						
• Create a H&W partnership policy and procedure			X			□
• Adopt a partnership policy and procedure			X			□
• Create an inventory of partnership opportunities				X		□
• Conduct periodic inventory	A				X	□
• Engage in more partnerships	A				X	□

OUTCOME 2: Obtain grants and sponsorships						
• Create internal grant guidelines			X			✓
• Create a policy and procedure for sponsorships			X			✓
• Adopt internal grant guidelines			X			✓
• Adopt a policy and procedure for sponsorship opportunities			X			✓
• Create an inventory				X		□
• Apply for grants and obtain sponsorships	A				X	✓
OUTCOME 3: Establish rapport, increase credibility, and enhance the Department's reputation as a quality H&W partner						
• Attend meetings with external public health stakeholders		X				✓
• Communicate and promote the Department's H&W message and goals			X			■
• Engage in more partnerships					X	✓
OUTCOME 4: Attain a strong resource base						
• Assess the quantity of resources		X				■
• Create an inventory to track resources		X				■
• Develop a budget and fiscal strategy		X				■
• Examine the need for additional internal funding	A	X				■
• Examine the need for additional H&W staff	A	X				■
• Examine the need for additional external funding and partnerships	A				X	■
OUTCOME 5: Gain recognition as a leader, stakeholder, and resource						
• Develop a strategy			X			■
• Research existing countywide H&W collaborations and seek involvement in projects				X		■
FACILITIES						
OUTCOME 3: Increase access to H&W impact info.						
• Assist with development of facility plans, e.g. trails	A	X				■
• Market and promote the H&W benefits of the Department's facilities and amenities				X		■
• Promote <i>Formula 2040</i> 's H&W objectives in the design of facilities and amenities				X		■
MARKETING						
OUTCOME 1: Promote H&W with print publications						
• Publish Physical Fitness & Sports Month brochure	A				X	✓
OUTCOME 3: Launch H&W website						
• Post a calendar of H&W activities and programs on the H&W website					X	✓
OUTCOME 4: Add on-hold telephone recordings						
• Develop on-hold telephone recording messages		X				✓
• Add on-hold telephone recording messages		X				✓

OUTCOME 5: Post a calendar						
• Develop list of activities			X			✓
• Implement an approval process				X		✓
• Post calendar on the H&W website and on the Department's website					X	✓
OUTCOME 6: Increase requests for attendance at community health fairs and events						
• Develop an online request form			X			■
• Add the online request form to the website				X		■
• Track online requests					X	■
OUTCOME 7: Increase H&W presence						
• Train the H&W team on the Department's H&W message		X				■
• Develop criteria and procedure for the H&W team to approve requests and attend health fairs and events		X				■
• Track H&W team attendance at community health fairs and events throughout the year	A				X	■
OUTCOME 8: Deliver the Department's H&W message consistently						
• Write H&W vision and mission statements				X		✓
• Develop the Department's H&W message				X		✓
• Create a summary sheet				X		■
OUTCOME 9: Incorporate benefits-based marketing and performance measures						
• Develop performance measures					X	■
• Promote benefits-based marketing messages on H&W activity fliers					X	■
OUTCOME 10: Provide H&W content for the Department's mobile application						
• Write H&W content for the mobile application					X	□
• Ensure that H&W has a presence in the mobile application					X	□
OUTCOME 13: Demonstrate an increase in H&W website visitors						
• Track data measures		X				■
STAFF TRAINING						
OUTCOME 1: Deliver staff training						
• Develop the Department's H&W message		X				□
• Create a summary sheet				X		□

~YEAR AT A GLANCE~

FISCAL YEAR (FY) 2018

✓ = Complete ■ = On Schedule □ = Behind Schedule

ACTIVITIES	ANNUALLY	Q1	Q2	Q3	Q4	STATUS
SIGNATURE PROGRAMS						
OUTCOME 1: Implement Yoga in the Parks						
• Evaluate	A	X				■
• Train staff on use of the toolkit	A			X		■
• Implement	A	X			X	■
OUTCOME 2: Implement annual walk/run event						
• Designate a co-hosting division	A	X				■
• Chair committee	A			X		■
• Determine location	A			X		■
• Implement	A		X		X	■
• Evaluate	A	X		X		■
OUTCOME 3: Implement Q.R. Fit						
• Collect and analyze data					X	■
• Evaluate					X	■
OUTCOME 5: Launch H&W zones						
• Evaluate			X			■
OUTCOME 6: Develop worksite wellness program						
• Work w/ Health & Benefits to track measures	A	X				■
• Implement Employee Health and Fitness Week	A				X	■
• Evaluate the worksite wellness program	A				X	■
OUTCOME 7: Platinum level Fit-Friendly Worksite						
• Ensure AHA requirements are met	A				X	■
• Apply annually	A				X	■
• Work w/ Health & Benefits on program inventory	A				X	■
• Work w/ Health & Benefits to collect data	A				X	■
• Maintain Platinum level award	A				X	■
STANDARDS, GUIDELINES, AND POLICIES						
OUTCOME 1: Adopt a healthy vending policy						
• Implement 100% healthy snacks in 50% of vending machines		X				■
OUTCOME 3: Demonstrate that 75% of programs have a H&W component						
• Develop a training module		X				■
• Incorporate H&W components into programs		X				■
• Work with SPU to track data	A				X	■

OUTCOME 4: Support HEPA standards						
• Conduct periodic HEPA assessments	A				X	■
• Develop HEPA training module			X			■
• Align HEPA standards			X			■
OUTCOME 5: Adopt an internal healthy eating policy						
• Educate employees on the value of healthy eating	A			X		■
OUTCOME 6: Develop a standard assessment tool						
• Create an assessment tool			X			■
• Administer pre and post assessments				X		■
PARTNERSHIPS, SPONSORSHIPS, AND GRANTS						
OUTCOME 1: Demonstrate an increase in H&W partnerships						
• Conduct periodic inventory	A				X	■
• Engage in more partnerships	A				X	■
OUTCOME 2: Obtain grants and sponsorships						
• Apply for grants and obtain sponsorships	A				X	■
OUTCOME 4: Attain a strong resource base						
• Examine the need for additional internal funding	A	X				■
• Examine the need for additional H&W staff	A	X				■
• Examine the need for additional external funding and partnerships	A				X	■
FACILITIES						
OUTCOME 1: Enable the public to research the Department's facilities and amenities						
• Enhance park online facility locator tool					X	■
OUTCOME 2: Use the Department's facilities and amenities to enhance H&W opportunities						
• Match H&W programs to facilities and amenities			X			■
• Assist with a web-based inventory				X		■
• Offer H&W programs that match facilities/amenities					X	■
• Offer a variety of H&W opportunities that showcase new facilities and amenities	A				X	■
OUTCOME 3: Increase access to H&W impact information						
• Assist with development of facility plans, e.g. trails	A	X				■
OUTCOME 4: Serve as a resource on best practices and standards for the Department's facilities						
• Produce a resource that outlines best practices and standards for fitness spaces					X	■
MARKETING						
OUTCOME 1: Promote H&W with print publications						
• Publish Physical Fitness & Sports Month brochure	A				X	■
OUTCOME 3: Launch H&W website						
• Introduce a survey to evaluate website			X			■

OUTCOME 7: Increase H&W presence						
• Track H&W team attendance at community health fairs and events throughout the year	A				X	■
OUTCOME 8: Deliver the Department's H&W message consistently						
• Train all staff on the Department's H&W message and the benefits of Parks and Recreation	A				X	■
OUTCOME 9: Incorporate benefits-based marketing and performance measures						
• Train Department staff on benefits-based marketing	A		X			■
OUTCOME 10: Provide H&W content for the Department's Mobile Application						
• Explore opportunities to include the Department's H&W information on websites and mobile applications		X				■
OUTCOME 11: Produce H&W video						
• Create a H&W video			X			■
• Show video at facilities					X	■
• Post video					X	■
OUTCOME 12: Demonstrate an increase of resident participation in H&W activities						
• Track patron participation in various H&W activities		X				■
• Learn how residents find out about H&W activities		X				■
STAFF TRAINING						
OUTCOME 1: Deliver staff training						
• Develop H&W public outreach module			X			■
• Offer staff trainings throughout the year					X	■
• Train all staff on our H&W message and the benefits of Parks and Recreation	A				X	■
OUTCOME 2: Develop and deliver staff training						
• Develop H&W training curriculum for staff		X				■
• Develop a training strategy			X			■
• Develop a training module on the <i>H&W Action Plan</i>			X			■
• Develop a training module on the criteria for H&W program components			X			■
• Develop training module on HEPA standards			X			■
• Develop training module on the benefits of parks and recreation			X			■
• Develop training on the healthy vending policy			X			■
• Deliver training on the <i>H&W Action Plan</i>	A				X	■
• Deliver training on the criteria for H&W program components	A				X	■
• Deliver training on HEPA standards	A				X	■
• Deliver training on the benefits of parks and recreation	A				X	■
• Deliver training on the healthy vending policy	A				X	■

Appendix A: Acronyms

The Department of Parks and Recreation has multiple divisions and work units. Listed below are the acronyms of each work unit referenced in the plan.

ACHD: Arts and Cultural Heritage Division
Admin Services: Administrative Services Division
CAO: Central Area Operations
EAM: Enterprise Asset Management
Foundation: Parks and Recreation Foundation
ITC: Information, Technology and Communications Division
M&D: Maintenance and Development Division
NAO: Northern Area Operations
NHRD: Natural and Historical Resources Division
PAMD: Public Affairs and Marketing Division
PP&D: Park Planning and Development Division
SAO: Southern Area Operations
SHWD: Sports, Health, and Wellness Division
SPD: Special Programs Division
SPU: Special Projects Unit

Appendix B: Fiscal Years

Completion dates are assigned to activities included in the Action Plan. For reference, a fiscal year (FY) begins July 1 and ends on June 30 of the next calendar year. For example, FY17 is the fiscal year that begins on July 1, 2016 and ends on June 30, 2017.

For a fiscal year, quarters are defined below:

Quarter 1 (Q1): July-September
Quarter 2 (Q2): October-December
Quarter 3 (Q3): January-March
Quarter 4 (Q4): April-June



Appendix C: Glossary

Alliance for a Healthier Generation - a philanthropic organization founded by the American Heart Association and the Bill Clinton Foundation, formed to reduce the prevalence of childhood obesity and to empower kids to make lifelong, healthy habits.

American Heart Association (AHA) - the nation's oldest and largest voluntary organization dedicated to fighting heart disease and stroke.

Body Mass Index (BMI) - a measure of body fat based on a person's weight in relation to their height.

Centers for Disease Control and Prevention (CDC) - a federal agency under the U.S. Department of Health and Human Services (DHHS) that works to protect public health and safety by providing information to enhance health decisions.

Chronic Disease - a long lasting condition that can be controlled but not cured.

Dietary Guidelines for Americans - a set of recommendations published jointly by the U.S. Department of Health and Human Services (DHHS) and the U.S. Department of Agriculture (USDA) every 5 years. The guidelines provide evidence-based food and beverage recommendations for Americans ages 2 and older.

Health - a complete state of physical, mental, and social well-being, and not merely the absence of disease or infirmity.

Health Behaviors - actions and habits that relate to health maintenance, to health restoration, and to health improvement. They are influenced by personal attributes such as beliefs, expectations, motives, values, and perceptions.

Health Belief Model (HBM) - a framework which suggests that beliefs about health problems, perceived benefits of action, barriers to action and self-efficacy explain engagement (or lack of engagement) in health-promoting behavior.

Health Determinant - a force or element that affects health, either positively or negatively.

Health Disparity - preventable differences in the burden of disease, injury, violence, or opportunities to achieve optimal health that are experienced by socially disadvantaged populations.

Healthy Eating, Physical Activity (HEPA) Standards - guidelines created to foster the best possible nutrition and physical activity practical outcomes for children in grades K-12 attending out-of-school time programs.

Health Equity - the attainment of the highest level of health for all people.

Healthy People 2020 - a national initiative that outlines goals to improve the health of all Americans guiding health promotion and disease prevention efforts.

Healthy Vending - a movement intended to increase the number of healthy choices in vending locations, which may include vending machines, concession stands, and other places where packaged or prepared food is sold.

Logic Model - a systematic and visual way to present and share relationships among program resources, planned activities and the changes or impacts you hope to achieve.

Maryland Recreation and Parks Association, Inc. (MRPA) - an organization with the purpose of uniting recreation and park professionals and citizen advocates to advance park, recreation and environmental conservation efforts through networking, development and training, and advocacy.

National Institutes of Health (NIH) - part of the U.S. Department of Health and Human Services; NIH is the nation's medical research agency.

National Recreation and Park Association (NRPA) - the leading non-profit organization dedicated to the advancement of public parks, recreation and conservation.

Obesity - a chronic condition defined by an excess of body fat. Adults with a Body Mass Index (BMI) over 30 are considered obese.

Office of Disease Prevention and Health Promotion (ODPHP) a federal agency that sets national health goals and objectives, and supports programs, services, and education activities that improve the health of all Americans. The ODPHP is part of the U.S. Department of Health and Human Services.

Physical Activity - any body movement that works the muscles and requires more energy than resting.

Physical Activity Guidelines - set of recommendations developed by the U.S. Department of Health and Human Services to provide guidance on how children and adults can improve their health through physical activity.

Public Health - refers to all organized measures (whether public or private) to prevent disease, promote health, and prolong life among the population as a whole.

Risk Factor - attribute, characteristic or exposure of an individual that increases the likelihood of developing a disease or injury.

Robert Wood Johnson Foundation - the nation's largest philanthropy dedicated to improving health and healthcare for Americans.

Self-Efficacy - one's belief in his or her ability to succeed in reaching a specific goal or to accomplish a task.



Social Capital - the value of all social networks or the degree of social connectedness in a community.

Stages of Change Model - a useful framework that describes the series of stages a person goes through to change lifestyle habits.

State Health Improvement Plan (SHIP) - provides a framework, in response to Healthy People 2020 that sets objectives for continual progress toward a healthier Maryland.

U.S. Department of Health and Human Services (DHHS) - a federal department that enhances and protects health and well-being by providing for effective health and human services and fostering advances in medicine, public health, and social services.

Wellness - an active process of becoming aware of and making choices toward a healthy and fulfilling life.

World Health Organization (WHO) - the United Nation's public health arm that directs and coordinates international health within the United Nations' system.



Appendix D: Notes

The following excerpt from *Formula 2040* clarifies how the DPR plans to address the obesity reduction objective:

According to a 2011 report, the County's adult obesity rate of 32% exceeds the national average of 25% by 7%. Using this figure as a baseline, this objective will be tracked using available public health data from the Center for Disease Control's Behavioral Risk Factor Surveillance System. It is more important to note that increasing adult obesity is a national as well as County trend with many contributing factors, such as diet and level of physical activity, which cannot be reversed by DPR acting alone. However, DPR can partner with the public health community and other health service providers to promote a healthy, active lifestyle among residents.

Appendix E: Bibliography

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³⁵ Son, Julie, Careen Yarnal, and Deborah Kerstetter. "Engendering Social Capital through a Leisure Club for Middle-aged and Older Women: Implications for Individual and Community Health and Well-being." *Leisure Studies* 29.1 (2010): n. pag. Web.

³⁶ Ibid

³⁷ Umberson, D., and J. K. Montez. "Social Relationships and Health: A Flashpoint for Health Policy." *Journal of Health and Social Behavior* 51.1 Suppl (2010): n. pag. Web.

³⁸ Ibid

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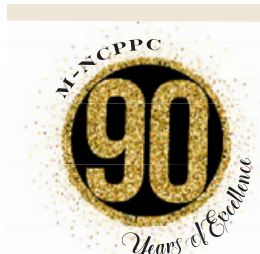






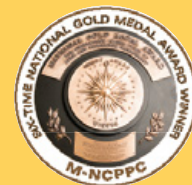
HEALTH & WELLNESS ACTION PLAN

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