

Public Health: Rationale and Strategies

PUBLIC HEALTH

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Historically, the primary role of public health is to monitor, protect, and promote the public's health. These functions complement the health care delivery system and community sectors. Chronic disease prevention and management has become an important public health focus in recent years.

Given the integral role of physical activity in maintaining good health and preventing disease, public health agencies, state health departments, public health professionals, and public health professional societies (especially the [National Society of Physical Activity Practitioners in Public Health](#)), and institutions of higher learning can play major roles in carrying out the following strategies.

[MAKING AMERICA ACTIVE THROUGH PUBLIC HEALTH](#) [NOTE:

This link will allow visitors to see how people, organizations, and communities are carrying out the strategies and tactics for this sector of the Plan. Each sector main page has a similar link.]

[STRATEGY 1](#)

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

[STRATEGY 2](#)

Create and maintain cross-sector partnerships and coalitions that implement effective strategies to promote physical activity. Partnerships should include representatives from public health; [health care](#); [education](#); [parks, recreation, fitness and sports](#); [transportation, urban design, and community planning](#); [business and industry](#); volunteer [and non-profit](#) organizations; [mass media](#); and organizations serving historically underserved and understudied populations. [NOTE: [These links go to the sectors' main pages.](#)]

[STRATEGY 3](#)

Engage in advocacy and policy development to elevate physical activity and public health issues.

[STRATEGY 4](#)

Disseminate tools and resources important to promoting physical activity, including resources that address the burden of disease due to inactivity. Carry out evidence-based interventions and locate funding for physical activity initiatives.

[STRATEGY 5](#)

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

Public Health: Strategies and Tactics

STRATEGY 1: Develop and maintain a public health workforce with competence and expertise in physical activity and health.

TACTICS

- Invest equitably in physical activity, commensurate with its value in promoting health and preventing and reducing chronic disease.
- The Centers for Disease Control and Preventino (CDC) and State Health Departments should provide sustainable funding for state and local health departments, respectively, to be staffed with Physical Activity and Public Health Specialists, to work on initiatives to promote physical activity. Make resources for physical activity comparable to resources provided for tobacco and nutrition.
- Include a physical activity and health unit in state health departments that functions as part of an integrated and coordinated approach to chronic disease prevention. Staff these units with physical activity practitioners who are specialists in physical activity and health.
- Encourage professional societies in public health (e.g., [National Society of Public Health Practitioners in Public Health](#) and [American Public Health Association](#)) to adopt and disseminate core competencies for public health practitioners in physical activity, update the core competencies regularly, and increase the number of practitioners who are certified physical activity practitioners.
- Support and expand training opportunities (e.g., Physical Activity and Public Health Course) based on core competencies for practitioners and paraprofessionals. Ensure interdisciplinary training such that physical activity and public health concepts are connected to other disciplines and also include leadership development and team-building. Augment the pipeline of physical activity professionals by engaging ethnic minority organizations in public health, medicine, and related disciplines.
- Enhance academic structure with core competencies embedded into public health and health care professionals curricula.
- Increase the number of Master’s of Public Health (MPH) programs with a focus on physical activity. Increase the number of graduates from these programs.
- CDC and the US Department of Health and Human Services should invest in capacity building by supporting MPH and PhD programs, continuing medical education, short courses, and distance-based training for physical activity and public health through the Prevention Research Centers (PRCs) and other mechanisms.
- Expand recruitment, outreach and training efforts to encourage ethnic minority students and students representing groups at particular risk of physical inactivity, e.g., through scholarship programs sponsored by professional societies.

Public Health: Strategies and Tactics

STRATEGY 2: Create, maintain, and leverage cross-sector partnerships and coalitions that implement effective strategies to promote physical activity. Partnerships should include representatives from public health; health care; education; parks, recreation, fitness, and sports; transportation, urban design, and community planning; business and industry; volunteer and non-profit organizations; mass media; and organizations serving historically underserved and understudied populations.

TACTICS:

- Encourage public health professionals in seeking to both educate and learn from partners in order to strengthen the effectiveness of the partnership and the efforts of each member.
- Examine successful partnerships to identify and incorporate key elements of success.
- Use existing partnerships to achieve physical activity and public health goals. Clearly define each partnership's planned outcomes for the partnership.
- Connect with agencies representing persons with disabilities as well as populations affected by health disparities. Connect with "non-traditional" partners to increase reach of interventions and encourage social capital.
- Provide sustained resources to local, state, and national public health agencies that support physical activity practitioners to act as conveners of local coalitions and to provide leadership for strategic partnerships.
- Increase the number of Memorandums of Understanding (MOUs) or other formal agreements between key organizations for physical activity and public health, such as the [American Public Health Association](#), [National Society of Public Health Practitioners in Public Health](#), [American College of Sports Medicine](#), [American Medical Association](#), and the [Centers for Disease Control and Prevention](#).

Public Health: Strategies and Tactics

STRATEGY 3: Engage in advocacy and policy development to elevate physical activity public health issues.

TACTICS

- Use the [*2008 Physical Activity Guidelines for Americans*](#), the [*Physical Activity Guidelines Advisory Committee Report 2008*](#), and [*Healthy People 2010*](#) as a basis for advocacy and policy development.
- Encourage national, state, and local organizations to, collaboratively at each level, engage in policy development and define a substantive and fiscal policy agenda for each public health setting.
- Tailor the policy message for each target population and setting. Identify and engage underserved populations. Target policy messages for each population and segment and setting.
- Create a time-sensitive long and short term communication schedule for advocacy.
- Work with diverse institutions' advocacy teams to address overarching policies. Identify and promote advocacy training opportunities.
- Engage decision makers to fund research on policy development and fund evaluations of the effects of existing policies related to physical activity.
- Create an interdisciplinary policy and advocacy center, which eventually should have sustained funding from both public and private sources. The center should support policy development for physical activity in public health agencies and support advocacy efforts.
- Health agencies should disseminate information on evidence-based policies related to physical activity by participating in advocacy networks, with emphasis on education of partners at national, state, and local levels.
- Ensure that the *2008 Physical Activity Guidelines for Americans* are updated every 5 years.
- Develop a national physical activity report card that is informed by evidence and tracks overall progress in reducing burden of disease due to inactivity in the United States
- Engage community residents in policy development, accountability and advocacy activities.
- Engage grassroots organizations that have demonstrated success in other public health arenas, (e.g., smoking and school nutrition) and provide incentives for training and participation in population physical activity promotion.

Public Health: Strategies and Tactics

STRATEGY 4: Disseminate tools and resources important to promoting physical activity, including resources that address the burden of disease due to inactivity. Carry out evidence-based interventions and locate funding for physical activity initiatives.

TACTICS

- Identify and create tools and resources appropriate to support and advance the work of physical activity practitioners and researchers.
- Support professional organizations (e.g., [National Society of Public Health Practitioners in Public Health](#) resource matrix, [American College of Sports Medicine](#), [American Public Health Association](#)) to serve as repositories and clearing houses for information on public health practices, tools and resources, including evidence-based and promising practice physical activity interventions. Encourage special efforts to include historically black, Hispanic heritage and tribal colleges and universities.
- CDC and professional societies should promote the use of existing tools and resources and identify promising practices, particularly those addressing the needs of underserved populations.
- CDC, professional societies, and academic institutions should provide training and capacity building in the use, adaptation, and evaluation of evidence-based physical activity interventions.
- Fund public health professional societies, public health agencies, schools of public health, and other academic units engaged in physical activity research to develop tools and resources for policymakers and practitioners that support promotion of physical activity in communities.
- Ensure regular updates of the Center for Disease Control and Prevention's [Guide to Community Preventive Services](#) physical activity intervention recommendations and their dissemination.
- Disseminate physical activity-promoting practices and policies targeted to agencies and professional societies outside of public health, e.g., youth-serving social services and non-profits in underserved communities.
- Identify and support expansion of culturally salient tools that build upon community assets to promote physical activity in ethnic minority and other underserved populations.

Public Health: Strategies and Tactics

STRATEGY 5: Expand monitoring of policy and environmental determinants of physical activity and of levels of physical activity in communities (surveillance), and monitor the implementation of public health approaches to promoting active lifestyles (evaluation).

TACTICS

- Increase networking and collaboration between practitioners, researchers (e.g., [National Institutes of Health \(NIH\)](#), [Centers for Disease Control and Prevention \(CDC\)](#)), community-based organizations, and advocates and activists.
- CDC should identify and promote a common set of measures that may be applied across diverse populations to define success.
- CDC and the Physical Activity Policy Research Network should define a common framework to evaluate policy and environmental change processes, outcomes, and impacts.
- CDC and professional societies should build capacity of practitioners to monitor key outcome measures of their chosen interventions.
- Fund CDC, PRCs, PAPRN, and NIH to conduct research on policy development and its impact on physical activity.
- Regularly assess and issue reports (e.g., national report card) on progress toward increasing physical activity and reducing physical inactivity.
- Improve and expand surveillance of physical activity and inactivity, including sedentary time, light activity, and fitness.
- Expand surveillance systems to monitor the status of environmental and policy determinants of physical activity and to monitor disparities in resource availability and utilization.
- Expand surveillance systems to include systematic assessment of levels of physical activity and fitness in children and youth, including those from underserved communities.
- Improve linkages between local policy and environmental change and national and state data collection systems.
- Create and expand relevant local surveillance or other physical activity data collection systems.
- Expand the ability of public health to provide health data that allows communities to understand the burden of inactivity in their communities, and to tailor approaches to increase physical activity to local circumstances.

Health Care: Rationale and Strategies

HEALTH CARE

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MAKING AMERICA ACTIVE THROUGH HEALTH CARE

The health care sector is our Nation's largest industry. It is comprised of all the people and physical resources devoted to providing health-related services to individuals.

Traditionally, health care has focused on diagnosing and treating illness and injury. However, as knowledge of the causes of premature disability and death has advanced, the health care sector has increasingly emphasized early intervention and prevention. In their work with individual patients, health care providers have a unique opportunity to encourage adults, children, and families to increase their daily physical activity. These providers and the health care organizations that support them have much to contribute in carrying out the following strategies.

[STRATEGY 1](#)

Make physical activity a patient "vital sign" that all health care providers assess and discuss with their patients.

[STRATEGY 2](#)

Establish physical inactivity as a treatable and preventable condition with profound health implications.

[STRATEGY 3](#)

Use a health care systems approach to promote physical activity and to prevent and treat physical inactivity.

[STRATEGY 4](#)

Decrease the prevalence of physical inactivity, especially in disproportionately affected populations.

[STRATEGY 5](#)

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

[STRATEGY 6](#)

Build capacity among members of professional health care organizations to advocate for increased physical activity in other sectors.

Health Care: Strategies and Tactics

STRATEGY 1: Make physical activity a patient “vital sign” that all health care providers assess and discuss with their patients.

TACTICS

- Ensure that all health care professional organizations encourage their members to assess patients’ physical activity levels and discuss ways to meet the Physical Activity Guidelines for Americans.
- Include fields for tracking patients’ level of physical activity in electronic medical records and electronic health records.
- Develop a Healthcare Effectiveness and Data Information Set ([HEDIS](#)) measure for physical activity.
- Encourage health care professionals to be role models for active lifestyles for patients.

Health Care: Strategies and Tactics

STRATEGY 2: Establish physical inactivity as a treatable and preventable condition with profound health implications.

TACTICS

- Establish a payment system for physical inactivity diagnosis with International Classification of Disease (ICD) and Current Procedural Terminology (CPT) codes.
- Develop new service codes with [Centers for Medicare & Medicaid Services \(CMS\)](#).
- Ensure that appropriate referral for services include culturally salient patient education materials, counseling and motivation. Encourage referral services to catalog community-based programs and resources.

Health Care: Strategies and Tactics

STRATEGY 3: Use a health care systems approach to promote physical activity and to prevent and treat physical inactivity.

TACTICS

- Build upon successful programs already in place to create a central role for physical activity.
- Evaluate and promote effective practices and programs that encourage physical activity in partnership with insurers. For example, create patient incentives for demonstrating increased physical activity and fitness, such as co-payment waivers during chronic disease management visits.
- Expand research that identifies and evaluates best practices, particularly those effective in populations segments at high risk of physical inactivity.
- Establish a national network of programs, providers and advocates of physical activity as a key component of the US health system.
- Make low-cost cognitive and behavioral interventions widely available for referral by health care providers to patients. These interventions can include high-tech approaches, such as Web resources and iPhone applications.
- Disseminate current best-practice guidelines for physical activity in subpopulations. Include concepts of physical activity that relate to primary, secondary, and tertiary prevention.

Health Care: Strategies and Tactics

STRATEGY 4: Decrease the prevalence of physical inactivity, especially in disproportionately affected populations.

TACTICS

- Address disparities in the prevalence of physical inactivity and related conditions in women, ethnic minority groups and other underserved populations, including those with disabilities and chronic diseases.
- Support health care organizations in educating about physical activity and in tracking the problem of physical inactivity.
- Offer provider incentives to attend continuing education on effective population physical activity promotion approaches.
- Engage in capacity building to recruit and train community members (promoters or lay health advisors) in policy and environmental change to promote physical activity, e.g., partnering with community colleges to expand their health promotion curricula for the associates degree or develop certificate programs.

Health Care: Strategies and Tactics

STRATEGY 5: Include physical activity education in the training of all health care professionals.

TACTICS

- Add physical activity education to accreditation criteria.
- Add physical activity education to licensing exams.
- Include physical activity in continuing education professional development programs, using the recommendations of the [Physical Activity Guidelines for Americans](#).
- Develop a system to train more facilitators and instructors from minority and underserved populations to help generate buy-in from these populations.

Health Care: Strategies and Tactics

Strategy 6: Build capacity among members of professional health care organizations to advocate for increased physical activity in other sectors.

TACTICS

- Develop and support medical and health professionals as champions for physical activity.

Education: Rationale and Strategies

EDUCATION

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MAKING AMERICA ACTIVE THROUGH EDUCATION

In 2008, US schools educated nearly 50 million children, from pre-kindergarten through 12th grade. These children spend an average of 1,300 hours per year in school. Schools have a long history of addressing the health of children and youth, and physical activity – through recess, physical education classes, and after-school programs – has traditionally been an integral component of this focus.

Today, however, schools are under intense pressure to improve academic standards. These pressures, combined with the trend toward children being driven to school and other factors, have reduced the amount of time children and youth are physically active during the school day.

Recent research indicates that physical activity actually has a positive impact on academic performance. These findings provide a critical impetus for teachers, coaches, school administrators, and school district officials to take a leadership role in carrying out the following strategies.

STRATEGY 1

Provide access to and opportunities for high-quality, comprehensive physical activity programs, anchored by physical education, in pre-K through grade 12 educational settings. Ensure that the programs are inclusive, safe, and developmentally and culturally appropriate.

STRATEGY 2

Develop and implement state and school district policies requiring school accountability for the quality and quantity of physical education and physical activity programs.

STRATEGY 3

Develop partnerships with other sectors for the purpose of linking youth with physical activity opportunities in schools and communities.

STRATEGY 4

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

STRATEGY 5

Provide access to and opportunities for physical activity before and after school.

Education: Strategies and Tactics

STRATEGY 1: Provide access to and opportunities for high-quality, comprehensive physical activity programs, anchored by physical education, in pre-K through grade 12 educational settings. Ensure that the programs are inclusive, safe, and developmentally and culturally appropriate.

TACTICS

- Advocate for increased federal funding of programs such as the Carol White Physical Education for Progress (PEP) grant program.
 - Focus criteria on development of state-of-the-art comprehensive physical activity program demonstration and pilot projects, and effective evaluation of those programs.
 - Widely disseminate successful demonstration and pilot programs and those with practice-based evidence. Prioritize funding efforts toward lower-resourced communities working with states to identify areas of great need.
- Require pre-service and continuing education for physical education and elementary classroom teachers to deliver high-quality physical education and physical activity programs.
- Provide adequate funding for research that advances this Strategy and all other Education sector strategies.

Education: Strategies and Tactics

STRATEGY 2: Develop and implement state and school district policies requiring school accountability for the quality and quantity of physical education and physical activity programs.

TACTICS

- Advocate for binding requirements for PreK-12 standards-based physical education that address state standards, curriculum time, class size, and employment of certified, highly qualified physical teachers in accordance with national standards and guidelines, such as those published by the [National Association for Sport and Physical Education \(NASPE\)](#).
- Develop and implement state-level policies that require school districts to report on the quality and quantity of physical education and physical activity programs.
- Develop and implement a measurement and reporting system in order to determine the progress of states toward meeting this Strategy.
- Enact federal legislation, such as the [FIT Kids Act](#), that can support the implementation of this strategy.
- Provide funding (local, state, and federal) to ensure that schools have the resources (e.g., facilities, equipment, appropriately trained staff) to provide high-quality physical education and activity programming. Target the largest proportion of funding to schools that are under-resourced, working with states to identify areas of greatest need.

Education: Strategies and Tactics

STRATEGY 3: Develop partnerships with other sectors for the purpose of linking youth with physical activity opportunities in schools and communities.

TACTICS

- Develop plans at local levels for leadership and collaboration across sectors, e.g. education, youth serving organizations, and park and recreation sectors.
- Develop and institute local policies and joint use agreements that facilitate shared use of physical activity facilities such as school gyms and community recreation centers and programming.
- Prioritize efforts to target communities and schools working with states to identify areas of greatest need.
- Develop partnerships that encourage citizen involvement, community mobilization, and volunteerism with organizations like Experience Corps or Health Corps to link to and sustain community opportunities for physical activity.

Education: Strategies and Tactics

STRATEGY 4: Ensure that early childhood education settings for children 0 to 5 years promote and facilitate physical activity and discourage sedentary behavior.

TACTICS

- Develop policies that clearly define physical activity components of [Head Start](#) and other early childhood program providers.
- Develop and institute state-level standards for early childhood education programs that require these programs to deliver safe and appropriate physical activity programming.
- Work with community college systems to include physical activity training as part of childcare certification and early childhood training programs.

Education: Strategies and Tactics

STRATEGY 5: Provide access to and opportunities for physical activity before and after school.

TACTICS

- Support [Safe Routes to School](#) efforts to increase active transportation to school.
- Require a physical activity component in all state and federally funded after-school programs, including [21st Century Community Learning Centers](#).
- Work with community college systems to include physical activity training as part of early childhood and school-age childcare preparation programs.
- Subsidize transportation and program costs of after-school programs through local, state and federal sources.
- Provide resources for innovative pilot projects for the afterschool setting.

Education: Strategies and Tactics

STRATEGY 5: Provide access to and opportunities for physical activity before and after school.

TACTICS

- Support [Safe Routes to School](#) efforts to increase active transportation to school.
- Require a physical activity component in all state and federally funded after-school programs, including [21st Century Community Learning Centers](#).
- Work with community college systems to include physical activity training as part of early childhood and school-age childcare preparation programs.
- Subsidize transportation and program costs of after-school programs through local, state and federal sources.
- Provide resources for innovative pilot projects for the afterschool setting.

STRATEGY 6: Encourage post-secondary institutions to provide access to physical activity opportunities, including physical activity courses, robust club and intramural programs, and adequate physical activity and recreation facilities.

TACTICS:

- Advocate for funding (state and federal) to ensure that post-secondary institutions have resources (e.g., facilities, equipment, staff) to provide quality physical activity programming.
- Develop and institute local policies and joint use agreements to allow students in post-secondary institutions to have access to physical activity facilities, such as school gyms and community recreation centers.

Parks, Recreation, Fitness, and Sports

PARKS, RECREATION, FITNESS & SPORTS

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[MAKING AMERICA ACTIVE THROUGH PRFS](#)

In recent years, the time available for leisure time activity has increased, but this increase has come in small chunks and been spent in sedentary activities. Similarly, spending on leisure activities has risen but has been focused on activities that encourage sedentary behaviors.

Providing access, education, and resources that help people incorporate fun and meaningful physical activity into their daily lives can foster real change in the national level of physical activity. The parks, recreation, fitness, and sports sector has considerable capacity to encourage people to be more active by pursuing the following strategies.

[STRATEGY 1](#)

Promote programs and facilities where all people work, learn, live, play and worship (i.e., workplace, public, private, and non-profit recreational sites) to provide access to safe and affordable physical activity opportunities

[STRATEGY 2](#)

Enhance the existing parks, recreation, fitness, and sports infrastructure to build capacity to disseminate policy and environmental interventions that promote physical activity.

[STRATEGY 3](#)

Use existing professional, amateur (AAU, Olympics) and college (NCAA) athletics and sports infrastructures to enhance physical activity opportunities in communities.

[STRATEGY 4](#)

Increase funding and resources for parks, recreation, fitness, and sports in areas of high need.

[STRATEGY 5](#)

Improve and monitor physical activity levels to gauge program effectiveness in parks, recreation, fitness, and sports settings based on geographic population representativeness, not merely numbers served.

[STRATEGY 6](#)

Coordinate advocacy to **integrate physical activity opportunities into open spaces and outdoor recreation areas while maintaining and enhancing their environmental functions and values.**

Parks, Recreation, Fitness, & Sports: Strategies and Tactics

STRATEGY 1: Promote programs and facilities where all people work, learn, live, play and worship (i.e., workplace, public private and non-profit recreational sites) to provide access to safe and affordable physical activity opportunities.

TACTICS

- Adopt community strategies that improve safety and security for parks, recreation, fitness, sports (PRFS) use, especially in higher crime neighborhoods.
 - Improve access to public-private recreational facilities in communities with limited recreational opportunities through:
 - Reduced costs for participation in programs and/or use of facilities
 - Increased operating hours
 - Co-location of schools and PRFS
 - Availability of childcare
 - Joint use agreements
- Provide programs in PRFS that are appropriate for individuals of both genders, diverse cultures, abilities, developmental stages and needs and that have demonstrated positive physical activity outcomes.
- Design new and upgrade facilities according to universal design principles to ensure accessibility, safety and optimal use for physical activity.
- Fund an Active Families Initiative that provides programs that support and benefit families at the community level and in response to community needs.
- Fund research on safe sports participation (i.e., injury prevention), particularly in youth and including such issues as weight gain and cycling.
- Restore and augment funding for the Urban Parks and Recreation Recovery program.
- Establish a coordinator position within the National Parks Service to develop policies and partnerships between the state and federal recreation agencies to promote physical activity.

Parks, Recreation, Fitness, & Sports: Strategies and Tactics

STRATEGY 2: Enhance the existing parks, recreation, fitness, and sports infrastructure to build capacity to disseminate policy and environmental interventions that promote physical activity.

TACTICS

- Foster interdisciplinary curricula in the studies of physical activity, leisure sciences, public health, and urban planning in institutions of higher education to increase physical activity at the community level.
- Develop certification and continuing education programs in physical activity and public health for fitness instructors, personal and fitness trainers, and other qualified professionals.
- Develop a model for fitness instructors that focuses on training organizations versus individuals in wellness worksite practices and policies. Include low-cost interventions feasible for small business and non-profits, as well as comprehensive worksite wellness approaches.
- Use volunteers and education entities to increase the parks, recreation, fitness, and sports sector's ability to execute the National Physical Activity Plan.

Parks, Recreation, Fitness, & Sports: Strategies and Tactics

STRATEGY 3: Use existing professional, amateur (Amateur Athletics Union, Olympics) and college (National Collegiate Athletic Association) athletics and sports infrastructures to enhance physical activity opportunities in communities.

TACTICS

- Train athletes and sports management staff to deliver environmental and policy messages versus individual change messages.
 - Use sporting event venues as opportunities for delivering messages and creating active participation.
 - Use social marketing approaches to change spectator sports culture and use it as a lever to drive the desired behavior change of increased physical activity.
- Recruit and train national sports governing associations, including the US Olympics to serve as champions of physical activity and to encourage physical activity, especially among inactive or sedentary segments of the population.

Parks, Recreation, Fitness, & Sports: Strategies and Tactics

STRATEGY 4: Increase funding and resources for parks, recreation, fitness, and sports in areas of high need.

TACTICS

- Prioritize money for rehabilitation and maintenance of existing parks, recreation, fitness, and sports assets that provide opportunities for physical activity.
- Establish tax incentives to promote the development and use of parks, recreation, fitness, and sports facilities and programs.
- Establish dedicated funding streams at all levels to public, non-profit, private parks, recreation, fitness, and sports facilities.
- Encourage non-traditional funding for development, maintenance, and renovation of parks, recreation, fitness, and sports, including private-public partnerships in target communities.
- Increase funding and enhance equity of parks, recreation, fitness, and sports (public, private, and non-profit) programs and facilities.
- Target programming funds to expand and broaden services to attract and engage populations not traditionally served, such as through varied, innovative, and culturally relevant offerings.

Parks, Recreation, Fitness, & Sports: Strategies and Tactics

STRATEGY 5: Improve and monitor physical activity levels to gauge program effectiveness in parks, recreation, fitness, and sports settings based on geographic population representativeness, not merely numbers served.

TACTICS

- Develop standardized benchmarking measures or criteria for evaluating program effectiveness that are reliable, valid, and easy to use.
- Create, maintain, and disseminate an inventory of (public and private) parks, recreation, fitness, and sports facilities.
- Create a national clearinghouse to consolidate and disseminate data from agencies on effective programs.

Parks, Recreation, Fitness, & Sports: Strategies and Tactics

STRATEGY 6: Coordinate advocacy to integrate physical activity opportunities into open spaces and outdoor recreation areas while maintaining and enhancing their environmental functions and values.

TACTICS

- Maximize current PRFS facilities (e.g., athletic fields) to increase physical activity opportunities for less active groups (e.g., girls, women, and low-income youth).
- Coordinate facility and program development that encourages appropriate leisure time physical activities (e.g., walking trails), minimizes environmental impacts, and reduces reliance on motorized vehicle use.
- Develop partnerships and programs such as “green gyms” that promote physical activity through volunteer environmental stewardship opportunities (e.g., community gardening, ecological restoration).

Transportation, Urban Design, and Community Planning: Rationale and Strategies

TRANSPORTATION, URBAN DESIGN, & COMMUNITY PLANNING

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MAKING AMERICA ACTIVE THROUGH TRANSPORTATION

Transportation systems, land patterns, urban design, and community planning decisions all can have a profound effect on physical activity, either by supporting or undermining active travel (non-car transit, walking, and bicycling).

In 2001, the average American spent 64 minutes per day in a vehicle. Not only is driving a sedentary activity, but time in a car takes away from time that could be spent in physical activity.

Changes to improve active transportation will require many individuals and agencies— transportation engineers, city planners, architects, schools, government agencies at all levels, community advocates, and employers – to rethink the way we plan and develop our communities. This collaborative work can be guided by the following strategies.

STRATEGY 1

Local, state, and federal transportation agencies must implement routine performance measures and set benchmarks for active transportation.

STRATEGY 2

Change how the US Department of Transportation collects and distributes transportation funding to create an optimal system for pedestrian, bicycle, and transit travel.

STRATEGY 3

Integrate physical activity and health explicitly into all community and transportation planning conducted by states, metropolitan and rural planning organizations, cities, and towns.

STRATEGY 4

Locate and design schools for maximum community physical activity.

STRATEGY 5

Implement a national healthy, active community design education campaign for professionals and advocates in community design-related fields.

STRATEGY 6

Create a system of financial inducements to individuals and employers to encourage active transportation.

STRATEGY 7

Promote and facilitate with school administrators the adoption of comprehensive Safe Routes to School Programs as a matter of school policy nationwide.

Transportation, Urban Design, and Community Planning: Strategies and Tactics

STRATEGY 1: Local, state, and federal transportation agencies must implement routine performance measures and set benchmarks for active transportation.

TACTICS

- Standardize and implement active transportation measurement across the country to understand the baseline, gauge progress, and set standards for improvement. Frame, mandate, and fund the systematic measurement of all travel modes, not just motor vehicle travel, across the country. This must include measurement of all trips, including commute, school, and other trips by all travel modes, as well as standardized reporting and recording of crash and injury data including that for pedestrians, bicyclists, and transit riders.
- Establish specific performance goals and benchmarks based on the standardized measures of active transportation, with funding rewarded accordingly. Award funding based on the anticipated positive impact on active transportation levels, as well as related benefits, such as safety improvements, congestion reduction, air quality enhancement, and health benefits. Ensure equal attention for the non-automotive travel mode in both performance measurement and safety implementation.

Transportation, Urban Design, and Community Planning: Strategies and Tactics

STRATEGY 2: Change how the US Department of Transportation collects and distributes transportation funding to create an optimal system for pedestrian, bicycle, and transit travel.

TACTICS

- All transportation expenditures must take into account the long-term goal of a complete and interconnected system of pedestrian, bike, and transit facilities across the country that includes not just roadways and transit lines, but greenways, trails, and multi-use pathways to encourage more routine active transportation by Americans.
- Establish an Office of Active Transportation in the US and state Departments of Transportation to set standards and goals, dispense funding, monitor results, and administer a program for innovation and research in active transportation designs and policies.
- Collect transportation revenue so as to remedy current market failures inherent in levying only a modest gasoline tax. Structure the revenue to pay the full costs of automobile travel which are not captured by current gasoline taxes, such as environmental impacts (carbon emissions, air and water pollution), congestion inefficiencies (travel delays), safety costs (collisions, injuries, and fatalities), and public health impacts (chronic diseases associated with increased sedentary time). Ensure that such policies do not disproportionately punish residents of rural and frontier states for which mass/active transit is not yet practical.
- Ensure that expenditure of all roadway funds meets a “Complete Streets” standard of performance, for both new and redeveloped facilities and maintenance projects.
- Focus significantly increased federal investment specifically on completing seamless networks of sidewalks, bike lanes, and trails, especially in cities, towns and suburban areas. These networks should be accessible and safe for all users, and connect pedestrians and bicyclists to improved public transportation services to enable many more short trips to be made by foot and bicycle. This should be accomplished through the creation of a new Active Transportation Investment Fund to support concentrated investment in completing active transportation systems in urban and metropolitan areas with the goal of shifting driving trips to walking and bicycling.
- Include a priority or preference for low-income communities in funding transportation projects at the federal, state, and local levels.
- Substantially increase federal funding for [Safe Routes to Schools](#). [NOTE: Link to Strategy 7]

Transportation, Urban Design, and Community Planning: Strategies and Tactics

STRATEGY 3: Integrate physical activity and health explicitly into all community and transportation planning conducted by states, metropolitan and rural planning organizations, cities, and towns.

TACTICS

- State regulations must require all comprehensive plans incorporate a process for analyzing health impacts, including physical activity, of all new and redevelopment projects as an outcome, and the use of context-sensitive solutions in all projects.
- Local ordinances must integrate healthy planning techniques as a matter of course. Zoning ordinances and subdivision and site designs and regulations should prescribe healthy alternatives to segregated use zoning approaches that promote automobile trips and make active transportation impossible, inconvenient, or unsafe.
- Financial support (e.g., planning grants) for community planning must require the inclusion of healthy planning techniques.
- The Departments of Housing and Urban Development (HUD), Transportation (DOT), and Health and Human Services (HHS) must collaborative on funding pilot studies to evaluate approaches to implementing healthy planning techniques and to collaboratively provide technical assistance for planning professionals and planning boards and commissions to ensure widespread implementation of proven approaches.
- The federal and state Departments of Transportation must include targeted funding and technical assistance for healthy planning approaches for low-income and high-need communities.

Transportation, Urban Design, and Community Planning: Strategies and Tactics

STRATEGY 4: Locate and design schools for maximum community physical activity.

TACTICS

- Convene a national, interdisciplinary working group including state and federal education, transportation, and health representatives and advocates to develop school siting and design guidelines that encourage community centered schools by taking into account the full range of impacts and associated with school placement, and which put the safety and health of children as a top priority.
- The school siting working group should develop guidelines for considering a wide range of costs involved in school siting and design decisions, and provide evidence and reports to communities so that they understand such long-term costs, including but not limited to:
 - Health impacts. Increased time spent in motor vehicle travel adds to children’s inactive time, reduces the time in the day available for physical activity, and precludes active transportation. School design can either encourage or discourage activity throughout the day.
 - School transportation costs. Busing larger numbers of students over greater distances adds tens to hundreds of thousands of dollars per year to school transportation budgets.
 - Distributed transportation costs. Parents who drive their children to school because of long walk or bike distances or long bus rides incur direct motor vehicle costs and a time cost.
 - Environmental impacts. The adverse air quality impacts of school locations which increase motor vehicle travel disproportionately affect children..
- The work group must conclude with specific recommendations for action by federal and state education and transportation agencies, including specifically outlining guidelines and processes for placing schools in more health-promoting locations. These must also outline mechanisms for rewarding or requiring such healthier school placements, for example through requirements associated with state or federal education and transportation funding or reimbursement.

Transportation, Urban Design, and Community Planning: Strategies and Tactics

STRATEGY 5: Implement a national healthy, active community design education campaign for professionals and advocates in community design-related fields.

TACTICS

- Develop a Technical Assistance Resource Center for active community design. This may be a virtual resource that is a portal for various other websites and resource centers, with the goal of providing the strongest evidence and best practical guidance for professionals and advocates. The resource center should ensure that current, consistent information is provided by working with professional and advocacy organizations, including but not limited to:
 - Transportation engineering and public works professionals
 - City planning, transportation planning, and transit professionals
 - Architecture and landscape architecture professionals
 - Parks and recreation professionals.
 - Trails, greenways, and open space advocates and professionals.
 - School facility, transportation, and administration officials
 - City/county managers and administrators and economic development officers
 - Public health officials
 - Elected and appointed officials, especially mayors and city council members, planning commissioners, and conservation, health, and school board members
 - Community advocates in health, transportation, and the environment
 - Employer and industry groups
 - The private development community, including single and multi-family residential developers,
- National professional organizations in planning, transportation, architecture, and landscape architecture must work with public health researchers and professionals to build physical activity and public health content into certification training materials, examinations, and review processes. Professional certification in these fields should require knowledge, practice, and competence in the area of the physical activity impacts of transportation systems and facilities, community planning and design.

Transportation, Urban Design, and Community Planning: Strategies and Tactics

STRATEGY 6: Create a system of financial inducements to individuals and employers to encourage active transportation.

TACTICS

- Fund pilot projects in a small number of cities (e.g. congestion pricing or tolling programs) to establish the most effective tactics for US markets, with detailed evaluation of both travel behavior and physical activity effects.
- Evaluate programs targeting lower-income populations, such as providing location-efficient mortgages . These programs, for example, are appropriate for denser, low-income urban neighborhoods that are well-served by transit systems.
- Provide tax breaks for building owners or employers who provide amenities in workplaces that support active commuting, such as showers in buildings, secure bicycle parking, free bicycles, transit subsidies or passes, and locations near transit, trails, and other active transportation supports.
- Work with the American Public Transit Association (APTA) and related partners to develop large- scale transit pass inclusion programs--for example, in which a student or employee identification card acts automatically as a transit pass--for universities, large companies, municipal employees and similar entities.
- Provide tax breaks or other financial incentives for establishing community bicycle sharing or similar programs, based on the best practices observed from the early programs now being launched in US cities and towns.
- The new Office of Active Transportation must maintain a program of research and pilot programs to continually develop more tools that use market-based incentives, rewards, and disincentives to encourage more active transportation and discourage sedentary transportation.

Strategy 7: Promote and facilitate with school administrators the adoption of comprehensive Safe Routes to School Programs (SRTS) as a matter of school policy nationwide.

TACTICS

- Base all training and promotion of Safe Routes to School on established curricula at the National Center for Safe Routes to School, using the five Es: Education, Engineering, Enforcement, Encouragement, and Evaluation. Continue to build the network of trained workshop facilitators able to provide school or community-based planning support and SRTS workshops.
- Require all schools to annually report, even based on simple show-of-hands surveys done several times per year, their travel mode share distribution (e.g. number of children walking, bicycling, taking the school bus, public transit, private car alone, private car pool) as well as the percentage of students theoretically provided bus service, based on routing or transit passes.
- Partner with the National Center for Safe Routes to School, the National Safe Routes to School Partnership, and appropriate education entities (professional organizations for school superintendents, principals, and transportation planners, national bodies for school boards and parent teacher organizations, and education advocacy and funding entities) to aggressively promote SRTS programs and launch them as a matter of policy in schools nationwide.
- Promote fall and spring National Walk & Bike to School Days as opportunities for schools to not just have a one-day event but to kick off sustaining SRTS programs. The goal must be to increase by an order of magnitude the number of schools nationwide with active, multi-faceted SRTS programs

Business & Industry: Rationale and Strategies

BUSINESS & INDUSTRY

[Rationale and Strategies](#)

[Strategy 1 Tactics](#)

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[MAKING AMERICA](#)

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Technological advancements in the workplace have greatly improved efficiency, reduced redundancy of tasks, and maximized output. However, an unfortunate consequence is that many job tasks in the modern-day workplace have become increasingly sedentary.

Hours at a desk, behind a wheel, or at a counter predispose employees to health problems, which lead to absenteeism, short-term disability, reduced quality and quantity of work, excess health care costs, and overall work impairment.

Because of their close ties to employees, business and industry can encourage positive physical activity behavior change in a supportive context of workplace policies and culture. By leveraging community resources and using health benefits incentives, business and industry also have an opportunity to reach families and the broader community.

A healthier, more productive workforce is surely incentive enough for business and industry to pursue the following strategies.

[STRATEGY 1](#)

Identify, collect, and make available best practices, models, and existing programs of physical activity in the workplace.

[STRATEGY 2](#)

Encourage business and industry to interact with all other sectors to identify opportunities to promote physical activity within the workplace and throughout society.

[STRATEGY 3](#)

Educate business and industry regarding its role as a positive agent of change to promote physical activity and healthy lifestyles within the workplace and throughout society.

[STRATEGY 4](#)

Develop legislation and policy agendas that promote employer-sponsored physical activity programs while protecting individual employees' and dependents' rights.

[STRATEGY 5](#)

Develop a plan for monitoring and evaluating worksite health promotion programs.

Business & Industry: Strategies and Tactics

STRATEGY 1: Identify, collect, and make available best practices, models, and existing programs of physical activity in the workplace.

TACTICS

- Develop guidelines for what constitute “best practices” for workplaces and create model universal best practices that business and industry can adopt.
- Develop and maintain a clearinghouse of examples of best practices and resources that can be accessed by business and industry.
- Recognize organizations that are examples of best practices. Best practices can include offering cognitive and behavioral interventions, environmental changes that support and encourage physical activity (e.g., shower facilities), and policies that encourage workers to be physically active (e.g., flex time, lunch time walking groups).
- Recruit key business and industry leaders to play central roles in influencing their peers.
- Develop specific approaches that are appealing to worksites with large numbers of lower income and ethnic minority workers.

Business & Industry: Strategies and Tactics

STRATEGY 2: Encourage business and industry to interact with all other sectors to identify opportunities to promote physical activity within the workplace and throughout society.

TACTICS

- Identify a lead organization within business and industry to interact with other sectors.
- Identify exemplary cross-sector partnerships for promoting physical activity within the workplace and throughout society and make information about these partnerships available through a clearinghouse.
- Encourage businesses to explore ways to expand products, marketing, sponsorship, and other efforts to promote physical activity and health.

Business & Industry: Strategies and Tactics

STRATEGY 3: Educate business and industry regarding its role as a positive agent of change to promote physical activity and healthy lifestyles within the workplace and throughout society.

TACTICS

- Identify key policies and activities that employers, both private and public, can implement to promote physical activity in the workplace.
- Establish and advance a research agenda on promoting physical activity and health in the workplace, with particular attention to underserved populations.
- Develop and implement an advocacy agenda. Work with employers to make physical activity practices and policies, such as flex time for activity, commonplace.

Business & Industry: Strategies and Tactics

STRATEGY 4: Develop legislation and policy agendas that promote employer-sponsored physical activity programs while protecting individual employees' and dependents' rights.

TACTICS

- Identify funding sources for advocacy activities.
- Develop a plan to educate legislators and policy makers about the benefits of physical activity in the workplace.
- Develop an advocacy agenda.

Business & Industry: Strategies and Tactics

STRATEGY 5: Develop a plan for monitoring and evaluating worksite health promotion programs.

TACTICS

- Identify organizations to develop a plan that includes:
 - A brief set of critical evaluation measures.
 - A baseline national survey of worksite health promotion programs, practices, and outcomes.
 - An employee Health Interest Survey to identify employee trends and preferences in worksite health.

Volunteer and Non-profit Organizations: Rationale and Strategies

VOLUNTEER AND NON-PROFIT ORGANIZATIONS

[Rationale and Strategies](#)

[Strategy 1 Tactics](#)

[Strategy 2 Tactics](#)

[Strategy 3 Tactics](#)

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MAKING AMERICA ACTIVE THROUGH VOLUNTEER & NON-PROFIT ORGANIZATIONS

While many people would like to be more physically active, they face substantial physical and social barriers in doing so. Supportive environments are essential if people are to have real and sustainable opportunities for daily physical activity.

Volunteer and non-profit organizations have long been recognized as “a source of social cohesion, a laboratory of innovation, and a continually adaptable means of responding to emerging ideas, needs, and communal opportunities.” They have been in the forefront of developing and promoting physical activity recommendations and programs.

The unique characteristics of volunteer and non-profit organizations and their history of involvement in encouraging physically active lifestyles make them well qualified to mobilize public action in pursuit of the following strategies.

[STRATEGY 1](#)

Advocate to national, state, and local decision makers for policies and system changes identified in the National Physical Activity Plan that promote physical activity.

[STRATEGY 2](#)

Convene multi-sector stakeholders at national, state, and local levels in strategic collaborations to advance the goals of the National Physical Activity Plan.

[STRATEGY 3](#)

Conduct outreach to non-profit groups’ members, volunteers, and constituents to change their own behaviors and advocate for policy and system changes outlined in the National Physical Activity Plan.

Volunteer and Non-profit Organizations: Strategies and Tactics

STRATEGY 1: Advocate to national, state, and local decision makers for policies and system changes identified in the National Physical Activity Plan that promote physical activity.

TACTICS

- Identify joint priorities.
- Develop and disseminate position statements on issues relevant to physical activity.
- Educate national, state, and local decision makers about physical activity and effective policy approaches.
- Influence policymakers to pass legislation that advances initiatives consistent with National Physical Activity Plan goals, including opportunities to build capacity and advocate for change at the local and community level.
- Advocate for increasing research funding for physical activity and health.

Volunteer and Non-profit Organizations: Strategies and Tactics

STRATEGY 2: Convene multi-sector stakeholders at national, state, and local levels in strategic collaborations to advance the goals of the National Physical Activity Plan.

TACTICS

- Develop a shared platform among volunteer and non-profit organizations that includes a commitment to collaborate, such as “one voice for physical activity.”
- Promote an “Adopt a Strategy” approach and encourage different groups to take the lead on collaboration for each piece of the Plan.
- Share best practices across multiple sectors.
- Support efforts of other sectors’ work outlined in the National Physical Activity Plan.

Volunteer and Non-profit Organizations: Strategies and Tactics

STRATEGY 3: Conduct outreach to non-profit groups' members, volunteers, and constituents to change their own behaviors and advocate for policy and system changes outlined in the National Physical Activity Plan.

TACTICS

- Use evidence-based behavior change methods.
- Use community mobilization techniques to recruit and engage members, volunteers, and constituents.
- Use all available communication channels to members, volunteers, and constituents, including print publications, websites, social media, broadcast media, and newsletters.

Mass Media: Rationale and Strategies

MASS MEDIA

[Rationale and Strategies](#)

[Strategy 1 Tactics](#)

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MAKING AMERICA ACTIVE THROUGH MASS MEDIA

[NOTE: I've made changes in wording of most of the strategies so that they start with a verb and focus on the action not the actor. Please check edits.]

Mass media – both traditional media, like TV and magazines, and “new” media, like websites, social networking sites, and text messaging – have enormous potential and power to influence individual behaviors and societal attitudes. Working alone, and in partnership with the other sectors, mass media have much to contribute through the following strategies.

[STRATEGY 1](#)

Encourage public health agencies to form partnerships with other agencies across the eight sectors to combine resources around common themes in promoting physical activity.

[STRATEGY 2](#)

Enact federal legislation to support a sustained physical activity mass media campaign.

[STRATEGY 3](#)

Develop consistent mass communication messages that promote physical activity, have a clear and standardized “brand,” and are consistent with the national [Physical Activity Guidelines for Americans](#).

[STRATEGY 4](#)

Ensure that messages and physical activity plans developed by state and local public health agencies and key stakeholders from the eight sectors are consistent with national messages.

[STRATEGY 5](#)

Sequence, plan, and provide campaign activities in a prospective, coordinated manner. Support and link campaign messages to community-level programs and environmental supports.

[STRATEGY 6](#)

Encourage mass media professionals to become informed about the importance of physical activity and the potential role they can play in promoting physical activity.

[STRATEGY 7](#)

Encourage federal, state, and local public health agencies and key stakeholders from the eight sectors to integrate into their physical activity plans and programs web- and new media-based physical activity interventions that are supported by evidence.

[STRATEGY 8](#)

Expand the definition of media for mediated interventions to include new and emerging technologies such as global positioning systems, SMS, video gaming, and other technologies. Identify funding for research to develop evidence that supports or opposes the use of existing and emerging technologies for increasing physical activity.

Mass Media: Strategies and Tactics

STRATEGY 1: Encourage public health agencies to form partnerships with other agencies across the eight sectors to combine resources around common themes in promoting physical activity.

TACTICS

- Establish a Mass Media/Physical Activity Task Force to identify potential partners and conduct consultations across health and other jurisdictions from all levels (state, local, and community) and sectors on the role of mass media as part of physical activity planning.
- Integrate campaigns across agencies and sectors with shared resources.
- Identify local community organizations and communications vehicles with which to partner in targeting underserved communities.

Mass Media: Strategies and Tactics

STRATEGY 2: Enact federal legislation to support a sustained physical activity mass media campaign.

TACTICS

- Use the [Mass Media/Physical Activity Task Force](#) [\[link to Strategy 1\]](#) to develop and implement a plan to build advocacy for sustained federal funding (\$100 million per year over 10 years) of a mass media social marketing campaign to increase physical activity.

Mass Media: Strategies and Tactics

STRATEGY 3: Develop consistent mass communication messages that promote physical activity, have a clear and standardized “brand,” and are consistent with the [2008 Physical Activity Guidelines](#).

TACTICS

- Involve federal, state, and local agencies across the eight sectors in the [Mass Media/Physical Activity Task Force](#) to secure funding for and to develop a highly visible national logo, campaign brand, and physical activity messages.
- Involve federal, state, tribal, and local entities across the eight sectors in developing the messages.

Mass Media: Strategies and Tactics

STRATEGY 4: Ensure that messages and physical activity plans developed by state and local public health agencies and key stakeholders from the eight sectors are consistent with national messages.

TACTICS

- Ensure that state and local efforts to promote physical activity are consistent with national messaging and branding, while taking into account cultural relevancy for targeted populations and providing diverse role models and activity types.
- Develop a style guide and training manual on the use of the mass media messages and national logo and branding, for use by state and local campaigns and key stakeholders. Involve users in creating these tools.

Mass Media: Strategies and Tactics

STRATEGY 5: Sequence, plan, and provide campaign activities in a prospective, coordinated manner. Support and link campaign messages to community-level programs and environmental supports.

TACTICS

- Integrate serial mass media efforts into long-term (i.e., 5 to 10 years) planning for physical activity.
- Identify resources that are sufficient to initiate and maintain these mass media efforts.
- Support mass media efforts with coordinated programming and community and professional action. Identify these synergies and timeframe [concurrent] in the National Physical Activity Plan.

Mass Media: Strategies and Tactics

STRATEGY 6: Encourage mass media professionals to become informed about the importance of physical activity and the potential role they can play in promoting physical activity.

TACTICS

- Create a Mass Media Physical Activity Resource Center.
- Invite members of the media to the [Physical Activity and Public Health](#) course offered annually by the US Centers for Disease Control and the Prevention Research Center of the University of South Carolina.
- Engage media channels with diverse target audiences.

Mass Media: Strategies and Tactics

STRATEGY 7: Encourage federal, state, and local public health agencies and key stakeholders from the eight sectors to integrate web- and new media-based physical activity interventions that are supported by evidence into their physical activity plans and programs.

TACTICS

- Test the dissemination of evidence-based media interventions and identify those with the greatest likelihood of population reach and impact,
- Implement and resource these interventions, prioritizing large population groups.

Mass Media: Strategies and Tactics

STRATEGY 8: Expand the definition of media for mediated interventions to include new and emerging technologies such as global positioning systems, SMS, video gaming, and other technologies. Identify funding for research to develop evidence that supports or opposes the use of existing and emerging technologies for increasing physical activity.

TACTICS

- Encourage technology companies, such as cellular phone manufacturers and service providers, global positioning systems manufacturers, and health-e games manufacturers, to research and develop products and applications that promote and track physical activity.
- Support research on e-health marketing interventions conducted by universities in collaboration with industry, working together to promote products demonstrating the most promise.