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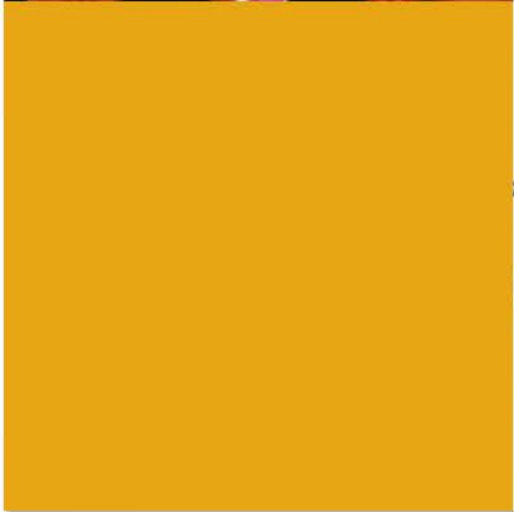
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MAINE
Nutrition
Network
Strategic Plan
2007-2011



A large, stylized illustration in shades of purple and blue. It features a large, broad leaf at the top, and several round fruits, possibly grapes or berries, hanging from a stem at the bottom right. The illustration has a soft, painterly texture.

We would like to acknowledge all of the Maine Nutrition Network partners who contributed to the development of this strategic plan and the United States Department of Agriculture (USDA), Food Stamp Program, for the funding support for the Maine Nutrition Network.



Maine Nutrition Network Strategic Plan: 2007-2011

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MNN Strategic Plan Acronym Key

ACESAll Children Exercising Simultaneously
CACFPChild and Adult Care Food Program
CAPCommunity Action Program
CSHEComprehensive School Health Education
CSHPCoordinated School Health Programs
DHHSDepartment of Health and Human Services
DOEDepartment of Education
FNSFood and Nutrition Service
FSNEFood Stamp Nutrition Education
FSPFood Stamp Program
GPPAGreater Portland Pediatric Association
HMPHealthy Maine Partnerships
HWACHealthy Weight Awareness Campaign
Maine CDCMaine Center for Disease Control and Prevention
MCPHMaine Center for Public Health
MFNPMaine Family Nutrition Program
MNNMaine Nutrition Network
MOFGAMaine Organic Farmers and Gardeners Association
MRNMaine Reentry Network
MSFSAMaine School Food Service Association
NYSPNational Youth Sports Program
OCHSOffice of Child Care and Head Start
OESOffice of Elder Services
OIASOffice of Integrated Access and Support
PANPhysical Activity and Nutrition
PAN PlanMaine Physical Activity and Nutrition Plan 2005-2010
PANPPhysical Activity and Nutrition Program
PATTParents Are Teachers, Too
UMCEUniversity of Maine Cooperative Extension
USDAUnited States Department of Agriculture
USMUniversity of Southern Maine
VOANNEVolunteers of America Northern New England
WICWomen, Infants and Children Nutrition Program

I. About the Maine Nutrition Network

The Maine Nutrition Network (MNN) is a model collaborative of public and private partners that coordinates, administers, and evaluates nutrition and physical activity initiatives and contributes to policies and environments that improve the health of Maine people. Historically, the Maine Nutrition Network's primary funding source has been the United States Department of Agriculture (USDA), Food Stamp Program (FSP). The USDA funds, designated for Food Stamp Nutrition Education (FSNE), come to the Maine Department of Health and Human Services' (DHHS) Office of Integrated Access and Support (OIAS) and reach the MNN through a cooperative agreement between the DHHS Maine Center for Disease Control and Prevention (Maine CDC) and the University of Southern Maine's Muskie School of Public Service to manage activities of the MNN. The Maine CDC is the lead agency for MNN. See the Maine FSNE Organizational Chart in Appendix A.

The focus of MNN work is to support the delivery of nutrition education to Maine families eligible for the USDA's Food Stamp Program, with emphasis on health promotion and primary prevention of disease. Nutrition education is delivered through a variety of projects and methods, using the Dietary Guidelines for Americans 2005 as the foundation and the Food Guidance System, MyPyramid, as the framework to translate the Guidelines into daily eating and physical activity lifestyle habits.

The Maine Nutrition Network is unique in that it not only promotes nutrition and physical activity through public education campaigns and programs, but it also provides funding to partners to assist with implementation of their local initiatives. MNN is a partnership of numerous organizations whose members collaborate to achieve shared goals and objectives. See Appendix B for a list of MNN partner agencies. MNN nutrition education projects are designed, implemented, and coordinated through partnerships with numerous state- and community-level agencies, organizations, and individuals. In Federal Fiscal Year 2006 (FY 2006), MNN staff coordinated statewide MNN initiatives and provided resources, training, and technical assistance to MNN partners to implement nutrition and physical activity initiatives at the local level.

The Maine Nutrition Network FY 2006 budget of over three million dollars was provided through funding from the USDA for FSNE. In addition, MNN partners contributed three million dollars of in-kind services for the required state match to support MNN FSNE work. The MNN also managed a USDA Team Nutrition Training Grant for the Maine Department of Education (DOE) in 2006.



History

The Maine Nutrition Network was established in 1996 through a cooperative agreement between the USDA and the Maine Department of Health and Human Services, Maine Center for Disease Control and Prevention (then known as the Maine Bureau of Health).

The Maine Nutrition Network first established a strategic plan in 1998, which included a mission “to create an environment in which Maine people make informed food choices that support optimal nutritional health.” The 1998 strategic plan also stated that the Maine Nutrition Network set out to be “recognized as a cutting-edge organization and a leader in creating partnerships and innovative statewide nutrition programs to enhance visibility of public health and nutrition in Maine.”

Since its inception in 1996, the MNN has coordinated two social marketing campaigns, “Eat Smart: It’s a healthy start!” from 1998 through 2001 and the Healthy Weight Awareness Campaign (HWAC) from 2002 through 2006. Other key initiatives are the school-based programs Maine-ly Nutrition and Take Time!, both of which provide training, technical assistance, and other resources to school personnel to enhance nutrition and physical activity education in schools. The MNN has also managed five USDA Team Nutrition grants for the Maine Department of Education. With Team Nutrition funds, MNN has coordinated Changing the Scene training, where teams of school decision makers can gain knowledge and skills to design school plans to create policies and environments where students can make healthy food and physical activity choices. Other MNN nutrition education projects focus on reaching older adults, preschool-age children, and Maine’s minority populations, including the tribal nations and the Somali population.

Priorities

All MNN partners were invited to contribute to the development of the MNN strategic plan. The MNN strategic planning process is outlined in Appendix C. Through the strategic planning process, priorities emerged for MNN work. These priorities are the basis for development of the goals, objectives, and strategies in this plan.

The priorities are:

- Continue Food Stamp Nutrition Education (FSNE) in collaboration with partners
- Diversify funding streams
- Strengthen evaluation component of all initiatives
- Enhance communication with partners

II. Vision and Mission

Vision

Optimal health for all Maine people.

This vision is identical to the vision articulated in the Maine Physical Activity and Nutrition Plan 2005-2010 and is similar to the vision articulated in Maine's state health plan: "Maine is the healthiest state in the nation."

Mission

The Maine Nutrition Network is a model collaborative of public and private partners that coordinates, administers, and evaluates nutrition and physical activity initiatives and contributes to policies and environments that improve the health of Maine people.





III. Goals, Objectives and Strategies

A. Goals

The Maine Nutrition Network goals for 2007-2011 are:

1. Maine people will choose active lifestyles and make informed food choices that support optimal nutritional health.
2. Maine people will be food secure.
3. Maine people will increase their consumption of locally grown foods.
4. The Maine Nutrition Network will be a sustaining partnership working collaboratively to accomplish its mission.

B. Objectives and Strategies

Each of the objectives and strategies in this plan supports one or more of the MNN strategic goals. The objectives and strategies are organized in this plan under four headings:

- Child Nutrition
- Community
- Healthy Aging
- Partnership and Governance

These headings correspond to the four committees of the MNN. The Child Nutrition, Community, and Healthy Aging committees provide guidance on education, training, technical assistance, funding to partners, policy and environmental change, and evaluation to individual MNN projects and their various work groups. Membership on these committees includes key MNN staff and partners collaborating on the development and implementation of projects. Oversight of the Partnership and Governance functions is the responsibility of the MNN Steering Committee. Responsibilities include governance of MNN project-based and collaborative committees; addressing the priority strategies of development (funding), collaboration, and communication (including web site); and MNN strategic planning. See section IV of this plan for a summary of the MNN committee and work group structure.

The MNN programmatic work focuses on four core functions:

- Provide nutrition and physical activity resources that build capacity for MNN partners
- Educate the public about nutrition and physical activity
- Support nutrition and physical activity policy and environmental change in Maine
- Evaluate MNN initiatives

The MNN strategic planning process included an intentional attempt to align MNN partner efforts over the next five years with the Maine Physical Activity and Nutrition Plan 2005–2010 (PAN Plan). A review of the PAN Plan indicates a strong role for MNN in implementing the state physical activity and nutrition goal. This goal is to increase the proportion of Maine people who are at a healthy weight and reduce the health risks associated with overweight and obesity, especially among populations who experience health disparities. The MNN objectives and strategies support objectives in the PAN Plan. Strategies that are directly from the PAN Plan are noted and referenced. Strategies correspond to the interests and direction identified by MNN partners at the June 7, 2006, strategic planning meeting. Coordinating the MNN strategic plan with the PAN Plan provides an opportunity for MNN to contribute to its own strategic goals as well as to Maine’s overall PAN Plan goal over the next five years. This alignment enables MNN and its partners to model support for the PAN Plan while implementing and evaluating their own nutrition and physical activity work plans.

The timeframes for the strategies in this plan will be determined by the MNN committee with oversight responsibilities for that part of the plan. Most strategies will be initiated in 2007, and many will be ongoing for five years. In 2009, the MNN Steering Committee will oversee an assessment of progress on implementing strategies and the timeframes in which the strategies are occurring and make adjustments as needed.



1. CHILD NUTRITION OBJECTIVES and STRATEGIES

Investing in the nutritional health of our children is an investment in the future population of Maine. The **primary audience** for work in the area of child nutrition is **Maine children, with a focus on those in low-income (household income at or below 185 percent of the federal poverty level) households**. Secondary audiences are parents, teachers, child-care providers, health educators, and others who are in a position to impact the nutrition and physical activity practices of these children.

The MNN Child Nutrition Committee will be responsible for overseeing implementation of the objectives and strategies outlined in this section of the strategic plan. MNN intends to increase support to schools, especially preschools. MNN will develop and expand initiatives to provide support to those partners reaching youth audiences. MNN will also seek funds to support work with schools it has not traditionally worked with because of funding restrictions.

Objective:

- 1.1 Between 2007 and 2011, continue to provide partners with high-quality technical assistance and nutrition and physical activity resources (training, materials, and funding) to enhance partners' effectiveness in serving children.

Strategies:

- 1.1.A Provide schools with resources and training to increase knowledge and skills in delivering and evaluating evidence-based physical activity and nutrition education programs.
- 1.1.B Provide nutrition and physical activity resources to school-based preschool programs and childcare providers.
- 1.1.C Provide information to schools and center-based child care settings to support participation in federal nutrition programs.
- 1.1.D Work with MNN Steering Committee to seek funding to expand nutrition education programs for Maine youth.
- 1.1.E Provide schools with resources and training on how to source, obtain, and serve local foods and add or enhance agricultural education components in school curricula.
- 1.1.F Become an active collaborator on "Farm to School" initiatives.

Objective:

- 1.2 By 2011, increase the number of children and care providers who received MNN physical activity and nutrition messages.





Strategies:

- 1.2.A Continue to conduct ongoing assessment and evaluation of the target audience and its needs.
- 1.2.B Promote the current Dietary Guidelines for Americans with particular emphasis on the following three messages: balance caloric intake; increase consumption of fruits and vegetables; and increase physical activity.
- 1.2.C Collaborate with partner agencies and organizations to promote nutrition and physical activity messages through social marketing campaigns.
- 1.2.D Collaborate with partner agencies to promote locally-grown food.

Objective:

- 1.3 By 2011, collaborate with schools to create policies and environments that support healthy food and physical activity choices in schools.

Strategies:

- 1.3.A Provide schools with resources and training to increase opportunities and environments for healthy food and physical activity choices.
- 1.3.B Educate superintendents and other school decision makers on their leadership role to help create environments that support healthy food choices and opportunities for physical activity.
- 1.3.C Provide school decision makers with resources and training focused on nutrition and physical activity.
- 1.3.D Distribute and provide training on use of resources for nutrition policy development for school vending machines, a la carte and school meal programs, and fund-raising events. (PAN Plan - 1.2.1, pg 69)
- 1.3.E Evaluate the level of support provided to partners for nutrition and physical activity policy and environmental change.

Objective:

- 1.4 From 2007 to 2011, conduct evaluation to measure implementation and outcomes of all MNN child nutrition initiatives.

Strategies:

- 1.4.A Develop an evaluation plan for each child nutrition initiative.
- 1.4.B Evaluate the usefulness of nutrition and physical activity resources provided to partners.
- 1.4.C Evaluate nutrition and physical activity educational programs for the public.
- 1.4.D Evaluate the level of support provided for nutrition and physical activity policy and environmental changes.
- 1.4.E Measure the impact of technical assistance provided to partners.

2. COMMUNITY OBJECTIVES and STRATEGIES

Better nutrition and increased physical activity require actual behavior changes among Maine people. These changes will not come about if there are not **opportunities for change in Maine communities**, such as the availability of nutritious food and safe and convenient places to be physically active. Further, behavior change is most likely to result when people are encouraged by their neighbors, colleagues, family members, and other people they know and interact with every day in their communities.

The primary audience for work in the community is Maine people, with an emphasis on those from households with low incomes. Secondary audiences are health professionals and community leaders who have credibility and some influence over the nutritional and physical activity choices made by Maine people.

The MNN Community Committee will be responsible for overseeing implementation of the objectives and strategies outlined in this section of the strategic plan. MNN intends to increase its reach to Maine's low-income population through work with partners who provide physical activity and nutrition education in their communities. Reaching out to non-traditional partners, such as those working in the areas of community planning, transportation, and public safety, will enhance the nature and breadth of our work and provide opportunities for collaboration. MNN will continue to work closely with the Food Stamp Program, Maine CDC, and the Healthy Maine Partnerships to

provide resources that complement and enhance their schools, communities, and work sites. MNN will also continue to explore ways to pool MNN funds with funds from other public health partners to create coordinated opportunities to expand public health services.



Objective:

- 2.1 Between 2007 and 2011, continue to provide partners with high-quality technical assistance and nutrition and physical activity resources (training, materials, and funding) to enhance partners' effectiveness with PAN initiatives in the community.

**Strategies:**

- 2.1.A Provide communities with resources and training designed to increase knowledge and skills in delivering and evaluating physical activity and nutrition education programs in the community.
- 2.1.B Identify and promote existing programs, facilities, and initiatives in Maine that are designed to increase physical activity (e.g., Healthy Maine Walks, WinterKids, All Children Exercising Simultaneously [ACES]) to community decision makers. (PAN Plan – 1.1.7, pg 65)
- 2.1.C Develop and distribute consistent physical activity and nutrition education messages that can be published in local and school newspapers and newsletters, and used on food service menus and at food pantries and other community sites.
- 2.1.D Partner with the Maine Department of Agriculture to provide information and technical assistance to partners to assist with collaborations to promote use of locally produced foods and increased consumption of fruits and vegetables.
- 2.1.E Work with MNN Steering Committee to seek funding to expand physical activity and nutrition education programs for Maine communities.
- 2.1.F Provide information about the Food Stamp Program and other federal food assistance programs to community partners to help families achieve food security.

Objective:

- 2.2 Between 2007 and 2011, assess nutrition and physical activity needs and develop nutrition and physical activity-focused messages and promote statewide through a variety of channels, such as posters, newsletters, and direct mail.

Strategies:

- 2.2.A Promote the current Dietary Guidelines for Americans with particular emphasis on the following three messages: balance caloric intake; increase consumption of fruits and vegetables; and increase physical activity.
- 2.2.B Develop nutrition and physical activity-focused messages and promote statewide through a variety of channels, such as posters, newsletters, and direct mail.
- 2.2.C Continue to develop initiatives supporting the existing social marketing campaign that are focused on maintaining a healthy weight. Components of the campaign provide simple ways in which Mainers can be physically active and make healthier food choices.
- 2.2.D Disseminate the key social marketing campaign messages through a variety of innovative communication channels, including posters, newsletters, and direct mail pieces.

**Objective:**

- 2.3 By 2011, collaborate with MNN partners to create policies and environments that support healthy food choices and increase opportunities for physical activity that are sustainable in Maine.

Strategies:

- 2.3.A Provide community decision makers and schools with training and resources, including PAN Action Packets, focused on creating environments that support physical activity and nutrition in a sustainable manner.
- 2.3.B Partner with the Maine Department of Agriculture to provide information and technical assistance to increase individual and community gardens, farmers' markets, and farm-share programs and to raise awareness of and promote the consumption of locally grown and produced products.
- 2.3.C Participate in the work of Maine's newly established Food Policy Council to develop statewide policies that will support increased consumption of locally grown food.
- 2.3.D Work with MNN Steering Committee to seek funding to expand work in physical activity and nutrition policy and environmental change for Maine communities.

Objective:

- 2.4 From 2007 to 2011, conduct evaluation to measure implementation and outcomes of all MNN community initiatives.

Strategies:

- 2.4.A Develop an evaluation plan for each community initiative.
- 2.4.B Evaluate the usefulness and effectiveness of the technical assistance and other nutrition and physical activity resources provided to partners.
- 2.4.C Evaluate nutrition and physical activity educational programs for the public.
- 2.4.D Evaluate the level of support provided for nutrition and physical activity policy and environmental changes.

3. HEALTHY AGING OBJECTIVES and STRATEGIES

Older people are becoming an increasingly large segment of Maine's overall population. In fact, according to US Census estimates, the median age in Maine is 40.6, making **Maine the oldest state in the nation**. The extent to which Maine's aging adults are healthy will have an increasingly profound impact on the Maine economy and overall quality of life of Maine people.

The primary audience for work in the healthy aging area is people age 60 and older, particularly those with low incomes. Secondary audiences are health and social service professionals and community leaders that are known and trusted, as they may have a positive influence over the nutritional and physical activity choices made by Maine's older adults.



The MNN Healthy Aging Committee will be responsible for overseeing implementation of the objectives and strategies outlined in this section of the strategic plan. The MNN Healthy Aging Committee is an established MNN committee and encompasses MNN healthy aging initiatives. MNN plans to support and strengthen healthy aging initiatives in Maine. Our intent is to have older adults in Maine experience life to its fullest. MNN intends to progressively increase evaluation of its healthy aging programs, using the evaluation results to modify existing programs and/or create new programs as needed. MNN will collaborate with other agencies to provide evidence-based messages that encourage older adults to make healthy food and physical activity choices.

Objective:

- 3.1 Between 2007 and 2011, continue to provide partners with high-quality technical assistance and nutrition and physical activity resources (training, materials, and funding) to enhance partners' effectiveness in implementing PAN initiatives for older adults.

Strategies:

- 3.1.A Offer nutrition and physical activity resources and training to health and social service providers who work with low-income older adults.
- 3.1.B Work with MNN Steering Committee to seek funding to expand physical activity and nutrition education programs for older adults.



- 3.1.C Provide information about the Food Stamp Program and other federal food assistance programs to community partners to help older adults achieve food security.
- 3.1.D Partner with the Maine Department of Agriculture to provide information and technical assistance to partners for collaborations to reach older adults with messages promoting use of locally produced foods and increased consumption of fruits and vegetables.

Objective:

- 3.2 By 2011, modify existing programs or create new programs to meet identified physical activity and nutrition education needs of Maine's older adults.

Strategies:

- 3.2.A Promote the current Dietary Guidelines for Americans with particular emphasis on the following three messages: balance caloric intake; increase consumption of fruits and vegetables; and increase physical activity.
- 3.2.B Develop and promote at least three nutrition- and/or physical activity-focused messages, based on the Dietary Guidelines for Americans 2005, that will be disseminated through a variety of innovative channels to reach Maine's older adults.
- 3.2.C Work with MNN Steering Committee to seek funding to expand physical activity and nutrition education programming for older adults.

Objective:

- 3.3 By 2011, collaborate with partners to create policies and environments that support healthy food and physical activity choices for older adults in Maine communities.

Strategies:

- 3.3.A Develop and implement policies that provide facilities for physical activity use by community members.
- 3.3.B Partner with the Maine Department of Agriculture to provide information and technical assistance to increase individual and community gardens, farmers' markets, and farm-share programs.
- 3.3.C Work with MNN Steering Committee to seek funding to expand work in physical activity and nutrition policy and environmental change for the support of older adults in Maine communities.

**Objective:**

- 3.4 From 2007 to 2011, conduct evaluation to measure implementation and outcomes of all MNN healthy aging initiatives.

Strategies:

- 3.4.A Develop an evaluation plan for each healthy aging initiative.
- 3.4.B Evaluate the usefulness of nutrition and physical activity resources and technical assistance provided to partners.
- 3.4.C Evaluate nutrition and physical activity educational programs for older adults.
- 3.4.D Evaluate the level of support provided for nutrition and physical activity policy and environmental changes.



4. PARTNERSHIP and GOVERNANCE OBJECTIVES and STRATEGIES

Organizational infrastructure provides the platform for our programs. An infrastructure that best supports program functions leads to **program effectiveness and success**.

The primary audience for our governance and partnership work are our funders and partners. Key partners in this area of work include the Maine DHHS (Maine CDC, OIAS, OES), USDA, the USM Muskie School and UMCE. Secondary audiences include potential funders, the Maine legislature, and the people of Maine.

The MNN Steering Committee will be responsible for overseeing implementation of the objectives and strategies outlined in this section of the strategic plan. This will include implementation of the new MNN committee/work group structure and coordination of communication across committees and work groups. MNN will also provide improved communication to MNN partners about MNN work and implementation of this strategic plan. MNN will seek additional funds for its work and will collaborate with other funders to coordinate combined funding for partners.

Objective:

- 4.1 The MNN Steering Committee will use the strategic plan, developed and distributed to partners in early 2007, to guide the work of the MNN.

Strategies:

- 4.1.A Through 2011, meet at least quarterly to provide leadership, evaluate progress, and make adjustments as needed in the governance of the MNN.
- 4.1.B Collaborate with the other MNN committees and work groups to use the MNN strategic plan in guiding their activities.
- 4.1.C Facilitate a process to update partners regarding the status of the MNN strategic plan.
- 4.1.D Collaborate with partners to revise the strategic plan.

**Objective:**

- 4.2 By 2009, create an MNN development plan.

Strategies:

- 4.2.A Evaluate MNN Steering Committee capacity for development work and define its role in seeking additional funds for MNN initiatives.
- 4.2.B Design a development plan, based on the strategic plan, that is monitored and evaluated on a regular basis.

Objective:

- 4.3 Between 2007 and 2011, secure adequate funding to support MNN program goals.

Strategies:

- 4.3.A Develop an annual MNN work plan for Food Stamp Nutrition Education (FSNE) and submit to OIAS for final review, signatures, and submission to the USDA.
- 4.3.B Collaborate with partners, via the MNN committees and work groups, to strengthen and modify current FSNE initiatives and develop new initiatives to meet identified needs.
- 4.3.C Identify additional state match to leverage USDA FSNE funds.
- 4.3.D Collaborate with the DOE to apply for USDA Team Nutrition Training Grants annually, if funding is available.
- 4.3.E Explore funding opportunities from other institutional funders (public and private).
- 4.3.F Secure at least one new source of funding to reach a broader audience and/or to increase physical activity initiatives.

Objective:

- 4.4 By 2011, collaborate with partners to increase their value in the MNN.

Strategies:

- 4.4.A Conduct an analysis to identify where gaps exist in the MNN partnership and recruit and cultivate new partners to meet the identified needs.
- 4.4.B Conduct a periodic survey to measure the level of partners' satisfaction with the MNN and the perceived value of their involvement with MNN.

Objective:

- 4.5 By 2009, integrate a comprehensive communication plan across the entire Maine Nutrition Network.

Strategies:

- 4.5.A Conduct an analysis to identify where gaps exist in the MNN communication with partners.
- 4.5.B Design and implement an MNN communication plan.
- 4.5.C Evaluate communication systems to determine the best methods for communicating with partners.
- 4.5.D Conduct a periodic survey of MNN partners to identify potential improvements in communication systems.

Objective:

- 4.6 By 2010, establish a formal evaluation plan for all MNN projects and initiatives.

Strategies:

- 4.6.A Develop the MNN evaluation logic model.
- 4.6.B Use the logic model to compile evaluation efforts and outcomes for each MNN initiative.
- 4.6.C Use the logic model to guide the MNN committees in designing programs.







IV. MNN Committees, Work Groups and Staff

A. Key Committee Expectations

The MNN Steering Committee will be responsible for governance of MNN project-based and collaborative committees, and for addressing the priority strategies of development (funding), collaboration, communication (including web site), and strategic planning regarding MNN. Membership will include chairpersons and MNN staff conveners of the three MNN project-based committees and representatives of key partner organizations, i.e., OIAS, OES, UMCE, Maine CDC, WIC, and Maine DOE. The Steering Committee will meet at least quarterly and will receive quarterly updates from each of the project-based committees.

The Child Nutrition Committee, Community Committee, and Healthy Aging Committee are the three MNN project-based committees. The role of these committees is to provide guidance on education, training, technical assistance, funding to partners, policy and environmental change, and evaluation to individual MNN projects and their various work groups. Membership on these committees includes key MNN staff and partners collaborating on the development and implementation of projects. Committees will meet on a quarterly basis.

The Child Nutrition Committee encompasses MNN school-based projects. These projects include Maine-ly Nutrition, Take Time! Program, National Youth Sports Program (NYSP), and Nutrition Education at the Library. The Child Nutrition Committee will receive updates from the Team Nutrition Work Group.

The Community Committee is newly established to encompass MNN community-based projects. Members will be identified in 2007. This committee will receive updates from the following work groups: Tribal Initiatives Work Group, Nutrition Education for Somali Families Work Group, Maine Reentry Nutrition Initiatives Work Group, Healthy Weight Awareness Campaign (HWAC) Work Group, Advisory Work Group for Nutrition Initiatives within the Healthy Maine Partnerships (HMP), Veggies for ME! Work Group, and Agriculture Projects Work Group.

The Healthy Aging Committee encompasses MNN healthy aging initiatives. These projects include Take Charge of Your Health, evaluation of the results of the Determine Your Nutritional Health Checklists administered to older adults who are receiving home delivered meals, the Matter of Balance Program, the Evidence-based Learning Network, and the collaboration with Maine's Falls Prevention Coalition.



Work Groups

Work groups are formed to bring together MNN staff, partners, and members of the target audience involved in the planning and implementation of MNN projects. These work groups will meet as needed and provide updates on at least a quarterly basis to the appropriate MNN project-based committee.

Collaborative Groups

The Take Time! Physical Activity Work Group and the HMP Physical Activity and Nutrition (PAN) Support Team are collaborative in nature. The Take Time! Physical Activity Work Group is co-led by staff from the MNN and the Maine Center for Public Health (MCPH). Initiatives of this work group are jointly funded. The HMP PAN Support Team is led by the Physical Activity and Nutrition Program at the Maine CDC in collaboration with the MNN to coordinate training and technical assistance provided to the HMP initiative.

Updates from the Child Nutrition Community, and Healthy Aging committees, the Take Time! Physical Activity Work Group, and the HMP PAN Support Team to the Steering Committee and from the various project-related work groups back to their respective MNN project-based committee are to occur at least quarterly. Updates can include meeting minutes and brief written summaries of activities that are followed with a brief verbal report at committee meetings.

B. Roles

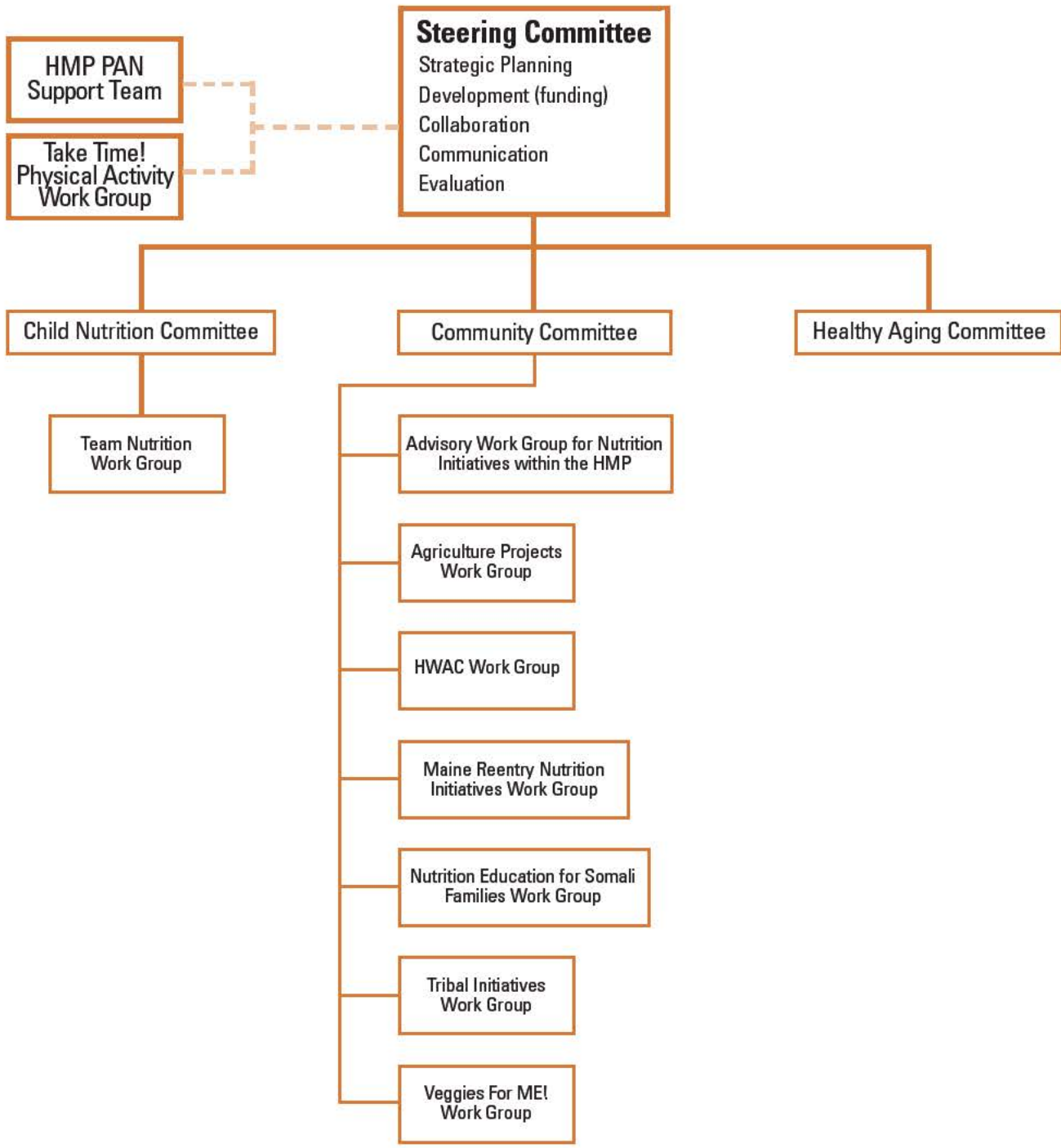
MNN project-based committees (Child Nutrition, Community, and Healthy Aging) chairpersons:

- Facilitate committee meetings
- Work with MNN staff convener to develop agendas for committee meetings
- Are active members of the MNN Steering Committee
- Ensure updates are provided to MNN Steering Committee
- Communicate relevant and appropriate information to and from MNN partners

MNN staff conveners:

- Coordinate all meeting logistics
- Designate a minutes taker
- Coordinate meeting communications, including emails to and from committee members
- Assist chairperson in developing committee meeting agendas
- Communicate relevant and appropriate information with chairperson and committee members

C. Maine Nutrition Network Committee and Work Group Structure – 2007





D. MNN Committee and Work Group Membership – 2007

MNN Steering Committee

Chris Sady, Chair, Staff Convener, MNN
Program Development Associate

David Crawford, Maine CDC Liaison

Anne-Marie Davee, MNN Coordinator,
Community Health Initiatives

Rebecca Drewette-Card, Maine CDC

Karen Gallagher, WIC Representative

Judy Gatchell, MNN Coordinator,
Child Nutrition Projects

Lori Kaley, Manager, Public Health Programs,
Muskie School, USM

Janet Leiter, WIC Representative

Wanda Lincoln, UMCE Representative

Sarah Platt, Child Nutrition Committee Chair

Bob Thibodeau, Food Stamp Office
Representative

(Vacant), Community Committee Chair

Mary Walsh, Healthy Aging Committee Chair

Healthy Aging Committee

Mary Walsh, Office of Elder Services, Chair

Jamar Croom, Maine Nutrition Network

Rebecca Drewette-Card, Maine CDC

Peggy Haynes, Partnership for Healthy Aging

Vivian Howe, Seniors Plus

Alan Majka, University of Maine
Cooperative Extension

Doreen McDaniel, Office of Elder Services

Kathy Poulin, Maine State Housing Authority

Chris Sady, Maine Nutrition Network

Muriel Scott, Senior Spectrum

Staff Convener: Matt L'Italien

Child Nutrition Committee

Sarah Platt, Maine Dairy & Nutrition Council,
Chair

Laura Astbury, Maine Nutrition Network

Amy Bouchard, Maine Nutrition Network

Donna Bucher, University of Maine
Cooperative Extension

Judy Campbell, Scarborough Schools

Sandie Dubay, University of Maine
Cooperative Extension

Karen Gallagher, WIC Program

Judy Gatchell, Maine Nutrition Network

Chris Greenier, SAD #22, School Nutrition

Mary Ann Johnson, SAD #22 (retired)

Lorana Laliberte, Maine Nutrition Network

Janet Leiter, Maine CDC

Gail Lombardi, Department of Education

Jane Marden, Southern Kennebec
Child Development Corporation

Grace Morgan, Department of Education

Elizabeth Patten, Healthy Foods from
Healthy Soil

Amy Root, Maine Nutrition Network

Alice Schlosser, Maine Nutrition Network

Staff Convener: Mary Ann Bennett

Community Committee (new)

Members to be determined



Team Nutrition Work Group

Judy Gatchell, Maine Nutrition Network, Lead
 Ron Adams, Gorham School Department
 Judy Campbell, Scarborough Schools
 Kathy Civiello, Millinocket Schools
 Anne-Marie Davee, Maine Nutrition Network
 Chris Greenier, SAD #22

Advisory Work Group for Nutrition Initiatives within the HMP

Joan Atkinson, Maine Nutrition Network, Lead
 Amy Bouchard, Maine Nutrition Network
 David Crawford, Maine CDC
 Jamar Croom, Maine Nutrition Network
 Anne-Marie Davee, Maine Nutrition Network
 Rebecca Drewette-Card, Maine CDC
 Matt L'Italien, Maine Nutrition Network

Agriculture Projects Work Group

Amy Bouchard, Maine Nutrition Network, Lead
 Laura Astbury, Maine Nutrition Network
 Joyce Benson, State Planning Office
 Judy Gatchell, Maine Nutrition Network
 Deanne Herman, Department of Agriculture
 Rod McCormick, Department of Agriculture
 Doreen McDaniel, Office of Elder Services
 Dawn Mulcahey, WIC
 Kirsten Walter, Sisters of Charity Health System

Healthy Weight Awareness Campaign Work Group

Anne-Marie Davee, Maine Nutrition Network,
 Lead
 Karen Barlow, CD&M Communications
 Bob Cott, CD&M Communications
 David Crawford, Maine CDC
 Rebecca Drewette-Card, Maine CDC
 Janet Leiter, Maine CDC

Maine Reentry Nutrition Initiatives Work Group

Chris Sady, Maine Nutrition Network, Lead
 Becky Boober, Maine Reentry Network
 Jamar Croom, Maine Nutrition Network
 Carmen Dorsey, Muskie School, USM
 Betty Fortuin, Volunteers of America
 Rachel Gurley, Consultant
 Hope LeBlanc, Maine Correctional Center
 Janet Lohmann, Bowdoin College
 Al Sheehy, Muskie School, USM
 Betsy Thayer, Consultant

Nutrition Education for Somali Families Work Group

Jamar Croom, Maine Nutrition Network, Lead
 Laura Astbury, Maine Nutrition Network
 Marion Browning, Healthy Androscoggin
 Jigna Dharod, Maine Nutrition Network
 Kiin Issa, Sisters of Charity Health System
 Azeb Hassan, Sisters of Charity Health System
 Najma Mahad, Sisters of Charity Health System
 Dale Morrell, Sisters of Charity Health System
 Chris Sady, Maine Nutrition Network
 Kirsten Walter, Sisters of Charity Health System
 Angela Westhoff, Healthy Androscoggin



Tribal Initiatives Work Group

Chris Sady, Maine Nutrition Network, Lead
 Amy Bouchard, Maine Nutrition Network
 Jamar Croom, Maine Nutrition Network
 Ruth Dufresne, MNN Consultant
 Jerolyn Ireland, Aroostook Band of Micmacs
 Kathleen Majka, Passamaquoddy Tribe—
 Pleasant Point
 Abby McCarthy, Penobscot Nation
 Health Center
 Karen Neptune, Passamaquoddy Tribe—
 Indian Township
 Rebecca Smith, Aroostook Band of Micmacs
 Sue Tortello, Houlton Band of Maliseet Indians
 Jody Yarmal, Passamaquoddy Tribe—
 Pleasant Point

Veggies for ME! Work Group

Matt L'Italien, Maine Nutrition Network, Lead
 Linda Baker, Waldo County Preschool &
 Family Services
 Sandie Dubay, University of Maine
 Cooperative Extension
 Karen Gallagher, Maine WIC
 Trudy Lunt, Down East Health Services
 Karen Macomber, Down East Health Services
 Jill McPhail, People's Regional Opportunity
 Program
 Chris Sady, Maine Nutrition Network

Collaboration Groups

HMP PAN Support Team

Anne-Marie Davee, Maine Nutrition Network,
 Lead
 Mary Ann Bennett, Maine Nutrition Network
 David Crawford, Maine CDC
 Jamar Croom, Maine Nutrition Network
 Rebecca Drewette-Card, Maine CDC
 Jaki Ellis, Maine CDC
 Judy Gatchell, Maine Nutrition Network
 Matt L'Italien, Maine Nutrition Network
 Gail Lombardi, Maine DOE
 Denise Preisser, Maine DOE
 Amy Root, Maine Nutrition Network
 Chris Sady, Maine Nutrition Network

Take Time! Physical Activity Work Group

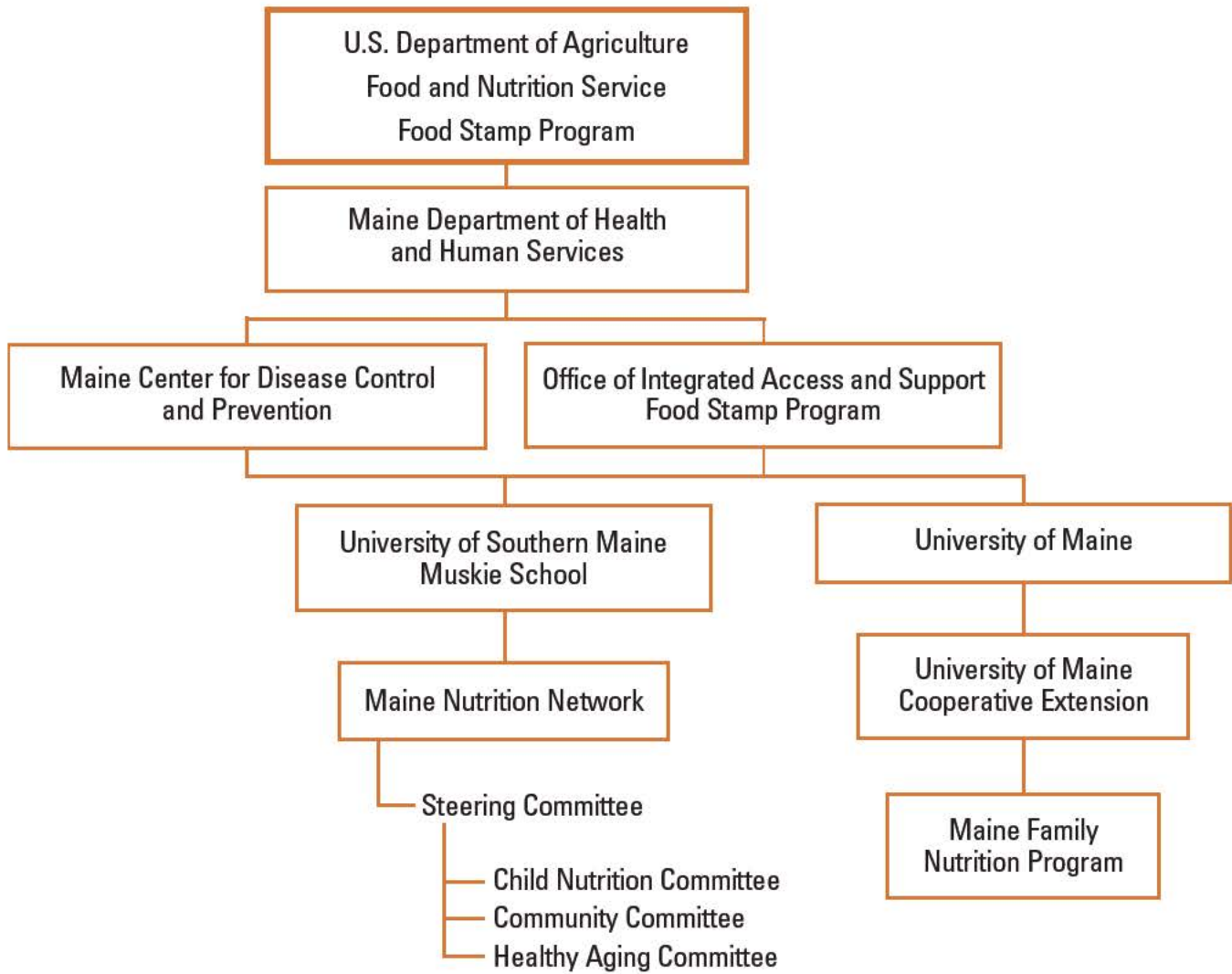
Amy Root, Maine Nutrition Network, Lead
 Anthony Anderson, Healthy Maine Partnerships
 Mary Ann Bennett, Maine Nutrition Network
 Amy Bouchard, Maine Nutrition Network
 Jamar Croom, Maine Nutrition Network
 Anne-Marie Davee, Maine Nutrition Network
 Jen Decker, Maine Nutrition Network
 Fawn Haynie, Healthy Maine Partnerships
 Heather Henry, Healthy Maine Partnerships
 Angela Norton, Healthy Maine Partnerships
 Karen O'Rourke, Maine Center for Public Health
 Michele Polacsek, Maine Center for
 Public Health
 Jackie Tselekis, Healthy Maine Partnerships

E. MNN Staff – 2007

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Heidi Weatherford	Administrative Associate	(207) 626-5260



Appendix A. Maine Food Stamp Nutrition Education (FSNE) Organizational Chart





Appendix B. Maine Nutrition Network Partners

Partners include representation from the following agencies and organizations:

Maine Department of Health and Human Services (DHHS)

- Office of Integrated Access and Support, Food Stamp Program (OIAS)
- Maine Center for Disease Control and Prevention (Maine CDC)
 - Maternal and Child Health Nutrition Program
 - Women, Infants and Children Nutrition Program (WIC)
 - Healthy Maine Partnership Initiative (HMP)
 - Physical Activity and Nutrition Program (PANP)
 - Coordinated School Health Program (CSHP)
- Office of Child Care and Head Start
 - Head Start Program
 - Child and Adult Care Food Program (CACFP)
- Office of Elder Services (OES)

Maine Department of Education (DOE)

- Child Nutrition Services
- Comprehensive School Health Education (CSHE)
- Coordinated School Health Program (CSHP)

Maine Department of Agriculture

Maine State Housing Authority

University of Maine

- University of Maine Cooperative Extension (UMCE)
- Department of Food Science and Human Nutrition

Maine Action for Healthy Kids Network

Maine Cardiovascular Health Council

Maine Center for Public Health (MCPH)



- Maine Chapter of the Maine Academy of Pediatrics**
- Maine Dairy and Nutrition Council**
- Maine Federation of Farmers' Markets**
- Maine Governor's Council on Physical Fitness, Sports, Health and Wellness**
- Maine-Harvard Prevention Research Center**
- Maine Organic Farmers and Gardeners Association (MOFGA)**
- Maine Reentry Network (MRN)**
- Maine School Food Service Association (MSFSA)**
- Volunteers of America Northern New England (VOANNE)**
- Area Agencies on Aging**
- Community Action Programs (CAP)**
- Faith-based organizations**
- Food pantries**
- Healthcare organizations**
- Libraries**
- Local schools and local school administrators**
- Local community organizations**
- Senior housing**



Appendix C. Development of the MNN Strategic Plan

Development of this plan has been guided by the MNN Strategic Planning Work Group, led by Chris Sady and consisting of the following people:

Rebecca Drewette-Card	DHHS – Maine CDC, PANP
Anne-Marie Davee	MNN, Muskie School, USM
Kay Dutram	Muskie School, USM
Judy Gatchell	MNN, Muskie School, USM
Lori Kaley	MNN, Muskie School, USM
Janet Leiter	DHHS – Maine CDC
Wanda Lincoln	UMCE
Doreen McDaniel	DHHS – OES
Barbara Poirier	Muskie School, USM
Thomas Quinn	DHHS – OIAS
Chris Sady	MNN, Muskie School, USM
Alice Schlosser	MNN, Muskie School, USM
Bob Thibodeau	DHHS – OIAS
Mary Walsh	DHHS – OES

The Strategic Planning Work Group met several times during the winter of 2006, during which time it chose the lead consultant, Craig Freshley of Good Group Decisions, and established and guided the planning process. A key element of the process was a large meeting among MNN partners, which was held on June 7, 2006, at Maple Hill Farm Conference Center in Hallowell.

In preparation for the meeting, all partners were encouraged to respond to a survey, giving their perceptions of MNN, its programs and future direction. Results of the survey were reported at the meeting and can be found in the meeting report on the MNN Web site (www.maine-nutrition.org).

Meeting discussions included: strengths and weaknesses of the MNN and what it should be known for in the future; rewriting the MNN's mission; prioritization of specific initiatives and strategies; and the optimal organizational structure for the MNN.



The following partners attended the MNN Strategic Planning Meeting on June 7, 2006:

Heather Albert-Knopp	Healthy Peninsula
Laura Astbury	MNN, Muskie School, USM
Joan Atkinson	MNN, Muskie School, USM
Mary Bailey	Waldo County Preschool & Family Services
Suzanne Bazinet	Bazinet Enterprise PLLC
Nancy L. Beaulieu	UMCE, Eat Well Program
Mary Ann Bennett	MNN, Muskie School, USM
Judith Campbell	Scarborough Schools
Rae Clark-McGrath	Retired, UMCE
David Crawford	DHHS – Maine CDC, PANP
Jamar Croom	MNN, Muskie School, USM
Debbie Crosby	USDA – FNS
Anne-Marie Davee	MNN, Muskie School, USM
Michelle Davis	Community Concepts
Jennifer Decker	MNN, Muskie School, USM
Rebecca Drewette-Card	DHHS – Maine CDC, PANP
Ruth Dufresne	MNN Consultant
Kay Dutram	Muskie School, USM
Jaki Ellis	Coordinated School Health Programs
Lisa Fishman	UMCE, Eat Well Program
Dona Forke	Healthy Options Together
Tim Fuller	Healthy Acadia
Karen Gallagher	DHHS – Maine CDC, WIC
Judy Gatchell	MNN, Muskie School, USM
Erin Gray	MaineGeneral
Christine Greenier	SAD #22 Food & Nutrition Services
Cindy Hale	DHHS – Maine CDC, Maine Diabetes Prevention & Control Program
DeEtte Hall	DOE
Fawn Haynie	SAD #54
Catherine Hoffmann	Maine Dairy & Nutrition Council
Lori Kaley	MNN, Muskie School, USM
Janet Leiter	DHHS – Maine CDC
Chuck Leithiser	Penquis Community Action Program
Erika Leonard	DHHS – OCHS

Eileen Liddy	Healthy Community Coalition
Wanda Lincoln	UMCE, Eat Well Program
Matt L'Italien	MNN, Muskie School, USM
Gail Lombardi	DOE, Child Nutrition Services
Kathleen Majka	Pleasant Point Health Center
Jane Marden	Southern Kennebec Child Development Corporation
Mary Moody	Retired, DOE
Grace Morgan	DOE
Rick Morrow	DHHS – OIAS
Ken Morse	Healthy Oxford Hills
Angela Norton	SAD #13, #59 & #74
Karen O'Rourke	MCPH
Sarah Platt	Maine Dairy & Nutrition Council
Thomas Quinn	DHHS – OIAS
Debbie Reed	Greater Portland YMCA
Cindie Rice	Central Maine Medical Center
Sandy Richard	Healthy Community Coalition
Amy Root	MNN, Muskie School, USM
Chris Sady	MNN, Muskie School, USM
Alice Schlosser	MNN, Muskie School, USM
Lisa Sockabasin	DHHS – Maine CDC, Office of Minority Health
Pamela Sparks	York County Community Action Corp, Head Start
Heather Spaulding	MOFGA
Martha Spencer	South Portland School Nutrition Program
Maureen Sze	GPPA
Lindsey Walder	MNN, Muskie School, USM
Mary Walsh	DHHS – OES
Bill Wood	Actor/Educator

Subsequent to the meeting, the Strategic Planning Work Group worked with Craig Freshley to develop a draft strategic plan based on input received. The draft was sent to all partners for review and comment and was shared with MNN partners at the MNN Annual Meeting on September 14, 2006. Revisions were incorporated based on input received from partners.



The Maine Nutrition Network (MNN) is a collaboration of public and private partners that coordinate nutrition activities to create an environment that supports the health of Maine people. The Network's primary funding source is the United States Department of Agriculture (USDA) Food Stamp Program. The funds come from the Maine Department of Health and Human Services via the Maine Center for Disease Control and Prevention (MECDC). The MECDC has a cooperative agreement with the University of Southern Maine's Muskie School of Public Service to manage activities of the MNN.



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John Elias Baldacci, Governor
Brenda M. Harvey, Commissioner

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