

To: TCN Members
From: Executive Committee
Subject: TCN 2007 Strategic Plan
Date: December 31, 2006

Dear Tobacco Control Network (TCN) member:

Over the period of September - October 2006, the TCN Executive Committee, with the help of consultant Nancy Salas, carried out a planning process that resulted in the TCN 2007 Strategic Plan. Prior to the planning process, the network's accomplishments during the period 2005/06 were assessed and a survey was distributed to Tobacco Control Program Managers to determine the issues they are facing and how the TCN can provide assistance. These efforts culminated in a planning retreat on October 16, 2006, when Executive Committee members prioritized issues and set the TCN's strategic agenda for 2007.

We are seeking your approval of this plan and invite you to become involved in its implementation, as the key issues are drawn from the TCN's needs and are intended to advance the work of tobacco control program managers and staff. With the support and participation of members, this plan can be actualized and the TCN's mission to *"improve[e] the public's health by providing education and state-based expertise for tobacco prevention and control at the state and national levels"* can be achieved.

Please take a few minutes to look over the assessment and survey findings, and review the plan of action. A regional conference call will take place in January/February 2007 to discuss the strategic planning process and progress toward implementation.

Thank you for your commitment to prevent and control tobacco use. Together, we can find ways to ensure that our programs and interests do not go unheard or unaddressed.

Sincerely,

The TCN Executive Committee



Tobacco Control Network

Strategic Plan 2007

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TCN Goals & Action Plan 2006 Progress

Goal 1: Network Structure & Advocacy – 2006 Progress:

- Bylaws: Completed and Operating Principles & Practices established and approved 7/13/06.
- TCN Structure:
 - Executive Committee/Board meets monthly via conference calls
 - Bylaws Committee dissolved: job accomplished
 - Policy Committee: The committee meets bi-monthly and has coordinated 6 Informational Conference calls; Attendance has ranged from 50 to almost 200 participants; These calls included:
 - Implementation of Clean Indoor Air Laws
 - Potential policy implications of proposed remedies in the Dept of Justice lawsuit
 - Using economic data to promote smoke-free policies
 - Promoting smoke-free apartments and hospital grounds
 - California's proposed identification of ETS as a toxic air contaminant
 - Passing smoke-free and tobacco-free outdoor regulations
 - Programming Committee:
 - Mentoring Program: 10 Mentor-Mentee matches with 8 active pairs
 - Conference calls: e.g. - stress management calls for program managers: an opportunity for managers to share tips with one another on how they deal with the stresses of their jobs. As a result, "sustenance tip of the month" has been added to the monthly email update.
 - Reviving PM regional structure and quarterly regional conference calls. Call topics and priority training areas were also identified by PMs.
 - January held 5 regional calls for states to discuss their policy and programming agendas for 2006. Feedback from the calls very positive resulting in a revitalization of the regional structure of the TCN network with regular regional calls and 5 regional representatives on the Executive Committee/Board.
- Web site (<http://www.ttac.org/TCN/index.html>) established and maintenance is ongoing
- National Partners to increase advocacy & visibility:
 - New partnership with NACDD, effective October 1, 2006; TCN Manager sits on monthly NACDD conference call.
 - July business meeting and October strategic planning retreat.
 - World Conference & APHA Poster Sessions
 - TCN's and ASTHO's partnership presented to academic audience at the Association of Schools of Public Health's Legacy STEP UP meeting.
 - Coordinator attended numerous other conferences and meetings, including OSH's Quitlines Meeting and National Partners meetings, to spread the word about TCN resources.
 - TCN officers serve on planning committees & workgroups: NTCP, OSH Partners, Technical Assistance, and Media Network calls.
 - The TCN maintains relationships with national partners by sitting on their conference calls: ASTHO's Tobacco Issues Forum, North American Quitline Consortium and Tobacco Cessation Leadership Network, and the Campaign for Tobacco-Free Kids.

- Chair of the TCN has traditionally been a member of ASTHO's Prevention Policy Committee.
- Chair and Manager participate on LGBT National Network calls; TCN also wrote letter of support for the establishment of this partner network.
- National Rodeo Advisory Group – TCN has been invited to participate
- Low SES/Poverty Stakeholders Group – Members of TCN Exec. Comm. participate in this group.

Goal 2: Marketing – 2006 Progress:

- Increased participation in TCN by state PMs and state staff:
 - Web site receives over 450 views per month
 - Tobacco Free Press published 9 issues
 - Distribution list is over 400 individuals
 - Approximately 5-10 individuals request to be added to the TCN listserv following the release of each bi-monthly publication.
 - The Help Your Peers has had over 70 questions and responses compiled and posted to the TCN Web site since TTAC began its administration.
 - No baseline data or data compiled to demonstrate participation growth from 2005 to 2006.
- Engage national partners in TCN:
 - New partnership with NACDD, effective October 1, 2006
- 2006 quarterly meetings with TCN officers & Coordinator & National Partners:
 - New partnership with NACDD, effective October 1, 2006
 - July business meeting and October strategic planning retreat.
 - World Conference & APHA Poster Sessions
 - TCN's and ASTHO's partnership presented to academic audience at the Association of Schools of Public Health's Legacy STEP UP meeting.
 - Coordinator attended numerous other conferences and meetings, including OSH's Quitlines Meeting and National Partners meetings, to spread the word about TCN resources.
 - TCN officers serve on planning committees & workgroups: NTCP, OSH Partners, Technical Assistance, and Media Network calls.
 - The TCN maintains relationships with national partners by sitting on their conference calls: ASTHO's Tobacco Issues Forum, North American Quitline Consortium and Tobacco Cessation Leadership Network, and the Campaign for Tobacco-Free Kids.
 - Chair of the TCN has traditionally been a member of ASTHO's Prevention Policy Committee.

Goal 3: Communication/Programming – 2006 Progress:

- Peer communication:
 - The bulletin board has not been activated but it is still a goal to be achieved.
- Monthly communication to include current events in tobacco control with TCN membership:
 - Email alerts – Approximately 4 times per month including TCN Monthly Email Update and other partner news; weekly updates to the Web site; informational and other conference calls (including regional calls).
- Renewed mentoring program:
 - 10 Mentor-Mentee matches with 8 active pairs
 - Pool of 4 additional experienced individuals willing to serve as mentors
 - Of evaluations received the overall expectations seem to have been met.
- Technical Assistance: Web site, Help Your Peers, Tobacco Free Press, Conference Calls, & Mentoring Program

- Outstanding programs & managers: Did not happen at the 2006 World Conference but did have a TCN poster session. Suggestions to give awards in the future in order to highlight good work and honor PM is still being considered.

Goal 4: Membership – 2006 Progress:

- Solidify Membership Structure:
 - Bylaws completed.
 - TCN infrastructure functional: TCN members assigned to the Policy & Programming committees and Executive Committee/Board (includes 5 new regional representatives).
 - Not all states are actively participating in TCN functions, such as committees, the mentoring program, etc.
 - TCN Distribution list includes over 160 individuals.
- One Active Contact Per State:
 - No tracking of state contacts and their activity level with TCN
 - TCN members receive regular communications (4 per month)
 - Web site has had over 450 views per month
 - The Help Your Peers has had over 70 questions and responses compiled and posted to the TCN website since TTAC began its administration.
 - States differ in their response level to Help Your Peers questions, TCN surveys, and participation on the TCN conference calls than others.
- Monthly communication with TCN membership:
 - Email alerts – approx. 4 times per month; weekly updates to the Web site; informational and other conference calls (including regional calls).
 - Tobacco Free Press published 10 bi-monthly issues
- Message Board:
 - The bulletin board has not been activated but it is still a goal to be achieved.
 - Help Your Peers responses are compiled by the TCN manager, circulated among the membership, and archived on the TCN Web site.
- Recognition Program: Did not happen at the 2006 World Conference but did have a TCN poster session. Suggestions to give awards in the future in order to highlight good work and honor Program Managers still being considered.

Tobacco Control Network Program Manager Survey Results October 2006
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Survey Purpose and Uses

The Tobacco Control Network's (TCN) Executive Committee designed a brief Web-based survey to assess state and territorial Tobacco Control Program Managers' needs and identify how to provide assistance in the upcoming year. The information will be used to determine the TCN's future priorities and strategic agenda. The TCN Executive Committee presented summary findings to the Center for Disease Control and Prevention's Office on Smoking and Health (OSH) Director, Dr. Matthew McKenna.

Findings

The survey was circulated to all 50 states, the District of Columbia, and the U.S. territories. Thirty-six states responded to the survey. No responses were received from the U.S. territories.

A. Critical Issues Facing Program Managers

Respondents outline the top challenges or critical issues they face as Program Managers that they would like to share with OSH's new Director, Dr. McKenna. The strongest themes emerge around sustainability/funding, need for data and resources (various topic areas specified). The respective themes and sample quotes include:

- Sustainability/Funding (n=18)
 - *Due to other health issues (IE-obesity) and decreases in funding, we are beginning to have difficulty 'sustaining' our tobacco prevention efforts. Can CDC/OSH help?*
 - *I would emphasize the importance of federal funding for state health department tobacco control programs. This critical resource is used in our state to meet basic state infrastructure needs, thereby allowing all state-appropriated funds to be used for direct program costs. While states should carry most of the responsibility, it may be reasonable to suggest that Congress provide 10 percent of the amount needed for states to achieve CDC-recommended minimum funding levels.*
 - *As MSA \$ fluctuate, how can state programs get a more stable funding source?*
- Data/Resources Needed (topics vary) (n=12)
 - *Need one document released by OSH (CDC) re: the importance of quitlines with all of the appropriate findings and citations.*
 - *More information on special reports and evaluation studies would be great, as well as some findings on the 13 pilot projects doing disparities work.*
 - *I would like to see more user friendly data made available that confirms the importance of focusing on smoke-free policy in preventing youth initiation and adult cessation.*
- Best Practices (n=6)
 - *I imagine that there are good reasons for publishing the next version of "best practices" in journals by topic, but it would be very helpful to our programs to know what those "best practices" are as soon as possible so we can begin to modify our programs to meet them.*
 - *What is left to do once: a) a comprehensive program is in place (which is effectively working because it is based on CDC's 9 Best Practices) b) a clean indoor air law is passed and c) taxes on tobacco products are increased.*
- Politics (n=5)
 - *The politics of tobacco is problematic. The tobacco lobbyists have enormous influence on our elected officials, including our governor, who has publicly spoken against a ballot initiative to raise our tobacco excise tax. How can we effectively contact the lobbyists and gain the support of elected officials?*
 - *The Lack of knowledge and support from Health Department Administration and the Legislature for Tobacco Prevention and Control*

- **Chronic Disease Integration (n=4)**
 - *Need to further explore, identify, develop and fund comprehensive programs that integrate tobacco and other health issues such as tobacco & cancers; tobacco & heart diseases; tobacco& respiratories diseases; etc.*
 - *Being required to submit progress reports and plans with other chronic disease programs is a challenge, and often problematic.*
- **Chronicle (n=4)**
 - *OSH unveiled 75+ performance measures several years ago, but there is little connection between the evaluation of those to ensure states are attaining them and the Chronicle.*
 - *The Chronicle reporting system has been a major investment of time, training, resources and money for OSH and the states. Unfortunately, it is still not a user-friendly program for the states.*
- **OSH Relations (n=4)**
 - *our CDC Project Officer is frustratingly unresponsive to calls or emails.*
 - *... although we face monumental legislative challenges, the support and technical assistance that we have received from OSH will get us where we need to be.*
- **Tobacco Control Primacy (n=2)**
 - *I would urge McKenna not to let tobacco become a back burner issue at the CDC. With the push toward bioterrorism and infectious disease, it seems like the entire chronic disease division is losing morale and momentum (and money).*
 - *keeping tobacco high profile - seems like over the years with BT funding, pandemic flu, etc. that the fact that tobacco remains the leading cause of preventable death gets overshadowed and the perception that " the tobacco settlement dollars took care of that problem" attitude. Bottomline, if there's a way to remind/elevate tobacco control programs on the public health agenda among policy makers and state health officers, I think that is important.*
- **Harm Reduction (n=2)**
 - *Smokeless and snus tobacco products and industry promotion as a harm reduction product, cessation agent pose a real threat to [my state's] prevention efforts as well as likely increases in an already high smokeless, poly-user prevalences in our state.*

Individual (n=1) respondents also indicated areas of concern with regard to the WHO Initiative, low morale among state and CDC toward tobacco prevention, making health disparities from tobacco use an emerging priority issue, the challenge of helping others understand the impact policy has on tobacco use, staffing, state relations with foundations, dealing with PGOs, and conflicting timing of national meetings.

B. TCN Assistance to Help Address Critical Issues

Respondents suggest ways that the TCN can help them address the critical issues and challenges they face. In summary, the suggestions for each of the major theme areas are:

- **Sustainability/Funding**
 - *TCN can be a voice for CDC/OSH and assist in communication, collaboration among state programs and CDC, others.*
 - *Help us speak as one voice. Bring issues to the attention of other national partners as needed.*
 - *Consider advocating that Congress provide 10 percent of the amount needed for states to achieve CDC-recommended minimum funding levels.*
 - *Sponsoring National Conferences or other types of advocacy/related activities such attending Governor's national meetings or similar; basically assisting states to positioning the importance of tobacco control programming*
 - *TCN can address by giving ideas on how to ensure program is sustained once funds from settlement is no longer available, how to solicit other funds, assist in strategies to collaborate efforts from partners.*
 - *Continue sharing information via listserv, on tech assistance calls with OSH and at various other meetings.*

- Data/Resources Needed (topics vary)
 - *Develop resources that states can utilize that go beyond racial and ethnic disparities.*
 - *Being a conduit of information to states on current research and policy issues. Creating forums and other opportunities for state programs to share information*
- Best Practices
 - *TCN can help coordinate best practices through evidence based programs from states that have been successful and sharing with other states*
 - *I do think CDC needs to have more trainings for more experienced staff. So much is geared towards new staff.*
- Chronic Disease Integration
 - *Case studies, new research, best practices to improve coordination.*
- Chronicle
 - *I am currently working with my PO to receive the necessary feedback for improvement of my Chronicle submission.*
- OSH Relations
 - *[None]*
- Politics
 - *Are there methods to uncover and publicize the tobacco industry connections and funding that influence elected officials?*
 - *The TCN helps with conference calls, but sometimes practical experience is very helpful. State visits and consultations would be helpful as well as video conferences.*
- Tobacco Control Primacy
 - *Connecting to every degree possible with the State Health Officers and/or recruiting/grooming a few lead health officers to champion tobacco among ASTHO.*
- Harm Reduction
 - *Provide more information on what is available, what is being done/researched.*

C. TCN Resources: Awareness, Use and Utility

Participants rated the TCN's resources according to: a) their awareness of the resource, b) whether they use the resource, and c) whether they find the resource useful. The majority of respondents are aware of the TCN's primary resources. The top resources used by three-quarters or more of the respondents are the Tobacco Free Press (n=28, 77.8%), informational conference calls (n=28, 77.8%), the TCN Web site (n=27, 75.0%), and Help Your Peers (n=27, 75.0%). The least used resource is the member directory (n=11, 30.6%). The greatest proportion of respondents indicate that Help Your Peers is the most useful resource offered by the TCN (n=25, 69.4%) and the annual business meeting is least useful (n=4, 11.1%) (Table 1).

Table 1. Rating of TCN Resources

RESOURCE	RATING		
	Awareness n (%)	Use n (%)	Utility n (%)
1. TCN Web site	33 (91.6)	27 (75.0)	18 (50.0)
2. Tobacco Free Press e-newsletter	31 (86.1)	28 (77.8)	17 (47.2)
3. Informational conference calls	28 (77.8)	28 (77.8)	18 (50.0)
4. Quarterly regional conference calls	24 (66.7)	14 (38.9)	5 (13.9)
5. Email alerts	26 (72.2)	20 (55.6)	18 (50.0)
6. Annual business meeting	26 (72.2)	15 (41.7)	4 (11.1)
7. Member directory	19 (52.8)	11 (30.6)	10 (27.8)
8. Help Your Peers	29 (80.6)	27 (75.0)	25 (69.4)

Other Issues and Concerns

Eleven respondents identify additional concerns and issues for the TCN to consider:

- More individual interaction between states
- More discussions on research, behavioral, and clinical issues
- Inform new Program Managers about the TCN and what it can do for them
- Turnover of staff jeopardizes supply of seasoned professionals to assist new Program Managers
- Funding for youth direct prevention services
- List needed of state best practices
- Update needed on CDC funding recommendations
- How to draw members to the TCN Web site
- Sustaining coalition work
- Coordination of state media campaigns
- Reduction of teen tobacco use

Summary

Program Managers identify that funding and sustaining their programs and obtaining data and resources, particularly Best Practice guidelines, are the critical issue that they face. They suggest that the TCN can serve as the voice of tobacco control Program Managers and staff by advocating for the importance of federal funding and sponsoring other activities to help states with sustainability. They also suggest that the TCN can provide a forum where states can learn and share experiences regarding current research and practice, including triumphs and challenges. While the majority of respondents are aware of TCN resources, Help Your Peers emerges as the most useful of all TCN tools and resources.

To better serve the needs of tobacco control Program Managers and their staff, the TCN strives to strengthen and improve its ability to build capacity among its members. The TCN Executive Committee will utilize these findings to set the strategic agenda for the network in 2007 to better meet the needs of the TCN membership.

**Tobacco Control Network
Strategic Plan - 2007**

Goal 1: Improve TCN Structure & Representation

Objective 1.1:		
By September 30, 2007, TCN will have member representation on at least 50% of the national groups identified and prioritized by the TCN Executive Committee for the purpose of educating these groups on the TCN and tobacco control program priorities.		
Strategies/Tasks 1.1.1-1.1.8:	Responsible Party	Timeline
1.1.1. Create a Membership Committee; recruit and appoint TCN members to committee.	Executive Committee/Board	1 st Quarter
1.1.2. Assess national groups and prioritize those that require TCN participation. (<i>National organizations may include: American Legacy Foundation, American Public Health Association, Association of Schools of Public Health, C-Change, Campaign for Tobacco Free Kids, LGBT National Tobacco Prevention Network, National Tobacco-Free Rodeo Project, National Tobacco Control Program, Office on Smoking and Health, the Robert Wood Johnson Foundation, SES/Poverty Stakeholders, Tobacco World Conference, NSTEP, Bacchus & Gamma, and other national groups.</i>) Consider specific TCN interests in national organizations.	Membership/ Executive Committees	2 nd Quarter
1.1.3. Prepare a list of all potential national organizations to circulate to TCN Executive Committee/Board and TCN members to identify existing participation on national organizations calls and/or committees.	Membership Committee	2 nd Quarter
1.1.4. Recruit and assign TCN members to serve on national organizations that are designated as priority organizations to have TCN representation.	Membership Committee	3 rd & 4 th Quarters
1.1.5. Determine if there are any opportunistic meetings to be scheduled with national organizations to address specific TCN issues. Scheduled meetings with national organizations could be either face-to-face or via conference calls.	Executive/Membership Committees	All Four Quarters
1.0.0. Develop criteria and determine the need to travel TCN representatives to national conferences and/or attend strategic meetings with national organizations to address specific TCN issues.	Executive Committee	3 rd & 4 th Quarters
2.0.0. With Executive Committee approval, develop talking points or one-page issue statements for the TCN representatives to promote when representing TCN interests at national organization meetings.	Membership Committee	3 rd & 4 th Quarters
1.1.8. Explore opportunities to advocate for TCN interests and enlist the support of organizations/entities who oversee national tobacco control programming and funding (e.g., DHHS, FDA, Congress, CDC - OSH).	Executive Committee	All Four Quarters

Resources:

- Staff In-kind: TCN Coordinator
- TCN Funds: Travel expenses to national conferences/meetings or TCN scheduled strategic meetings with national organizations to either present TCN interests or participate in critical meetings.

Objective 1.2:		
By September 30, 2007, the TCN will have member representation on all appropriate NACDD Councils and Interest Groups.		
Strategies/Tasks 1.2.1-1.2.2:	Responsible Party	Timeline
1.2.1. Identify NACDD Councils and Interest Groups for TCN representation to include: <ul style="list-style-type: none"> • Participation in activities such as the Policy and Advocacy Committee, Councils, Interest Groups, and general member calls; Cardiovascular Health, Comprehensive Cancer, etc.; • NACDD/TCN assisting interaction between local/state tobacco and chronic disease programs to foster collaboration. 	Executive Committee/Board	2 nd Quarter
1.2.2. Assign TCN member representation to NACDD.	Executive Committee/Board	2 nd Quarter

Resources:

- Staff In-kind: TCN Coordinator
- NACDD (no cost: in-kind staffing, reference materials and financial support)

Objective 1.3:		
By September 30, 2007, the TCN will generate and/or obtain endorsement of at least three position statements on relevant advocacy topics that support the national tobacco control movement.		
Strategies/Tasks 1.3.1	Responsible Party	Timeline
1.3.1. Work with national organizations to develop a process for drafting and obtaining endorsement of position statements.	Policy Committee/ Executive Committee	3 rd & 4 th Quarters

Resources:

- Staff In-kind: TCN Coordinator
- West Virginia State Health Department media team (no cost: in-kind staffing and financial support)
- CTFK (reference materials)

Goal 2: Advocate for the TCN at the Local/State and National Levels

Objective 2.1:		
By September 30, 2007, TCN will have member representation on at least <i>one-third</i> of the national groups addressing state and local public health issues (including tobacco use prevention) for the purpose of educating these groups on state and local issues impacting the national tobacco control movement.		
Strategies/Tasks 2.1.1:	Responsible Party	Timeline
2.1.1. Assess national groups addressing state and local public health issues (including tobacco use prevention) and prioritize those that require TCN participation. [See Goal #1]	Membership Committee/Executive Committee/Board	2 nd Quarter

Resources:

- Staff In-kind: TCN Coordinator

Objective 2.2:		
By September 30, 2007, TCN will generate and/or obtain endorsement of at least three letters of support from national groups addressing state and local tobacco control issues.		
Strategies/Tasks 2.2.1-2.2.3:	Responsible Party	Timeline
2.2.1. Work with national organizations to develop a process for drafting and obtaining endorsement of letters of support.	Policy Committee/Executive Committee	3 rd & 4 th Quarters
2.2.2. Work with the following organizations to draft letters of support and obtain endorsement: NACCHO, NALBOH, and ASTHO.	Policy Committee	3 rd & 4 th Quarters
2.2.3. Promote the endorsement of fully funded state comprehensive tobacco control programs to be included in letters of support from national organizations.	Policy Committee	3 rd & 4 th Quarters

Resources:

- Staff In-kind: TCN Coordinator
- NACDD (no cost: in-kind staffing, & reference materials)
- CTFK (reference materials)

Goal 3: Strengthen and Improve Communication & Programming

Objective 3.1:		
By Sept 30, 2007 TCN will have one State Success Story published for 50% of states, District of Columbia and U.S. territories.		
Strategies/Tasks 3.1.1:	Responsible Party	Timeline
3.1.1. Work with NACDD staff to encourage TCN members to complete interviews and write tobacco control State Success Stories that are evidence-based. State Success Stories will be tied to TCN priority issues (e.g., what Program Managers did to advance national tobacco control agenda).	Programming Committee/ NACDD	All Four Quarters

Resources:

- NACDD (no cost: in-kind staffing, reference materials and financial support)

Objective 3.2:		
By September 30, 2007, TCN will create an informal orientation process for the Mentoring Program where 100% of new Program Managers are introduced to TCN within first three months of their hire.		
Strategy/Task	Responsible Party	Timeline
3.2.1. Connect with OSH Project Officers regarding new PM hires.	TCN Coordinator	All Four Quarters
3.2.2. Develop a two-page Quick Start Guide as part of an orientation package to new Program Managers.	Programming Committee	1 st Quarter
3.2.3. Modify or de-formalize the Mentoring Program so new Program Managers will have immediate access (within 3 months) to other Program Managers.	Programming Committee	2 nd Quarter

Resources:

- Staff In-kind: TCN Coordinator
- Electronic materials (no cost)