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WELCOME TO TUPAC

Dear TUPAC Contractor:

I would like to thank you for becoming a part of our team. We could not continue to reduce tobacco-related diseases, disabilities and death without your participation, hard work and dedication.

To help you get started, TUPAC has developed this orientation manual. The manual is designed to help you be a successful contractor, fulfill your scope of work, and be an effective tobacco control service provider and advocate. The manual's emphasis is on subject matter that has been challenging for contractors in the past.

The partnership between TUPAC staff and contractors is a vital link in reducing the impact of commercial tobacco in New Mexico. Like the contractors, the TUPAC staff brings a wealth of knowledge and experience to the partnership. For background information on our staff, please see the Staff Bios in Appendix A. We are all here to assist you in your efforts.

This manual is one of many tools for building our partnership for success. Your feedback on this manual and any other part of our partnership is also vital. Please feel free to contact me with your input, ideas, and challenges.

I wish you great success in your efforts. Welcome to our team.

Sincerely,

Larry Elmore
Program Manager
NM Department of Health
Tobacco Use Prevention and Control Program

1. NEW MEXICO TOBACCO CONTROL STATUS

One of the best tools for contractors to learn more about the status of tobacco control in New Mexico is the Department of Health tobacco data webpage at www.health.state.nm.us/tobacco.html. By exploring this page, you will become familiar with pertinent information and resources. Becoming familiar with the information and resources available on the page is an essential part of your contractor training. It literally gets us all “on the same page,” which allows us, as tobacco control advocates, to present a unified message to our state and communities.

From the webpage, you can:

- View the latest data compiled by TUPAC on various tobacco topics
- Download fact sheets
- Obtain annual TUPAC progress reports
- Obtain TUPAC survey reports

Please take the time to become familiar with this important resource and refer others to it, whenever it would be helpful.

2. ACCOUNTABILITY: EVALUATION, ASSESSMENT AND SURVEILLANCE

Two key components of TUPAC Program activities are surveillance and program evaluation. Surveillance is the ongoing, systematic collection of information (data) to determine the status of health conditions, behaviors, attitudes, and other factors impacted by tobacco control activities. Examples of surveillance tools include surveys such as the New Mexico Youth Tobacco Survey and the Adult Tobacco Survey. Surveillance activities allow our program to assess the current status of people or communities, as well as any trends or changes over time, in regard to tobacco. Assessing the percentage of smokers among New Mexico adults during a ten-year period is an example of one measure.

Program evaluation can be defined as a set of tools to:

1. Assess the implementation and outcomes of a program,
2. Increase a program's efficiency and impact over time, and
3. Demonstrate accountability.

Surveillance and evaluation activities are used together to generate an overall assessment of the program.

Youth Tobacco Survey

TUPAC conducts the New Mexico Youth Tobacco Survey (YTS) approximately every two years in middle and high schools across the state. This survey provides information such as smoking prevalence, exposure to secondhand smoke, attitudes related to tobacco, use of other tobacco products, and exposure to media messages. A summary of the most recent YTS data can be found on our Website, www.theStink.org.

Youth Risk and Resiliency Survey

TUPAC also utilizes data from the Youth Risk and Resiliency Survey (YRRS), which is the primary health survey for high school youth in New Mexico. The YRRS is conducted every other year and usually includes a module of about ten tobacco-related questions.

Adult Tobacco Survey

TUPAC conducts the New Mexico Adult Tobacco Survey (ATS) on a biennial basis. The ATS is a statewide telephone-based survey of adults' tobacco use behaviors, attitudes, secondhand smoke exposure, and cessation behaviors. TUPAC also relies on a variety of other data sources to assess tobacco use and its health and economic consequences in the state.

School Tobacco Assessment Tool

This year TUPAC has developed an additional evaluation tool called the *School Tobacco Assessment Tool* (STAT). The STAT is designed to assist TUPAC contracts providing services to prevent initiation among youth in New Mexico K-12 schools through a review of CDC's seven guidelines for comprehensive school-based tobacco prevention and control programming. Generally, the STAT will be completed on an annual basis, during the month of February. The STAT is intended as a self-assessment and planning tool for TUPAC contractors providing services to prevent initiation among youth and as a method to determine a contractor's training needs.

Electronic TUPAC Evaluation Tool

TUPAC uses an evaluation tool known as the eTET (electronic TUPAC Evaluation Tool) to collect monthly information from contractors regarding the services being provided, and in some cases, the effectiveness and reach of those services. The eTET can be completed on-line, and it provides TUPAC and its contractors many features for reporting, summarizing, and sharing information.

3. NETWORKING

TUPAC encourages all of our contractors to network with other contractors in the state, as some of the best ideas and innovations have come as a result of two or more contractors networking. That is why we include a time for networking at contractors' meetings. Please check the *TUPAC FY05 Contractor List* (Appendix B), for a list of names, addresses, phone numbers, e-mails and the main focus of work for each of our contractors. Call or e-mail someone and start a conversation. If you would like a formal introduction, call your TUPAC contract monitor and ask to be introduced to another contractor. You may also want to ask your TUPAC contract monitor to link you with other contractors who share the same interests or concerns.

Excellent opportunities for networking with other New Mexico tobacco control advocates include STOMP (Stop Tobacco On My People), NMCAT (New Mexicans Concerned About Tobacco), YEAH! (Youth Empowerment Advocacy Heroes), and TUPAC Contractor Meetings. Be sure to get on the electronic mailing lists for each of these and other organizations.

Resources:
To add your name to the STOMP mailing list, please provide complete contact information to nmstomp@qwest.net or call 988-3473.
To add your name to the NMCAT mailing list, please provide complete contact information to cynthia.serna@cancer.org, or call 262-2604.
To add your name to the YEAH! mailing list, please provide complete contact information to kperea@nmvoices.org, or call 244-9505.

4. Communicating with Community Leaders and Elected Officials

TUPAC contracts include a provision for communicating with community and tribal leaders, and elected officials. These communications should be *educational* in nature. TUPAC funds cannot be used for lobbying or attempting to influence legislation of a specific bill.

Why is regular communication important?

It is important to educate leaders about how tobacco control funds are being used in their communities and to increase their awareness of tobacco issues, such as youth access or secondhand smoke. Leaders and elected officials make a variety of decisions about tobacco control, from policy and enforcement to whether prevention programs are allowed in schools. It is important that those be informed decisions.

Who should I contact?

Your contact list can include a wide range of leaders. Ideas include school board members, county commissioners, county or tribal sheriffs, judges and justices, city or tribal councilors, mayors, tribal governors, police, state representatives and senators for your region, U.S. congressional representatives and U.S. senators for your state.

Where do I start?

Collect names and addresses for community leaders you would like to educate. Information can be found on-line for most elected officials, including who represents your contract service area and contact information. Others can be found in the "blue pages" government section of the white pages phone book. Draft a cover letter and submit it to TUPAC for approval. Collect any materials you would like to include in your educational packet. Make an appointment for an in-person visit or send the packet through the mail.

How should the communication take place?

Formal or informal communication with leaders is appropriate, depending on existing relationships.
Formal: Many contractors send or hand deliver informational packets, on a quarterly basis. Packets can include a cover letter, an explanation of the program and the funding source, geographic coverage, etc. You may also want to include examples of what's happening, such as

newspaper clippings, dining guides, youth-created promotional materials, pictures, etc. These examples provide awareness of the actual efforts being made in your community.

Informal: Don't underestimate the power of informal communication. In smaller towns, contractors may have unplanned communication with leaders. Any mention of the program, such as, "Did you see our youth coalition in the parade?" followed up with written communication can be quite memorable.

Resources:
www.congress.org - US Elected Officials
www.legis.state.nm.us - NM State Legislature
www.tobaccofreekids.org - Campaign for Tobacco Free Kids
www.no-smoke.org/tsmeet.html - Review or download practical pointers for meeting with elected officials.
Contact information for local elected officials can often be located by searching the Web.

What is the difference between education and lobbying?

Education is relaying factual information about your program, tobacco use in your community, people's knowledge, attitudes and beliefs, etc. Education empowers others to make sound decisions. TUPAC provides education to community members and decision makers.

Lobbying includes a call to action, asking an elected official to vote one way or another, or asking for support of an issue. Lobbying directly suggests what decision others should make. Organizations, such as NMCAT, have specific funds that can be used to influence legislation and lobby decision makers.
It is important that the words or actions of TUPAC contractors or staff not be misinterpreted as "lobbying." Given that we are not always afforded the opportunity to explain our words or actions, TUPAC requests that contractors err on the side of caution. When in doubt, contact your TUPAC contract monitor for help with specific situations.

Please review the Contractual Agreement between NM Department of Health and TUPAC Contractors.

ARTICLE 26. LOBBYING

The CONTRACTOR shall not use any funds provided under this Agreement, either directly or indirectly, for the purpose of conducting lobbying activities or hiring a lobbyist or lobbyists on its behalf at the federal, state, or local government level, as defined in the Lobbyist Regulation Act, Section 2-11-1, et seq., NMSA 1978, and applicable federal law.

For more information about education vs. lobbying, see Appendix C.

5. Addressing Tobacco-Related Disparities

Identifying and eliminating disparities is the Centers for Disease Control and Prevention (CDC) and Tobacco Use Prevention and Control Program (TUPAC) fourth goal area. In order to implement a comprehensive tobacco control program, TUPAC must identify and eliminate disparities in tobacco use initiation, quitting among youth and adults, and exposure to secondhand smoke. There is substantial information about evidence-based interventions that effectively achieve the first three goal areas; however in the area of disparities there is limited information and guidance about effective strategies. In comparison to the other TUPAC goals, addressing tobacco-related disparities is in the initial stages of development.

Disparities occur when a community suffers disproportionate harm from tobacco use. Examples of disparities include, but are not limited to, populations that:

- Have a higher proportion of illness or death related to tobacco use.
- Are targeted by the tobacco industry.
- Have a higher or sharply increasing use of tobacco use.
- Have high exposure to secondhand smoke.

Disparities and diversity are two distinct concepts; however there is a relationship between the two concepts. TUPAC requires that all contractors ensure that they are promoting diversity. To begin addressing disparities, it is important to understand your community and the burden of tobacco on its unique populations. Developing and maintaining relationships with diverse populations will enable you to more accurately understand, assess, and develop strategies to address the unequal burden of tobacco experienced in your community.

Diverse coalitions and work groups are essential to successful efforts in the area of eliminating disparities and promoting social justice. Ensuring diversity requires that there is active involvement from all parts of the community at all levels of decision-making about tobacco related health issues.

The Root Causes of Disparities

1. *Lack of capacity or infrastructure*- Resources (staff and financial) are unequally distributed in the community leading to an imbalance in the scope of services. Building capacity and infrastructure in a community often calls for a higher level of staff and financial resources. Not meeting this call can lead to increasing disparities between communities.

2. *Social inequities*- Social inequities are ingrained in our society and culture. Populations that are experiencing disparities are often those in society that are most often oppressed, marginalized, and excluded.

3. *Community stressors*- Researchers have found that community stressors increase the chances of adopting harmful health behaviors. Community stressors occur when the community's basic needs are not addressed and social inequities persist.

4. *Multiple risk factors and few protective factors*- When multiple risk factors are present in a community, prioritization of community needs is more complex. There is a synergistic effect between risk factors. In order to increase protective factors and minimize risk factors multiple risk factors must be addressed.

5. *Lack of coordination of services*- In order to identify and eliminate disparities, activities must be comprehensive and coordinated. For example, a population experiencing disparities should be receiving services to address cessation, as well as services to address secondhand smoke

and preventing tobacco use initiation. Providing services in only one goal area will result in an imbalance of services.

Strategies to Address Disparities

1. Be aware of who your community is and ensure that activities are inclusive and respectful of all community members. This includes identifying populations within your community that may be disproportionately impacted by tobacco. Please refer to the next section, "Populations Identified as Experiencing Disparities" for a list of CDC-identified populations.

2. Develop strategies for addressing disparities. Identifying and addressing disparities is the most difficult CDC/TUPAC goal to undertake. The TUPAC program encourages you to consult with your contract monitor as well as Coletta Reid & Associates, TUPAC's state-wide disparities contractor, to develop strategies for addressing disparities in your community.

3. Work with the identified population to increase capacity to address tobacco.
   - Start by educating the community about the impact of tobacco use.
   - Understand that tobacco may not be a priority issue among a specific community.
   - Develop programs and adapt initiatives to meet the needs of the population experiencing disparities.
   - Collaborate with other contractors that are effectively serving the community that you identified as experiencing disparities.

4. Be willing to:
   - Ask for permission from the population you are serving.
   - Acknowledge that both you *and* your clients may be uncomfortable.
   - Recognize that you may have more to learn.
   - Accept that you may not be the right person or group for the job.
   - Ask for help, resources, etc.

5. Identify potential data sources. The identification of populations experiencing disparities should ideally be data driven; however data are not always available (see the next section for a list of CDC populations identified as experiencing tobacco-related disparities). Examples of health disparities data include smoking prevalence rates, youth smoking initiation trends, quit rate trends, rates of tobacco related disease and death, rates of exposure to secondhand smoke, etc. If data are not available for certain populations, other indicators may be used to determine if disparities exist. Potential indicators may include:
   1. Populations that are historically underserved
   2. Unequal distribution of resources
   3. Lack of cultural competency
   4. Barriers to access
   4. Lack of materials in appropriate languages
   6. Low capacity to provide services
   7. Populations targeted by the tobacco industry
   8. Lack of community readiness

Disparities Technical Assistance

TUPAC will provide on-going technical assistance for all TUPAC contractors. In addition, new contractors will need to attend an orientation workshop designed to assist contractors with understanding disparities and developing specific strategies to address disparities.

6. TRAINING

Contractor Training

TUPAC is committed to providing contractors with training opportunities throughout the contract year. Contractor meetings provide a unique opportunity to combine training with contractor networking. In an effort to keep contractors informed of the latest advances in tobacco control, TUPAC supports attendance at state and national conferences, as funding permits. TUPAC also supports attendance at NMCAT, STOMP, and YEAH! meetings, where training is often available. Other topical training is available through statewide contractors, TUPAC staff, and other sources. The *TUPAC Training Needs Assessment* (Appendix H.1) will be helpful in identifying the contractor's training needs. After completing this needs assessment, please contact your contract monitor for more information and resources specific to your identified needs.

Coalition Training

Adult and youth coalition contracts often include a provision for coalition training. The *TUPAC Training Needs Assessment* (Appendix H.1) will also be helpful in identifying your coalition's training needs. TUPAC recommends that the entire group complete this needs assessment during a regular coalition meeting. TUPAC also suggests *using "Nine Questions: A Strategy Planning Tool for Policy and Environmental Change"* (Appendix H.2) as a guide to understanding your coalition's direction and readiness.

Resources:
TUPAC Training Needs Assessment (Appendix H.1)
Nine Questions: A Strategy Planning Tool for Policy and Environmental Change (Appendix H.2)
nmstomp@qwest.net - Stop Tobacco On My People (STOMP), 505-988-3473
www.smokefreeabq.com - New Mexicans Concerned About Tobacco (NMCAT), 505-262-6024
kperea@nmvoices.org - Youth Empowerment Advocacy Heroes (YEAH!), 505-244-9505
www.ttac.org - Tobacco Technical Assistance Consortium (TTAC)
www.tobaccofreekids.org - Campaign for Tobacco Free Kids
http://www.cdc.gov/tobacco - Center for Disease Control Tobacco Information and Prevention Source (TIPS)
www.breath-ala.org/html/work_index.html - BREATH
www.no-smoke.org - Americans for Nonsmokers' Rights
www.americanlegacy.org - American Legacy Foundation
www.thetruth.com - truth®

7. COALITION DEVELOPMENT

Continuous development is essential for both new and existing coalitions in order to stay vital within a community. A diverse coalition with a wide range of participating members is essential to social change and health justice.

To achieve a diverse coalition, you will want to identify the core groups of tobacco control "champions" in your community. These are the people who are known to be passionate and committed to tobacco control and who can put aside their own agendas for the greater good.

Including non-traditional partners will help make your planning effort more representative of your community, as well as enlarge your base of support.

Look for people to be involved who have practical experience in planning local programs, local campaigns, grant writing, etc.

Included as Appendix H.2 and Appendix H.3, are two fundamental tools that will help your coalition identify strategies and potential members. Please use these tools as the basis for discussion and discovery in your initial coalition meetings and membership reviews.

Resources:
Nine Questions: A Strategy Planning Tool for Policy and Environmental Change (Appendix H.2)
Developing Effective Coalitions (Appendix H.3)

8. MEDIA

Earned Media

Tobacco control issues need broad public support and visibility in order to change the social norm around tobacco use and exposure to secondhand smoke. Our issue and our program must remain in the forefront of our stakeholders' minds and the people we serve. Aside from expensive paid media, one of the best ways for TUPAC contractors to do this is through news media, or "earned media."

TUPAC contractors and staff, along with DOH District health promotion teams, work with news media outlets to get tobacco control topics and events covered by reporters. News editors and reporters need topics to write about, so we must establish relationships with them and feed them interesting and new information. Then, when a tobacco story idea comes out of their own newsrooms, the hope is that they will turn to you first for answers to their questions and for additional credible resources.

You might say you "earned" the resulting media story because you, 1) invited the news organization to your event, 2) developed and distributed clear and concise information about the event or issue, often through press releases, 3) promptly followed-up to inquiries by reporters with credible information and in a concise manner, 4) were called by a reporter to provide input, 5) developed a relationship with news editors and reporters, and kept them informed of the latest developments in your area, and 6) didn't pay for the story (although you may have been paid to create the related materials).

Most TUPAC contracts contain "Earned Media" activities, in the form of writing press releases, media advisories, and opinion editorials, and establishing relationships with representatives of local news organizations.

While you can't control the content of the news story, nor can you review the reporter's work before it is published, you may impact the reporter's and the readers' perspective by the facts that you provide.

Establishing relationships with local media contacts is essential to effective local tobacco control promotion efforts. Most contracts include the development and maintenance of a *Media Contact List* (Appendix D.13) as a paid deliverable. Be sure to complete this form. Submit the completed form to TUPAC, if your Scope of Work requires it.

Resource:
Use the *Media Contact List* (Appendix D.13) as the deliverable to maintain an up-to-date media contact list.

Press releases are used to publicize events, new activities, new information, new data, and program announcements. A press release should be written as if it is the news story itself and are usually 1-2 pages long.

One-page media advisories are used 2-3 weeks prior to an event to invite the media and to pique their interest in the subject. They include *who* will do *what*, *when*, *where*, and *why*.

Opinion editorials (op-eds) are submitted when many people in the community are discussing an important issue. They are longer than letters to the editor, and the newspaper often sets word count guidelines. Op-eds include a cover letter with information about the writer. Facts *and* opinions are included in op-eds.

See Appendix D.1 through D.12 for tips in working with reporters and examples of press releases, media advisories and opinion editorials. These resources come from TUPAC staff, contractors and leading national tobacco control organizations, including the Centers for Disease Control and Prevention (www.cdc.gov/tobacco), The National Center for Tobacco Free Kids (www.tobaccofreekids.org), and Americans for Nonsmokers' Rights (www.no-smoke.org). The templates are meant to provide you with a general picture of how to format media materials.

TUPAC tracks all New Mexico-related tobacco stories published in the state's newspapers. Every month you will receive a summary of the newspaper coverage. A clipping service extracts the stories and sends them to the analysis and reporting team.

Templates:

Appendix D. 1:	News Advisory Template
Appendix D. 2:	Opinion Editorial Template
Appendix D. 3:	Press Release Template

Examples:

Appendix D. 4:	Rio Rancho Public Schools Press Release – Rick Bender Presentations
Appendix D. 5:	MASCOT Press Release – Smokefree Dining Guide
Appendix D. 6:	DOH Press Release – TUPAC Wins National Advertising Award
Appendix D. 7:	DOH Opinion Editorial – Surgeon General's Report
Appendix D. 8:	Press Release - Roswell Ordinance
Appendix D. 9:	Media Advisory - TFR Press Conference

Resources:

Appendix D. 10:	*Media 101 – The Way to Get Everyone Talking About Your Activity*
Appendix D. 11:	*Media Advocacy: How to Get News Coverage for your Ordinance*
Appendix D. 12:	*Working with the Media*

Media Approval Process

Due to the high investment and visibility of the TUPAC program, all materials set for distribution must be accurate, succinct, and polished. For that reason, the Department of Health and TUPAC have established a rigorous approval process to ensure excellence in material production. Advance planning is essential for all materials developed using TUPAC funds. The Scope of Work your organization agreed to complete includes a timeline for media approval, which is generally *three weeks* in advance of submission to the media outlet.

Once you have developed a draft you are satisfied with, submit it to your contract monitor for review. He or she will check content for accuracy, grammar, format and length. He or she will then either send it back to you to make changes, or forward it on to the next reviewer. Three to four people will review the materials before your contract monitor gives final approval. Upon final approval, you may submit it for publication.

We realize that you may not know all of the details leading up to an event, such as the names of the youth advocate winners or final survey results. Where you do not know the details, but you know they will fall in line with the story or publication, insert an "X" or another cue to indicate that information is coming and submit the draft for TUPAC approval.

Paid Media Campaigns

Television, radio, newspaper, and billboard advertisements developed by TUPAC and other state tobacco control programs are used in New Mexico's paid media campaigns to support and supplement all TUPAC efforts in schools, communities, worksites, and heath care settings. Due to the high cost, lengthy process, and expertise needed to develop effective, high quality ads, TUPAC's media contractor, McKee Wallwork Henderson, is the only contractor who develops, implements and evaluates these key campaigns.

Promoting Local Cessation Classes

TUPAC now contracts with McKee Wallwork Henderson to promote local tobacco cessation classes through paid local community-based media campaigns. Contract monitors will inform cessation services contractors from the selected communities regarding these local media campaigns.

Copyright
All materials or products developed or acquired by TUPAC contractors become the property of the State of New Mexico. Nothing produced, in whole or in part, shall be the subject of an application for copyright by or on behalf of any contractor.

Remember to use caution when proposing to insert work developed by others in something that you are assembling. If an individual or agency has the copyright, obtain prior written permission to use their work.

Use of DOH, TUPAC, and Other Logos
Each TUPAC contract includes a clause in which all organizations must identify the New Mexico Department of Health and the Tobacco Use Prevention and Control Program in published documents, presentations, training programs and materials, and any other materials and programs developed with TUPAC funds. Contracting agencies also shall identify themselves in their work.

Contract monitors will provide contractors with electronic versions of the DOH and TUPAC logos, to be incorporated into approved documents.

It is not necessary to include the DOH logo on press releases, media alerts, or opinion editorials which are funded by TUPAC, as long as the New Mexico Department of Health Tobacco Use Prevention and Control Program is mentioned somewhere in the text. Use your organization's letterhead (see examples by Rio Rancho Public Schools and MASCOT in Appendix D.4 and D.5).

9. Acronyms Used in the Tobacco Use Prevention and Control Field

ACS	American Cancer Society®
AHA	American Heart Association®
ALA	American Lung Association®
ALF	American Legacy Foundation®
ANR	Americans for Nonsmokers' Rights
ATS	Adult Tobacco Survey
BRFSS	Behavioral Risk Factor Surveillance System
CDC	Centers for Disease Control and Prevention
CDPC Bureau	Chronic Disease Prevention and Control Bureau
CIAO	Clean Indoor Air Ordinance
CIS	Cancer Information Service (National Cancer Institute)
CTFK	Campaign for Tobacco Free Kids
DFA	Department of Finance Administration (NM)
DASH	Division of Adolescent and School Health (CDC)
DOH/PHD	Department of Health/ Public Health Division
eTET	Electronic TUPAC Evaluation Tool
ETS	Environmental Tobacco Smoke (a.k.a. Secondhand Smoke)
FFS®	Freedom From Smoking® (ALA)
FY	Fiscal Year

GASO	Great American SmokeOut® (ACS)
HEART	UNM Health Evaluation and Research Team
JPA	Joint Powers Agreement
LCAT	National Latino Council on Alcohol and Tobacco
Legacy	American Legacy Foundation®
LFC	Legislative Finance Committee
LGBT	Lesbian, Gay, Bisexual, Transgender
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Questioning/Queer, Intersex
MCRC	Media Campaign Resource Center (CDC)
MNR	Monthly Narrative Report
MOA	Memorandum of Agreement
MSA	Master Settlement Agreement
NCI	National Cancer Institute
NMCAT	New Mexicans Concerned About Tobacco
NMOSH	New Mexico Office of School Health
NMYTS	New Mexico Youth Tobacco Survey
NOT®	Not On Tobacco® (ALA)
NRT	Nicotine Replacement Therapy
NYTS	National Youth Tobacco Survey
OSH	Office on Smoking and Health (CDC)
PED	Public Education Department (NM)
PHD	Public Health Division (NM DOH)
PR	Public Relations
PRAMS	Pregnancy Risk Assessment & Monitoring System
RFP	Request for Proposals
SAMMEC	Smoking Attributable Morbidity, Mortality, & Economic Costs
SBHC	School Based Health Centers
SHEP	School Health Education Profile
SHS	Secondhand Smoke (aka Environmental Tobacco Smoke)
SIDS	Sudden Infant Death Syndrome
SOW	Scope of Work
STAT	School Tobacco Assessment Tool
STOMP	Stop Tobacco on My People
TAC	Tobacco Advisory Committee
TEG/TAP®	Tobacco Education Group (Pre-contemplation program)/ Tobacco Awareness Program (Cessation Program).
TET	TUPAC Evaluation Tool
TSROC	Tobacco Settlement Revenue Oversight Committee
TUPAC	Tobacco Use Prevention and Control
YEAH!	Youth Empowerment Advocacy Heroes
YRBS	Youth Risk Behavior Survey
YRRS	Youth Risk and Resiliency Survey
YTS	Youth Tobacco Survey

10. STANDARD PROCEDURES FOR TUPAC CONTRACTORS

The TUPAC program has compiled this list of standard procedures in an effort to assist you with reporting and other contract requirements. Thorough reporting and documentation are necessary because all contract files are subject to being audited by the State of New Mexico. The consistent application of these procedures will ensure uniform reporting from all contractors and will help to minimize errors on the part of both the contractor and the monitor.

The following information will be required for ALL contractors in the delivery of their contracts for FY06.

A. INVOICES: Invoices are to be submitted to contract monitors with an original signature by the 10^{th} day of each month. An electronic version of the invoice should be submitted to your contract monitor for review prior to hardcopy submission. This will allow the monitor to review and approve the invoice to decrease errors and as a result, delays in payment.

Proper Procedures: Submit an *electronic version* of your monthly invoice to your contract monitor, via email, as soon as possible after the end of each month – but *before* the 10th. Your contract monitor will review the invoice and notify you of any necessary changes, or will approve the invoice as written. Once the electronic version of the invoice is approved, you will submit a hard copy invoice, with the original signature, to your monitor, by the 10th.

Tips for Success!

- The formulas in the spreadsheet are pre-set for efficiency and convenience. Changing them may result in incorrect totals and delay in payment.
- Date the invoice the day you sign it. Back dated invoices will not be accepted.
- Original invoices should be clean and free of whiteout, or any other alterations when they are submitted for payment.
- Please avoid using highlighter on invoices.
- Please avoid shading or coloring cells of your spreadsheet.
- Double-check your calculations across each line item and down each column. *Incorrect calculations on invoices are the primary reason for delays in payment.*
- Double check the column labeled, “Cumulative Cost at End of Prior Period.” *Errors in this column are the second most common reason for delays in payment*.
- Check to see that your address on the invoice matches the address on the original hard copy invoice you received with your executed contract.
- If your invoice is longer than one page, make sure your address appears on both pages of the invoice.
- Please maintain the format of the invoice format.
- Please review these procedures with anyone generating the invoice for your contract.

B. MONTHLY NARRATIVE REPORT (MNR) AND eTET: Standard language in each contract for FY06 states that, by the 10^{th} of each month, the contractor will submit a monthly narrative report (MNR) and an eTET report for the previous month. Beginning in Fall 2005, we will be requiring submission of monthly narrative via the on-line eTET system. The updated eTET will include your scope of work language, with buttons to enter any narrative content related to specific activities within your contract. The eTET will also continue to collect quantitative (numbers) information related to your contract activities.

Because all TUPAC contracts are based on deliverables, TUPAC cannot approve invoices without documentation that scope of work requirements have been delivered. TUPAC uses the MNR, supporting documentation, and the eTET to determine that the scope of work is being delivered.

Proper Procedures:

- Within the updated eTET system, you will view a full list of all scope of work activities in your contract. To the right of each activity, you will encounter buttons that will allow you to enter any relevant data (numbers) or narrative (text) relating to progress or barriers for any specific activity.
- Please enter data or narrative ONLY for those activities that are relevant during the given month of reporting. If you have not made any progress on an initiative, skip that portion of the eTET. In other words, it is *not* necessary to enter "no activity/progress" or "no barriers" for those activities that aren't relevant in the given month. These activities can simply be skipped that month.
- Once all eTET reporting (narrative and data) is complete, you will be able to click on a button to send an e-mail notification to your monitor that your monthly report is complete.
- Your contract monitor will be able to review your report on-line, so there will be no need to submit a hard copy via postal mail. Your monitor may contact you if there are any changes necessary on the eTET or if he/she has any questions. You and your monitor will also have the option to generate a report from the eTET system, which may summarize all eTET data and narrative.
- Narrative reporting will be done online, through the eTET system. Narrative reporting should include adequate detail for all activities for which billing takes place on the invoice for the same month.
- Submit documentation that supports the information you have reported in your data and narrative reporting. Supporting documentation increases overall accountability because it allows TUPAC to verify that deliverables are being met. If you have electronic versions of supporting documents, please send them to your monitor via e-mail. Otherwise, please submit hard copies of supporting documents along with your invoice – they need to be received by your monitor by the 10^{th} of each month.
- TUPAC contract monitors design your eTET reporting templates, and they should be your first contact if you have any questions relating to your eTET. If they cannot resolve the issue, they may involve other TUPAC staff or staff from UNM/HEART.

Tips for Success!

- Too much or too little information could be a problem when writing your MNR. After reviewing your MNR, your contract monitor will offer helpful suggestions regarding which areas of the report could use adjustment. Please keep in mind that these reports are entered into a file for your contract, and that they are the best indication of the work you have done and your progress toward fulfilling your scope of work. Please make every effort to be thorough in your reporting.
- Complete your eTET reports (data and narrative) by the 10^{th} day of the following month. It is expected that every contractor will meet this deadline every month, barring any

unforeseen complications. Please notify your contract monitor as soon as possible if there are any problems in submitting your reports on time.

- Supporting documents for your eTET reports (data and narrative) could include, but are not limited to the following: Sign-in sheets and agendas for coalition meetings or trainings; newspaper clippings related to contract activities; pre/post tests and cessation forms; announcements about community events in your area.

C. **FILE NAME FOR DOCUMENTS:** When you send documents via email, please include the name of your organization, the current fiscal year, and identification of the document itself. This is important due the fact that contract monitors receive a monthly report from each contractor every month.

Proper Procedure: For example, if Gila Regional Medical Center wanted to email their coalition for the month of August 2005, the document's file name would look something like: GRMC Roster Aug FY06.doc

This lists all the information that will be needed by the contract monitor for proper response and filing. Correct labeling of attachments will help to prevent important documents from being overlooked or misplaced. In more general terms, the proper procedure for naming documents to be emailed to your contract monitor include:

- Name of your organization
- Subject of the attached file
- Fiscal year (FY06)

Tips for Success!

Avoid sending files that contain names that do not identify your contracting agency, such as:

- TUPAC.doc
- August letter to elected officials.doc
- Elected letter.doc
- Invoice.doc
- For Approval.doc

D. **COMMUNICATION WITH ELECTED OFFICIALS/COMMUNITY LEADERS:** All contracts include this activity as a deliverable for FY06. This is an opportunity to educate leaders about the impact of tobacco and the importance of tobacco control in their communities.

Proper Procedure:

- Contractors can choose an appropriate level of communication, depending on existing relationships with elected officials or community leaders. Communication can take the form of:
  - A cover letter and an informational packet that describes tobacco control activities taking place in the area represented by the decision maker.
  - Informal contact, which could take place at a community meeting or other venue and may be coincidental in nature. For informal contact, contractors may discuss contract activities, invite leaders to contract events, etc.
  - An e-mail update about current activities, including photos or personal impact stories.

- It is important that contractors submit all correspondence to be sent to elected officials within the required three-week time period for approval by TUPAC.
- Communication activities should be implemented on a quarterly basis with one contact initiated per quarter throughout the fiscal year.
- Communicate with city, county, state, and tribal officials. Remember that contractors who receive TUPAC funds can still *educate* the elected officials who represent the people of their communities. These officials include:
  - City Councilors
  - County Commissioners
  - School Board Members
  - State Senators
  - State Representatives
  - Tribal Councilors
  - Any other official or unofficial community or tribal leaders

Tips for Success!

- Timely submission of letters for approval is an essential step in this process. Remember that pre-approval of letters to be sent to elected officials is required by your scope of work. This process has been established in an effort to ensure proper content and also to ensure that lobbying of elected officials is not taking place. *If lobbying should occur as the result of a letter sent to lawmakers, overall funding could be jeopardized.*
- Remember that education of state, local and tribal officials helps each program locally, but also supports the efforts of all tobacco control programs statewide. This will help to indicate the time sensitive nature of the email message.

E. MONTHLY MEETINGS WITH YOUR CONTRACT MONITOR: It is the responsibility of each contractor to be prepared for a monthly meeting with their contract monitor. Contract monitors will schedule monthly meetings with you in advance. Meetings may occur by telephone, with face-to-face meetings or site visits occurring periodically during the fiscal year.

Proper Procedure:

Meetings with your contract monitor will be set up in advance, taking into account both parties' schedules. An ongoing schedule for meetings could be established in advance at the discretion of your contract monitor. If monthly narrative reports and invoices have not been submitted prior to this meeting, they should be submitted at this time.

F. LOCAL COALITION MEETINGS: If there is a tobacco-free or community coalition or health council in your area, TUPAC encourages you to participate as a member of the coalition. Coalitions rely on tobacco control "champions" from their regions to help promote social change on tobacco. YOU are one of those champions. Regular participation in your tobacco control coalition is encouraged because it promotes cooperation and collaboration among contractors. This will enhance both your program and the coalition, and will help both to be more effective. Support of coalition activities by TUPAC funded contractors is essential in building and maintaining a comprehensive tobacco control program in New Mexico. This type of partnership strengthens the overall effort.

Proper Procedures:

- Contractors are encouraged to regularly attend coalition meetings within their community or county. Contractors who coordinate coalition activities should invite other contractors from their area to become active and involved in coalition meetings and activities. Please check with your contract monitor for a schedule of coalition activities in your area.
- Contractors are welcome to send an organizational representative to coalition meetings if they are unable to attend.
- Coalitions and other contractors should take advantage of this opportunity to network with one another in an effort to maximize impact and work together to accomplish contract deliverables.

G. STATEWIDE CONTRACTOR MEETINGS: All TUPAC contractors are required to send at least one representative to attend the full duration of two statewide contractor meetings for FY06. These meetings present the unique opportunity to interact with and obtain technical assistance from the entire TUPAC staff as well as to network with all other contractors and tobacco control advocates from around New Mexico. Moreover, contractor meetings always include an education/training component as well as updates on administrative functions required to fulfill the contract.

Proper Procedure:

Contractors will be notified in advance as to the date, time and location for semi-annual contractor meetings.

- Contractors traveling from significant distances will have money in their contracts for overnight accommodations.
- All contractors are required to attend the entire meeting, either in a one-day or two half-day format.
- Please arrive on time and plan to stay until the scheduled end of the meeting.
- Also, it is strongly recommended that all those in attendance take advantage of the opportunity to build networks with other contractors from around the state who are working on similar projects or initiatives.

Tips for Success!

- Be on time to meetings. Contractors are expected to attend the duration of the meetings. Special circumstances will be taken into consideration and should be discussed with your contract monitor as soon as the situation becomes evident.
- A brief note about proper cell phone etiquette—we ask that EVERYONE either turn off or select the “silent” mode function on your phone prior to the start of each meeting segment. Also, if you must answer a call during the meeting, please be brief, and do so outside of the common meeting space so as not to disturb others.

H. APPROVAL REQUIREMENTS: Standard language in every contract for FY06 indicates that contractors are required to submit the following for review and approval:

- Letters to the editor
- Letters to elected officials
- Opinion/Editorial pieces
- Public Service Announcements
- Action plans

- Curricula to be used in delivery of the contract
- Promotion of cessation programs or other outreach activities
- Expert guest speakers
- Sub-contractors
- Anything to be sent out to the public or the media

TUPAC staff can help to provide the most current statewide or national statistics as well as other data, and your contract monitor can offer editorial assistance in the completion of written documents. Once again, please remember that all contractors represent the larger overall effort that is tobacco control in New Mexico. We want to ensure consistency, accuracy, and effectiveness in terms of the outgoing program message, which will help to protect and promote the program. Contractors will further benefit by obtaining prior approval from their contract monitors because TUPAC staff will then be able to promote upcoming activities among other contractors.

Proper Procedures:

- Obtain prior approval from your contract monitor for any of the activities listed above.
- Written documents should be submitted for approval no less than three weeks prior to their release. In the case where specific details, such as times, event locations, etc., are yet to be determined, the written documents are to be submitted at least 3 weeks prior to their release. The information may later be placed into the document, upon its approval.
- Other activities requiring prior approval may have deadline dates listed within your scope of work. If there are any questions about deadlines for specific activities, speak with your contract monitor.
- Contractors should expect editorial comments to be forthcoming from their contract monitor. Be advised that anything requiring TUPAC approval may be subject to minor or major revisions before approval is given.
- Your contract monitor must approve expert guest speakers prior to scheduling any event.
- Sub-contractors who will be hired to help fulfill contract deliverables must be approved in order to establish their qualifications for participation in the contract as well as the amount to be paid to that individual.

Tips for Success!

Make sure to plan ahead for the approval process. When planning an event or activity, make the approval process part of your timeline. Contractors who do not receive prior approval for activities may have payment withheld at the discretion of TUPAC.

I. ACTION PLANS: Action plans are used to keep TUPAC apprised of contractors' progress toward completion of specific deliverables. Furthermore, they will help contractors execute proper planning of the activity, may indicate potential media support efforts, and will help to establish collaboration and coordination with other contractors.

Proper Procedures:

- Develop and submit action plans to TUPAC. Target dates for action plan submission are listed in your scope of work. If no date is listed, the standard three-week review time frame should be observed. Be advised that action plans may be subject to minor or major revisions before approval is given.
- Implementation of a proposed project or activity can begin after approval from TUPAC is received.
- Action plans should contain:
    1. Name of the project/event.
    2. Organization/group participating, e.g. peer educators, adult coalition, youth coalition, project staff.
    3. A brief summary of the activity/event.
    4. Desired outcome.
    5. Population being addressed or served.
    6. Proposed date the project/event will take place.
    7. Coordination activities leading to event implementation.
    8. A detailed time line for the project/event.

Tips for Success!

- Allow for adequate review, revision and approval time when you submit your action plan to TUPAC.
- Provide complete information about the project or event to prevent delay in TUPAC approval.

J. CESSATION FORMS: TUPAC-funded cessation providers must use standard TUPAC cessation forms. The standard form allows contractors and TUPAC to consistently track client demographics and client outcomes.

Proper Procedures:

- Page 1 of the Intake Form, which contains client contact information, should be used as a SINGLE-SIDED sheet. This information is confidential and *should not* be submitted to TUPAC. Pages 2 and 3 should be used as a DOUBLE-SIDED sheet. Please submit the information on pages 2 and 3 to your contract monitor.
- All clients who are receiving more than a brief intervention will complete an intake form at the beginning of their class or services.
- The cessation provider will be responsible for completing the three- and six-month follow-ups.
- Many cessation providers contract with TUPAC for consecutive years. In those cases, a provider may have a client who received services in FY05 but the six-month follow-up would fall in FY06, for example. TUPAC encourages all providers to collect follow-up information, even if it crosses fiscal years. Collecting follow-up data will strengthen the overall accountability of the statewide program.
- The cessation provider or the contractor will retain Page 1 of the intake form, which contains client contact information.
- At the completion of the class or intervention, cessation providers will submit copies of the intake form and the end of program follow-up (Pages 2-3) to TUPAC.

- At the completion of the three-month or six-month follow-up, cessation providers will submit copies of the three-month or six-month follow-up to TUPAC.

Tips for Success!

- Avoid modification of standard questions – the questions must be the same for all contractors to allow TUPAC to analyze the data.
- Keep all confidential (identifying) client information in a confidential file at your organization. TUPAC does not collect this information.

K. SUPPORT FOR OTHER TUPAC CONTRACTORS IN YOUR AREA: If there is more than one TUPAC contract in your service area, contractors are expected to support one another in implementing their respective scopes of work. This means doing the following:

- Attend or participate in other TUPAC contractor events if possible. Teaming up on events is a great way for small contracts to have a HUGE impact in your community.
- Regularly attend meetings of the local tobacco control coalition. Even if you are a school or a cessation contractor, your program will benefit. You in turn will benefit from successes of the coalition.
- Contractors should clearly spell out their individual responsibilities on a collaborative effort. In so doing, each contractor will bill for his or her respective portion of the work only. If there are any questions regarding billing, please ask your contract monitor.
- Participation in events initiated by other contractors is encouraged by TUPAC to the extent allowed by your employer.
- Contractors who wish to engage in collaborative efforts, or attend coalition meetings, may want to consider writing an activity request for collaborative activities into their budget for the coming fiscal year.

L. AMENDMENTS AND BUDGET ADJUSTMENT REQUESTS (BAR): This is one of the most effective ways for you and TUPAC to accommodate community and contractual needs. A Budget Adjustment Request allows a contractor to move funds between line items of the contractual budget. A BAR does not allow for changes within the scope of work. BARs should be made for $100 or greater. The total contract amount cannot be increased or decreased using a BAR. Any changes in overall contract amount would require an amendment. Remember that budget Adjustment Requests and contract amendments are subject to review and revision by your contract monitor.

Proper Procedures:

- Submit a brief and concise memo explaining the line item changes you are requesting.
- The BAR memo will be reviewed for approval by your contract monitor. Once approved by monitor, the BAR memo will then be submitted to the Finance Section, who will develop the revised/adjusted invoice. Finance will submit the newly revised invoice to your contract monitor for final review. Your contract monitor will e-mail the new invoice to you for implementation.

Tips for Success!

- TUPAC and the Finance department need to make the official changes to invoices. Please avoid making any changes to your invoice.
- The simpler your BAR memo is, the better. It is a financial document, so please do not include any programmatic details, such as *why* you are requesting a BAR.
- Obtain approval from your contract monitor before beginning work on modified activities.
- Plan ahead – review your scope of work and budget frequently to determine if you will need a BAR.

M. WHEN CONTACTING YOUR CONTRACT MONITOR: There will be times when you will want to contact your contract monitor and, due to busy schedules with multiple activities, contact may prove to be difficult. If you have attempted to reach your contract monitor by phone or email and have been unable to do so, the following procedures may prove to be helpful:

<u>Proper Procedures:</u>

- If you are trying to contact your contract monitor to cancel a meeting, please call Luanna Roach at 841-5845. She will help to locate your contract monitor for you.
- If a time sensitive issue arises and you need to reach your monitor right away, Luanna can also help. It may also be appropriate to seek the assistance of another contract monitor or a manager who is available. Once again, you should ask Luanna who else from the program is available to assist you.

Tips for Success!

- TUPAC and the Finance department need to make the official changes to invoices. Please avoid making any changes to your invoice.

APPENDIX C - EDUCATION VS. LOBBYING

EDUCATION	POLICY DEVELOPMENT	LOBBYING
Presenting data, information and examples	Evaluating and promoting effective means to address an identified problem	Requesting a specific action
"This what we know about secondhand smoke…"	"… and here is how to best address it…"	"… and therefore we must do the following…"

** Adapted from Nina S. Jones, Arizona Prevention Resource Center, Community Policies Project Creating a Smoke-Free World: Public and Private Entities Working Together for Change*

What is Lobbying (according to the Internal Revenue Code)

Direct Lobbying

Communication with a legislator or government official involved in legislation that:
- Refers to specific legislation, and
- Reflects a view on the measure.

Indirect Lobbying (Grassroots)

Attempts to influence legislation by affecting public opinion where communication:
- Refers to specific legislation,
- Reflects a view on such legislation, and
- Encourages the recipient to take action ("call to action"). i.e.,
  - Suggests recipient contact specific persons
  - Gives address or phone number of legislator(s)
  - Provided petition or tear-off postcard, or
  - Identifies legislator's views

What is Not Lobbying

Examinations and discussions of broad social or economic problems, whether directed to legislators or the general public, as long as specific legislative proposals are not addressed

Nonpartisan analysis, study and research

Responses to requests for technical advice or assistance

Appendix E – Contract Monitor Responsibilities

Your TUPAC contract monitor is here to assist you in the implementation of your contract activities. There are a number of ways in which you can count on your contract monitor to help you with contract delivery. The goal for each contract monitor will be to ensure successful implementation of the contract by: maintaining consistent interactions with contractors; having a better understanding of how contractors are implementing their programs; understanding unique challenges, barriers and opportunities that are faced by each individual contractor; assessing technical assistance needs and providing for that assistance; ensuring that deliverables are being met and billed for appropriately; reviewing monthly reports, supporting documents, eTET data and invoices.

General Procedures

1. Monitors will meet with their contractors monthly.
    a. These meetings will be either by telephone or in person. Monitors and contractors will arrange for at least two of those meetings to be in person during the course of the fiscal year.
    b. The TUPAC program encourages site visits, e.g., an in-person visit that could be a regular monthly meeting (at the contractors office), a contract-sponsored activity or event (health fair, coalition meeting, training, etc.).
2. Contract monitors will become familiar with the scope of work and the particular focus of each contractor's work. This will allow the monitor to assist contractors in the implementation of their activities.
    a. Monitors will get to know contract implementers involved in the project.
    b. Monitors will seek information from contractors as to the existence of subcontractors or other individuals involved in contract delivery, e.g. volunteers.
3. Your monitor will help you to assess your training and technical assistance needs.
    a. Together, you and your monitor will determine what training will be needed in order to fulfill the scope of work for this fiscal year.
    b. The contractor and the monitor will work together to determine other ways in which your monitor can be of assistance.
4. Once training needs have been determined, your contract monitor will provide or arrange for technical assistance.
    a. Your contract monitor will review any past or current issues related to monthly narrative reports, eTET reports, or invoices and will explain those issues.
    b. In the event that another member of the TUPAC staff, or a fellow contractor, is better qualified to offer technical assistance, your contract monitor will ask for their assistance with your training needs.
5. Your contract monitor will update you on any relevant issues related to the TUPAC program. These may include:
    a. Contractors' meetings, including dates and agendas, as well as other meetings such as statewide coalitions and national conferences.
    b. Any changes in policies or procedures.
6. You can expect regular check-ins from your monitor related to the status of delivery on your scope of work.
    a. Regular monthly meetings are designed to identify any barriers to fulfillment of the scope of work in a timely manner. We encourage contractors to openly discuss any barriers or obstacles with your monitor monthly.

b. If a budget adjustment or contract amendment should be required, your contract monitor will assist in this process. Please review to the Standard Procedures document for more information.

Procedure for Monthly Narrative Report /eTET Review

1. After contractors have submitted their monthly narrative report (MNR) and eTET, your monitor will review your report for clarity and completeness.
   a. Your contract monitor will review your MNR and eTET to ensure that deliverables that have been met have been billed in your invoice.
   b. The MNR review will also focus on progress that has been made toward completion of deliverables. A comprehensive, month-to-month review of MNR status will help contract monitors consider whether a budget adjustment or contract amendment may be needed.
   c. Contract monitors will review eTET data, including the current and cumulative numbers columns to make sure that they correspond to the MNR.
   d. Upon review of the data, your contract monitor may ask for clarifications or modifications of the data listed. Please respond by making any changes that are needed. Once your contract monitor has reviewed and approved the report, you will be notified by email that your report is complete.
2. In addition to reviewing the MNR and eTET data, monitors will review the supporting documentation that is submitted to strengthen the MNR and eTET data.
   a. Supporting documentation, whether submitted electronically or in hard copy format, will be reviewed by your monitor to ensure that these documents illustrate the work that has been accomplished for the month.
   b. Your contract monitor will look for supporting documentation that includes: sign-in sheets, agendas, flyers, letters, curricula, newspaper clippings, brochures, training packets, cessation intake forms, and photos.
3. Contract monitors will notify contractors of any changes to the MNR that may be needed based upon their review.
4. Your contract monitor will make every effort to review your documentation within three business days. Whenever possible, contract monitors will review reports on the day they are submitted.

Procedure for Invoice Review

1. Contract monitors will review an electronic version of every invoice prior to the submission of a signed, hard copy invoice. This will allow your monitor to review it for any discrepancies or inconsistencies.
2. Your monitor will check the invoice to ensure that:
   a. The billing period date, contractor name and address are correct.
   b. Billing is only for activities that have occurred during the current period.
   c. The invoice is consistent with your previous month's invoice. In other words, the "cumulative cost at end of prior period" amount is identical with preceding month's "cumulative cost to date."
3. Once your monitor has approved the e-invoice, contractors will be asked to submit an original, signed copy as soon as possible. Your monitor will then approve and sign the invoice and submit it to the DOH financial specialist within three business days. If your monitor is on leave, another monitor will be designated to ensure timely approval and submission.
4. Your contract monitor will then make a copy of the invoice and keep it in the contract file.

APPENDIX H1 - TUPAC TRAINING NEEDS ASSESSMENT

Individual or Coalition Name: ____

Contract Name: ____

Date of Assessment: ____

Please check appropriate Box:

Topic:	Need Training	Do Not Need Training	Can Provide Training
Advocacy, Education, and Lobbying: What's MY Role?			
Best Practices for Tobacco Control			
CDC Goals: Tobacco Control			
Cessation Services- Adult			
Cessation Services- Youth			
Commercial Tobacco Industry			
Commercial Tobacco vs. Sacred or Traditional Tobacco			
Comprehensive School Based Tobacco Programs			
Consequences of Commercial Tobacco Product Use (cigarettes, chew-spit, cigar/pipe/other)			
Contractor Training Opportunities			
Contractors' Meetings – Purpose and Expectations			
Data Collection & Evaluation			
Deliverables Budget			
Demographics of Tobacco Use			
Disparities, Population Identification, Needs, Programming			
Healthy People 2010 Tobacco-related Goals			
High Impact vs. Low Impact Approaches to Tobacco Control			
History of Commercial Tobacco and Tobacco Control			
Invoices: Monthly Billing Procedures			
Master Settlement Agreement			
Media Literacy			
National and State-specific Tobacco Statistics			
Networking & Using State-wide Resources			
New Mexico Tobacco Policies & Ordinances			
Nicotine Dependence			
Paid vs. Earned Media			
Partnership & Collaboration			
Promoting Your Local Program			

Quitline			
Secondhand Smoke Policy Development			
Secondhand Smoke: Health Consequences			
Social Norms, Social Change & Systems Change Approaches			
Social, Cultural, Spiritual Components of Commercial Tobacco Use			
Surgeon General's Report			
Third Party Tobacco Services Coverage (Health Insurance)			
Tobacco Control Strategies for Communities			
Tobacco Prevention & Control Funding in New Mexico			

Identify your or your coalition's top 3 interests in tobacco control.

1.

2.

3.

Identify your or your coalition's top 3 training needs.

1.

2.

3.

Identify your or your coalition's top 3 topic strength areas.

1.

2.

3.

Identify the 3 top priorities for your or your coalition's work.

1.

2.

3.

Appendix H2
"Nine Questions"
A STRATEGY PLANNING TOOL FOR POLICY AND ENVIRONMENTAL CHANGE

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1. What do we want? (GOALS)

Any policy or environmental change effort must begin with a sense of its goals. Among these goals some distinctions are important. What are the long-term goals and what are the short-term goals? What are the content goals (e.g. policy change) and what are the process goals (e.g. building community among participants)? These goals need to be defined at the start, in a way that can launch an effort, draw people to it, and sustain it over time.

2. Who can give it to us? (AUDIENCES)

Who are the people and institutions you need to move? This includes those who have the actual formal authority to deliver the goods (i.e. policymakers). This also includes those who have the capacity to influence those with formal authority (i.e. the media and key constituencies, both allied and opposed). In both cases, an effective policy effort requires a clear sense of who these audiences are and what access or pressure points are available to move them.

3. What do they need to hear? (MESSAGE)

Reaching these different audiences requires crafting and framing a set of messages that will be persuasive. Although these messages must always be rooted in the same basic truth, they also need to be tailored differently to different audiences depending on what they are ready to hear. In most cases, policy or environmental change messages will have two basic components: an appeal to what is right and an appeal to the audience's self-interest.

4. Who do they need to hear it from? (MESSENGERS)

The same message has a very different impact depending on who communicates it. Who are the most credible messengers for different audiences? In some cases, these messengers are "experts" whose credibility is largely technical. In other cases, we need to engage the "authentic voices," those who can speak from personal experience. What do we need to do to equip these messengers, both in terms of information and to increase their comfort level as advocates?

5. How can we get them to hear it? (DELIVERY)

There is wide variety of ways for advocates to deliver messages. These range from the genteel to the in-your-face. The most effective means varies from situation to situation. The key is to evaluate them and apply them appropriately, weaving them together in a winning mix.

6. What have we got? (RESOURCES)

An effective policy or environmental change effort takes careful stock of the resources that are already there or need to be built on. This includes past policy work that is related, alliances already in place, staff and other people's capacity, information and political intelligence. In short, you don't start from scratch, you start from building on what you've got.

7. What do we need to develop? (GAPS)

After taking stock of the resources you have, the next step is to identify the resources you need that aren't there yet. This means looking at alliances that need to be built, and capacities such as outreach, media, and research, which are crucial to any effort.

8. How do we begin? (FIRST STEPS)

What would be an effective way to begin to move the strategy forward? What are some potential short term goals or projects that would bring the right people together, symbolize the larger work ahead and create something achievable that lays the groundwork for the next step?

9. How do we tell if it's working? (EVALUATION)

As with any long journey, the course needs to be checked along the way. Strategy needs to be evaluated, revisiting each of the questions above (i.e. are we aiming at the right audiences, are we reaching them, etc.) It is important to be able to make mid-course corrections and to discard those elements of a strategy that don't work once they are actually put into practice.

Note: A common confusion in the development of advocacy strategy is the difference between "strategy" and "tactics." ***Tactics*** are specific actions -- circulating petitions, writing letters, staging a protest -- that are the building blocks of advocacy. ***Strategy*** is something larger, an overall map that guides the use of these tools toward clear goals. Strategy is a hard-nosed assessment of where you are, where you want to go, and how you can get there.