



National Tobacco Control Technical Assistance Consortium

An RWJF national program

SUMMARY

The *National Tobacco Control Technical Assistance Consortium* (later shortened to *Tobacco Technical Assistance Consortium* or TTAC) is a one-stop clearinghouse to connect tobacco-control advocates in this country at the state and local level with high-quality and timely technical assistance.

The Robert Wood Johnson Foundation (RWJF), the [American Legacy Foundation](#), a national, independent public health foundation located in Washington, and the [American Cancer Society](#), a nationwide, community-based voluntary health organization based in Atlanta, jointly provided more than \$16 million to implement the program. For a fuller description of the other funding organizations see [Appendix 1](#).

Key Results

From October 2001 to September 2005 staff and/or consultants of the TTAC program:

- Responded to some 400 requests for technical assistance, including 44 percent from groups representing priority populations. (Priority populations are groups on whom tobacco has a more severe impact. These groups tend to have a higher prevalence of tobacco use and a greater incidence of tobacco-related death and disease. They include African Americans; Asian Americans and Pacific Islanders; Hispanics; lesbians, gays, bisexuals and transgenders; Native Americans and Alaskan Natives; women; and youth.)
- Provided on-site consultants to tobacco-control groups; TTAC paid for some of the consultants.
- Created and piloted in two states a training program, Communities of Excellence Plus, to guide state coalitions in developing comprehensive tobacco-control programs in their communities.
- Developed 11 products and tools for use by tobacco-control groups to bolster their effectiveness, including a CD-ROM on the basics of tobacco control and a CD-ROM addressing tobacco's targeting of lesbian, gay, bisexual and transgender populations.

- Collaborated with the [Advocacy Institute](#), a Washington-based nonprofit pursuing the enhancement of social justice leadership, to pilot the State Leadership Fellows Program, an in-residence program for state-level tobacco-control leaders. Some 30 fellows in two states participated in a pilot of the program.
- Funded seven organizations to provide specific services to enhance the capacity of tobacco-control advocates in this country.
- Created the [TTAC website](#) in December 2002. It has had 5.5 million hits since its inception.
- TTAC has continued operations since RWJF funding ended.

For stories of how this technical assistance helped tobacco-control organizations in the field, see:

In America's battles against tobacco use, every state is its own front, and probably the fiercest battles were being fought in the American southeast, in states such as Virginia, North Carolina and Kentucky, where tobacco has been a cash crop for centuries... more.

"Sometimes you just need to talk to someone...to make sure you're on the right page," says Stephen Huerta, project coordinator of the Scotts Bluff County Tobacco-Free Collaborative... more.

The plan that sat on a shelf... The newly appointed manager of tobacco prevention in Nevada inherited a five-year plan. The trouble was, in Charlene Herst's plainspoken phrase, it was "horrible.... It sat on a shelf..." more.

"We did not have one dollar"... Jeannette Noltenius, director of the National Latino Council on Alcohol and Tobacco Prevention, in 2002 was worried about at least two things: the people of Indiana and needed funding. "There was no Latino organization focused on health issues in Indiana"... more.

Funding

RWJF provided \$6,276,759 to the [Rollins School of Public Health](#) at Emory University in Atlanta from October 2001 through September 2005 to manage the program and an additional \$923,241 beginning in March 2001 to four other tobacco-control organizations to support related projects (see [Additional RWJF Grants](#) for details).

THE PROBLEM

In the mid 1990s, four states—Mississippi, Minnesota, West Virginia and Florida—filed lawsuits in their state courts against the tobacco industry, seeking reimbursement for

health care expenditures for treating tobacco-related illness. Some 41 other states and two local jurisdictions eventually followed their lead, filing their own lawsuits in state courts.

In 1998, the attorneys general of 46 states signed a [Master Settlement Agreement](#) (MSA) with the four largest tobacco companies in the United States to settle most state suits. (The remaining four states—Florida, Minnesota, Texas and Mississippi—settled their tobacco cases separately from the MSA states.) According to the MSA, the tobacco companies are projected to pay the settling states a combined total of \$246 billion over 25 years.

The infusion of resources from the MSA created an unprecedented opportunity for tobacco prevention and control. Although the MSA supplied much needed funds, it provided no source of technical expertise in the design of effective tobacco-control interventions or in advocacy on behalf of tobacco-control programs (Niemeyer, *Health Promotion Practice*, July 2003).

At the time of the MSA several national organizations were providing technical assistance to the tobacco-control field, but each had limits to the scope or emphasis of its activities.

- [Office on Smoking and Health](#) at the Centers for Disease Control and Prevention (CDC) primarily serves state health departments and by law follows strict guidelines limiting advocacy, funding and issues outside the government domain.
- [SmokeLess States](#)[®], based at the American Medical Association and funded by RWJF until 2004, was working to improve the tobacco policy environment by supporting statewide tobacco-control coalitions. However, limited its training and assistance to its own grantees.
- The [Campaign for Tobacco-Free Kids](#), a Washington-based nongovernmental initiative to protect children from tobacco addiction and exposure to secondhand smoke, founded by RWJF, emphasized policy and legislative issues to the exclusion of more hands-on technical advice. For more information on the campaign's work see [Program Results](#) on ID# 035929.

The field needed technical assistance that was comprehensive and responsive to the particular needs of local communities, according to Dearell Niemeyer, et al. in "Building Capacity for Success: The *Tobacco Technical Assistance Consortium*," *Health Promotion Practice*, July 2003. For more about Dearell Niemeyer, who became the first director of TTAC, see [Managing the Program](#).

Individuals within the field also felt concern that the window of opportunity presented by the Master Settlement might not remain open indefinitely. Facing an economic downturn in 2000, many states were shifting MSA dollars from tobacco control and prevention programs to other priorities.

By late 2001 only five states were following the CDC's recommendation to use 20 to 25 percent of the settlement funds for tobacco-prevention programs, according to *Show Us the Money: An Update on the States' Allocation of the Tobacco Settlement Dollars*, a report by the Campaign for Tobacco-Free Kids, American Cancer Society, American Heart Association and American Lung Association, published January 15, 2002.

These developments only underscored the need for technical assistance that was coordinated, proactive and flexible, able to equip states to make the best use of the limited tobacco-control funds, according to RWJF program officers.

CONTEXT

Since the early 1990s, RWJF has pursued a grantmaking goal "to promote health and prevent disease by reducing harm caused by substance abuse." RWJF's long commitment to progress in this area includes:

- Research into smoking by children and adolescents.
- Evaluations of efforts by managed care organizations to promote smoking cessation among their members.
- Research into the effects of tobacco advertising.
- Clean indoor air initiatives.
- Policy research and analysis.

Collaboration of Funders

By 1998, with the [Master Settlement Agreement](#) promising more state funds for tobacco control, program staff at RWJF and the American Cancer Society (and soon after it was formed in 1999, the American Legacy Foundation) began exploring with leaders in the field the idea of a central clearinghouse for technical assistance in tobacco control.

If RWJF were to fund such a center, it wanted to do so in partnership with other respected organizations working to reduce the harm from tobacco.

The American Cancer Society was just completing a seven-year collaboration with the [National Cancer Institute](#) (an organization within the National Institutes of Health) to implement the American Stop Smoking Intervention Study ([ASSIST](#)).

This demonstration project, which ran from 1993 to 1999, funded health departments in 17 states to implement strategies aimed at changing public policies that promote smoking. The program modestly reduced tobacco use but states reported having limited resources to pay for their efforts under the program.

The American Legacy Foundation, created in early 1999 with funds designated by the tobacco settlement, was interested in funding a technical assistance support center. Legacy had a particular goal to improve prevention and cessation programs for young people in the United States and to eliminate disparities in access to tobacco prevention and cessation programs.

By funding a central clearinghouse, leadership at the three organizations felt they could consolidate the requests for funding they received from technical assistance providers in the tobacco-control field. They would also be in a better position to analyze both the needs in the field and the capabilities of technical assistance providers, according to program staff at RWJF.

The American Cancer Society as funding partner provided another benefit: its funds could be used for advocacy that supported specific pieces of legislation. Both RWJF and American Legacy had restrictions on this type of activity.

TTAC Agreement

Representatives of the three funding partners signed an agreement in early 2002 outlining:

- Their commitment of funds to TTAC for the period October 2001 through September 2004. (RWJF pledged close to \$8.1 million, American Legacy \$6.03 million and the Cancer Society nearly \$2.9 million.)
- Expectations for the performance of an advisory group or board (made up of principals from each of the funders). For a list of advisory group members, see [Appendix 2](#).
- Reporting protocols.
- Responsibilities of each of the funding organizations.

Of some note, the agreement required that any funder terminating its support must give the other funders notice and meet to create a transition plan. These terms became important when the American Cancer Society dropped out of the partnership in 2003. See [Program Evolution and Challenges](#) for more details.

PROGRAM DESIGN

One-Stop Shopping

RWJF and its funding partners envisioned TTAC as a central, one-stop shop where community tobacco-control groups could request technical assistance to help them build knowledge and skills among their professionals working in the field and to build capacity to strengthen their programs, particularly in the arena of public policy.

TTAC staff would triage—that is, evaluate, prioritize and channel—requests from the field to appropriate TTAC-identified expert consultants to provide the needed technical assistance. For example, if a state received \$25 million for tobacco control from the Master Settlement Agreement, advocates in the state could contact TTAC for assistance and be referred to a TTAC consultant who could help these advocates design a comprehensive tobacco-control program, develop a strategic plan for its implementation and evaluate their efforts.

Responsibilities

Besides this triage activity TTAC staff would:

- Assess the needs of those requesting assistance and within the tobacco-control field.
- Link requestors to the appropriate provider.
- Cover the cost of this assistance if the requesting organization did not have sufficient funds. (If they had funds, TTAC simply made the referral to the expert consultant.)
- Assess the quality of the services provided.

Functional Independence and Neutrality

The funding partners envisioned TTAC operating independently, but housed in an existing organization. The host organization would need to be able to process contracts in a timely manner with minimal restrictions and provide office space and administrative support to TTAC staff.

It was also important to its funding partners that TTAC be able to remain a neutral party in regard to program debates or policy options taking place in the tobacco-control field. This meant not being associated administratively with the government or any of the funding organizations.

THE PROGRAM

Managing the Program

In early 2001, the funding partners hired as TTAC director Dearell Niemeyer, former chief of the Program Services Branch in the [Office on Smoking and Health](#) at the CDC. In the early 1990s Niemeyer had established the California tobacco-control program and played a significant role in establishing the ASSIST program (the American Stop Smoking Intervention Study) within the [National Cancer Institute](#).

The [American Cancer Society](#) in Atlanta provided a temporary office for the executive director of TTAC while a TTAC request for proposals went out for a permanent home for

the program in Atlanta, where Niemeyer was based. After reviewing applications and making site visits to some of the organizations, in July 2001, the funding partners chose the [Rollins School of Public Health](#) at Emory University in Atlanta as the institutional home for TTAC.

Kathleen R. Miner, Ph.D., associate dean of the Rollins School of Public Health, served as principal investigator for the grants setting up the TTAC office. Niemeyer began his work at Emory in October 2001. Niemeyer and the TTAC program operated independently of the University, yet partnered with the faculty and staff to develop products, tools and evaluations for the program.

After serving for three years Niemeyer resigned as program director of TTAC in September 2004. Pamela Redmon, previously TTAC's director of evaluation and information services, became managing director of TTAC December 1, 2004. At that time Miner became more involved in the strategic direction of the program.

A small staff housed at Emory managed fiscal and personnel operations for TTAC, working in conjunction with Emory's grants' administration apparatus. In addition, a program office staff, four initially, grew to eight by 2004. They directed TTAC's technical assistance flows, coordinated its programs and their evaluations, developed and delivered trainings and technical assistance services and managed TTAC information output and e-publications.

Adjunct Staff

Three independent consultants, paid directly by TTAC using grant funds from the three funders, operating essentially as adjunct staff until TTAC phased out their positions in 2004. They provided a range of services for TTAC, including:

- Planning and development
- Technical assistance for TTAC clients
- Project administration
- Evaluation
- Marketing and communication

These consultants were:

- Kathy Harty, formerly deputy director of *SmokeLess States*[®], a national program of RWJF managed by the American Medical Association, which worked to improve the tobacco policy environment by supporting statewide tobacco-control coalitions. See [Program Results](#) on the program for more information.

- Madeleine Solomon, formerly the grant liaison officer for the SmokeLess States program office.
- Carolyn Sullivan, formerly executive director of [SmokeFree Wisconsin](#), a nonprofit dedicated to reducing tobacco use in that state.

Graduate students at Emory also provided support to the program.

Advisory Group

To oversee TTAC's strategic planning and use of resources, an advisory group made up of principals from each of the funding organizations and the TTAC executive director convened in person or by teleconference quarterly during the first year of the program and annually thereafter. See [Appendix 2](#) for list of group members.

In lieu of more active involvement by the advisory group, from December 2004 on, Director Redmon and Miner held regular conference calls with the principals from the funding organizations—RWJF and American Legacy, American Cancer Society having ceased its involvement in TTAC in 2003).

Additional RWJF Grants

While RWJF's original authorization called for funding for only one organization (TTAC), the RWJF program staff decided to award additional grants/contracts, totaling \$923,241, to four separate organizations for services to support TTAC's overall mission:

- Rebecca J. Setliff, Ph.D., of Setliff and Associates (a Tybee Island, Ga., consulting firm) to develop strategic plans and operational and technical assistance procedures for TTAC. Grant ID# 042576 (\$47,737 from 06/15/2001 to 03/31/2002).
- American Nonsmokers' Rights Foundation (a Berkeley, Calif.-based nonprofit concerned with smoke-free air) to provide technical assistance on environmental tobacco smoke issues and policies. Grant ID# 042554 (\$358,828 from 05/15/2001 to 11/14/2001).
- Smokescreen Corporation (a Washington-based consulting firm) to collect, maintain and make available to the tobacco-control field an updated database of current news articles about tobacco control. The database—in the form of a searchable website—is available [online](#). Grant ID# 042072 (\$64,000 from 03/19/2001 to 08/31/2001).
- The [Advocacy Institute](#) (a Washington-based nonprofit pursuing the enhancement of social justice leadership through training) to adapt its national [Advocacy Leaders Program](#) for state-level tobacco-control advocates. Grant ID# 041068 (\$450,863 from 07/01/2001 to 03/31/2003). RWJF previously supported the Advocacy's fellows program with a grant of \$399,625 to the Advocacy Institute from January 2000 to June 2001. See [Program Results](#) on ID# 037766.

The last three of these organizations also received subcontracts for their work from TTAC, in addition to the RWJF direct grant listed. See [Appendix 3](#) for grant and contact information on these RWJF grantees. See [Appendix 4](#) for information on TTAC subcontracts.

The Planning Phase: Strategic Planning

Prior to the TTAC grant period, in June 2001 Setliff of Setliff and Associates began the work of developing strategic plans and operational and technical assistance procedures for TTAC. RWJF supported this planning work with a direct grant (ID# 042576). For contact information see [Appendix 3](#).

Data Gathering

As part of the planning process, Setliff and Niemeyer conducted 33 interviews with potential customers of TTAC—staff of organizations already supplying tobacco-control technical assistance to communities or states—to gather opinions about TTAC's priorities, who its major customers should be and how it should use its resources.

At the same time TTAC staff surveyed individuals at other tobacco-control organizations as well as 35 state tobacco-control managers and more than 600 state and national tobacco-control advocates about relevant issues and specific needs within the tobacco-control field.

See [Appendix 5](#) for more detail on TTAC's needs assessment in this planning phase.

Findings Outlined

This survey work resulted in a preliminary list of needs within the tobacco-control field for technical assistance to:

- Identify effective programs for specific populations (e.g., populations with low literacy, low levels of education, geographically isolated).
- Nurture and sustain leadership.
- Communicate with the public and within the field.
- Evaluate the effectiveness of advocacy and/or control programs and policies.
- Develop and implement strategic plans.

Meeting to Develop a Strategic Plan

June 14–15, 2001, two representatives of each of the funding organizations (RWJF, American Legacy and American Cancer Society) plus Setliff and Niemeyer met at RWJF in Princeton, N.J., to respond to this information and develop a strategic plan for TTAC.

Strategic Plan Document

Based on discussion at the June 2001 meeting, Setliff, Niemeyer and representatives from the funding partners produced an initial strategic plan document with action items for the first year of operation, August 2001 to August 2002. The plan included:

- **Four Levels of Service.** The strategic plan identified four kinds of service TTAC would provide:
 - *Reactive response* to urgent needs communicated from its clients.
 - *Filling gaps* in technical assistance and training identified through needs assessment and communication with customers. TTAC would also develop a clearinghouse of resources that currently exist, including literature on best practices, and a referral capacity for delivering relevant classes and expert consultants.
 - *Acquiring knowledge* through an ongoing scan of the tobacco-control field including its relevant policies, through attendance at conferences and through focused area assessments. This knowledge would be used to enhance and expand the services and resources to which clients have access.
 - *Seeking innovative opportunities* to collaborate with other groups to develop contracts to fill gaps in tobacco control for which no services currently exist.
- **Primary Customers.** The strategic plan identified as primary customers for TTAC services:
 - States that had received new funding for tobacco control and prevention but had little or no experience in managing large programs and initiatives, and tobacco-control advocates or groups within those states.
 - Tobacco-control advocates for priority populations. (Groups on whom tobacco has a more severe impact. These groups tend to have a higher prevalence of tobacco use and a greater incidence of tobacco-related death and disease. They include African Americans; Asian Americans and Pacific Islanders; Hispanics; lesbians, gays, bisexuals and transgenders; Native Americans and Alaskan Natives; women; and youth.)
 - Tobacco-control advocates for the territories.

TTAC would work with the states and territories or with independent coalitions to provide culturally appropriate technical assistance and training.

- **Strategic Goals, Objectives and Action Steps.** A section of the strategic plan, allocated to strategic goals, objectives and actions, included preliminary steps for establishing TTAC but was not fleshed out at the time of the strategic planning process.

Of particular note, this section called for the establishment of a TTAC Review Council, or mini-think tank, composed of representatives of the three funding organizations plus independent thinkers chosen by Director Niemeyer to provide additional perspectives on TTAC's agenda. This group was not formed; see [Program Evolution and Challenges](#) for details about the governance of TTAC.

- **Sustainability Planning.** The strategic plan also established a goal to develop and execute a plan for sustaining TTAC after grant funding ended. A sustainability plan was not developed and pursued, however, until 2004; see [Program Evolution and Challenges](#) for details.

The Implementation Phase: Five Strategies Pursued

Over the course of the program TTAC pursued five strategies aimed at enhancing the capacity of tobacco-control advocates and groups. These strategies were:

- Respond to requests for direct technical assistance.
- Develop and disseminate products and tools.
- Create and lead training programs aimed at building capacity in the field.
- Launch a leadership fellows program to nurture state leaders in tobacco control.
- Make subcontracts to established tobacco-control groups for specific projects or services.

Following is a description of activities in the areas defined by these five strategies:

1. Requests for Direct Technical Assistance

TTAC provided the following direct technical assistance to tobacco-control advocates and groups:

- **Information searches.** These ranged from simple data retrieval to custom searches in which TTAC staff researched and located information for clients on hard-to-find resources and topics.
- **Noncontracted referrals.** TTAC staff put requesting clients in touch with experts at no cost. (For an illustration of this process in Nevada, see the sidebar, [The Plan that Sat on a Shelf](#).)
- **Contracted technical assistance.** TTAC provided a consultant, paid fully or in part by TTAC, to assist a requesting client. Individuals supplying the consultative services were drawn from:
 - TTAC program office staff.

- TTAC's three "core" consultants: Kathy Harty, formerly deputy director of SmokeLess States; Madeleine Solomon, formerly the grant liaison officer for SmokeLess States; and Carolyn Sullivan, formerly executive director of [SmokeFree Wisconsin](#).
- TTAC's list of on-call consultants. TTAC recruited 123 experts to provide paid technical assistance to state and local tobacco-control groups or coalitions. TTAC briefed these experts with a prepared consultant orientation in hard copy and on CD-ROM and required prospective on-call consultants to provide references and demonstrate expertise in one of more of the following areas:
 - Tobacco use prevention
 - Strategic planning
 - Training
 - Leadership development
 - Grant writing
 - Program development
 - Program evaluation
 - Coalition building
 - Advocacy
 - Policy development
 - Media relations
 - Marketing and communications

For examples of TTAC's contracted technical assistance, see the sidebars, [Every State is its Own Front—the Southern Neighbors Collaborative](#), and ["Sometimes You Just Need to Talk to Someone..."](#).

Advocates or groups needing technical assistance made requests by phone, mail, e-mail or through a [request form](#) on the TTAC website.

2. Products and Tools

TTAC launched a [website](#) in January 2003. The site contains (2006) current information on tobacco-control issues; information about key advocates and organizations in tobacco control, including links to their websites; links to searchable databases; TTAC products and tools, its e-publications, including the TTAC newsletter; and other advocacy resources.

The site allows viewers to request information and technical assistance or apply to become a TTAC consultant.

TTAC staff worked with various consultants and subgrantees to produce an array of CD-ROMs, Web-based tutorials, primers and guides on a range of relevant topics, from the basics of tobacco control to dealing with conflict within an advocacy organization to how to perform a program evaluation. See [Overall Program Results](#) for details about products and tools.

3. Training Programs

Communities of Excellence Plus

TTAC developed, and in 2004 tested, Communities of Excellence Plus, its comprehensive program designed to help community coalitions take action to solve the problems tobacco creates for their communities. TTAC staff traveled to states to convene the program's sessions.

Its predecessor, the Communities of Excellence program developed by the [American Cancer Society](#) in 2000, provided a planning guide for comprehensive tobacco control and one-day training sessions for staff of tobacco-control advocacy groups.

Community groups from 40 states made use of the guide, but feedback indicated participants wanted a more in-depth written resource, plus intensive training and follow-up technical assistance.

TTAC staff and consultant Kathy Harty responded by expanding the program in three ways. They:

- Created a 234-page, seven-chapter manual, *Communities of Excellence Plus Training and Resource Manual*, with additional resources on an accompanying CD-ROM. TTAC distributed this manual to participants in its Academy of Excellence Training program (described below) and selected others. Manual chapter topics are:
 - Linking Tobacco Control to Other Community Priorities
 - Assuring Diversity in Local Tobacco Control Efforts
 - Connecting the Dots: Developing Your Tobacco Control Plan
 - Engaging in Effective Policy Advocacy
 - Countering the Tobacco Industry
 - Community-Based Tobacco Cessation
 - Communications

See [Appendix 6](#) for a fuller description of chapter contents.

- Created and sponsored the Communities of Excellence Plus Academy training program, in which TTAC staff convened training sessions in-state for individuals from the state's tobacco coalitions. In sessions lasting three-and-a-half days, state coalition members developed a strategy for reaching tobacco-control goals in their communities.
- Following the training, made available ongoing technical assistance to program participants through TTAC consultants.

TTAC staff piloted the training program with tobacco-control coalitions in Hawaii and Montana in 2004, and conducted an evaluation via participant questionnaires after each training. See [Overall Program Results](#) for details.

Sustainability Workshops

Although not directly supported by RWJF, just prior to the end of the RWJF grant period in September 2005, TTAC staff began offering sustainability workshops for tobacco-control groups to help them strengthen their organizations. See [Afterward](#) for more information on these workshops.

4. State Leadership Program

Beginning in 2001, TTAC staff collaborated with [Advocacy Institute](#) staff to create an in-residence leadership program for tobacco-control professionals. They adapted the format of an existing program of the Advocacy Institute, its national [Advocacy Leaders Program](#), by:

- Introducing an exclusive focus on training state-level advocates in chosen states, to ensure a "fit" with the needs of each state.
- Taking the residency program to the participants' state.

Prior to TTAC, RWJF had also supported the national Advocacy Leaders Program for tobacco control with a grant of \$399,625 from January 2000 to June 2001 (for more information See [Program Results](#) on ID# 037766).

Launched in 1999, Advocacy's program for tobacco-control professionals, volunteers and grassroots advocates was an in-residence leadership development and capacity-building program.

Fellows convened for several days with a team of skilled facilitators for group discussion, problem solving and participatory exercises. After the program, Advocacy Institute staff provided ongoing consultation by phone and e-mail. The institute has also hosted electronic listservs for alumni fellows. In September 2006, the Advocacy Institute discontinued its national fellows program, according to TTAC staff.

In 2003 and 2004, TTAC and Advocacy piloted their adapted version of this program for state-level participants—the State Leadership Fellows program – in Nebraska and Indiana. Fourteen state-level tobacco-control professionals from each state participated. The Nebraska fellows convened November 4–8, 2003, in Washington and February 16–18, 2004, in Nebraska. The Indiana fellows convened November 16–18, 2003, and met again April 20–22 and August 23–24, 2004. All Indiana's meetings took place in Indiana.

TTAC and Advocacy conducted an evaluation among fellows attending in both states to assess the impact of the program on participants and on tobacco-control capacity in the pilot states. See [Overall Program Results](#) for details of this evaluation, and the [Bibliography](#) for its publication citation.

RWJF provided a direct grant to Advocacy Institute to develop the state-level program (ID# 041068, \$450,863 from 07/01/01 to 03/31/03). The RWJF grant also supported two six-day programs and a "think tank" session, both in late 2001, which were projects of the Advocacy Institute's previously launched national leadership program in tobacco control. TTAC also made a direct grant of \$236,929 in 2003–04 to support the piloting of the state-level fellows program.

5. TTAC Subcontracts Tobacco Control Organizations

During the grant period, TTAC awarded \$5.2 million in grants to some 17 organizations—some to provide direct technical assistance to TTAC clients, and others to develop products and tools for TTAC, which made them available to its clients.

Some of these grants were small and paid for discrete projects, such as creating a listserv, enhancing a website, hosting a forum or creating a tobacco action plan for a priority population. (See "[We Did Not Have One Dollar](#)" for a description of a single, relatively small project made possible by TTAC funding.)

Other grantees funded by TTAC collaborated with it on an array of projects focused on specific issues. For example, [Americans for Non-Smokers' Rights](#) provided extensive training and education with state advocates on clean indoor air and environmental tobacco smoke issues.

See [Overall Program Results](#) for details on the work of several TTAC grantee organizations. See [Appendix 4](#) for list of organizations receiving TTAC subcontracts, amounts and short descriptions of services provided.

Communications

To increase awareness of TTAC's role, TTAC staff made many presentations about the program at regional and national conferences, including a full day at the 2002 National

Conference on Tobacco OR Health annual meeting. TTAC staff also published five articles about the program in health journals. See the [Bibliography](#) for publication details.

EVALUATION

Midway through TTAC's second year, staff began ongoing efforts to gather client's opinion of TTAC services through a variety of means. From May 2003 to June 2004, TTAC:

- Implemented four protocols to assess clients' satisfaction with TTAC's technical assistance services, including its information and resource retrieval, noncontracted technical assistance and contracted technical assistance.
- Tracked client use of the TTAC website and its e-publications.
- Elicited feedback from users about two CD-ROM education products.

Clients generally gave TTAC service and products high marks. TTAC used suggestions from the client responses to make improvements. Results were published in *Public Health Reports*, September/October 2006.

See [Appendix 7](#) for more details about the gathering of client opinions. See [Overall Program Results](#) for data on client use of the TTAC website, e-publications and CD-ROM education products.

PROGRAM EVOLUTION AND CHALLENGES

Funding Partner Drops Out

In 2002, the second year of TTAC's life, one of its partners, the [American Cancer Society](#) ceased to fund the organization. Though the Cancer Society did not state its reasons formally, according to program officers at RWJF and the American Legacy Foundation, they may have included dissatisfaction with the direction of TTAC and a shift in priorities and leadership at the Cancer Society.

As the American Cancer Society did not give prior notice of its decision, the remaining funders negotiated with the society and it subsequently agreed to spend the remaining funds committed to TTAC-but for technical assistance in tobacco control generally.

Reevaluating Communications and Marketing Goals

In 2003, TTAC staff concluded that TTAC had too low a recognition within the field and that this might affect sustainability. Therefore, they sought to increase interest in and awareness of TTAC throughout the tobacco-control field.

They contracted with communications consultant [Andy Goodman](#) and engaged the Atlanta office of the public relations firm [GolinHarris](#) to help with this work.

Late Start in Planning for Sustainability

TTAC's 2001 strategic plan called for developing and implementing a strategy for sustaining the organization after RWJF funding ended, September 30, 2005. By 2003, little progress had been made toward sustainability. Possible reasons for this cited by program officers at RWJF and the [American Legacy Foundation](#) are:

- Early delays in getting the TTAC organization up and running.
- Too broad an array of TTAC activities undertaken, diverting TTAC staff attention from the strategic plan.
- The original executive director's focus on programmatic rather than strategic goals.

In addition, TTAC had not formed a review council, or "think tank," called for in its strategic plan. The TTAC program officer at the American Legacy Foundation, Amber Thornton, believes such an advisory group might have effectively stressed the strategic goal of achieving sustainability.

Scaling Down, Refocusing the TTAC Mission

In May 2004, with the end of its major funding in sight, TTAC staff met with the program officers of its funding organizations (RWJF and the American Legacy Foundation) to present an assessment of the program's strengths and weaknesses and to discuss plans for the future. TTAC staff proposed limiting its scope of technical assistance to stretch available funds while seeking to maintain an impact on tobacco-control efforts. The advisory group agreed.

TTAC reduced its annual operating budget to \$1 million for the program's next two years by making adjustments in staff, services and subcontracts. TTAC:

- Discontinued production of these products and discontinued these services:
 - Fulfillment of requests for information that required in-depth research.
 - E-publications.
 - Financial support of non-TTAC trainings, meetings and conferences.
 - Active recruitment of new consultants (but continued to maintain its detailed listing or database of independent consultants).
 - Technical assistance that fell outside of the scope of services specified in TTAC's mission statement.

- Eliminated all TTAC subcontracts to tobacco-control organizations effective September 30, 2004.

The decision to stop these grants was a blow to some organizations that had depended on TTAC for major funding. TTAC did allow one grantee, the [Tobacco Control Legal Consortium](#), to use TTAC funds left in its contract beyond September 30, 2004, because TTAC was its primary funder. The American Cancer Society subsequently agreed to cover the Legal Consortium's annual budget of \$400,000 beginning in April 2005.

In letters and e-mails to groups and individuals in the tobacco-control field, TTAC explained that the decision to stop funding was based on TTAC's financial situation, not on a low assessment of the value of those tobacco organizations affected by the cuts.

Toward a Business Model for TTAC

Beginning in September 2004, TTAC staff instituted a new model for the program requiring tobacco-control groups to pay a fee for services that TTAC had previously offered free of charge.

TTAC also limited its offerings of technical assistance to five areas:

- Cultural competency
- Coalition building
- Evaluation training
- Sustainability training
- Basics of tobacco control

After April 2004, TTAC staff did not provide sessions of the Communities of Excellence Plus training program (see [Training Programs](#)) free of charge because of the traveling program's high cost in both dollars and required manpower. Instead, it has provided them for a fee. Two were offered in 2006, and according to program Co-Director Redmon, two more have been scheduled for early 2007.

TTAC and the Advocacy Institute also discontinued the State Leadership Fellows Program, which they had developed as partners. Reasons cited were its high cost and the existence of other training programs for tobacco control leaders developed by other organizations.

OVERALL PROGRAM RESULTS

The TTAC program in general yielded results of four types (for a complete definition of these results categories, see [The Implementation Phase](#)):

Direct Technical Assistance

Between November 2001 and September 2005, TTAC responded to more than 400 requests for technical assistance, 44 percent of which were from organizations that served priority populations. For example, TTAC staff:

- In 2000, provided immediate aid (in the form of strategies and the mobilization of out-of-state experts) to help the Minnesota Partnership for Action Against Tobacco rebut media claims concerning the misuse of [Master Settlement Agreement](#) funds in the state.
- In 2003, participated with eight national organizations representing the lesbian, gay, bisexual and transgender (LGBT) community in their development of an [LGBT community action plan](#) for tobacco control. Some 64 tobacco-control advocates from diverse organizations within the national LGBT community met in October 2003 to form the action plan. The action plan details the planning process, a history of the LGBT tobacco-control efforts and the status of existing efforts. Released in 2006, it promotes five key action steps for reducing smoking among the LGBT community.
- In 2003, funded a consultant to assist the National Tribal Tobacco Prevention Network in developing an action plan to address gaps in tobacco control within targeted communities over two to five years.
- In 2003 provided consultants and resources to staff of the [Tacoma-Pierce County health department](#) in Washington State to conduct a World No Tobacco Day conference.
- In 2004, helped Gwinnett and Rockdale Counties in Georgia to develop a 2004 action plan for a clean indoor air campaign. TTAC also outlined their campaign needs and created their media and communications tools.
- In 2005 staff of TTAC helped a campus coalition of tobacco-control advocates at Emory University convince its administration to implement a no-smoking policy in its residence halls.

For stories of how TTAC's technical assistance helped tobacco-control organizations in the field, see:

Sometimes You Just Need to Talk to Someone... "Sometimes you just need to talk to someone... to make sure you're on the right page," says Stephen Huerta, Project Coordinator of the Scotts Bluff County Tobacco-Free Collaborative... more.

The Plan that Sat on a Shelf... The newly appointed manager of tobacco prevention in Nevada inherited a five-year plan. The trouble was, in Charlene Herst's plainspoken phrase, it was "horrible." "It sat on a shelf..." more.

In America's battles against tobacco use, every state is its own front, and probably the fiercest battles were being fought in the American southeast, in states such as Virginia, North Carolina and Kentucky, where tobacco has been a cash crop for centuries... more.

"We did not have one dollar." ...Jeannette Noltenius, director of the National Latino Council on Alcohol and Tobacco Prevention, in 2002 was worried about at least two things: the people of Indiana, and needed funding. "There was no Latino organization focused on health issues in Indiana" ... more.

Training Programs

TTAC staff and expert consultants piloted the training program Communities of Excellence Plus in two states—Hawaii and Montana—and conducted an additional training in Oklahoma.

- **Hawaii.** Some 22 individuals representing five community tobacco-control coalitions participated in the two-and-a-half day Communities of Excellence Academy in March 2004.

A survey of participants after the training found high satisfaction with the program and significant gains in confidence with the skills needed to perform tasks and grasp of content areas. Follow-up interviews three months later with 10 participants found increases in their knowledge and skills, progress toward a community action plan, and continued use of technical assistance services and the program manual. At six months, four participants reported gains in personal leadership skills.

- **Montana.** Some 22 individuals representing five tobacco-control coalitions participated in the two-and-a-half-day Communities of Excellence Academy in April 2004. About half of participants were from rural Montana. After the academy, TTAC staff provided six months of technical assistance to the coalitions.

A survey of the participants after the academy found high satisfaction with the Academy experience. Participants showed a statistically significant increase in their confidence with the skills needed to perform tasks and their grasp of content areas following the academy. The most substantial increase in confidence was noted for the task "implement a set of specific steps to achieve our coalition's indicator [of progress]."

- **Oklahoma.** In January 2005, 125 coalition members representing the tobacco-control coalitions of 24 Oklahoma communities participated in a Communities of Excellence Academy conducted by TTAC staff.

[Tobacco Use Prevention Service](#) within the Oklahoma State Department of Health funded the coalitions to participate in the program. Coalition members were expected to use tools and skills learned at the academy to develop a strategic plan to address tobacco-related indicators in their communities.

A survey of the participants after the academy found high satisfaction with the program and significant gains in confidence with skills and grasp of content areas. The most substantial increase in confidence was noted for the task "implement a set of specific steps to complete our Communities of Excellence strategic plan."

In the six months after the academy, the coalitions developed proposals for continued funding from the state to implement their tobacco-control plans. The Oklahoma State Department of Health staff provided technical assistance directly to the coalitions, with TTAC staff serving as technical assistance advisors.

As a result of Communities of Excellence Plus Academy and subsequent technical assistance, 17 local coalitions serving 24 Oklahoma counties and three tribal nations eventually received grants funded by the [Oklahoma Tobacco Settlement Endowment Trust](#). Oklahoma's State Department of Health set up the trust as a repository of the yearly tobacco settlement funds. It is managed by the department of health and used to implement their community tobacco-control programs.

State Leadership Fellows Program

TTAC piloted its State Leadership Fellows Program in two states—Nebraska and Indiana. (The program was an adaptation of the Advocacy Institute's national [Advocacy Leaders Program](#), modified for the training of state-level advocates exclusively.)

Staff of TTAC and the Advocacy Institute evaluated the program using a survey of participants following the program session and a phone interview with participants three months later. A total of 28 participants participated in the survey and 27 participants participated in the telephone interview. According to a draft of the evaluation the evaluation revealed the following:

Nebraska

Evaluations from 14 participants in Nebraska's two program sessions held during 2003–04 reported:

- Significant gains in knowledge, networking, collegial support and application of a planning tool called "Nine-questions" (a set of questions designed to help participants clarify the effective organization of advocacy campaigns and related projects).

- A statistically significant increase in their confidence to perform skills and grasp content areas following the fellows program. The most substantial increases in confidence were noted for:
 - "Utilize the Leadership Taxonomy exercise with my local coalition/colleagues." (This exercise is designed to reveal the range of leadership styles among individuals and organizations.)
 - "Understand and leverage the leadership strengths of others."
 - "Turn to team of tobacco-control advocates within my state for assistance."
- The majority of participants developed and executed a tobacco-control project in their communities.

Indiana

Evaluations from 13 participants in Indiana's two sessions (2003–04) reported:

- Significant gains in their networking and partnership development as a benefit of the program.
- Other strong themes to emerge from the sessions were increased knowledge of materials and resources available and knowledge about advocacy.
- All but one of the participants had developed a project in the interim period between the first and second sessions. All of the participants that had developed an interim project completed their project or were working on their project.

Products and Tools

TTAC created and/or disseminated these products and tools to help tobacco-control groups reach their goals:

- **TTAC website.** Launched in January 2003, it offers:
 - Current information on tobacco-control issues
 - List of references to key players in tobacco control
 - Essential resources
 - Links to searchable databases
 - TTAC products and tools
 - Advice and suggestions
 - TTAC e-publications
 - A technical assistance request form

- A product request form

Use of the website has grown substantially since its start up quarter, when it logged 140,000 hits and 3,300 unique visitors. From October 1, 2004 to September 30, 2005, the website had 2,740,333 total hits, with an average of 228,361 per month and an average of 4,757 unique visitors per month.

During the last RWJF-funded quarter, the site had 674,482 hits and 16,661 unique visitors. Through September 2005, the site had received 5,538,541 hits.

The site's two most popular elements were a college tobacco-prevention resource page and an online resource site featuring how-to information about the evaluation of a collaborative undertaking.

- ***Basics of Tobacco—Pathways to Change, Guide and CD-ROM.*** Formatted as a CD-ROM, this resource guide is intended as a one-stop source of information about tobacco-control issues. The CD-ROM provides:

- Background information on tobacco (e.g., health effects, factors that influence tobacco use, the tobacco industry).
- Examples of tobacco-control programs.
- Information on topics such as clean indoor air and smoking cessation.
- Video interviews with tobacco-control experts.

As of September 30, 2005, TTAC had disseminated 3,476 manuals plus CD-ROM and 2,263 CD-ROM versions of the guide.

- ***Reaching Higher Ground: A Guide for Preventing, Preparing for and Transforming Conflict for Tobacco-Control Coalitions.*** This 95-page guide provides practical advice for individuals working in coalitions and partnerships—in particular how to resolve problems while strengthening relationships. The guide's tools and strategies are intended to approach problems and people in ways that impart dignity and respect. As of September 30, 2005, TTAC had disseminated 254 manuals.
- ***LGBT Populations and Tobacco CD-ROM, 2nd Edition.*** A CD-ROM for tobacco-control professionals who want to:
 - Expand their knowledge of lesbian, gay, bisexual and transgender (LGBT) populations.
 - Provide strategies for incorporating LGBT populations into overall tobacco-control efforts.
 - Inform LGBT audiences wanting to know more about the dangers of tobacco use and how the tobacco industry targets them.

- Provide information to help tobacco-control professionals and LGBT health organizations build capacity for LGBT tobacco-control interventions.

As of September 2005, TTAC had disseminated 612 copies of the CD-ROM (and 282 copies of its first edition).

- ***Power of Proof-An Evaluation Primer.*** This series of educational elements is designed to help tobacco-control professionals demonstrate the success of their programs through evaluation. The series provides those who are new to evaluation and those who want to brush up on their skills, introductory information, tools and resources from experts in the field. The *Power of Proof* series includes these titles:
 - Setting the Stage
 - Evaluation Planning
 - Writing Objectives
 - Data Collection
 - Types of Evaluation
 - Interpreting the Data
 - Reporting Results
- **College Tobacco Prevention Resource.** This [website](#), which is part of the TTAC website, provides practical information, ideas and guidance to college leaders involved with tobacco prevention. The site:
 - Describes a comprehensive approach to prevention that combines traditional education and cessation programs with efforts to create a physical, social and policy environment that supports tobacco-free campuses. It contains facts about:
 - College tobacco use
 - Strategies for comprehensive college tobacco prevention
 - Recommended steps for taking action on your campus
 - Case studies
 - Glossary and links
 - Frequently asked questions

Since its introduction, it has been the most popular destination on the TTAC website.

- **Learning Center.** This [Web page](#) contains four lessons for improving the effectiveness of a tobacco control coalition:
 - Tobacco basics

- How to build a coalition
- Advocating effectively for policies
- Conducting media advocacy

Lessons include case studies, testimonials, job aids and other helps. An online tutorial guides the viewer among teaching modules within the Learning Center.

- **Buck Tobacco Tip Sheets.** This series of tip sheets reflects best practices to restrict tobacco sponsorship of rodeos. The best practices are the results of the Buck Tobacco Sponsorship campaign, a project of the Public Health Institute of Oakland, Calif., an independent, nonprofit organization dedicated to promoting health and quality of life for people throughout California. The tip sheets were written in collaboration with local, state- and national-level tobacco-control advocates knowledgeable about rodeo sponsorship.

The target audience for the tip sheets comprises advocates around the country who want to address tobacco sponsorship at their local rodeos. The sheets build on action ideas based on lessons learned through Buck Tobacco's campaigns. Included are fact sheets, resource lists beside the action ideas for planning and implementing a local project to restrict tobacco sponsorship of rodeos.

Further information about how to address tobacco sponsorship of rodeos is available on the Buck Tobacco Sponsorship [website](#).

- ***Tobacco 101* CD-ROM.** This CD-ROM is intended as a guide to structuring a 14-hour training experience for professionals new to fundamentals of tobacco and tobacco prevention and control. It provides a curriculum in tobacco prevention and control, and covers various teaching methods, including interactive lectures with visual aids, group activities, guided group discussions and individual learning activities. The CD-ROM includes:
 - An introduction to the training team
 - Instructions for creating a learning environment
 - Course overview
 - Curriculum learning objectives
 - PowerPoint slides for presentation
 - Handouts
 - Resource guide
 - Video clips

As of September 30, 2005, 565 copies of the CD-ROM had been disseminated.

- **E-Publications.** During the grant period, TTAC produced and disseminated these e-publications:
 - Nine issues of *TTAC Exchange*, containing tobacco-control information, strategies, tools and links to resources on current tobacco-control issues.
 - Four issues of *TTAC Exchange Extra!*, special editions aimed at viewers interested in research concerning tobacco-control efforts practiced at the state and local level.

TTAC staff disseminated the e-publications to a listserv of 3,000, distributing 29,300 in the period January 2003 through May 2004.

TTAC Subcontracts

TTAC made subcontracts with seven organizations working in tobacco control to engage in specific technical assistance projects related to the goals of the program.

See [Appendix 4](#) for a complete list of organizations and projects funded not only to provide technical assistance but to produce products and services for TTAC. Highlights of a few of them follow:

- **American Lung Association.** (Subcontracts totaling \$301,539.) The American Lung Association, a New York-based voluntary organization dedicated to fighting lung disease in all forms, worked with TTAC to provide technical assistance to tobacco-control advocates on state tobacco-control policies. Of particular note the Lung Association:
 - Produced and distributed copies of the report *State Legislated Actions on Tobacco Issues* by September 2005. It is a state-by-state summary of state legislation related to tobacco control in the areas of:
 - Excise taxes
 - Restrictions on smoking in public places
 - Youth access to tobacco
 - Restrictions on sales
 - Licensing requirements for sale of tobacco products
 - Restrictions on advertising and promotion
 - Tobacco product disclosure requirements
 - Divestment of tobacco-related stocks and securities
 - Tobacco liability

- Allocation of tobacco settlement funds
- Providing on-request technical assistance to tobacco-control advocates on state tobacco-control policies.
- Released e-zine *Tobacco Tribune* on the Lung Association website.
- Drafted five weekly issues of *Southern Neighbors Briefs*.
- Implemented a legal internship program to assist with increasing policy analysis capacity.
- **Tobacco Control Legal Consortium.** (Subcontracts totaling \$633,943.) The consortium, located in St. Paul, Minn., provides legal expertise to communities supporting tobacco-control policy change. TTAC was the primary funder of the organization from March 2003 to July 2005.

With TTAC support, the consortium sought to:

- Raise awareness in the legal, public health and tobacco-control communities about the positive role that attorneys play in supporting tobacco-control policy change.
- Encourage the development of legal support centers as part of tobacco-control programs.
- Develop a rapid response of legal support to communities with urgent unmet legal technical assistance needs.

During the grant period, the consortium:

- Responded to 423 requests for legal assistance.
- Prepared, filed and joined in nine "friend of the court" legal briefs in tobacco litigation.
- Distributed print and electronic educational materials, including summaries of the law on eight key tobacco-control issues, e-newsletters and related material.
- Conducted training or made presentations on tobacco control issues at 33 national, state or regional conferences, workshops and teleconferences.

In 2004 the consortium published three legal overviews on critical issues of interest to the tobacco-control community. See the [Bibliography](#) for details.

- **American Nonsmokers' Rights Foundation.** (Subcontracts totaling \$1,057,938; RWJF direct grant of \$358,828. For grant details and contact information, see [Appendix 3](#).) The foundation, a Berkeley, Calif.-based nonprofit concerned with smoke-free air, engaged in an array of technical assistance, training, consulting and

planning activities with TTAC staff. All activities concerned efforts to achieve clean indoor air. These activities included the following:

- Provided technical assistance via telephone on environmental smoke issues to individuals in more than 40 states and U.S. territories and organizations, including voluntary health associations, RWJF grantees in *SmokeLess States*, other RWJF grantees, city, county and state health departments, and local boards of health.
 - Provided additional technical assistance via electronic communications, including e-mail and tobacco control listservs.
 - Facilitated or participated in more than 10 conference calls with tobacco-control advocates in California, Hawaii, Iowa, Minnesota, North Dakota, Ohio, Oregon, Texas, Washington and West Virginia, as well as American Lung Association and American Cancer Society staff.
 - Made more than 25 site visits to states to supply technical assistance and conduct strategy planning sessions.
 - Disseminated 615 copies of their Secondhand Smoke Presentation Manual to RWJF tobacco-related grantees, including SmokeLess States coalitions and Campaign for Tobacco-Free Kids liaisons.
- **Smokescreen Corporation.** (TTAC subcontracts totaling \$633,234; direct RWJF grant of \$64,000. For RWJF grant details and contact information see [Appendix 3](#).) Staff at Smokescreen, A Washington-based consulting firm maintained and made available to the tobacco-control field news articles relevant to tobacco control.

To do this Smokescreen created a "Tobacco Bulletin Board System" or searchable database of tobacco-control news articles. Users accessed the database via a variety of formats, including a searchable website, e-mail and file transfer protocol to websites whose staff intended to republish it.

Smokescreen maintained the list of e-mail subscribers and file transfer sites in a format that permitted a person with commercially available software to select news information to receive—sorted by region, category or other criteria, and in plain text or HTML format. The database is viewable online.

According to www.tobacco.org staff in 2006, the website and database operation reached the following performance levels:

- Maintained an average database content of more than 100 news stories.
- Delivered customized tobacco news directly to 1,837 daily subscribers, and 135 "Breaking News" subscribers.
- Averaged approximately 50,000 page website views per day by roughly 5,000 unique users.

- Provided access to "numerous" listservs, which in turn redistribute the information.

LESSONS LEARNED

1. **If your initiative is housed at a university, take advantage of the benefits.** TTAC may have missed opportunities in the early years to connect its mission with what Emory's school of public health had to offer in the areas of scholarship, academics and evaluation. (Principal Investigator Miner)
2. **Be aware of the down sides of housing an initiative at a university.** While the university provided infrastructure and support to TTAC, it also had limitations as a home: red tape/delays in processing TTAC contracts, pay scales not in keeping with the private or government sector, etc. (Program Officer Thornton/American Legacy Foundation)
3. **Begin early to develop and implement plans to sustain an organization.** TTAC operated for two years without a solid plan for its future, despite calls for this planning in its strategic plan. This meant that staff had to play catch up in identifying new funding streams when the American Cancer Society unexpectedly withheld promised funds. (Program Director Redmon)
4. **Have an advisory group able to provide strategic vision for the organization.** TTAC's failure to create a review council, as called for in its strategic plan, may have deprived the organization of a valuable source of wisdom and experience. (Program Officer Thornton/American Legacy Foundation)
5. **Develop a close working relationship with your funding partners.** TTAC could have done more to communicate the successes of its work to those high up in its funding organizations. This might have resulted in greater buy-in from the funders, which probably was needed. (Program Director Niemeyer)
6. **Track the work of sub-grantees closely.** TTAC provided millions of dollars in subcontracts to tobacco-control organizations, but reporting about work accomplished was uneven. (Program Director Redmon)
7. **Be aware of the down side for sub-grantees of being their only, or primary, source of funding.** When TTAC ceased the practice of sub-granting in September 2004, the Tobacco Control Legal Consortium was left without any operating budget. TTAC permitted a reallocation of funding to support TCLC until April 2005, The American Cancer Society subsequently agreed to cover the Legal Consortium's annual budget of \$400,000 beginning in April 2005, but this was only a temporary solution. (Program Director Redmon)

AFTERWARD

TTAC continues (2006) to provide on-site technical assistance, training and product develop to tobacco-control groups in four areas:

- Basics of tobacco prevention and control
- Sustainability
- Coalition building
- Evaluation
- Cultural competency

For the period December 2005 to December 2006 RWJF awarded [Cambridge Associates](#), a Boston-based consulting firm, a grant (ID# 056427) to work with TTAC and [The Praxis Project](#) (which has managed RWJF's program, *Policy Advocacy on Tobacco and Health: An Initiative to Build Capacity in Communities of Color for Tobacco Policy Change*—for more information see the [Program Results](#) on the program) to develop business plans and gain a permanent basis for operations.

Under the \$215,000 grant, consultant Ann Spence of Cambridge Associates works with each organization to:

- Create a five-year financial plan (matching expenses to probable revenues).
- Develop a strategy for future funding.
- Create a business plan.

Praxis is a Washington-based national nonprofit organization that partners with local groups to address systemic causes of community problems. Praxis worked with TTAC in 2003–04 as one of its on-call consultants specializing in strategic counsel, policy advocacy regarding diversity, grassroots organizing and coalition building. For more information on the Praxis Project's work with TTAC see [Appendix 4](#).

From September 2005 to January 2006, TTAC staff led "sustainability workshops" for tobacco-control professionals to teach strategies to spur continued growth of their organizations. Staff convened workshops in Albuquerque, N.M., Atlanta, Los Angeles and Minneapolis. A total of 140 participants attended the workshops. TTAC did not use RWJF funds in the development or convening of these sustainability workshops.

TTAC also received funding from the [Association of State and Territorial Health Organizations](#) to manage the [Tobacco Control Network](#) and create a [website](#) for it. The Tobacco Control Network comprises the tobacco-control managers from all U.S. states and territories. The network strives to raise the issue of the primacy of tobacco control in

all state health agencies, to influence policy and to foster collaboration and communication among state tobacco-control programs.

Remaining [American Legacy Foundation](#) funds committed to TTAC have been budgeted to extend support of TTAC through September 2007.

Prepared by: Kelsey Menehan

Reviewed by: James Wood and Molly McKaughan

Program officers: Karen Gerlach and Michelle Larkin

APPENDIX 1

Other Funding Partners for TTAC

American Cancer Society is a nationwide, community-based voluntary health organization headquartered in Atlanta with state divisions and more than 3,400 local offices. American Cancer Society is committed to fighting cancer through balanced programs of research, education, patient service, advocacy and rehabilitation. Their efforts to prevent cancer, save lives and diminish suffering from cancer are focused on four program areas:

- Research
- Cancer information service
- Advocacy and public policy
- Community programs and services

American Legacy Foundation is a national, independent public health foundation established in 1999 as a result of the **Master Settlement Agreement** between a coalition of attorneys general in 46 states and five U.S. territories and the tobacco industry. Based in Washington, Legacy fights for the health and well-being of all generations by challenging tobacco use in America with a focus on four major goals:

- Reduce youth tobacco use.
- Decrease exposure to secondhand smoke.
- Increase successful quit rates.
- Reduce disparities in access to prevention and cessation services and disparities in exposure to secondhand smoke.

APPENDIX 2

TTAC Advisory Group

Karen Gerlach
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Robert Wood Johnson Foundation
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Kathy Miner
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Dearell Niemeyer (through September 2004)
Executive Director
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Rollins School of Public Health
Emory University
Atlanta, Ga.

Pamela Redmon (December 2004 to program's end)
Program Coordinator
Tobacco Technical Assistance Consortium
Rollins School of Public Health
Emory University
Atlanta, Ga.

Amber Thornton
Vice President
American Legacy Foundation
Atlanta, Ga.

Ron Todd (former member)
Director of Tobacco Control
American Cancer Society
Atlanta, Ga.

APPENDIX 3

Direct RWJF Grants for Related Projects

During the period of its support of TTAC, RWJF made grants to four other organizations in support of the TTAC mission. Grant titles and grantee information (including contact information) and a brief description of grant work follow:

Technical Assistance on Environmental Tobacco Smoke Issues and Policies Grant

American Nonsmokers' Rights Foundation (Berkeley, Calif.)

\$358,828 (05/15/01 to 12/31/2001) ID# 042554

Project Director: Cynthia Hallett, M.P.H.
(510) 841-3045
cynthia.hallett@no-smoke.org

Health Policy Leadership Fellows Program

Advocacy Institute (Washington, D.C.)

\$450,863 (07/01/2001 to 02/28/2003) ID# 041068

Project Director: Mike Pertschuk, J.D.
(202) 777-7575
mperschuk@advocacy.org

Developing and Maintaining a Web Site of Tobacco-related Articles

Smokescreen Corporation (Washington, D.C.)

\$64,000 (03/19/2001 to 07/18/2001) ID# 042072

Project Director: Michael Tancelosky

(202) 955-9099

Strategic Planning for the National Tobacco Control Technical Assistance Consortium

Rebecca J. Setliff, Ph.D. (of Setliff & Associates, Tybee Island, Ga.)

\$49,550 (06/15/2001 to 03/31/2002) ID# 042576

Project Director: Rebecca J. Setliff, Ph.D.

(912) 786-6521

setliffassoc@bellsouth.net

APPENDIX 4

A Selection of TTAC Subcontracts for Related Projects

(Current as of the time of the grant; provided by the grantee organization; not verified by RWJF.)

TTAC made subcontracts with seven tobacco-control organizations engaged in specific technical assistance projects related to the goals of the program. TTAC also subcontracted with organizations to produce specific products and tools (including conferences), and with another to help TTAC with its mission.

Following are short descriptions of the organizations engaged in specific technical assistance projects, followed by a selection of organizations supplying TTAC products. The listing includes the amounts of their TTAC subcontracts and the work they undertook. Some of this funding was made possible by RWJF grants; some by American Legacy Foundation grants, and some from the American Cancer Society funding. The amount of funding given is the total amount.

For more information, click on the group's name, to reach operative websites.

Subcontracts to Tobacco-Control Organizations for Technical Assistance:

Advocacy Institute

\$366,803 (10/1/2002 to 5/31/2004)

The Advocacy Institute is a Washington-based nonprofit pursuing the enhancement of social justice leadership through training. The institute collaborated with TTAC to develop the TTAC State Fellows program to improve collaboration, communication, and

advocacy among the state partners. The American Legacy Foundation funded this subcontract.

TTAC and the Advocacy Institute initiated two pilot programs in fall 2003, involving the states of Nebraska and Indiana. A team of skilled facilitators designed and conducted the TTAC State Fellows pilot programs. The programs combined group discussion and problem solving with a variety of participatory exercises.

The pilot programs are completed. As of fall 2006, TTAC is evaluating the impact and outcomes of the programs.

Post-program activities and projects enable alumni fellows to draw upon institute staff and the network of alumni for strategic counseling, problem solving and other technical assistance. They also have the opportunity to continue to build their leadership skills and serve as resources to tobacco-control efforts around the country.

RWJF also awarded the Advocacy Institute a direct grant for this work. See [Appendix 3](#).

Alliance for Justice

\$10,695 (10/01/2002 to 09/30/2004)

The Alliance for Justice is a Washington-based national association of environmental, civil rights, mental health, women's children's and consumer advocacy organizations.

Through its Nonprofit Advocacy Project, the Alliance for Justice provided organizations that TTAC supported with comprehensive training and technical assistance to enable them to participate more fully in the public policy process.

Funds from TTAC also supported workshops for tobacco-control activists and organizations. This included working with national, statewide and local tobacco-control groups to offer workshops for their coalitions.

These workshops offered groups the opportunity to explore how the laws impact specific policy work in which they are engaged, using relevant examples and providing a comfortable environment for discussion within a coalition.

The alliance also engaged large, comprehensive workshops across the country and marketed these workshops to tobacco-control activists.

American Lung Association

\$301,540 (10/01/2002 to 09/30/2003)

The American Lung Association, a New York-based voluntary organization dedicated to fighting lung disease in all forms.

The association worked in partnership with TTAC to provide technical assistance to tobacco control advocates on state tobacco-control policies. This included:

- Providing technical assistance on demand.
- Distributing copies of State Legislated Actions on Tobacco Issues (SLATI) to American Lung Association affiliates.
- Releasing the e-zine *Tobacco Tribune* on the American Lung Association's website (no longer offered as of fall 2006).
- Drafting five weekly issues of *Southern Neighbors Brief*.
- Implementing a legal internship program to assist with increasing policy analysis capacity.

American Nonsmokers' Rights Foundation

\$1,608,789 (01/02/2002 to 9/30/2004)

The American Nonsmokers' Rights Foundation is a Berkeley, Calif.-based educational nonprofit, which focuses on clean indoor air education and outreach to communities.

It collaborated with TTAC to provide direct technical assistance services on the many facets of clean indoor air efforts and tobacco industry interference. This included:

- Extensive on-going technical assistance regarding secondhand smoke educational efforts.
- Providing general policy guidelines to individuals, coalitions, voluntary organizations, national partners and legal experts.

The TTAC partnership with American Nonsmokers' Rights yielded telephone/e-mail consultations to local coalitions, state health departments, *SmokeLess States* coalitions (that participated in this RWJF program) and voluntary agencies.

Additionally, the partnership created broadcasts of electronic communications, teleconferences, facilitation of trainings and provision of content information for the development of a pre-emption specific website.

RWJF also awarded this organization a grant for this work. See [Appendix 3](#) for grant details and contact information.

The Praxis Project

\$258,630 (1/01/2003 to 09/30/2004)

The Praxis Project is a Washington-based national nonprofit that partners with local groups to address systemic causes of community problems.

Praxis partnered with TTAC to identify consultants to provide policy-advocacy-specific technical assistance and training to tobacco-control advocates and organizations.

This included providing technical assistance and training to tobacco-control advocates regarding secondhand smoke exposure and clean indoor air initiatives in communities of color.

The collaborative effort attempted to retrofit current approaches by identifying and addressing existing barriers to involvement—as well as the interests of potential advocates working in communities of color.

The approach Praxis used focused on the following means to increase and enhance the involvement of communities of color in clean indoor air policy initiatives at the local level:

- Strategy and campaign development
- Resource allocation
- Grassroots organizing
- Community mobilization
- Workers' rights

Smokescreen Corporation—Tobacco Bulletin Board System

\$633,234 (10/01/2001 to 06/30/2004)

This Washington, D.C.-based consulting firm provided information and communications infrastructure to the tobacco-control movement.

The firm provided up-to-the minute daily news, customized to accommodate users' time demands and information needs, for each subscriber by topic, region and specific issues.

This collaboration with TTAC, supported design and implementation of comprehensive information sharing and management systems in easy to use format for quick searches and retrieval as well as in-depth research.

The systems provided the informational basis for sound public and private policymaking. They supported:

- News making
- News reporting
- Media advocacy
- Training

- A way to monitor late-breaking developments
- The means to implement response strategies almost instantaneously

Smokescreen Corporation also received a direct grant of \$64,000 from RWJF. (See [Appendix 3](#) for grant details and contact information.)

Tobacco Control Legal Consortium

\$806,734 (10/10/2003 to 09/30/2005)

The Tobacco Control Legal Consortium at William Mitchell College of Law in St. Paul, Minn., is an informal network of existing legal centers, attorneys active in tobacco control and other supporters of its mission and objectives.

The consortium responds to requests for assistance and takes the initiative in producing strategic written guidance on recurring legal issues.

Under the subcontract, it utilized a legal resource center model that currently exists in seven states (California, Maryland, Massachusetts, Michigan, Minnesota, New Jersey and Arkansas) to help expand legal technical assistance capacity in underserved states and local communities.

The consortium did this by:

- Providing limited direct legal technical assistance.
- Stimulating creation of additional legal resource programs where possible.
- Producing timely written materials on recurring legal issues.
- Proactively addressing emerging legal issues of national significance.

The consortium did not represent clients in litigation, but provided expert assistance to attorneys representing public health interests in policy-related litigation.

A Selection of Subcontracts for Production of Projects and Conferences

APPEAL (Asian Pacific Partners for Empowerment and Leadership)

\$43,600 (10/01/2002 to 09/30/2003)

Asian Pacific Partners for Empowerment and Leadership (APPEAL) is an Oakland, Calif.-based national network of organizations and individuals working towards social justice and a tobacco-free Asian-American and Pacific-Islander (AAPI) community.

APPEAL coordinated the National APPEAL Youth Leadership Summit held October 12–14, 2002, in Honolulu.

RWJF has supported the tobacco-control work of APPEAL with grants unconnected to TTAC. See Program Results on ID#s [031989](#) and [040827](#).

Campaign for Tobacco Free Kids

\$15,000 (10/01/2002 to 09/30/2003)

The Campaign for Tobacco Free Kids (CTFK) is a Washington-based nongovernmental initiative to protect children from tobacco addiction and exposure to secondhand smoke. RWJF founded the organization. See [Program Results](#) on ID# 035929.

With this TTAC subcontract, CTFK developed a Girl-Talk listserv to provide a mechanism for organizations to communicate with each other and share ideas, as well as resources and strategies on the subject of women, girls and smoking. The initial listserv comprised 50 subscribers who posted an average of four to five messages per week.

JSI Research and Training Institute

\$24,000 (02/01/2002 to 09/30/2002)

JSI and its staff are dedicated to improving the health of individuals and communities throughout the world. Believing that all people are entitled to accessible, appropriate quality healthcare, JSI applies practical and innovative solutions in management, research, education, information and training.

JSI created a moderator's guide for focus-group testing in 2002 and provided TTAC with technical assistance on operations and database development.

Indiana Latino Institute

\$15,000 (11/7/2002 to 12/30/2002)

The Indiana Latino Institute is an Indianapolis-based organization focused on health issues among Hispanics/Latinos in Indiana. (For more background on this organization see "[We Did Not Have One Dollar.](#)")

The institute hosted a forum November 8, 2002, with 75 participants to further their understanding of the importance of cancer and tobacco prevention for Hispanics in the state of Indiana.

Level Four Communications

\$23,200 (05/27/2003 to 09/30/2003)

Level Four Communications worked with TTAC and the lesbian, gay bi-sexual and transgender (LGBT) Consortium to develop a comprehensive, inclusive community tobacco action plan specifically targeted to the LGBT community.

M&R Strategic Services

\$59,190 (04/01/2002 to 06/30/2002)

M&R Strategic Services is a Washington-based consulting firm that specializes in a broad range of activities including grassroots organizing, media relations and strategic planning.

M&R worked with six *SmokeLess States* projects to assess their technical assistance needs and presented TTAC with needs assessment reports in mid 2002.

National Latino Council on Alcohol and Tobacco Prevention

\$164,310 (11/1/2001 to 9/30/2002)

The National Latino Council on Alcohol and Tobacco Prevention is a Washington-based nonprofit. It works to reducing the harm caused by alcohol and tobacco in the Latino/Hispanic community through research, advocacy, policy analysis, community education, training and information dissemination.

In January 2002, TTAC agreed to cover costs of start-up meetings of a statewide organization created by the National Latino Council on Alcohol and Tobacco Prevention, the [Indiana Latino Institute](#). The meetings gathered information about current tobacco education and prevention efforts in Indiana. Indiana Latino Institute held meetings in South Bend, Gary, Indianapolis and other Indiana cities. For more on TTAC's aid to this group see "[We Did Not Have One Dollar.](#)"

Northrop Grumman IT Health Solutions and Services

\$47,606.63 (9/01/2003 to 9/30/2004)

Northrop Grumman IT Health Solutions and Services is a McLean, Va.-based consulting unit of the Northrop Grumman Corp. focused on improvements in health systems.

Beginning in May 2003, Northrop Grumman carried out information searches for clients of TTAC.

Public Health Institute

\$10,879.98 (4/01/2003 to 7/31/2003)

The Public Health Institute is an Oakland Calif.-based nonprofit engaging in research to improve the efficacy of public health statewide, nationally and internationally.

The institute facilitated the development of the "Linking Community Priorities and Tobacco Control" section of the Communities of Excellence (CX) Plus model (see [Training Programs](#)). It was designed to help TTAC provide further technical assistance and training to communities that want to make changes in tobacco-control policy.

Subcontract for Mission Development

Center for Health Improvement

\$72,688 (11/01/2002 to 04/01/2004)

The Center for Health Improvement is a national, independent, nonprofit health policy group dedicated to improving population health and encouraging healthy behaviors. It is located in Sacramento, Calif.

The Center for Health Improvement:

- Assessed opportunities for TTAC to develop and disseminate tobacco-control policy services and tools.
- Added new content to the tools and advice section of the TTAC website, in a section entitled "Policies That Work to Decrease Tobacco Use."

APPENDIX 5

The Planning Phase: Needs Assessments

In order to establish priorities for the program, during 2002 and 2003, TTAC staff spoke with staff of potential clients to perform needs assessments. Following is a summary of their work and findings:

Exploring State and Local Needs

State Tobacco-Control Program Managers

From February 25 to March 5, 2002 TTAC staff held conference calls with managers of state tobacco-control programs from the 23 states identified as primary targets for technical assistance. These were states with funding from the [Master Settlement Agreement](#) allocated at \$5 million or more.

During calls TTAC staff introduced the TTAC mission and resources, discussed TTAC strategies for working with the target states, and solicited feedback on the best way to meet the needs of the states. Thirty state representatives participated in the calls.

The state managers noted these needs:

- Training, especially in formulating comprehensive state training plans and defining train-the-trainer models to build capacity.
- Resources for those staff new to tobacco control who needed assistance developing infrastructure and an effective process for disseminating funds to local programs.
- Help in preparing requests for applications and training grantees.

- TTAC also posted an online TTAC needs assessment survey to collect ideas from state program managers.

On March 12, 2002, in conjunction with an Atlanta meeting of program managers of the Center for Disease Control and Prevention's [Office on Smoking and Health](#), representatives from the 23 Master Settlement Agreement-funded states met in focus groups to explore state and local needs in more depth. Identified needs included:

- Technical assistance in the areas of management (strategic planning, reporting, prioritizing)
- Media communication
- Cultural competency
- Information exchange
- Evaluation
- State data analysis

Feedback from Organizations Providing Technical Assistance

On March 4 and 5, 2002, TTAC invited organizations that provide technical assistance to state and local tobacco-control programs to join teleconferences with TTAC staff to discuss plans for collaboration and for TTAC staff to update them on TTAC's status and provide feedback on how the organizations might partner with TTAC to provide technical assistance and training.

In addition to the three funding partners of TTAC, organizations participating in the calls were:

- [Advocacy Institute](#)
- [Association of State and Territorial Health Organizations](#), a national nonprofit organization representing the state and territorial public health agencies of the United States, the U.S. Territories, and the District of Columbia.
- [Campaign for Tobacco-Free Kids](#)
- [National African American Tobacco Prevention Network](#), a national organization working to facilitating the implementation of comprehensive community tobacco control programs to benefit communities and people of African descent. It is also funded by RWJF (ID# 040826).
- [National Conference of State Legislatures](#), a bipartisan organization that provides research and technical assistance to state legislators and their staffs, and advocates for state governments before Congress and federal agencies.

- Onyx Group, a marketing communications company managed by Charyn Sutton, who died December 2004; the group no longer exists.
- *SmokeLess States*
- [National Association of African Americans for Positive Imagery](#), a national nonprofit working to mobilize African-American communities to support positive and healthy media and advertising images. See [Program Results](#) on ID# 032938 for a description of some of their RWJF-funded work.

The participants offered suggestions about ways TTAC could fill gaps and foster collaboration among the partners, including:

- Establish a listserv.
- Convene issue-focused conferences on specific topics.
- Integrate with the tobacco-control community by being visible at conferences and meetings.
- Develop an organization chart of who does what in tobacco control.
- Consolidate the activities of individuals who are trying to accomplish similar goals.
- Offer strategic planning for communities of color to advance collaborative efforts.
- Venture into new territories (e.g., prison populations), helping states with new ventures.
- Develop a [website](#).

In early 2002, five candidates for the Masters of Public Health at the [Rollins School of Public Health](#) conducted a needs assessment of tobacco prevention and control organizations in metropolitan Atlanta. Qualitative interviews with organization directors and administrators and a mailed survey to coalitions revealed needs for additional training in a number of areas, especially fund raising. The tobacco-control professionals identified youth, policy-makers and Hispanics as primary populations for tobacco-control efforts.

Exploring the Need for a Training Tool for New Tobacco Control Staff

In June 2002, TTAC conducted a needs assessment of state program managers to identify the types of technologies they use when training new staff as well as potential topics to be included in a "basics of tobacco control" resource tool.

TTAC distributed a 17-item survey to 51 tobacco prevention and control state program managers (including the District of Columbia) and four directors of foundations for states

where Master Settlement money is managed jointly by the state and a foundation. Thirty-five surveys were completed (64 percent response rate).

- All respondents reported at least one barrier to orienting new tobacco use prevention and control staff, including time, small staff size, geographic/travel limitations, lack of resources and lack of comprehensive orientation materials.
- The state program managers responded favorably to TTAC's idea of developing a training CD-ROM. They suggested that a hard copy of the materials should accompany the CD-ROM for communities without the capacity to use a CD-ROM.

Assessing Interest in Clean Indoor Air Advocacy

In July 2003, TTAC surveyed local, state and national tobacco-control professionals and advocates working, or interested in working, on secondhand smoke and clean indoor air policies. The Web-based survey sought to learn more about respondents' goals in regard to these issues, their need for training and technical assistance and gaps in available resources.

A total of 601 respondents completed the survey, with representation from 49 states and the District of Columbia. Some 27 states had 10 or more respondents.

- The most frequently reported goal was enacting a local clean indoor air law.
- The majority of respondents felt they knew where to get training, technical assistance and support. Yet, less than half of them had used available written materials (such as the [Americans for Nonsmokers' Rights](#) Model Local Clean Indoor Air Ordinance) and online services (such as www.Tobacco.org). And a majority had not attended a training program on secondhand smoke and clean indoor air.

APPENDIX 6

Communities of Excellence Plus Training and Resource Manual: Chapter Descriptions

These chapter descriptions sketch ground covered by trainers in TTAC's Academy of Excellence Training program. See [Training Programs](#) for more information on that program. TTAC made the manual available to all state and territorial program managers and Office on Smoking and Health managers. TTAC also provided it to participants of the Communities of Excellence Plus Academy.

Chapter 1: Linking Tobacco Control to Other Community Priorities

The chapter presents:

- Linkage opportunities between tobacco and other community priorities.

- Tools for identifying and assessing possible partners and linkages.
- The different types and levels of partnership.
- Examples of coalitions that have successfully linked tobacco control to other community priorities.

Chapter 2: Assuring Diversity in Local Tobacco Control Efforts

The chapter addresses the need for diversity and inclusion, and presents methods that coalitions can use to diversify their membership, including how to:

- Assess the make-up of your community and your coalition.
- Recruit members from under-represented populations.
- Better understand and work with priority populations.

Chapter 3: Connecting the Dots: Developing Your Tobacco Control Plan

This chapter helps coalitions translate a community needs assessment into a tobacco-control plan. Steps are:

- Stating an objective that addresses the problem(s) identified in a community needs assessment.
- Identifying activities to achieve the objective.
- Identifying evaluation methods that measure whether the objective has been met.

Chapter 4: Engaging in Effective Policy Advocacy

The chapter covers:

- Preparing for a policy campaign.
- Organizing an effective campaign coalition.
- Developing a campaign plan.
- Mobilizing for maximum effect.
- Protecting your victories.

Chapter 5: Countering the Tobacco Industry

The chapter gives advocates more information on:

- The tobacco industry's motives for sponsorship, philanthropic giving and creating front groups.
- Specific examples of the industry's activities in these areas.

- Developing a plan to counter the industry's activities.
- Working with groups that accept funding from tobacco companies.

Chapter 6: Community-Based Tobacco Cessation

This chapter:

- Outlines a broad strategy for developing a community-based, partnership approach to assisting tobacco users to stop.
- Provides guidelines for community-based work-groups for designing and implementing strategies for tobacco-cessation assistance.
- Gives examples of community-based cessation projects.
- Provides key technical information and resources.
- Describes the essentials of nicotine dependence and tobacco-cessation assistance.

Chapter 7: Communications

The chapter provides:

- Overarching principles for communicating about tobacco control.
- Clarification and discussion of needed communications concepts such as message, audience and the distinction between paid media use and "earned" media attention.
- Steps to develop a communications plan.
- Tips for working with the media.

APPENDIX 7

Client Evaluations of TTAC Services and Products

This appendix outlines informal evaluation procedures instituted by TTAC, and gives evaluation results by time period during 13 months of peak activity running from May 2003 to June 2004.

Evaluation Procedures

TTAC staff:

- Conducted four surveys to assess satisfaction among a sample of clients with TTAC's technical assistance services. The services included:
 - Information and resource retrieval
 - Noncontracted technical assistance

- Contracted technical assistance
- Tracked client use of the [website](#) and e-publications.
- Elicited feedback from users about two CD-ROM education products.

Evaluation Results by Period

TTAC reported the following survey detail and results to RWJF:

May–July 2003

TTAC sent surveys focusing on client satisfaction with the TTAC intake process to 22 clients who requested assistance from May to July 2003. Some 14 (63.6 percent) responded.

- Greater than 90 percent of the survey participants reported that their requests were handled in a timely manner, that the TTAC staff was helpful, and that they would recommend TTAC services to others.
- The lowest rating was in response to the question "TTAC provides assistance that would be difficult for me to find elsewhere."
- Based on the responses, TTAC contracted with [Northrop Grumman IT Health Solutions and Services](#) starting June 2003 to carry out information search functions. In doing so TTAC sought to improve both the timeliness and the quality of its response to clients requesting information and resources.

July–September 2003

TTAC evaluated the response to several services it offered between July and September 2003, including information requests, noncontracted and contracted consulting, the TTAC [website](#), the monthly e-publications, and the "Lesbian, Gay Bi-sexual and Transgender Populations and Tobacco" CD-ROM. Their evaluation showed that:

- Of 67 clients requesting technical assistance 61 had requests compatible with TTAC's mission. Of these, 24 received assistance consisting of information or resource retrieval, 17 received technical assistance but did not require funds from TTAC, 20 requested technical assistance via a consultant and requested funding from TTAC, and six were not provided technical assistance.
- TTAC invited 50 clients who received technical assistance to participate in a Web-based survey to assess their satisfaction with the intake process. Some 18 (36 percent) responded. In general, client satisfaction with TTAC services was high. Of nine questions on client satisfaction, the majority of responses were "agree" and "strongly agree." A cross tab analysis showed that the "strongly disagree" and "disagree" responses came from a single client who requested information.

- Of the three clients who received a referral to a consultant (not contracted through TTAC), one used the consultant and was satisfied with the service.
- During this period, there were 222,393 hits to the TTAC website; the average number of hits per day was 2,413 and the average visit length 8.31 minutes.
- 9,367 e-publications were sent to subscribers. In addition 1,698 visitors came to TTAC e-publications on the website.
- TTAC sent the "Lesbian, Gay Bi-sexual and Transgender Populations and Tobacco" CD-ROM to 137 individuals. TTAC invited their participation in a Web-based survey to evaluate the product. Some 52 (40 percent) of the survey population participated.
 - Overall, satisfaction with the CD-ROM was high. All respondents who had used the product felt that it had increased their knowledge of tobacco control and prevention.
 - Comments from the survey alerted TTAC that the CD-ROM was not compatible with all computer systems. Other comments on ways to improve the product were considered during the production of a second version of the CD-ROM.

October–December 2003

TTAC evaluated client response to services offered between October and December 2003, including information requests, noncontracted and contracted consulting, the TTAC website, the monthly e-publications, the "Lesbian Gay Bi-sexual Transgender Populations and Tobacco" CD-ROM, the "Basics of Tobacco Control-Pathways to Change" CD-ROM, and the College Tobacco Use Prevention Web page. Their evaluation showed that:

- Of 76 clients requesting technical assistance, 44 received information or resource retrieval technical assistance, seven received technical assistance but did not require funds from TTAC, 25 requested technical assistance via a consultant and requested funding from TTAC.
- TTAC invited the 76 clients who received technical assistance to participate in a Web-based survey to assess their satisfaction with the intake process. Some 37 (49 percent) responded.
 - In general, client satisfaction with TTAC services was high. Of nine questions on client satisfaction, the majority of responses were "agree" and "strongly agree." A cross tab analysis showed that the majority of the "strongly disagree" and "disagree" responses came from individuals who had requested information services.
 - The responses led TTAC to require that Northrop Grumman, its contracted provider for these services, respond to requests in 48 hours unless a request was more complicated.

- Of two clients who received a referral to a consultant (not contracted through TTAC), one responded to the Web-based survey. The client was satisfied with the consultant to which he was referred.
- During this period, there were 437,218 hits on the TTAC website; the average number of hits per day was 4,744 and the average visit length eight minutes.
- TTAC sent 9,180 e-publications to subscribers, and 3,547 individuals visited TTAC e-publications on the TTAC website.
- TTAC distributed 201 "Lesbian Gay Bi-sexual Transgender Populations and Tobacco" CD-ROMs. There was no evaluation of the CD-ROM during this time period.
- TTAC distributed 3,807 "Basics of Tobacco Control-Pathways to Change" CD-ROMs-2,680 to tobacco-control professionals during the initial launch of the CD-ROM, 975 via requests directly to TTAC and 153 via requests at conferences and distribution sites.
- Some 28 CD-ROM users responded to the Web-based evaluation of the CD-ROM.
 - Satisfaction with the CD-ROM was high; 79 percent agreed that it met their overall expectations and 96 percent agreed that they would recommend the CD-ROM to others.
 - Some 92 percent agreed that the information on the CD-ROM would help them on the job.

April–June 2004

TTAC surveyed client responses to services offered between April and June 2004. These included information requests, noncontracted and contracted consulting and the TTAC website, TTAC e-publications, the "Lesbian, Gay Bi-sexual and Transgender Populations and Tobacco" CD-ROM and its Second Edition CD-ROM (revised with more extensive computer compatibility), the "Basics of Tobacco Control-Pathways to Change" CD-ROM and manual, the "Reaching Higher Ground" manual, and the Communities of Excellence Plus (CX+) manual.

Their evaluation showed that:

- In general, client satisfaction with TTAC services was high. Of nine questions on client satisfaction, the majority of responses were "agree" and "strongly agree." A cross tab analysis showed that the majority of the "disagree" responses came from individuals who had requested information services. The only "strongly disagree" response came from a client who had received technical assistance.

- The responses led TTAC to develop a Q&A sheet to better respond to questions related to services and mission and to develop an information sheet with resources for frequently asked questions.
- TTAC directed its technical assistance director to make the initial contact with all clients requesting technical assistance to determine their needs, then triage the request to the appropriate consultant.
- The TTAC technical assistance team agreed to make every effort to follow up with the client after referrals had been made to ensure that the client's needs had been met.
- TTAC invited the 35 clients who received technical assistance to participate in a Web-based survey to assess their satisfaction with the intake process. Some 17 (49 percent) responded.
 - Of the respondents, four received information or resource retrieval technical assistance, 10 received technical assistance, and three received both information and technical assistance. It could not be determined if the clients received contracted or noncontracted technical assistance.
 - Of four clients who received a referral to a consultant (not contracted through TTAC), three responded to the Web-based survey. Three of the clients hired the consultants to whom they were referred by TTAC; one had found another consultant. The clients who used the referral were satisfied with the consultant referred to them.
- During this period of April–June 2004, there were 555,130 hits to the TTAC website. The average number of hits per day was 4,744 and the average visit length 14 minutes. The website's College Tobacco Use Prevention Resource was the most requested item on TTAC's site, with 118,300 hits.
- TTAC sent 3,066 e-publications electronically; there were an additional 3,908 hits on TTAC e-publications at its website.
- TTAC distributed 19 "LGBT Populations and Tobacco" CD-ROMs and 226 "Lesbian Gay Bi-sexual Transgender Populations and Tobacco, Second Edition" CD-ROMs; 204 "Basics of Tobacco Control—Pathways to Change" CD-ROMs and/or manuals; 59 "Reaching Higher Ground" manuals and 4 "Communities of Excellence Plus" manuals.

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