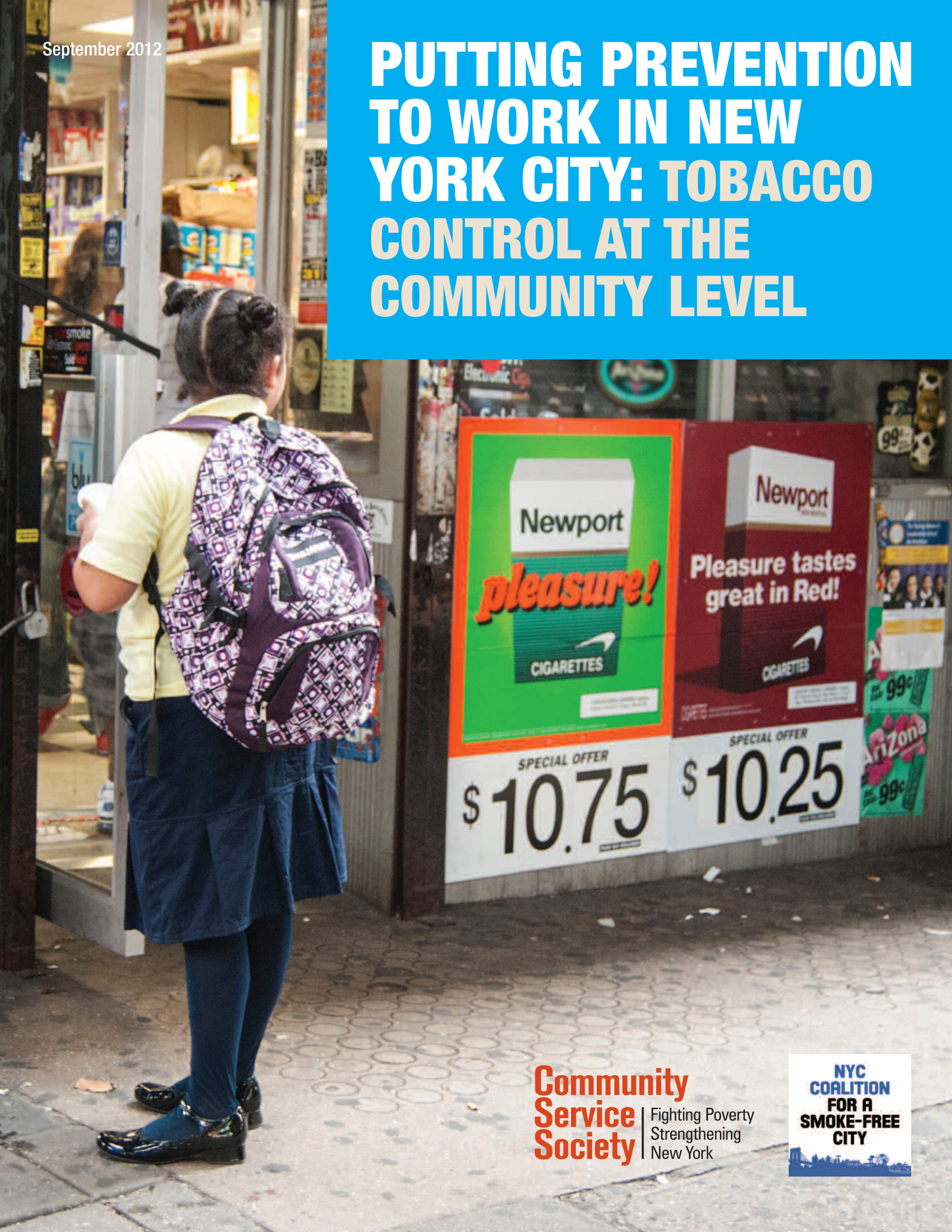


September 2012

PUTTING PREVENTION TO WORK IN NEW YORK CITY: TOBACCO CONTROL AT THE COMMUNITY LEVEL



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COALITION
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PUTTING PREVENTION TO WORK IN NEW YORK CITY: Tobacco Control at the Community Level

by Ashley Voroba and Arianne Slagle

Inside this report:

Introduction 1

Encouraging Change at the Community Level:
NYC Coalition for a Smoke-Free City 2

NYC Coalition for a Smoke-Free City: Special Projects 6

Community Impact 12

Lessons Learned & Recommendations 15



The Community Service Society of New York (CSS) draws on a 169-year history of excellence in addressing the root causes of economic disparity. We respond to urgent, contemporary challenges through applied research, advocacy, litigation, and innovative program models that strengthen and benefit all New Yorkers.



The NYC Coalition for a Smoke-Free City is a health advocacy group that works with the five boroughs to increase awareness of tobacco control issues among community members and policy makers. Partnering with the community, legislators, and health advocates, we support neighborhood-based efforts for effective and long term change throughout NYC.

INTRODUCTION

Aggressive tobacco marketing and the widespread availability of tobacco products have long worked to counteract public health initiatives geared at tobacco cessation. Despite recent successes in reducing smoking rates, tobacco use continues to be epidemic among youth and young adults. To offset tobacco industry marketing, public health stakeholders must take a multi-pronged strategy that includes policy, advocacy, and education.

The NYC Coalition for a Smoke-Free City (“the Coalition”) is a health advocacy group that works to increase awareness of tobacco control issues among community members and policymakers. From 2010–2012, the Coalition received funding from the New York City Department of Health and Mental Hygiene (DOHMH) as part of the federal Communities Putting Prevention to Work grant (CPPW). The Coalition collaborated with several local organizations to pursue a variety of activities around tobacco control and education, as well as five organizations at the citywide level: the American Lung Association, Asian Americans for Equality, the Community Service Society, the Lesbian, Gay, Bisexual & Transgender Community Center, and the New York Public Interest Research Group.

In their first year together, the citywide organizations focused on community education surrounding second-hand smoke exposure and the importance of smoke-free outdoor public spaces. Outreach was conducted through meetings with other nonprofits and community organizations, presentations at community boards, and an earned media strategy of submitting op-eds and letters-to-the-editor to local press outlets. In the second year, grant activities focused on tobacco marketing in the retail environment. The five citywide partners developed “special projects” to enhance their community education efforts and provide compelling content and context for their meetings, presentations, and earned media advocacy.

The Community Service Society (CSS) is a research and advocacy organization dedicated to addressing the root causes of economic disparities in New York City. CSS has been working in partnership with the Coalition since 2010, and in 2011 began a project to document the major activities taken on by the Coalition’s citywide partnership, specifically focusing on the series of special projects to directly engage with and educate community members. This report provides a major overview of the experiences and outcomes of these projects, presents a series of recommendations to inform future tobacco education and outreach initiatives, and concludes with a discussion of next steps.

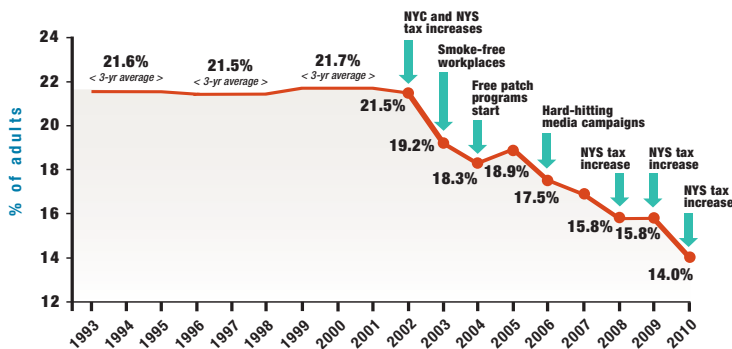
ENCOURAGING CHANGE AT THE COMMUNITY LEVEL: NYC COALITION FOR A SMOKE-FREE CITY



Tobacco use remains the primary preventable cause of death and disease in New York City and the nation. Nationwide, an estimated 443,000 people die prematurely each year from smoking- or second-hand smoke-related problems, and another 8.6 million live with a serious illness caused by smoking.¹ In New York City, 853,000 people count among the ranks of smokers,² and 7,200 die each year from smoking-related illnesses—more than 19 people every day.³

Nonetheless, the rates of smoking in New York City have decreased significantly in recent years, due in large part to policy initiatives, including making restaurants, bars, and workplaces smoke-free and raising state and federal tobacco taxes. Media campaigns and smoking cessation programs have also had a considerable effect on smoking rates (see Figure 1).

Figure 1 – Adult Smoking Rate in NYC, 2002-2010



Source: NYC Department of Health and Mental Hygiene

Yet despite this recent decline in the city’s smoking rate, approximately 14 percent of adults and 7 percent of teens in New York City still smoke.⁴ Further, more than 200,000 children continue to be subjected to second-hand smoke at home each year.⁵ Tobacco use and its effects disproportionately affect low-income, and racial and ethnic minority communities.

As a business practice, the tobacco industry strives to replace the smokers who die or quit each day. One of its most effective strategies to secure replacement smokers is through intensive marketing and advertising practices. In New York State alone, the tobacco industry spends \$1.1 million every day to market its products to current and potential smokers.⁶ With federal regulations restricting TV and print advertising, tobacco companies now spend much of this budget on youth-targeted in-store advertising. Teen marketing is a very effective tactic—20,000 public high school students living in New York City currently smoke cigarettes,⁷ one-third of whom will die prematurely as a direct result of smoking.⁸ Furthermore, 90 percent of regular smokers start before age 18.⁹

The Centers for Disease Control and Prevention (CDC) have instated a variety of mechanisms aimed at reducing the rate of tobacco use, particularly at the local level. One such initiative is a national program called Communities Putting Prevention to Work (CPPW). Between 2010 and 2012, the CPPW program provided grant funding to local organizations to encourage environmental change and healthy living.

In March 2010, the New York City Department of Health and Mental Hygiene (DOHMH) received funding from the CPPW program to expand and improve tobacco control efforts in New York City.¹⁰ Partnering with the NYC Coalition for a Smoke-Free City (“the Coalition”), a group of health advocacy organizations which work to increase awareness of tobacco control issues among community members and policymakers, the DOHMH selected five citywide organizations to work together with community partners and other stakeholders to educate the public on reducing the number of tobacco retailers and access to tobacco products at the point of sale. These organizations are the American Lung Association, Asian Americans for Equality, the Community Service Society, the Lesbian, Gay, Bisexual & Transgender Community Center, and the New York

The NYC Coalition for A Smoke-Free City

The NYC Coalition for a Smoke-Free City is a city-wide coalition of community-based organizations that work towards increased tobacco controls in New York. The Coalition was founded in 2001 and is comprised of central citywide staff and offices in each of the five boroughs, typically located in an underserved neighborhood. The Coalition conducts outreach to community groups and other health advocacy organizations in order to build partnerships and collaborate on projects. Groups join the Coalition by supporting its work or through grant-based funding to enable their own outreach on tobacco prevention and control.

Coalition members utilize a variety of strategies to disseminate information, including: writing letters-to-the-editor or opinion editorials to generate earned media, meeting with elected officials, presenting to community boards, and creating advocacy materials. The Coalition has supported numerous tobacco control policy initiatives in New York City, including the Smoke-Free Air Act, which as of 2002 requires all workplaces in New York City—including bars and restaurants—to be smoke-free.

Public Interest Research Group. The Coalition, in turn, served as the lead programmatic organization and provided strategic direction and support.

Working with its five citywide partners, the Coalition successfully met its goal in 2010 and 2011: helping to build public support for expansion of smoke-free air in New York City public spaces including parks, beaches, and pedestrian plazas, which are utilized by millions every year. Other cities had implemented measures to address this issue, which provided context for increased community education. The Coalition and partner organizations worked to educate the public and key stakeholders about the importance of smoke-free outdoor air and reducing secondhand smoke exposure. A press event in June of 2010 on the beach at Coney Island was picked up by citywide media and spurred conversation around the possibility of smoke-free parks and beaches. Ultimately, a bill was introduced and passed into law by the City Council on February 2, 2011, making NYC public parks, beaches, and pedestrian plazas officially smoke-free. To help spread the word, the Coalition partnered with the DOHMH and the Parks Department to produce informational materials on the new law for distribution to the public.

The Coalition then shifted its focus to another key area: tobacco marketing and product accessibility. “Point-of-sale” (POS) advertisements refer to promotions placed at or behind the cash register, where people make their purchases, designed to increase brand awareness and tobacco sales. POS advertising includes “power walls” (i.e., cigarette displays that exhibit cigarette brands, three dimensional displays and special lighting), brand-specific countertop displays, and signs advertising tobacco products and discounts. With federal and legal restrictions on many other forms of tobacco advertising and promotion such as television and other electronic media, POS advertising has become an important element of the tobacco industry’s marketing strategy to entice

current, former, and future smokers to buy a particular brand. The effectiveness of this type of advertising is undeniable—it has been found that tobacco purchases increase by as much as 28 percent when displays are present.¹¹ Youth seem particularly susceptible to the influence of marketing, and numerous studies have shown a positive association between cigarette promotional activities and the likelihood of teen smoking and smoking initiation.¹²

The Coalition also began to review product accessibility through the sale of tobacco in pharmacies. As health care providers, pharmacies dispense not only prescription drugs but also health and wellness products and information. Thus, a pharmacy is generally perceived by customers as a promoter and messenger for good health.¹³ Their function is quite different from other tobacco retailers such as grocery stores, bodegas, or convenience stores. Additionally, many of the illnesses suffered by patients who visit pharmacies to obtain prescriptions are caused, worsened, and their treatment weakened, by tobacco.

The role of pharmacies as tobacco retailers has disproportionately impacted racial and ethnic minorities.¹⁴ A recent study concluded that pharmacies were more likely to sell tobacco products in Census tracts with higher percentages of African American residents.¹⁵ Specifically, for every 10 percent increase in the number of African American residents in a Census tract, pharmacies were 1.34 times more likely to sell tobacco products.¹⁶ Unsurprisingly, these are the same communities that continue to have disproportionately high smoking rates despite historic lows in New York City.

Lastly, the Coalition focused on tobacco advertisements in close proximity to schools. Of the 11,500 tobacco retailers in New York City,¹⁷ 75 percent are located within 1,000 feet of a school,¹⁸ and it is no coincidence that tobacco marketing is more prevalent in stores where

teens frequently shop.¹⁹ Studies have also shown that youth and adult smokers—the two groups tobacco ads are meant to appeal to—are much more likely to notice tobacco advertising than non-smoking adults.

When it comes to countering the effects of tobacco marketing, increasing community awareness is particularly important. To boost awareness of this issue, the members of the Coalition once again utilized a variety of previously employed strategies, such as meetings with and presentations to community boards and other health advocates, and activities geared at generating media. In addition, the five citywide partners worked with the Coalition to carry out a series of special projects on POS advertising and tobacco product accessibility. The rest of this report focuses on the details and results of these special projects.

**NYC
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CITY:
SPECIAL
PROJECTS**



This section describes the special projects designed and implemented by the five CPPW organizations with assistance from the Coalition’s Borough Partnerships. These unique, community-led projects were intended to educate and engage community members around tobacco control and to encourage change. Further, Coalition members sought to generate earned media and foster partnerships with key decision makers and stakeholders. The special projects generated activities in all five New York City boroughs (see Figure 2).

Asian Americans for Equality

Asian Americans for Equality, Inc. (AAFE) is a citywide community development corporation dedicated to serving the city’s more than 800,000 Asian American residents through advocacy in access to civil rights, immigrant assistance, social services, affordable housing, and economic development. AAFE’s mission is threefold: (1) to empower Asian Americans and others in need; (2) to empower communities through research and publishing

Figure 2 – Distribution of Special Project Events Around the Five Boroughs



NYC COALITION FOR A SMOKE-FREE CITY: SPECIAL PROJECTS

that embodies their specific issues and concerns; and (3) to foster understanding and unity among diverse communities through coalition-building and forming collaborations.

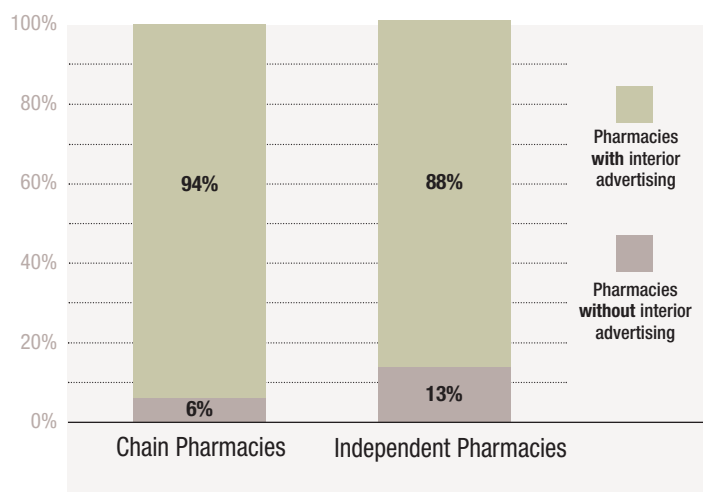
Partnering with the NYC Coalition for a Smoke-Free City, and drawing upon its advocacy and policy expertise as a service provider for the Asian American and immigrant community, AAFE designed a community mapping project to examine the sale of tobacco products at local pharmacies in Asian-American neighborhoods and to promote youth participation in anti-tobacco advocacy. Using the geocoded locations of licensed tobacco retailers and pharmacies, AAFE identified three areas to be surveyed: Sunset Park, Brooklyn; Lower East Side/Chinatown, Manhattan; and Flushing, Queens. Each area contained a commercial district that housed a number of pharmacies selling cigarettes. After identifying targeted areas, AAFE staff recruited 12 high school students from an existing AAFE student leadership program. Students were then trained in tobacco advocacy and data collection. Under the supervision of AAFE staff, the students visited pharmacies in the target areas over several days in August 2011 and completed surveys cataloguing different forms of tobacco marketing inside and outside of the stores.

AAFE found that of the 45 pharmacies licensed to sell tobacco that were visited, 19 no longer sold tobacco and two were temporarily or permanently closed. Interestingly, independent pharmacies were more likely than chain pharmacies to stop selling tobacco despite being licensed to do so: of 24 independent pharmacies that were visited, 63 percent were no longer selling tobacco products.

Of the 24 remaining pharmacies that were selling tobacco products, 16 were chain pharmacies and eight were independent pharmacies. AAFE also found that while exterior advertising was limited to only three pharmacies, interior tobacco advertising was present at 94 percent of chain pharmacies and 88 percent of independent pharmacies (see Figure 3). Of chain pharmacies, 88 percent of interior advertising consisted of power walls, and 13

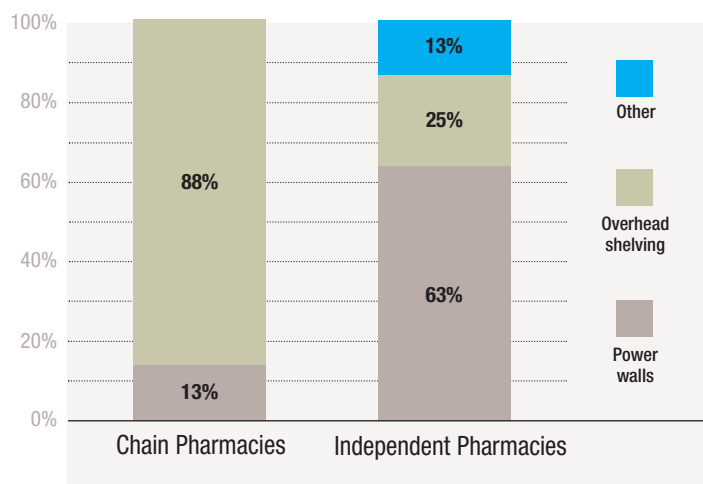
percent had overhead shelving displays. Independent pharmacies were slightly more diverse in their advertisements, with 63 percent utilizing power walls, 25 percent employing overhead shelving, and 13 percent using other forms of advertising, such as countertop displays or other types of signage (see Figure 4).

Figure 3 – Interior Advertising Among Chain and Independent Pharmacies



Source: Asian Americans for Equality, Inc. "Prescription for a Healthy City: Making New York City Pharmacies Tobacco Free," 2012.
Note: Figures may not add up to 100 percent due to rounding.

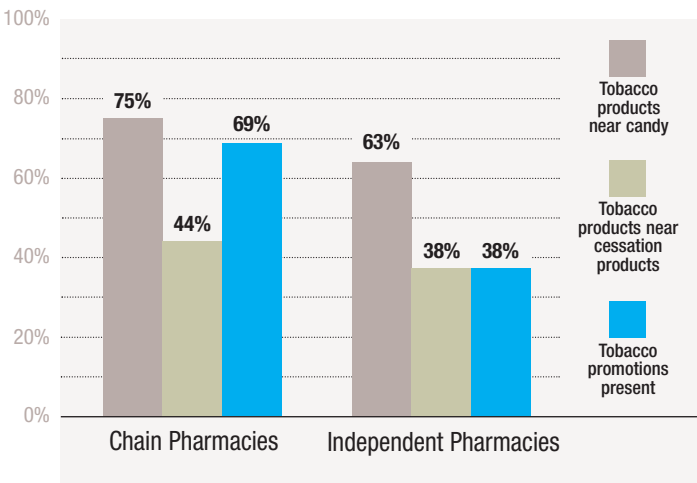
Figure 4 – Point-of-Sale Advertising Among Chain and Independent Pharmacies



Source: Asian Americans for Equality, Inc. "Prescription for a Healthy City: Making New York City Pharmacies Tobacco Free," 2012.
Note: Figures may not add up to 100 percent due to rounding.

Placement of tobacco products near the cashier ensures that each customer will see them. Tobacco products are often located near tobacco cessation products and candy. These placements were found to be much more prominent in chain pharmacies than in independent pharmacies, with 75 percent of chain pharmacies exhibiting placement of tobacco products near candy and 44 percent near tobacco cessation products. Sixty-nine percent of chain pharmacies also included visible tobacco promotions. Of independent pharmacies, 63 percent had placement of tobacco products near candy, and 38 percent had tobacco products near cessation products. Thirty-eight percent included visible tobacco promotions (see Figure 5).

Figure 5 – Tobacco Product Placement Among Chain and Independent Pharmacies



Source: Asian Americans for Equality, Inc. “Prescription for a Healthy City: Making New York City Pharmacies Tobacco Free,” 2012.
 Note: Figures may not add up to 100 percent due to rounding.

AAFE analyzed the collected data and synthesized the findings in a forthcoming report entitled “Prescription for a Healthy City: Making New York City Pharmacies Tobacco Free,” which will be used to raise awareness around the changing marketplace for tobacco and offer suggestions regarding how New York City can respond.

The Lesbian, Gay, Bisexual, & Transgender Community Center

The Lesbian, Gay, Bisexual & Transgender Community Center (“the Center”) provides social services, public policy, educational and cultural/recreational programs, and youth programs for New York’s Lesbian, Gay, Bisexual, and Transgender (LGBT) community. It is the largest LGBT multi-service organization on the East Coast and second largest LGBT community center in the world. Every week, 6,000 people visit and more than 300 groups meet at the Center. Since 1993, the Center has been engaged in tobacco control and cessation through its Smoke-Free Project, which was designed to raise awareness about tobacco use and to provide counseling and cessation services to the LGBT community. Through its Smoke-Free project, the Center also: provides advocacy and community education for non- and former smokers; works to “de-normalize” tobacco; has adopted voluntary smoke-free outdoor air policies in its garden and entryways; and has launched a youth Smoke-Free initiative.

In 2011, working with the NYC Coalition for a Smoke-Free City, the Center undertook a special project focused on youth smoking. Working with its Youth Enrichment Services (YES) program, the Center leveraged its Youth Organizing (YO!) internship program for teenagers and young adults. A group of six YO! interns were selected for the project. The YO! interns designed and implemented a survey for their peers at the Center on why young people start smoking. The YO! interns also educated the interviewees on the advertising tactics used by tobacco companies to attract new young smokers. These conversations led many of the surveyed youth to become more involved with the project.

To maintain momentum for this LGBT youth engagement activity, the YO! interns created a scavenger hunt using Facebook to enable young people in their community to see for themselves how they were being targeted by tobacco companies at the point of sale. Participants set out to find advertising at the point of sale, take

NYC COALITION FOR A SMOKE-FREE CITY: SPECIAL PROJECTS

photos, and post them to the Youth Organizers Against Smoking Advertisements Facebook page.²⁰ Prizes were offered to those who were able to complete the scavenger hunt. The event empowered youth participants to learn about the prevalence of point-of-sale tobacco advertising near schools and in shops that are frequented by young people, and to take photos of specific scenes: a minor smoking a cigarette; a store displaying ads in plain view of a school; tobacco items placed near candy; and ads in stores. Approximately 40 young people participated in the event, taking pictures in neighborhoods in Queens, Brooklyn, and Manhattan.

Figure 6 – An advertisement for the YO! Photo Scavenger Hunt and a photograph submitted for the event.



The New York Public Interest Research Group

The New York Public Interest Research Group (NYPIRG) is a student-directed, nonpartisan, nonprofit organization that works to advance important public interest issues through grassroots organizing and advocacy, public education, and media exposure. Working in 20 college campuses and in communities across New York State, NYPIRG educates, trains, and empowers students and community members to be more engaged and effective advocates. Since 1973, NYPIRG has played a key role in fighting for more than 150 public interest laws and executive orders to protect the environment and public health, safeguard consumers, improve public

transportation, and foster a responsive, democratic government.

Drawing upon its rich history of community engagement, NYPIRG worked with the Coalition on a project to provide specialized assistance to community partners in all five boroughs to help advance their advocacy and community organizing skills. To this end, NYPIRG hosted a series of 10 training sessions for Coalition partners and volunteers. Trainings were held on how to plan a successful event, how to build successful partnerships, writing for the media, and public speaking. NYPIRG also conducted two additional one-on-one advanced skills trainings for groups who needed additional help on specific areas. One such skills training was provided to the YO! interns at the LGBT Center in both writing for the media and public speaking, areas which were identified as needing enhancement by the LGBT Center's program coordinator. Through their work, NYPIRG built tobacco control community engagement capacity for more than 30 community-based organizations. Lastly, NYPIRG worked with the Coalition to produce a tobacco control community engagement toolkit for organizations and community members. This forthcoming kit includes skills primers for areas such as media outreach and grassroots engagement strategy, and provides a one-stop-shop for tobacco control resources. The toolkit, which will be distributed widely, will ensure that other organizations and future staff can access the same valuable resources in the future.

The American Lung Association in New York

The American Lung Association (ALA) is a voluntary health organization whose mission is to save lives by improving lung health and preventing lung disease in New York State. The ALA works to achieve this mission through advocacy, education, and research on topics including: clean air and tobacco control, asthma education, smoking prevention and cessation, and research to treat, prevent, and cure lung diseases.

Working with the Coalition, the ALA in New York designed and led a series of tobacco advertising walking tours—entitled “Take a Walk in Our Shoes”—in all five boroughs. For each walk, ALA picked an area in a community that included youth, minority, non-English speaking, or low-income families as well as a high incidence of tobacco advertising or higher visibility of specific brands and products. The ALA then mapped a small area around a school in which to lead a walk.

The walks were promoted as an opportunity to survey the level of retail tobacco advertising and marketing in their neighborhood to both community members and elected officials. Walks were led by ALA staff and local youth, and participants observed exterior store advertising within a few blocks of, and sometimes directly across the street from, local schools. Seeing ads first hand sparked conversation and raised awareness about tobacco advertising at the point of sale. These events were well attended and drew over 125 participants. ALA also shot video footage of the walks, which was shared on social media sites such as Facebook, Twitter, and YouTube.

Figure 7 – Participants in the Brooklyn “Take a Walk in Our Shoes” tobacco advertising tour included Borough President Marty Markowitz and NYC Councilmember Diana Reyna.



Community Service Society

The Community Service Society of New York (CSS) is a nonprofit advocacy group working to identify problems that create a permanent poverty class in New York City and advocating for systemic changes to eliminate such problems. CSS employs a variety of tools—advocacy, direct service, research and policy analysis, and strategic partnerships—to forge consensus on appropriate policy interventions to facilitate the economic mobility of low-income New Yorkers. Improving health care access for all New Yorkers regardless of race, gender, ethnicity, or income is one of CSS’s top organizational priorities.

CSS recognizes that comprehensive health reform is essential to building strong, economically secure communities. Accordingly, CSS has worked to achieve a series of significant accomplishments in the health arena, which includes serving as a lead partner in Health Care for All New York, a coalition of organizations advocating for high quality and comprehensive health care for all New York residents. In addition to its research and policy work, CSS’s Community Health Advocates (CHA) is New York’s statewide health insurance consumer assistance program established under the Affordable Care Act. CHA assists people with issues ranging from finding affordable health insurance, to filing insurance grievances and external appeals when things go wrong.

Working closely with other Coalition members, CSS’s Smoke-Free project focused on documenting the efforts of the other four projects into a formal white paper. Throughout the grant period, CSS maintained contact with the other Coalition members through regular check-ins and email in order to stay up to date on the special projects and progress towards goals. The purpose of this white paper is to report to any and all interested parties the project’s goals, activities, and outcomes, along with lessons learned and best practices.

COMMUNITY IMPACT



As described above, the purpose of this project was two-fold: (1) to educate and raise community member awareness around the issue of tobacco point-of-sale advertising and tobacco sales in pharmacies; and (2) to encourage environmental and social change around tobacco control. Leveraging these diverse special projects, Coalition members were able to maximize their reach among their respective target communities through a variety of strategies, summarized in the section below.

Community Members

The Coalition specifically sought to engage with local youth—a particularly vulnerable group that is actively targeted in the tobacco industry’s efforts to cultivate “replacement smokers.” Several Coalition members engaged local youth from established networks to work on their special projects. For example, both AAFE and the LGBT Center were able to recruit young people from their existing youth programs and internships. As a result, Coalition members were able to both engage directly with youth volunteers, and to extend their reach among the wider youth population by employing young people as the spokespersons for their events. In addition, the Coalition also found that social media was a powerful, low-cost tool for engaging with young people. For example, the LGBT Center was able to create a successful event (photo scavenger hunt) around tobacco advertising based entirely around the Facebook page for their special project.

Organizing public events was by far the most effective means of engaging community members and the general public for the Coalition. These public events were used to engage community members one-on-one and to raise awareness through first hand stories about POS advertising and tobacco sales in pharmacies. In many instances, the mere presence of a crowd or public event sparked inquiries from passersby and late additions to the event. In this way, Coalition members were able to reach not only those who actively participated in the events, but

also many other community members who happened to be in the area on the days of the events. In some cases, such as with the ALA walks, participants were outfitted with matching T-shirts in bright colors specifically to draw attention to the event, make participants stand out, and provide messaging to passersby. In this case, ALA T-shirts worn by participants bore the slogan “The More Tobacco Advertising I See, The More Likely I Am to Smoke.” These gave the added benefit of widening the audience for the Coalition’s message during the event and also served as a future reminder for event participants.

Figure 8 – Participants in the Manhattan ALA “Take a Walk in Our Shoes” with matching T-Shirts.



Community Boards

New York City’s Community Board meetings are a popular way for community members to learn about and weigh in on upcoming changes to their neighborhood. In addition to board members themselves, meetings are regularly attended by local residents and business owners. Collectively, the five CPPW citywide Coalition members made 40 presentations to community boards throughout the five boroughs, with audiences ranging from 15 to 200 people. During these presentations, Coalition members were able to: answer questions from Board and audience members; engage in impromptu dialogues on

COMMUNITY IMPACT

tobacco point-of-sale advertising; and distribute informational materials produced by Coalition members to local community members.

Key Stakeholders

Local stakeholders and key influencers are a priority for the Coalition's work. In total, Coalition members had 48 meetings with community stakeholders. During these meetings, Coalition members provided education on tobacco point-of-sale advertising using both citywide statistics and local community perspectives. Coalition members presented informational materials and engaged in candid conversations to raise awareness of the impact of tobacco advertising practices in their respective communities.

Figure 9 – YO! interns and a representative from NYC Coalition partner organization, Korean Community Services, with Bronx State Assembly Member Jose Rivera during a visit to Albany, January 2012.



Earned Media

While one-on-one engagement with stakeholders is ideal, placement of stories and letters-to-the-editor in local media outlets provides the fastest way to get messaging across and raise awareness among the widest possible audience. Accordingly, the Coalition worked hard to generate media. In total, between 2010 and 2012, the Coalition was able to secure over 200 earned media hits in local, citywide, statewide, national, and even international news sources, including the *New York Times*, the *Wall Street Journal*, and BBC News. Citywide CPPW Coalition members submitted 45 letters-to-the-editor and opinion editorials on tobacco control issues to local newspapers, and assisted with the creation of dozens more.

The additional CPPW funding received by Coalition members also fostered a new opportunity to harness social media as a means to educate the public and galvanize support for tobacco control strategies. Previously, social media had not yet been explored as a mechanism for organizing. However, the Coalition was quickly able to get up to speed with both Facebook and Twitter and, as of July 25, 2012, had reached 215 likes and 484 followers, respectively.

Coalition Building

Lastly, Coalition members also sought to garner the support of new organizations to grow and strengthen the NYC Coalition's reach and effectiveness within New York City communities. To do so, Coalition members worked with their existing networks to perform outreach to organizations with similar missions. Collectively, citywide CPPW Coalition members met with and presented to 30 non-partner organizations.

LESSONS LEARNED & RECOMMENDATIONS

To encourage and facilitate tobacco control and education initiatives in other communities, the New York City CPPW Coalition members have compiled lessons learned and recommendations based on the experiences outlined in this report.

Engage youth.

Young people are a key marketing target for the tobacco industry, and are particularly vulnerable to advertisements. Accordingly, they are an important group to engage with directly in order to educate and raise awareness around tobacco advertising and product placement. At the same time, young people are also highly effective at both organizing and promoting events, and engaging and bringing on board other youth.

ALA, AAFE, and the LGBT Center all used young people in their projects to their great benefit. In the case of the ALA walks, the youth presence strengthened the message and put real-life faces to the population that is chiefly effected by the density of tobacco retailers near schools. In AAFE's project, utilizing youth allowed the organization to canvass a larger area in a shorter amount of time, and to lend experience to the issue from the view of the tobacco industry's target population. The LGBT interns also proved to be true innovators, designing an event that resonated directly with other

youth. In all cases, the youth who manned the projects also benefited by gaining direct experience and building community engagement skills as well as gaining awareness around the predatory practices of the tobacco industry. These young people are now able to continue to be experts on the issue and raise awareness among their own peers moving forward, and are a resource that could be tapped again for future initiatives. Youth involvement is also a potent strategy when meeting with community members to drive home the importance of the Coalition's work.

Get specific early, but don't be afraid to be flexible.

Establishing clear short- and long-term goals at the outset is critical to a successful project. However, unforeseen events can occur which can change the path or landscape in which the initial goals were set. In this respect, and within the scope of reaching project objectives, flexibility is key.

For example, during the development of the NYPIRG training series, the organization set out to offer group trainings to Coalition and community members on a number of broad topics around community engagement and strategy to help organizations and individuals build smart, sustainable campaigns. However, it soon became abundantly clear that in order to be most effective, each

LESSONS LEARNED & RECOMMENDATIONS

training would need to be carefully tailored to the needs of the specific audience members planning to attend. This meant that the existing skill sets of the audience members and their expectations of skills to be gained from the training would need to be taken into consideration. In this case, NYPIRG was able to revamp its curriculum to include determining each organization's goals for their session. By doing so they were able to vastly improve the effectiveness of the trainings.

Utilize existing networks, but don't underestimate how much time it will take to do effective outreach.

To be successful, effective outreach should include both expanding existing networks and building new relationships. The LGBT Center suggests that any future replication of their project model should break the planning aspect into two phases: (1) outreach and cultivation of relationships within the community; and (2) organizing the actual event. This reframing would allow for more time to focus on outreach to targets and ensure that time spent with project participants really focused on meeting the project goals. For the LGBT Center, this is a key factor as the schedules of the interns often made it difficult to organize meeting times, making efficiency a necessity during these meetings.

Similarly, ALA members found that mailings and phone calls were not nearly as effective as in-person meetings at getting stakeholders excited about the "Take a Walk in Our Shoes" events, and regretted that they did not have more time for in-person outreach. ALA also found that their outreach efforts were greatly assisted by the use of the existing borough partnerships and other small groups and coalitions—contacting and giving presentations to these entities allowed for effective use of time to reach a broader constituency.

Know your audience, as much as possible.

Understanding the target audience for a project is vital. Several of the special projects described in this report were complicated by the fact that they were geared towards multiple, widely differing audiences. In AAFE's experience, they were able to identify the target audience for their research paper early on. Yet while writing the paper, it became evident that they would benefit from a deeper understanding of the landscape in which their target audience operated in order to be able to reach them effectively. Incorporating this knowledge was instrumental in determining the timing of the release of the paper to maximize its impact.

For NYPIRG, relying on Coalition staff to better understand training audiences (other Coalition members) was an efficient use of existing networks. This knowledge made it easier for NYPIRG to tailor the trainings for the participating organizations, making them well-received and effective.

Challenging the tobacco industry's efforts to recruit new smokers can be daunting, but is not an insurmountable task. As the New York City CPPW initiative shows, much can be done on a small scale to achieve a lasting impact within the larger community. With minor modifications, the CPPW efforts in New York City can easily be replicated in other communities elsewhere in the nation. The citywide partners of the NYC Coalition for a Smoke-Free City encourage others to utilize and build upon the insight gained through initiatives with the CPPW program in order to increase tobacco prevention and control in their own communities.

ENDNOTES

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