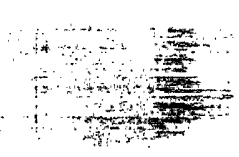


PROPOSED 1987 PR DIVISION

PLANS AND BUDGET



# THE TOBACCO INSTITUTE

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Senior Vice President-  
Public Relations  
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September 8, 1986

## MEMORANDUM

TO: Messrs. Humber, Alan, Fishel, Grant, Ogburn,  
Quinby, Ms. Ridgway, Messrs. Ruder, Rupp,  
Stanford, Walters and White

FROM: WILLIAM KLOEPFER, JR.

SUBJECT: PROPOSED 1987 PR DIVISION PLANS AND BUDGET

Please familiarize yourself and discuss with colleagues, prior to our meeting September 18, the enclosed Institute management proposal for the operating plans and budget of the PR Division for 1987.

Our proposal represents an increase of 3% over our authorized budget for this year and an increase of 19% over our expected expenditures for this year.

We have substantially reduced this year's spending to help compensate for the unanticipated and extraordinary expenses incurred in other Institute operations, including the expert witness, legal and counseling obligations presented by the higher than expected legislative activities at all levels of government. Our 1987 proposal for the PR Division is offered in a similar expectation.

Please do not hesitate to ask any questions necessary to clarify our proposal. Otherwise, the Division staff looks forward to seeing you at 10 o'clock on the 18th and to participating in a thorough discussion of our recommendations.



mss

Enclosure

cc: Messrs. Chilcote, Milway, Mozingo, Sparber  
and Issue Managers

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- shift to issues mgmt. - good but need a sense of priorities and overall strategy plans

In future have spec. summary

Doer all

1. Times will get harder for everyone in the industry. This means:

- we need to be more focused on the key issues
- more targeted on who we are trying to ultimately reach
- Reassess our spending according to and prudently
- proactive not reactive (unmade progress but put to continue)

2. Need to focus our strategies.

Suggest the principal maximize the positive effects of programs we have now (across the board but only take on new programs where they support our focus and our priorities)

Also look need a strategic overview  
Eg. Programs 1

what is central mission of 7015 (87) to ensure overall mission to sources operation of negative action

where are priorities

TGTR excludes 7015 (excludes 6+ A+ info chr)

Excise tax Advertising Public Smoking General Media Coalitions Fire Programs Relations

Proposed Budget	TOTAL: 1080	1668	1705	1241	693	628
% of Proj	15.5%	34%	24%	18%	10%	10%

75% direct to 500 5%  
New Youth 700 96% 14%  
Net Total 300 13%

Support of Tob. / Other organizations  
 1986 Bas 1986 Act 1987

Excise Tax	170	194	235	Pub Rel.
Advertising	415	314	265	
Public Smoking	345	266	430	
General Coalitions	555	245	565	
Media Relations	—	—	—	
Tire Prevention	195	226	245	
Public Relations Admin	110	—	—	
	1690	1239	1740	+ 40% vs Bas
				+ 3% vs Bas
				95% of Program Budget

	Professional Fees			
Excise Tax	500	724	730	
Advertising	865	147	650	
Public Smoking	857	1105	1105	
General Coalitions	260	490	350	
Media Relations	145	120	225	
Tire Prevention	195	226	245	
Public Relations Admin	225	116	145	
	3097	2528	3450	+ 12% vs Bas
				+ 11% vs Bas
				49% of Program Budget

3- Plan generally seems to spend a lot of effort - "selling the institute" or "educating the public" - why not educate those who need to be educated?

4 Also - we need to publicize pos. for more than just disseminate info:

5- Overall plan seems tactical / piecemeal  
+ reactionary to key events - not proactive enough.  
- what is the mission of Communication

#6 - Communication should be targeted to those who will make decisions or targets - not just education of public to etc. (too much education of public + not enough of those who count) as just court picks on state legislatures i.e. exerts abolition public etc.

## Specifics

p9. - Do we need 3 media/pr consultants in 3 local mkt's? <sup>no</sup>  
w/ state act.

p 11 #4 why not let tobacco family <sup>W STATE AC</sup> incite tarriage appearance

p 12 - did Capt. sat. 11/11 - and today, need to be new release  
p 16 - don't need to do with pot

✓ p16 - don't need to do nitil poll  
p23 - I thought media campaign was not agreed to by upsc comm.  
- why not get all experts to communicate their views  
to target - legislators

✓ p29 - why ~~subtle~~ <sup>strong</sup> surveys

p34 - question priority of the programme

1. p32-38 Fire Safety are new programs justified given importance of issue.  
why not get more out of what we do now.

p 42-48 Coal: trees - should we not use find out how

~~Key federal issues - eg 4th Amend.~~

p47. we need to know how coalition members feel an issues before we ask for support

- What do we have to offer in trade. or what are our joint interests

p50.58. advertising program - weak

- # Encourage all members to communicate with their employers and customers.
- Something similar - large base of employees
- big political force - eg. use contacts,

p64 <sup>pp</sup> - Why not educate target. Symposium for legislators with big news on education quality.

Who are we trying to educate who  
motivate why to do what  
How what actions to take

P115 A No targeted mailings built in: is anything built in to Activate TAN etc

B. is there any money for use of video news clips?  
e.g. production of report witness testimony, study releases etc

C. What is 90 for P.R. Council in 5 key markets -  
are we saying that we need local P.R. Council?

P.118 Why drop in support in citizens for  
tax justice? + shift to Labor Mgmt Committee

P120 - would cut some of fire programs +  
shift to priority areas

p124 Why 300 to Nat ToB Ed. Council?

## PUBLIC RELATIONS DIVISION

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Note: Production Services expenses are  
charged to other cost centers.

September 18, 1986

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**MEDIA RELATIONS**

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## MEDIA RELATIONS

### I. Assumptions and Background

o The Institute is gaining ground in its efforts to provide more editorial balance in tobacco-related stories. Most national news outlets are responding to our efforts to include The Institute's views in breaking news stories, but much work remains to be done with local and state level news organizations. The two main factors responsible for the current state of affairs:

(a) The Institute is undertaking aggressive efforts to shape its relationship with the national press. But anti-smokers have picked up an enormous amount of territory on key issues in recent years by (a) waging a sustained campaign of attacks on the industry and (b) acting as productive sources for key reporters and editors.

(b) The Institute has not yet implemented a sufficiently systematic outreach effort to

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identify and communicate with key reporters and editors at the grassroots level. The Institute's absence from the media equivalent of "house to house fighting" has resulted in unbalanced media stories at a time of increasing local- and state-level anti-smoking agitation.

o A shift in news coverage occurred in late 1985 and became more apparent in the first six months of 1986. Evident was a sharp drop in primary smoking and health stories and the rise of the issues of environmental tobacco smoke (ETS), public/workplace smoking restrictions and cigarette advertising and promotion. The trend creates new opportunities for fostering more balanced media coverage of tobacco issues.

o In recent years, it was necessary to "turn down the volume" on smoking issues in general, before turning it back up on our terms, as we now are doing. Several experimental outreach media efforts in the first half of 1986 proved the following points:

- (a) Carefully planned counter-attack press operations can provide a more balanced viewpoint and reduce the potential for damage resulting from media

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events conducted by our opponents. Head-on confrontations in these cases have had the effect of balancing stories and denying anti-smokers an exclusive forum.

(b) The Institute can score big points as a news-making organization. The Institute has received extensive and positive "play" in news stories as a result of recent efforts such as the GSA proceeding and the ad-ban hearings. Further, these events put our opponents on the defensive, what up to now has been an unusual position for them.

(c) Our opponents can be caught off-guard and outmaneuvered in the press. Accustomed to having a free run in the press, anti-tobacco forces are not prepared to cope with aggressive and well-documented counter-attacks.

(d) As our outreach to members of the press increases, so does their opinion of us and their airing of our views. The Institute's shift from "source of reaction" to "source of news" is forcing the media to rethink its assumptions about the traditional role of corporate trade associations as punching bags for "public

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interest" groups. Frequent, productive contact with individual reporters and editors breeds familiarity and trust, the very goals that drive our media contact efforts.

o Inside both the Beltway and the Hudson River, the media efforts of anti-smokers are somewhat coordinated. But outside of Washington and New York City, anti-tobacco forces are largely fragmented and rely on sporadic, "trickle up" media efforts. (The exception to this rule is "The Great American Smokeout," which is unique in its degree of national coordination.) Thus, the bulk of the anti-smoking movement in the U.S. is vulnerable, since it relies on the energy and media savvy of local individuals. This means there exists currently a very real opportunity for The Institute to counterbalance the numerical superiority of its opponents.

## II. Objective

To provide fairer media coverage of the tobacco industry and its positions on key issues.

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### III. Strategies, Goals and Tactics

Strategy I: Improve the management of the media relations team.

#### Goals:

1. Continue the media team's new "walk and shoot" planning which combines long-range strategic efforts with detailed, weekly, monthly and bimonthly mapping of all major media team activities.
2. Increase the productivity of the media team spokespeople and channel their efforts in the pursuit of specific media results. The success of this effort will be judged by the standard of a 15 percent increase for each full-staffed month in 1987, compared to the number of broadcast interviews, media relations contacts and information requests logged in the same month in 1986.

#### Tactics:

1. Long-range strategic planning by media relations director will include:

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- a. Advance targeting with State Activities of media markets for consultant/ally interview tours and media contact campaigns. The media relations director will assign solo tours and consultant/ally campaigns to best available spokesperson.
  - b. Preparation each six months of 120 targeted, high-quality Washington media contacts and assignment of 30 to each speaker.
  - c. Scheduling of six-month review sessions for each speaker with issues managers. These sessions will gauge each speaker's grasp of new developments in key issue areas.
2. Two-month planning for each spokesperson will include:
- a. A minimum each week of two travel days, or the equivalent on a monthly basis.
  - b. A minimum each full working month of two, two-day major market media contact tours.
  - c. A minimum each month of one consultant/ally interview tour to a major market.

3. The productivity of individual spokespeople will be increased and measured by the following performance standards:
- a. No fewer than five media contacts per each of the two monthly media contact tours.
  - b. No fewer than five joint interviews per each designated monthly consultant/ally interview tour.
  - c. No fewer than five media contacts each month per speaker from the six-month list of 30 key Washington media contacts.
  - d. For all unsolicited media appearances on the road involving 72 working hours or more of advance notice, no fewer than two media interviews or contacts each working day.
  - e. With the exception of Sundays, holidays and days involving four or more hours of air travel, no fewer than two media interviews or contacts must be completed to qualify for credit as a travel day.



4. The productivity of the media team as a whole will be increased by:

- a. The addition to the inventory of media team resources of at least one moveable word processor.
- b. The addition to the inventory of media team resources of two portable computers, one for the team leader and one for pool use by the spokespeople.
- c. The addition to the inventory of media team resources of a videotaping system with the capability to tape simultaneously all three nightly network news programs.
- d. In consultation with the State Activities Division, the media relations director will recruit, hire and assume control over public relations counsel in three designated major media markets and/or states of critical importance to The Institute. These counsels will be used to increase the grassroots impact of national-level and state/local media strategies.

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**Strategy II:** Improve the management of issues by the media team.

**Goals:**

1. Put The Institute in control of its relationship with the national/grassroots media by initiating no fewer than two major newsmaking events each quarter.
2. Identify and educate key state- and local-level reporters and editors with targeted issue campaigns and promotion efforts involving no fewer than 30,000 pieces of mail each quarter. Specifically, initiate mass-mailing of computer-personalized letters to editors and op-ed pieces to the 1,073 daily newspapers with circulation of 10,000 or more. Use consultants and allies where appropriate and complete no fewer than 18 such mailings.

**Tactics:**

1. Conduct a "get acquainted with The Tobacco Institute and its views" computer-personalized mailing campaign to expanding circles of targeted national/grassroots reporters and editors.

2. Follow-up with mass-scale "FYI" distribution of clippings, transcripts, editorials and reports to targeted national/grassroots media lists, e.g., major editorial opposing ad ban to op-ed page managers, columnists and electronic editorialists.
3. Follow-up with regular, national-level mailings of "Tobacco Update," a TI-drafted issues backgrounder custom-tailored for targeted media audiences, e.g., legislative scoreboard on failure of public/workplace smoking restrictions to City Hall and state capitol bureaus.
4. Generate radio and television talk shows appearances on our agenda of positive issues, through advertising in media publications and regular computer-personalized mailing campaign promoting The Institute's availability for appearances on these specific issues.
5. Conduct aggressive counter-press campaigns to provide fairer coverage of national- and grassroots-level anti-smoker media events by:
  - a. Appearing in person and conducting counter-press conferences with appropriate press releases and

other materials. Identify appropriate consultants/allies in advance and refer reporters to them.

- b. Notification by wire service daybooks and calendars of availability of press releases and spokespeople for interviews.
- c. Mass-mailing in advance of media counterattack materials to appropriate Washington or state/local media, particularly op-ed page editors, columnists and electronic editorialists.
- d. Using satellite video press releases and radio beeper transmissions to quickly convey our views to the widest possible audience.

- 7
- 6. Place monthly advertisements promoting media team availability on specific issues in Editor and Publisher and Broadcasting magazines. Make selective use of other media-oriented publications.

Strategy III: Increase the use of consultants and allies and their supportive statements or documents.

#### Goals:

1. Increase the number of consultant/ally media tours in major media markets to no fewer than 16 per full-staffed quarter in 1987.
2. Require that each consultant/ally media tour conducted by a spokesperson include a minimum of five joint interviews with a cross-section of the media in the designated market.

#### Tactics:

1. Continue to work with issues managers to increase the number of expert consultants/allies as new themes develop in the media.
2. Use outside news-related databases to expand the depth and breadth of our understanding of the media and issues in major markets.

Strategy IV: Increase the quality, quantity and geographical distribution of the media contacts.

## Goals:

1. The director of media relations will designate 120 key Washington and New York City contacts twice each year. Each spokesperson will be assigned 30 of the contact targets, and will be required to complete no fewer than five of the designated contacts each month.
2. Each spokesperson also will be assigned at least two, two-day media contact tours each month to major markets. For each tour, the spokesperson will be responsible for arranging and completing no fewer than five contacts from a cross-section of local media.
3. The spokespeople will be required to identify for themselves at least 5 additional high-quality media contacts each month.

## IV. Resources

### A. Staff

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1. Public Relations:

Stapf, Merryman, Browder, Moran,  
spokesperson TBD, Smith, Baumann,  
Information Center

2. Other staff:

data processing, other Institute staff

3. Consultants:

National and local public relations firms,  
P.R. Aids, television and radio satellite  
services, data base providers,  
consultants/allies

B. Materials

1. Press releases
2. Statements
3. Fact sheets
4. Advisories
5. Daybook/calendar notices
6. "FYI" mailings
7. "Tobacco Update"
8. Mailings
9. Poll documents
10. Economic impact
11. Scientific reports
12. The Tobacco Observer, Stateline, Federal Report

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## Appendix

The second goal of strategy II of the plan proposes to implement this change by conducting two major national/grassroots news events each quarter. That means the media relations team would be responsible for eight major press initiatives in 1987.

The following list easily could generate 10 major newsmaking events:

1. Coordination with issues managers to produce and promote an annual national poll on smoking restrictions and ad ban attitudes to offset the impact of the biennial ALA survey. This poll would have to include a large enough sample to break out specifics on a state-by-state and major metropolitan area basis.
2. Sponsor regular Washington and New York City backgrounder sessions in which Institute officials, consultants and allies would meet with key members of the press.
3. Promote state- and local-level public opinion polls already planned to combat specific public/workplace smoking restriction proposals.



4. Promote state- and local-level economic impact studies already planned to combat specific workplace smoking restriction proposals.
5. Conduct nationally-promoted press event to precede the "Great American Smokeout."
6. Conduct nationally-promoted press event to precede release of the Surgeon General's annual report.
7. Promote national press event decrying the anti-smoking movement as a rerun of Prohibition. Critical elements for success: extensive video and print research already in progress.
8. Arrangement and extensive promotion of a major National Press Club appearance by a representative of The Tobacco Institute.

*Handwritten notes:*  
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EXCISE ISSUE

## EXCISE ISSUE

### I. Assumptions

o Cigarette taxation is no longer a simple issue of raising revenue. Nor can it be dealt with in the relative isolation of fiscal policy. The issue is increasingly affected by two of the nation's most pressing macroeconomic problems:

- (a) a rapidly aging population, and
- (b) rising health care costs.

The industry is vulnerable because public attitudes about the alleged health effects of smoking are used to impute some degree of responsibility.

o Thus the cigarette tax problem, which has beset the industry ever since the first tobacco tax was imposed as a temporary measure to help finance the Civil War, is likely to worsen.

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o The impact of the national economy on the economies of the fifty states will also cause additional complications. The configuration of federal tax reform, budget cuts caused by Gramm-Rudman in grants to states and in health and welfare programs, federal encroachment on state revenue sources -- all these fiscal factors will continue to increase state government pressure to raise cigarette and other consumption taxes.

o Shortages of funds for popular programs will lead to tax raids on "unpopular" products such as tobacco and alcohol. Pressure will grow to earmark such revenues to bolster social security and health insurance trust funds, and for other medical and social purposes. Earmarking for any purpose is a major threat.

The fact that the House Ways and Means Committee in 1985 approved a provision to earmark one cent of the federal cigarette tax to pay for the tobacco support program and barely rejected a similar measure to benefit Medicare highlights the danger. In addition, the American Medical Association (AMA), the American Association of Retired Persons (AARP) and similar special interest groups can be expected to exploit anti-smoking sentiment for their own ends.

o Complicating the drive for more cigarette taxes is the agenda of the anti-smoking lobby -- supporting heavy tax increases in order to deter smoking, not simply to raise revenue. The coalition of tax collectors and anti-smokers uses the "social cost" of smoking argument as justification for its policy of sumptuary taxation. See, for example, Assistant Treasury Secretary Mentz' testimony at a 1986 Senate Finance Committee hearing.

o Administration (and public) opposition to general tax increases will force politicians to concoct disguised revenue increases. Denying the deductibility of tobacco excises or advertising and promotional expenses are schemes that were unveiled recently.

o However, there is a counter-force to the cigarette tax lobby. It is the broad -- but soft -- coalition of:

(a) groups that oppose regressive taxes, excises included;

(b) free market economists who oppose inefficient and distortionary tax mechanisms, excises included; and

(c) industries -- and their customers -- whose products are tax targets: mainly alcohol, tobacco, and gasoline.

This coalition includes business, labor, minorities, consumers and a cadre of economic experts.

o Over the years, the tobacco industry's position has been remarkably clear and consistent -- unconditional opposition.

## II. Objective

To help the Federal and State Activities Divisions prevent increases in cigarette excises by providing those divisions and the industry with arguments, advocates and allies capable of communicating to legislators the existence of a broad-based and credible constituency opposing excises, earmarking and the underlying premises for their imposition.

## III. Strategies, Goals, Tactics

Strategy 1: Increase public awareness about the negative effects of excises and earmarking, making them less attractive as economic, social or political policy options. Focus on their unfairness, regressivity and inefficiency as fiscal solutions to national and state problems.

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Give priority to selected states most likely to consider tax measures and to home districts and states of Members of the two Congressional tax-writing committees.

Goal: To demonstrate through at least one media campaign (followed up by distribution of the coverage to elected officials) that economists and significant constituent groups oppose excise taxes as a means of raising revenue or reducing deficits.

**Tactics:**

1. Maintain at least one economist consultant in each selected market prepared to assist us in producing, and presenting anti-excise arguments.
2. Encourage economic consultants to write and distribute at least two op-ed articles for publication in major press and other outlets in each key market.
3. Encourage consultants to make a secondary distribution of their articles to appropriate legislators on the state and federal level.
4. Distribute economic pieces to trade publications in the core tobacco and tobacco-supplier industries.

5. Continue the "Economics Features Syndicate" for press and broadcast messages to lesser media markets. Material to be sent monthly or bi-monthly via a commercial news feature service, such as NAPS.
6. Encourage use of economic studies by third parties and promote distribution to official tax media for incorporation into the professional literature.
7. Produce popularized versions of these economic studies and encourage their publication and distribution to the mass media.
8. Facilitate the growth of relevant literature through individual commissions, and via participation in new or existing symposia and academic forums.
9. Encourage academic debate on the subject of excise taxes:
  - A. Establish national student awards for the best paper on the subject of excise taxes or the undergraduate and graduate levels.



- B. Commission a volume of essays in tribute to a scholar on the subject of tax policy. Contributed papers from economic consultants would highlight the growing movement for excise tax reform.
- C. Organize symposia on excise tax reform (or panels of an existing symposium).
- D. Seek speaking and testimony opportunities for anti-excise proponents and experts; e.g., talk shows, interviews, political commentary.

**Strategy 2:** Maintain the cooperation and coordination of business-oriented coalitions, such as Committee Against Regressive Taxation (CART), and labor-oriented coalitions, such as Citizens for Tax Justice (CTJ), in opposition to excise tax increase. Develop similar coalitions with appropriate groups on the issue of earmarked excise taxation, e.g., the National Council of State Legislators (NCSL) and elements of the health care industry.

**Goals and Tactics:**

1. Collaborate with coalitions to produce and distribute educational materials, position papers and other public communications opposing excise taxes.

2. Develop excise tax reform coalitions in those states where a new federal tax reform law may result in increased state revenues. The goal would be legislation to use the windfall to roll back regressive excise taxes rather than giving tax breaks to big corporations and affluent individuals.
3. In other states, use traditional broad-based business coalitions to persuade government and the public that it is unfair (and possibly unnecessary) to increase revenues by raising regressive excise taxes.
4. Support the efforts of the Corporation for Enterprise Development and the New Populist Forum for equitable tax reform in the states.
5. Continue to develop coalitions of businesses directly affected by the economic impact on sales of cigarette excise taxes.
6. Identify similar groups that can work together to deal with the problem of health care cost containment.
7. Cooperate with supplier industries, such as advertising, in opposing tax legislation aimed at them. (States are beginning to tax advertising and other business services.)

8. Conduct a program to educate members and staff of allied trade associations on the relevance and importance of the excise tax issue.
9. Develop and place a series of six educational articles on tax policy and work with labor consultants for publication in major trade union press outlets.

**Strategy 3:** Support and supplement Federal Relations and State Activity Divisions in continually monitoring the changing economic and fiscal environment.

**Tactics:**

1. Monitor all federal advisory groups and expert committees operating under Congressional or executive branch authority which are developing policy on health care and social security financing. Work with other Divisions to seek opportunity for input and testimony. For example, a public-private sector committee, of which AMA and AARP are members, is advising HHS on a new catastrophic health insurance plan.
2. Seek State Activities Division identification of "hot spot" states, and do the same with Federal Relations to identify likely taxation targets on the national level.

3. Paying particular attention to health costs issues, monitor federal and state economic conditions via consultants, fiscal intelligence services and field reports from allied groups.
4. Retain health cost experts/economists/tax experts to provide periodic input on national and regional tax situations.
5. Establish and maintain close working relationships with expert staff of trade associations, such as NAM and the US Chamber, professional organizations and labor officials at the national and state levels, including those involved in the health care industry.
6. Encourage the interaction between Institute staff and industry members with key federal and state tax writing officials. Seek opportunities for them to attend and participate in annual meetings, conventions and other formal gatherings.
7. In support of the Tax Advisory Group and the Federal Relations Division, enlist the guidance of company executives on industry positions regarding major federal and state fiscal or economic proposals, such as tax reform.

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8. Survey public opinion on tax policy issues through polls and focus groups, nationally on a quarterly basis and as needed in individual states. Survey special publics too. Publicize findings. *why*

9. Continue to produce and update fact sheets, manuals, pamphlets and other publications of use in supporting excise tax campaigns on the federal and state levels.

#### IV. Resources

##### A. Staff

1. Public Relations:

Panzer

2. State Activities:

Marshall, Battison, Duhaime, and field staff  
as designated

3. Federal Relations:

Lewis, Payne, Yenowine

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**FIRE PREVENTION ISSUE**

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## FIRE PREVENTION ISSUE

### I. Assumptions

- o Although the number of fire deaths related to careless smoking has decreased in recent years and, according to the latest data, has leveled off, careless smoking is regarded as an important cause of accidental fires.
- o The federal feasibility study of "self-extinguishing" cigarettes, involving scientists from the tobacco industry as well as representatives of other interest groups and industries, is expected to release its report in the fall of 1987. As that date approaches, we can anticipate renewed interest in the issue at the federal, state and local levels.
- o In the past, as many as 15 states have considered "fire safe" cigarette legislation. To date in 1986, five bills have been introduced in four states; four are pending in three states. This contrast is due largely to the fact that officials are awaiting the outcome of the federal study.

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o Although fire service hostility to the tobacco industry has subsided, it is far from nonexistent. The Institute has helped improve relations and has demonstrated that it can act responsibly to help deal with the fire problem.

o Many of the major fire service groups have in the past adopted resolutions in support of "self-extinguishing" cigarette legislation. Although these resolutions are outdated, they may continue to reflect the positions of some of these groups, and may be used to justify lobbying.

o Elected officials remain unaware of the severity of the overall accidental fire problem and the availability of good prevention and education programs. They also are unaware of the Institute's role in fire prevention education. The fire service believes that these public officials, and representatives from other industries, should be playing a larger role in the overall fire prevention effort.

## II. Objective

To demonstrate to key public officials and to fire service leaders that the tobacco industry acts voluntarily and responsibly in fire prevention education.

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### III. Strategies, Goals and Tactics

Strategy I: Work with fire officials and, when possible, other public officials at the state and/or local level to improve the quality and increase the availability of education and prevention programs for fire departments.

Goal: To have working relationships in 225 localities by January 1, 1988. A working relationship signifies (1) a TI-sponsored project in place, (2) TI staff contact with the local fire service and (3) awareness or involvement of public officials.

#### Tactics:

1. Have all pending TI fire safety products on line by March 1, 1987. (See resources below.)
2. Develop and introduce additions to "New Tools" kits per input by the National Volunteer Fire Council.
3. Continue grants to cities for fire prevention education programs, awarding an additional 30 grants in 1987.

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4. Seek locales as opportunities to implement TI programs as follows:

- (a) Make direct contacts with individual departments and officials in order to establish programs.
- (b) Work through state and regional fire service groups to coordinate introduction of programs locally.
- (c) Work through elected officials' offices to approach local departments.
- (d) Offer programs to fire officials who have commented favorably on research supported by The Institute.
- (e) Follow up on all requests for assistance from fire service and public officials generally aware of our efforts.
- (f) Follow up with departments already participating in the program.

Strategy II: Maintain and increase awareness of the tobacco industry's contribution to fire prevention education, targeting:

Alabama, California (Fullerton, Los Angeles, Oakland, Sacramento, San Diego, San Francisco), Colorado, Florida, Hawaii, Illinois (Chicago, Oak Park), Indiana, Kansas, Michigan, Minnesota, Missouri, New Jersey, New York, Ohio, Pennsylvania.

Goals:

1. Encourage placement of at least five articles, each describing a program supported by the industry, in fire trade publications.
2. Obtain at least five mentions of Institute programs per quarter in national, state and regional fire service publications.
3. Appear on the programs of at least two national and five regional fire service conferences.

**Tactics:**

1. Encourage local departments to publicize industry efforts in newsletters, publications of national, regional, state and county fire associations.
2. Maintain and improve relations with key fire trade journalists.
3. Maintain and improve relations with individuals responsible for planning major conferences.
4. Conduct individual briefings as part of visits to departments, conferences and other meetings.
5. Identify opportunities to promote program in media relations visits to appropriate regions.
6. Consider implementing additional model fire safety programs in regions of the country identified by Federal and/or State Activities staffs.

**Strategy III:** Continue to encourage discussion among fire service leaders and concerned public officials about the overall accidental fire problem.

See Strategy II for identification of priority regions.

## Tactics:

1. Complete distribution of 1986 TriData study of attitudes of U.S. decision makers (among the fire service, city managers, the education and insurance communities) toward fire education and prevention programs.
2. Make presentations of 1986 study findings to major fire service groups and other industry groups.
3. Publish findings in Fire Chief magazine (as a follow-up to first two articles on European and Far East practices), and in state chiefs' and firefighter publications.
4. Encourage fire service, financial, education and other officials to comment on study in articles, speeches and correspondence with public officials.
5. Seek tobacco industry support of smoke detector legislation at the state and local levels.
6. Support efforts by the fire service to raise awareness of activities of other industries (i.e., insurance, chemical, etc.) as they relate to fire prevention.

7. Seek additional opportunities to assist key fire organizations [e.g., International Assn. of Fire Chiefs (IAFC), International Society of Fire Service Instructors (ISFSI), International Assn. of Fire Fighters (IAFF), National Volunteer Fire Council (NVFC), Burn Concerns (American Burn Assn.)] with additional programs and projects aimed at fire prevention.

8. Support a fire "issues" symposium, with publication of proceedings, to examine areas of concern to representatives of the fire service.

9. Where appropriate, assist in arranging briefings on fire prevention issues between elected officials and representatives of the fire service.

#### IV. Resources

##### 1. Staff

###### A. Public Relations:

Sparber, Stuntz, Buckley

###### B. State Activities:

Yoe, appropriate field staff

C. Federal Relations:

Vinovich, White

2. Consultants

A. Legal

B. Fire Experts

C. Appropriate legislative consultants

3. Materials

A. New Tools for Volunteer Firefighters

B. FireSafety...for the Rest of Your Life

C. FireCare

D. Fire Safety Education Evaluation Survey

E. Smoke detector programs

(1) urban

(2) rural

F. Research reports

G. FireSense, for the hearing impaired

H. Reprints of appropriate articles

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**GENERAL COALITIONS**



## GENERAL COALITIONS

Coalition activities supportive of specific issues are described elsewhere in this document. In this plan, we propose activities to expand and improve on relations with groups and individuals falling into three general categories: (1) the tobacco family, (2) coalitions with which we have existing relations among some but not all groups and/or on some but not all issues, and (3) coalitions with which we have no relationship as yet.

### I. Background and Assumptions

- o The tobacco industry is a highly competitive assortment of individuals, businesses and trade associations.
- o In dealing with legislation, the industry has come to rely more and more heavily on development of effective coalitions to complement and supplement its lobbying and communications activities. The development, maintenance and involvement of coalitions by The Institute and its

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member companies has become a priority communications activity which has produced outstanding results.

o Our allies' greatest strength -- independence -- remains a limit on the usefulness of all coalitions. Allies may not agree or even have an interest in all industry issues, and may not be willing or able to assist in all ways requested.

o Although a great deal of progress has been made in establishing and involving coalitions in our issue programs, a great deal of additional work still remains, particularly in the areas of corporate, minority and women's issues.

o In order to attract allies and maintain their interest in our issues, The Institute must become more involved in responding to requests for assistance on non-tobacco concerns.

## II. Objective

To establish and maintain working relations with other groups and individuals for the purpose of demonstrating broad support for industry positions and initiatives.

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### III. Strategies and Tactics

Strategy I: Improve working relations with all major segments of the tobacco industry.

#### Tactics:

1. Maintain and improve ongoing communications with the basic segments of the industry, through established methods such as the Tobacco Observer, other Institute publications and guest columns in tobacco-related trade journals, and new means as appropriate.
2. Conduct a survey of Tobacco Observer readership to establish usefulness as a communications/education vehicle for tobacco family members. Recommend changes/revisions as appropriate.
3. As part of an aggressive member company relations program, conduct briefings for member company executives and public affairs officers, on issues of concern and ongoing projects at The Institute.
4. Revise current newsletter to reflect focus on topical issues.

5. Organize and support a "Tobacco Super Day" in Washington.
6. Provide editorial material and services for member company communications on public issues, in support of state activities and federal relations communications projects focused on specific events.
7. Conduct and promote specialized seminars for family members: Annual Tobacco College in Washington as well as a traveling version for sales force meetings, etc.; conduct a labor/management seminar for tobacco family unions as appropriate; identify opportunities for similar sessions aimed at other industry segments.
8. Continue to improve relations with the National Association of Tobacco Distributors by identifying joint projects, supporting appropriate activities, and offering non-financial resources.
9. Improve relations with other industry groups, such as Tobacco Merchants Assn., National Tobacco Council, Retail Tobacco Dealers Assn., Tobacco Associates, cigar and smokeless tobacco groups, etc., by supporting appropriate activities, identifying issues

of joint interest, and offering, as appropriate, non-financial resources.

10. Establish and maintain relations with key wholesale and retail groups, including the National Assn. of Wholesale Grocers, the National Grocers Assn., the Food Marketing Institute, the National Assn. of Wholesaler Distributors, the National Assn. of Convenience Stores, the General Merchandising Distributors Council, the Chain Drug Assn., and the Wholesale Drug Assn.
11. Work with Federal Relations and State Activities Divisions to improve relations with key growers' organizations and other farm groups; re-evaluate support of Tobacco Growers' Information Committee.
12. Support as appropriate the Tobacco Industry Labor Management Committee.

Strategy II: Broaden relationships with groups with which we are now working; establish relationships with new groups.

**Tactics:**

1. Expand relations with non-tobacco labor unions, particularly those representing white collar workers

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and manufacturing unions outside the tobacco industry. Maintain and expand relations with AFL-CIO and state labor federations, and local labor federations in major cities.

2. Expand relations with publishers' groups.
3. Build on existing relationships with women's, and minority groups, and with groups representing the disabled.
4. Establish relations with trade associations representing major suppliers to member companies.

**Strategy III:** Identify and reach out to a network of allies on whom the industry can rely upon for support and communication assistance on selected issues.

**Tactics:**

1. Utilize in-house and commercial mailing lists to assist in mail and telephone communication with potential allies.
2. Assess and, if necessary, expand upon or supplement current Institute printing/typesetting capabilities to generate large volumes of quality letters from allies and coalitions.

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#### IV. Resources

##### Staff:

##### 1. Public Relations:

All staff

##### 2. State Activities:

Cannell, Woodson, regional vice presidents

##### 3. Federal Relations:

Vinovich, White, Leggett

##### 4. Administration:

Adams

**ADVERTISING ISSUE**

THE PLOTTER AND THE PLOTTER

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## ADVERTISING ISSUE

### I. Assumptions

o The anti-smoking network will continue to justify proposed cigarette advertising restrictions by citing their goal of reducing youth smoking 50 percent by 1990 and eliminating it by year 2000.

o Congressional hearings will ensue as Henry Waxman and others continue efforts to ban or severely curtail cigarette advertising and promotional activities, seeking means to avoid charges they ignore First Amendment commercial speech protections.

o Legal scholars will continue to debate implications of the July 1, 1986, 5-4 Supreme Court Posadas decision upholding a partial ban on casino advertising in Puerto Rico.

o With promotion by anti-smokers of Surgeon General Koop's mid-1986 call for local sampling bans, municipalities and state legislatures will see an

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increase in proposals to restrict advertising and sale of tobacco products. These may include curbs on billboard and transit ads and sale of cigarettes through vending machines and state and local facilities; higher minimum age laws for sale/possession of tobacco products; application of sales taxes to tobacco (and sometimes all) advertising; and denial of tax write-offs for tobacco advertising.

- o Those introducing state measures to restrict tobacco advertising and promotional activities will challenge the federal law preempting state restrictions based on health considerations.

- o The American Medical Association and the American Lung Association will work to repeal the federal preemption.

- o The anti-smoking network will monitor industry advertising and promotional activity and denounce individual "violations" to the Federal Trade Commission as deceptive.

- o State and local pressure will continue to build for school board policies forbidding student smoking in schools and at school functions. But recognizing smoking

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as a free choice for adults, most policies will stop short of a ban for adults and request teachers and school aides not smoke around students.

## II. Objective

To demonstrate to public officials, other thought leaders and the general public that cigarette makers are responsible business people, marketing their products -- with ethical brand advertising and promotional activity -- to adult smokers, not youth.

## III. Strategies, Goals and Tactics

Strategy I: Increase awareness among public officials and other decision makers that in their concern about youth smoking, the manufacturers not only avoid directing brand sales messages to youth but are trying actively to discourage their smoking.

### Goals:

1. Stimulate parent-child communication programs in five local communities each quarter.

2. Reaffirm the industry's policy against youth smoking while supporting on school premises the free choice of non-student adults, as an extension of The Institute's workplace assistance program.

**Tactics:**

1. Continue to advertise, promote and distribute the parent guidebooks "Helping Youth Decide" (HYD) and "Helping Youth Say No" (HYS) and related materials developed with National Association of State Boards of Education.
2. Improve and expand upon the 1986 local community program built around the booklets.
3. Provide materials for staff and consultant demonstration to decision makers, one on one, the good faith efforts of the cigarette makers to bring parents into the youth smoking equation.
4. Provide materials to educational organizations studying equitable smoking policies for school facilities and school sponsored activities.

5. Foster industry pride and encourage discussion by others of the industry's efforts to discourage youth smoking.

**Strategy II:** Build an awareness in both the public and private sectors of the economic contributions of brand advertising, promotional and corporate sponsorship activity to the national and local economies.

**Goals and Tactics:**

1. Work with TI's coalition specialists to unite groups supporting the industry's traditional promotion programs, including food, convenience, variety, discount and department stores, military provisioners and the two vendor trade groups.
2. Measure the economic contributions of advertising and promotional activities of cigarette manufacturers and promote use of the data at the national, regional and community level by allies and others interested in avoiding the precedent of undue government interference in the marketplace.

3. Encourage participation in the issue by suppliers of point of purchase materials and premiums, the printing trade and other allied industries.
4. Encourage the Committee for Affordable Sports and Entertainment (CASE) to expand its membership, broaden its scope and amplify its voice among thought leaders.
5. Encourage active support of those benefiting from corporate sponsorship of the arts as well as those in other industries who sponsor such activities.
6. Work more closely with other trade groups and business associations to present current threats to cigarette advertising as infinitely more than just a tobacco issue.

**Strategy III:** Position proposed restrictions as constitutional issues that set dangerous precedents and deny consumers information while defending the public's access to corporate-supported, affordable leisure time activity.

### Goals and Tactics:

1. Focus the spotlight wherever possible on third parties, providing data, materials and other resources as necessary in support of their activities.
2. Contract for research on any effect of advertising on youth smoking behavior to be published by the author by mid-1987.
3. Contract for research to demonstrate the lack of correlation between advertising and promotional spending levels and smoking trends.
4. Support Media Relations' efforts to steer broadcast media guest requests to our allies.
5. Use public opinion research published by the pollster to put in perspective the public approval of tobacco industry support of diverse special events and attractions.

**Strategy IV:** Continue efforts to focus public attention on First Amendment rights and freedom of choice.

Increase the cigarette industry's credibility in defense of commercial speech by encouraging others to become involved in the whole issue.

**Goals and Tactics:**

1. Seek broad-based corporate cooperation with the cigarette industry in funding a symposium, The First Amendment and Commercial Speech, to be sponsored in summer 1987 by the American Civil Liberties Union and the Freedom of Expression Foundation (produced by the latter). Include discussion of the effects of ad restrictions on competition, free access to consumer information, freedom of choice, etc.
2. Develop for announcement at the symposium a new annual award for outstanding devotion to the traditional protections of the First Amendment.
3. Continue contact with the Commission of the Bicentennial of the U.S. Constitution, the First Amendment Congress, the American Bar Assn. and the American Library Assn. to take a leadership role in activities related to commercial speech.



4. Working with Media Relations staff, explore similar opportunities with the Reporters Committee for Freedom of the Press, Sigma Delta Chi and professional trade associations of minority news media, e.g., the Association of Black Journalists and the National Association of Hispanic Journalists.

#### IV. Resources

##### A. Staff

1. Management:

Duffin

2. Division staff:

Panzer, Stapf and Media Relations,  
Production Services and Information  
Center staffs

3. Other staff:

State Activities and Federal Relations  
Divisions, their staffs and consultants

##### B. Consultants

1. Education organizations and consultants
2. Public Relations counsel

3. Research firms as necessary
4. First Amendment consultants

**C. Materials**

Booklets, folders, news releases, audio and videotapes, HYD and HYS materials, other printed materials

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**PUBLIC SMOKING ISSUE**

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## PUBLIC SMOKING ISSUE

### I. Assumptions

o Federal, state and local public smoking activity is increasing. As of June, 1986, 6 bills were pending at the federal level; 121 state and 115 local bills have been introduced. Only four state proposals have been enacted in 1986, but local legislation has a greater chance of passage -- 30 bills (26 percent) have been approved so far this year. Since the first public smoking legislation was passed in 1973, some 40 states and 150 localities have restricted smoking in public places; 15 states and 119 localities restrict smoking in the workplace.

o Although some employers will implement smoking bans and discriminatory hiring policies, most attempt to accommodate smokers and nonsmokers. However, the public, the business community, and the news media perceive a growing trend toward severe restriction.

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o Most legislation and restrictions are based on the alleged health effects of environmental tobacco smoke. Additional research findings are anticipated: a 1986 Surgeon General's report, two National Academy of Sciences reports and additional findings published in the scientific literature.

o Employers/restaurateurs will receive substantial pressure from anti-smoking organizations to restrict smoking to protect the public's health and to increase corporate profits.

o Although there has been increased attention focused on the broader issue of indoor air quality, public smoking is viewed as a separate and distinct issue. Public smoking restrictions continue to be viewed as an alternative to improving indoor air quality.

o Employers/restaurateurs would prefer to develop their own response to the issue rather than respond to specific legislation or to anti-smoker demands. They are receptive to providing reasonable accommodation without causing major disruptions. Institutions responding in a pragmatic manner are more likely to implement reasonable responses.

o The Public Relation Division can call upon considerable resources to broaden the issue to the greater problem of indoor air quality and to assist employers/restaurateurs in dealing with the public smoking issue in a responsive, yet reasonable, manner. Although The Institute has provided assistance to a number of institutions, many are unaware of The Institute's resources and its willingness to provide assistance.

## II. Objective

To discourage legislators and organizations from unfairly discriminating against employees and others who smoke.

## III. Strategies, Goals and Tactics

Strategy I: Focus greater attention on the broad issue of indoor air quality.

### Goals:

1. Encourage scientific research and publication of articles that point to environmental tobacco smoke as a minor indoor air quality factor.

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2. Conduct at least 100 briefings on the broader issue with officials from labor, industry, trade, environmental groups and the media throughout 1987.
  3. Conduct air quality studies utilizing commercial expertise in 75 buildings where restricting smoking is being considered and/or in states or localities considering legislation restricting smoking.
  4. Utilizing results from air quality studies, seek to repeal existing corporate smoking restrictions, and/or assist State Activities Division in efforts to repeal local laws.

**Tactics:**

1. Continue to assist the Federal Relations and State Activities Divisions in opposing unnecessary smoking restriction legislation, emphasizing the need to examine the broader issue of indoor air quality. Provide scientific consultants, economic and demographic arguments, legal and labor materials and witnesses for briefings with legislators, public officials and private industry.
2. Point to smoking restrictions/bans as an ineffective response to poor indoor air quality. Prepare and promote positive case studies where indoor air quality was improved without restricting smoking.

3. Encourage continued and expanded participation by scientific consultants on committees of organizations studying indoor air quality.
4. Seek support among labor, industry, trade, environmental groups and the scientific community to establish an independent organization that would encourage discussion of the broader indoor air quality issue via research, publication and seminars.
5. In consultation with the State Activities Division and organized labor, identify institutions that have imposed smoking restrictions in an attempt to improve indoor air quality. Use ventilation studies to demonstrate that such restrictions have had no effect on indoor air quality.

**Strategy II:** Work with employers, restaurateurs and business organizations to increase awareness and credibility of The Institute's workplace/restaurant programs.

**Goals:**

1. To conduct in 1987 at least 200 workplace smoking issue briefings with institutions that are facing the issue. A briefing shall consist of either an on-site



visit by an Institute representative possibly accompanied by a specialty consultant, or a detailed phone/correspondence briefing. Follow up on all briefings.

2. To conduct in 1987 at least 25 workplace/restaurant issue briefings with executives of state or local chambers of commerce or restaurant associations.
3. To make workplace/restaurant group presentations before 20 meetings of professional associations (i.e., American Management Association, National Restaurant Association) by the end of 1987.
4. Provide workplace/restaurant written issue briefing materials to 100,000 employers/restaurateurs during 1987. Briefing materials include Institute publications and materials produced by state and local chambers of commerce and restaurant associations; and they may be provided either as a result of presentations before trade groups, work with chambers of commerce, etc. Follow up as needed.
5. Respond -- via letter or telephone call -- to all requests for assistance and/or information. Follow up all responses until final disposition.

**Tactics:**

1. Continue targeted mailings establishing The Institute's expertise and willingness to provide assistance. 1987 mailings will focus on Fortune 2,000 corporations and Inc.'s fastest growing companies. In consultation with State Activities Division, mailings will be prioritized according to states and localities facing workplace smoking legislation. Each mailing will be followed up with a telephone call.
2. Cultivate relationships with state and local chambers of commerce and restaurant associations. Target meetings in consultation with State Activities Division, field staff, National Restaurant Association and the U.S. Chamber of Commerce.
3. Corporate briefings will be determined as follows.
  - A. Companies with which we have already established contact yet which have not yet required a briefing.
  - B. As a follow up to targeted mailings and phone calls.

- C. Leads from state and local chambers of commerce with which we have established a relationship, field staff, consultants, lobbyists, member companies and unsolicited phone calls.
- D. Briefings will be conducted by Institute staff and/or designated public relations counsel staff. Specialty consultants may include: legal counsel, union specialists, ventilation experts and management consultant.
- E. Continue promotion of expert legal, labor, ventilation consultants in briefings with print and broadcast media.
- F. Introduce new resources to include the following:
  - (1) Scientific analysis of and, if necessary, response to, studies/reports examining health effects of environmental tobacco smoke.
  - (2) Research on implementation/enforcement experience with smoking restriction policies and laws.

(3) Video(s) concerning effective employer/  
restaurateur response to workplace/  
restaurant smoking issue.

G. Commission economic/social science research into  
claims that smokers are more costly to their  
employers. Research may include: assessment of  
absenteeism rates, productivity, effect of  
smoking restrictions on employment in specific  
industries targeted for restrictions, i.e.,  
restaurants.

**Strategy III:** Encourage reasonable employer/restaurateur  
response to demand for smoking restrictions and in  
response to state and local legislation.

**Goals:**

See Strategy II.

**Tactics:**

1. Promote voluntary workplace/restaurant program/  
materials to targeted state and local chambers of  
commerce and restaurant associations.

2. Aggressively promote voluntary workplace/restaurant response in states and localities that are considering legislative restrictions.
3. Promote reasonable policies to employers who are considering policies or responding to state or local legislation. Maintain samples of reasonable policies to incorporate into package. Reasonable responses will accommodate smokers and nonsmokers without allowing an individual or a group of individuals to dictate preference.
4. Promote effective employee/human relations techniques in dealing with conflicts: Work with the American Arbitration Association or a similar group, to develop a program to assist managers in dealing with workplace disputes, including those between smokers and nonsmokers.
5. Promote effective ventilation, air filtration/cleaning technology as a viable alternative for employers/restaurateurs facing the issue.
6. Encourage publication in the general media of articles giving examples of reasonable responses.

**Strategy IV:** Establish a broader political and professional relationship with organizations and individuals more heavily affected by restrictions and/or concerned with the broader issue of indoor air quality.

**Goals:**

1. Expand, establish and maintain personal and professional contacts with state, local and national organizations, i.e., unions, civil libertarian groups, minority groups, veterans' groups, personnel management associations, restaurant associations, chambers of commerce, airlines and aviation trade associations, and environmental groups.
2. When possible, obtain position statements opposing restriction from such organizations.
3. Utilize materials prepared for organized labor to encourage state and local labor councils/ international unions to reasonably accommodate all members in their bargaining units.
4. Attend and/or appear on the program of conferences sponsored by such organizations.

# **Tactics:**

1. Commission research/white papers detailing appropriate organization's positions toward smoking restrictions.
2. Assist interested organizations in preparing statements opposing smoking restriction legislation utilizing research/white papers described above.
3. Encourage appropriate organizations to publicize these statements in their newsletters, in letters to the editor and in testimony before legislative bodies.
4. Conduct briefings before at least 20 state/local labor councils on workplace smoking issues.
5. Encourage neutrality on tobacco issues among organizations for which such issues are not a priority.
6. Brief civil libertarians on employer practices that discriminate against smokers. Encourage opposition to employee screening programs that may attempt to discriminate against smokers.

7. Identify legislation of interest to our allies and offer our support.
8. Where appropriate, assist third parties in legal efforts to overturn workplace smoking restrictions.

#### IV. Resources

##### 1. Staff

###### A. Public Relations:

Stuntz, Ross, Osborne, Ransome, Media  
Relations, Information Center, Production  
Services

###### B. State activities:

Becker, Woodson, appropriate field staff  
and legislative counsel

###### C. Federal Relations:

White, Vinovich

###### D. Administration:

Kastenbaum, Schoonmaker



## 2. Consultants

- A. Legal
- B. Labor expert
- C. Public relations counsel
- D. Management consultants
- E. Scientific consultants
- F. Commercial air quality inspection firm
- G. Survey firms
- H. Economists
- I. Labor Management Committee
- J. Local polling firms
- K. Local economists

## 3. Materials

- A. Backgrounders on indoor air quality and other issues of concern to third parties
- B. Examples of reasonable workplace smoking policies
- C. Chambers of Commerce issue brochures
- D. "Some Considerations" workplace kit, economic, productivity, legal, design, health and other publications

- E. Workplace materials for organized labor
- F. Case studies of reasonable responses to workplace/restaurant smoking issue
- G. How to workplace/restaurant video(s)
- H. "Fair Policy" restaurant materials including tent cards, policy certificates, program brochures, window and door decals
- I. Summaries of economic, voter and other surveys and research

**INFORMATION CENTER**

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## INFORMATION CENTER

### I. Assumptions

- o The mission of the Information Center is to provide efficient service to individuals responsible for developing policy and communicating positions on behalf of The Tobacco Institute's member companies. This service primarily involves the timely collection and dissemination of useful information and analyses.
  
- o During the first two quarters of 1986, the Information Center responded to an average of 450 requests for information per month, or roughly four requests per day per Center staff member. These requests ranged from the very simple to the extremely complex and time-consuming. They came from many sources, including staff of Institute headquarters and field offices (57%), staff of the Institute's member companies (20%), the general public and other tobacco-related organizations (19%), and legal counsel (4%).

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o Examination of the Information Center revealed that it needs, after its assignment to the Public Relations Division this spring, new procedures to fulfill its revised mission. Current inefficiencies stem primarily from TOPICS, The Institute's computer system for managing -- reviewing, indexing, cataloging, storing, retrieving and disseminating -- the enormous volume of tobacco-related information. Center staff spend too much time processing data and too little time addressing the rapidly evolving information needs of The Institute's staff and member companies.

o During the first two quarters of 1986, an average of 1325 items were loaded into TOPICS each month, while this database was accessed just 58 times per month. Of these searches, 85 percent were conducted by Information Center staff, 9 percent by a single research librarian at one of the member companies, and 6 percent by other Institute headquarters staff. TOPICS automatically performed 60 additional "Selective Dissemination Information" searches each week for 23 individuals.

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o For a variety of reasons, some Institute staff have developed alternative sources of information and analysis. Such research should be conducted by the Information Center, allowing others more time to pursue their primary responsibilities.

o In the second quarter of 1986, two changes were made to begin the process of correcting the Information Center's inefficiencies. Infolog -- which was duplicative and consumed considerable staff time -- was discontinued. In addition, in order to respond to public inquiries with more sensitivity, consistency and efficiency, the Media Relations team assumed responsibility for such inquiries, relieving the Information Center of one of its least productive tasks.

o In the last half of 1986, the Information Center staff was reduced from six to five, and vacancies were filled. A new Director of the Information Center was hired to fill a vacancy left open during the first two quarters of the year. A staff committee then began to assess The Institute's information needs; to evaluate TOPICS; and to develop a strategy to improve the Center's information management capability.

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o Further strategies to improve the Information Center will be developed as problems and needs are identified, and as the staff improves its versatility and creativity in fulfilling the Center's mission.

## II. Objective

To provide efficient service to Institute staff and member companies with respect to their research and information needs.

## III. Strategies, Goals and Tactics (For 18 months ending December 31, 1987)

Strategy I: Reorganize Information Center staff and overhaul the Information Center's operating procedures, emphasizing service and efficiency. Systematically monitor and report on this reorganization.

### Goals:

1. Be fully staffed by September 15, 1986.
2. Assign primary areas of responsibility to staff by September 15, 1986.

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3. Implement the Committee on TOPICS' plan for resolving TOPICS-related concerns within six weeks of its approval. Amend this plan accordingly.
4. Revise job descriptions, to the extent necessary, by November 1, 1986.
5. Conduct weekly staff meetings to set priorities, adjust assignments and revise operating procedures as required.
6. Prepare 12 progress reports in 1987 -- by the fifteenth day of each month.

**Tactics:**

1. Clearly define and communicate to Information Center staff the concepts of service and efficiency in providing service.
2. Monitor staff activities and efficiency through the use of a daily log and regular meetings with other Institute staff.
3. Develop strategies to reduce the time-consuming data processing required to maintain any computerized information management system.

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4. Involve all Information Center staff in research activities, as well as in the maintenance of the collection, but with deference to each staff member's primary areas of responsibility.

**Strategy II:** Establish close contact and working relationships with each of the Institute's operating divisions.

**Goals:**

1. Make presentations to all Institute staff regarding changes in the operation of the Information Center by October 1, 1986.
2. Provide a response to each request for information within 48 hours.
3. Undertake and complete at least five research and analysis projects per month.

**Tactics:**

1. Involve Information Center staff in working group meetings on specific issues, and assist in developing strategies and information to manage such issues.

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2. Through involvement in the issues management process as described above, learn and anticipate each division's specific information needs.
3. Conduct background research to become familiar with specific issues.
4. Establish a system for logging and processing information requests.
5. Review journals and other publications, and forward pertinent information to appropriate staff.
6. Conduct research on and analyses of trends to assist in long-range planning.
7. Offer services readily without overextending Information Center resources or compromising the quality of work product. Ask questions until research requests are clearly understood, particularly deadlines for finished work product.

Strategy III: Establish contact and working relationships with the Institute's member companies.

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**Goals:**

1. Make presentations to member companies through the Communications Committee regarding changes in the operation of the Information Center by October 15, 1986. Provide updates as necessary.
2. Process requests for information or assistance within 48 hours of receipt.

**Tactics:**

1. Establish a system for logging and processing member companies' requests for information or assistance.
2. Anticipate information requests by becoming familiar with issues of concern to those individuals within member companies who use the Information Center's resources on a regular basis.
3. Forward pertinent information to appropriate individuals within member companies.

**Strategy IV:** Maintain up-to-date and easy-to-use reference and hard copy collections.

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### Goals:

1. Place responsibility for managing the collections with a trained librarian by September 15, 1986.
2. Conduct quarterly surveys of Institute staff for comments and criticisms regarding the collections.
3. Conduct bi-annual surveys of Institute staff regarding the relevency and usage of the journals maintained by the Information Center.
4. Process requests for subscriptions and other publications within 72 hours of receipt.

### Tactics:

1. Ensure that all Information Center staff are familiar with the organizational systems of the collections.
2. Have reference assistance available at all times.
3. Subject to legal counsel approval, as well as to the availability of on-line commercial alternatives, purge the periodical collection on a regular basis.

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4. Establish a detailed system for logging and processing requests for subscriptions and other publications, and for following up on such requests.

**Strategy V:** Encourage and assist with the professional development of Information Center staff.

**Goals:**

1. Ensure that all Information Center staff receive formal training in the use of each of the Center's on-line commercial databases by October 15, 1986.

**Tactics:**

1. The director of the Information Center will supervise and assist staff in conducting research assignments.
2. The director of the Information Center will maintain and distribute information regarding research and writing seminars and workshops, and encourage participation by staff.
3. The director of the Information Center will maintain and distribute information on seminars and workshops regarding techniques for conducting research in federal agencies and other sources of information, and encourage participation by staff.

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4. Encourage advanced training on NEXIS and other on-line commercial databases.

**Strategy VI:** Ensure that the Information Center, in its supporting role, contributes to a more efficient and effective professional staff.

**Goals:**

1. Survey Institute staff quarterly for comments and suggestions regarding the Information Center's performance.

**Tactics:**

1. Conduct basic but time-consuming research and analysis for the professional staff.
2. Monitor and report on hearings and meetings, as appropriate.
3. Prepare briefing papers and notebooks, as appropriate.

**Strategy VII:** Conduct audits of work product to ensure quality -- i.e., accuracy, precision and comprehensiveness.

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**Tactics:**

1. Ensure that all requests for substantive research are funneled through the Director of the Information Center for processing. (Revise this procedure if and when appropriate.)
2. Ensure that all work product is reviewed and edited by the Director of the Information Center. (Revise this procedure if and when appropriate.)

Strategy VIII: Develop an external network of sources of information.

**Goals:**

1. Establish a card file on all governmental, educational, legal and special libraries in the metropolitan area by October 1, 1986.
2. Make formal contact with at least one librarian or information specialist per week.

**Tactics:**

1. Participate in professional associations, seminars and other fora for information specialists.

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2. Make formal contact with information specialists and librarians at all governmental, educational, legal and special libraries.
3. Explore possibilities for lending and borrowing hard copy materials.



**PRODUCTION SERVICES**

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## PRODUCTION SERVICES

### I. Background and Assumptions

o New York, Chicago, Los Angeles and Dallas are centers of graphic design. By comparison, Washington, D.C., has relatively few art studios and printing companies. The group's role is to find and utilize the best services for The Institute's specific needs.

These needs generally consist of publication design, slide presentations, photography, printed materials and mailing services. Audio-visual and desk top publishing are areas to be explored in 1987.

o Communicating with Institute staff on projects is an important area that needs attention. Projects, regardless of complexity, require as much initial input as they do follow through.

o Due to the importance of the issues, deadlines need to be met. Each stage of the production process involves careful planning and managing in terms of time and budget. Streamlining all phases is necessary.

- o Production of printed materials increased by an estimated 20% in 1986. At the same time, bringing project management in house resulted in some lower unit costs by eliminating agency fees.
- o Large contracts with vendors are based on competitive bidding proposals. However, more projects should be bid competitively to stay within budget limitations and to maintain quality control and accuracy.
- o This was our second year requiring union shop involvement in major projects. PSD regularly reviews vendors and their specialty services.
- o The reassignment of PSD to the Public Relations Division resulted in an increase in workload. To compensate, staff duties were rearranged. Clarification of new tasks and employee development need to be addressed.

## II. Objective

To produce high quality, accurate graphic materials in a timely and economic manner.

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### III. Strategies, Goals and Tactics

**Strategy I:** Increase TI staff knowledge of PSD capabilities and guidelines related to the production of graphics and publications.

#### **Goals and Tactics:**

1. Issue departmental contact sheet stating who is responsible for specific tasks. Update accordingly.
2. Stress to staff that PSD must be informed, well in advance, of upcoming conferences, projects, etc., that require visual support. Require written directions and time table on all projects. PSD will negotiate reasonable deadlines and plan to meet 100% of them.
3. Involve and apprise Institute clients at every stage of each project. All stages will require signature and date of responsible staff before proceeding to next step; PSD will attach necessary form.
4. All completed projects will be reviewed by PSD staff and clients to determine that project needs were satisfied. A record of the meeting will be filed and reported on in each monthly project report.

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5. Continue publication cost/quality recaps and distribute on a timely basis.
6. On the first of every month, issue a publication inventory for all cost centers. Distribute to appropriate personnel.
7. Update and issue publication list bi-monthly to maintain maximum use of publications by member companies and the general public.
8. Support TI staff on audio-visual aids. Update and repair equipment as necessary.
9. Train assigned staff on equipment.
10. As a means of measuring quality, enter selected T.I. publications in more awards competitions.

Strategy II: Maintain working relationships with vendors to ensure high quality output on a timely basis with minimal costs.

**Goals and Tactics:**

1. Conduct bi-annual review of vendors in: typography, design, printing and mailing. Maintain profiles of each company in PSD files.

2. Produce written estimates for staff on any project involving design/printing in which costs will exceed \$500.
3. Have comprehensive bids submitted on projects that will exceed \$10,000, time permitting.
4. Produce production schedules on all projects. Coordinate projects with designers, printers and TI clientele. Changes in schedules must be submitted to PSD in writing.
5. Devise and maintain a written evaluation form for each project. After completion of a project, review of design/printing quality and procedures will be recorded and filed.

**Strategy III:** Continue development of staff.

**Goals and Tactics:**

1. Identify developmental needs for all staff. Beginning in January, implement plans for specific areas recognized. Review quarterly.
2. Conduct weekly staff meetings to keep abreast of departmental workflow and upcoming Institute needs and projects.

3. Identify and use educational seminars as part of training.
4. Maintain staff involvement in Art Directors Club.
5. Identify and propose purchase of materials and periodicals that will aid staff appropriately.

#### IV. Resources

##### A. Staff

Production Services: Dedick, Nordahl, Davis  
Public Relations: Buckley, Pinkney  
Administration: Cox, Grays, Evans, Jones,  
Miller, Estes, Ott

##### B. Vendors

Typographers, Design studios, Freelancers,  
Photographers, Printers and Mailers

##### C. Clients

TI staff, other supportive organizations

**D. Materials**

Supplies for in-house equipment: wax, cartridges and type wheels for Kroy, paper and film for Video-Show, miscellaneous drawing supplies and tools.

**E. Files**

Photo, Slide, Art and Publication



## **DIVISION MANAGEMENT**

## DIVISION MANAGEMENT

### I. Background and Assumptions

In 1986:

- o The Public Relations Division's activities evolved toward legislative support and away from public communication. Both functions are legitimate; efforts to strike a balance between the two required substantial overtime work and budget realignments.
- o The Division experienced its first full year operating under an issues management plan, generating monthly and quarterly activity reports.
- o Although the Division was inundated with unanticipated assignments (generated primarily by federal legislation), burdens within the division were even heavier, requiring a substantial midyear shift of Public Relations Division funds. Included among the necessary PR economies was a reduction in certain printing costs, renegotiation of consultants' fees and elimination of projects regarded as postponeable or unnecessary.

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o The Division became more efficient with a higher level of staff contributing directly to major efforts (and thereby avoiding the use of consultants). In general, staff produced greater volumes of higher quality work, and as such earned higher performance ratings. Three staff members earned promotions.

o For the first time, the Division experienced significant turnover with three of five media relations positions occupied by new personnel; three of five support staff positions filled by new staff; a new editor and issues coordinator. It appears that most of this turnover has been beneficial to the Division.

o The Division was given additional responsibilities. As the year began, the Production Services group was placed under Public Relations management. In the early spring, the Information Center was assigned to the Division. Both groups were reorganized to make them more service oriented.

o Communication within the division and relations with other divisions improved. Progress in both areas is still needed.

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## II. Division Management Objective

To establish and maintain an effective, responsive and efficient division.

## III. Management Strategies,

Strategy I: Plan and systematically report on all significant activities.

### Tactics:

1. Present 1988 program plans to the communications committee in september 1987.
2. Prepare 12 monthly progress reports in 1987 on the 15th day of each month.
3. Prepare monthly budget variance reports: to be submitted with the "project progress reports."
4. Prepare weekly prospective external team travel calendars.
5. Prepare quarterly activity reports for the institute president within 10 days of the end of each quarter.

6. Issue annual activity report at 1987 annual meeting.

**Strategy II:** Maintain a motivated, trained, productive, properly informed and supported workforce.

**Tactics:**

1. Identify developmental needs of all staff and actively pursue improvements through formal and informal training methods. Make each employee accountable for his/her own development.
2. Establish performance goals for each staff member. Review progress towards these goals and conduct scheduled salary and performance reviews.
3. Conduct monthly staff meetings and, as necessary, semi-monthly team meetings, weekly meetings of groups working individual issues.
4. For all staff: conduct one legal, four state and federal legislative, and four issues briefings in 1986. These may coincide with staff meetings described above.
5. Identify staff backup for all major functions; make assignments and conduct training as required.

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6. Provide word processors for all staff with substantial writing assignments by January 1, 1987.
7. Work with Data Processing staff to provide direct access to data bases for key issues and media staff.  
(See Information Center plan.)

**Strategy III:** Ensure efficient use of human and other resources.

**Tactics:**

1. Examine by September 30, 1986, all consulting relationships expected to result in more than \$25,000 in 1986 expenditures. Determine potential for negotiating more favorable 1987 contract terms.  
Action as indicated.
2. Take advantage of all discounts by ensuring timely processing of invoices.
3. Encourage execution of project details at most junior level appropriate.
4. Actively negotiate best discounts on any advertising of availability of Institute materials and spokes-people, by means such as coordinating purchases with

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member companies, selecting cost effective formats and, where consistent with advertising objectives, favoring publications which offer special discounts to The Institute.

5. Through surveys, examine the readerships of all Institute periodicals to determine whether all readers are appropriate, whether publications are regarded by readers as adequate sources of information, and whether they are serving Institute objectives sufficiently. Make adjustments accordingly.
6. Encourage the use of staff resources before consultants are utilized.
7. By end of second quarter 1987, establish written procedures for all appropriate tasks including legal clearance, the ordering of major resources, the management of projects and the processing of invoices, press releases, the Tobacco College, and The Tobacco Observer.

#### IV. Resources

##### 1. Division Management:

Kloepfer, Sparber, Duffin, Panzer, Stuntz,  
Stapf, Lyons, Dedick

**2. Other staff:**

Milway, Adams, Hilderley (data processing staff)

**3. Consultants:**

Administration's data processing consultants,  
training personnel, courses as required

**4. Materials:**

- A. Existing plan and report formats
- B. Data processing programs
- C. Speakers' scheduling
- D. Personnel handbook
- E. Word processor terminals