

PUBLIC RELATIONS DIVISION
TOBACCO INSTITUTE
COMMUNICATIONS MISSION STATEMENT

The mission of the public relations division of The Tobacco Institute is to support the objectives of The Institute by developing, recommending and implementing communications programs targeted to key or mass audiences as appropriate which help accomplish the following equally important goals.

- o Create a climate in which Tobacco Institute and tobacco industry views can be communicated with credibility.
- o Build and maintain awareness of tobacco industry positions on important tobacco-related issues;
- o Build and maintain recognition of the contributions of the industry on a local, state and national basis;
- o Create awareness of the tobacco industry as a socially responsible member of the business community;
- o Monitor activities of anti-tobacco organizations and be prepared to counter unwarranted allegations and charges with factual information distributed through the public media or other appropriate sources.

In addition, The Tobacco Institute public relations divisions will provide advice and counsel to executive management of The Institute, other Institute operating units and, as

appropriate, to the member companies regarding potential media and public impact of planned Institute or member company activities which fall within the scope of Institute functions. The public relations division will also serve as a contact for other Institute divisions and the member companies for facts and statistics which fall within the scope of Institute activities. To the extent possible, the public relations division will seek to coordinate member company public communications on key industry-wide issues.

(Approved by the Communications Committee August 23, 1983)

Successful execution of the newly stated mission will require new allocations of resources and new procedures, spelled out in detail of the following pages, in these areas:

Oversight

A functioning, industry-wide Communications Committee is already in place.

Staffing

Present staff must be redeployed into issue management and support including regional assignments; a modest staff must occur immediately; expanded functions of outside communications counsel and consultants are defined.

Communications media

Significantly adjusting from the recent past, the publications title list is to be consolidated; film production and use increased; speaker assignments expanded; paid media somewhat reduced; media initiatives substantially increased.

Research and Responses

Special emphasis is placed on a newly designated staff function: an "ombudsman" role involving opinion research, solicitation of audience reactions and internal critiques of Institute output.

An immediate reorganization of the Communications Division is planned. Its present organization format -- three subdivisions responsible for publications, public appearances, and special projects and media relations, respectively -- has outlived its usefulness.

The division is to function henceforth with line (issue management) and staff (support services) subdivisions.

The line will consist of issue managers for

- o Taxation, Economics, Heritage and "Family"
- o Youth
- o Workplace
- o Fire
- o Public Smoking
- o Health

The staff will be responsible for

- o Media
- o Advertising
- o Publications
- o Public Speaking
- o Special "Family" Communications
- o Research and Analysis
- o Production and Mailing Services

- o International Liason
- o Performance Evaluation

The following sections set forth recommendations for issue management activitites through 1984. Staffing details appear at the end of this document.

Issue Management: 1984

I. Taxation, Economics and Heritage

The Issue

Opposition to federal taxation of cigarettes, always an Institute responsibility, required no public communication before 1982, in the absence of any significant Congressional interest. Opposition to state and local cigarette taxation became an Institute task in the same year, with amalgamation of the Tobacco Tax Council.

Through 1984, vigorous public communication activity is required.

- o To fortify the climate for "sunset" of the 1982 federal excise increase

- o To discourage "user tax" concepts regarding federal health care revenues

- o To help assure alternatives for necessary state and local revenues

As of October, 1983, at the direction of the Executive Committee, an outside contractor is attempting formation of a multi-industry federal anti-excise coalition to oppose all excises with lobbying and communications strategies. Its success is not guaranteed.

Also in 1983, the State Activities Policy Committee has approved a detailed communications - lobbying plan, targeted to each state independently, prepared jointly by the State Activities and Communications Divisions. The plan remains untested as of October.

Proposed Program

Goal: Persuasion of the public and legislators that cigarette excises are regressive, discriminatory and counter-productive.

Strategy 1: Marshaling the evidence.

Activity 1: Assembly of all relevant documents and information available to The Institute and its adequacy evaluation has begun and must be completed in 1983.

Activity 2: Plans for a new Wharton-type study, now being made, must be completed by The Institute's Administration Division in 1983.

Strategy 2: Expert Resources.

Activity 1: Two economists now retained by The Institute must begin a series of anti-excise articles for journal and popular publication.

Strategy 3: Publicity.

Activity 1: Evaluation of The Institute's anti-excise and state plans as soon as possible.

Activity 2: Quarterly tobaccoland media placements on state economic input.

Activity 3: Semi-annual national versions of Activity 2.

Activity 4: Electronic versions of Activities 2 and 3.

Activity 5: Direct-mail versions of Activities 2 and 3 for state public officials and Chambers of Commerce.

Activity 6: Coordinate member executive visits to major suppliers for economic impact briefings.

Activity 7: Special spokesman placement on economics-oriented broadcasts.

Activity 8: Special spokesman placement before business organization audiences.

Activity 9: Provide support for legislative dinner briefings.

Activity 10: Exploit new Wharton-type study results.

Activity 11: Direct-mail to public officials and Chambers of Commerce on negative effects of excises.

Activity 12: Story placement on economic and minority regressiveness of excises.

Activity 13: Advertising in selected jurisdictions.

Activity 14: Publication or republication of ten tax-economics-heritage-related publications.

Activity 15: Provide support for new tobacco "family" membership organization and for TAN communications.

II. Youth

The Issue

Cigarette companies are accused of using sophisticated marketing techniques to tempt youngsters to smoke, thus setting the stage for their later possible illness and death. This is the rationale for labeling and sampling legislation and other advertising regulation.

We state that smoking is a matter for informed, adult choice, and document various voluntary steps taken by member companies to minimize brand promotion to youth.

But we are asked repeatedly by critics and friends to demonstrate our concern, not simply express it.

Proposed Program

Objective I. To increase public awareness that the tobacco industry does not market cigarettes to youngsters.

Objective II. To demonstrate to public policy-makers and others concerned with the welfare of youngsters that the industry is acting responsibly in this area.

Strategy 1: Marshaling the resources.

Activity 1: Completion of the youth "white paper" now being written by an Institute consultant.

Strategy 2: Continued exposure of the industry's policy, stated as often and as directly as possible.

Activity 1: Aggressive use of the policy by Institute speakers and representatives in all public opportunities, i.e. radio and television talk shows.

Activity 2: Feature coverage of such stories as the selection of advertising models who do not appeal to youngsters. (To be handled by member companies).

Activity 3: Continued use of Advertisement #4 in publications read by key members of Congress, journalists, other legislators, and leaders of child welfare and education organizations.

Activity 4: Sticker worded, "Smoking is an adult's choice, if you are not an adult, please do not use this machine." on vending machines. Project to be handled cooperatively with distributors' associations.

Activity 5: Sign worded, "Smoking is an adult's choice. If you are not an adult, please do not ask us to sell you cigarettes." To be used with point-of-purchase displays and racks. To be handled individually by member companies.

Activity 6: Poster with above message displayed by all participating merchants. To be distributed by member companies' sales forces.

(example of artwork available)

Strategy B: Establish and maintain positive working relationships with well-respected child welfare and/or education organizations.

Activity 1: Re-engage youth consultant who was available in 1982.

Activity 2: Production of a booklet to help parents improve their relationships and increase their influence over teenagers. This booklet should place smoking in the context of all of the decisions teenagers face.

Activity 3: Work with a respected child welfare or education organization to jointly offer the booklet to parents.

Activity 4: Jointly promote the booklet in publications aimed at families and educators, both through paid advertising and feature articles.

Activity 5: Encourage an officer of the co-sponsoring organization to discuss the program in the mass media, before audiences concerned with child welfare, and in private sessions with public policy-makers.

Activity 6: Implement the additional steps discussed by the Communications Committee and pending in October 1983 before the Executive Committee.

III. Workplace

The Issue

In one defined area of the environmental smoke issue -- the enclosed workplaces where smoking occurs -- groups and individuals are using a variety of legislative, litigative and pressure tacts to segregate smokers or prohibit smoking. Motivations range from organizational (use of this strategy as part of a larger goal of a "smoke-free" society) to personal (self-protection and comfort).

Proposed Program

The Institute communications staff and the Communications Committee chairman have provided complementary proposals subject to the Committee's approval in October, 1983. Pending committee action, the staff proposal is outlined on the following pages...

WORKING PLAN -- WORKPLACE
PROGRAM

I. DEFENSIVE STRATEGIES

AUDIENCE: Workplace decision-makers, principally financial and personnel managers.

I. GOAL

Contain William Weis and others who claim that smokers cost their employers more than nonsmokers.

DOCUMENTATION

Lewis Solmon critique of Weis research. (Appendix B)

A. STRATEGY

Confront Weis directly through the press and through business forums, using Solmon's research.

TACTICS

(See memo, Appendix B, for all results to date and media lists.)

1. Develop fact sheet and summary on Solmon's research and a biography on Solmon to use with reporters and editors.
2. Contact management and labor relations journals and national business press. Arrange interviews with Solmon or seek coverage of Solmon's arguments in articles already being prepared on the subject.
3. Write letters-to-the-editor to those publications which have covered the smoking issue but ignored Solmon's argument. Letters will stress Weis' biased, inaccurate findings.
4. Write letters-to-the-editor supporting articles which present issue objectively.
5. Prepare one article for placement in those journals which are interested in the story but lack staff to conduct interviews and write columns.

| Status | Responsi- bility |
|----------|---------------------|
| Complete | |
| Complete | O&M PR |
| On-going | O&M PR LS |
| On-going | O&M PR |
| On-going | O&M PR * |
| Complete | O&M PR |

| | Status | Responsi- bility |
|---|----------|---------------------|
| 6. Conduct "media tour" in Seattle, where Weis has strongest support, using Solmon as spokesperson. Pitch all Seattle media outlets. Encourage journalists to contact Weis. | Complete | O&M PR LS |
| 7. Conduct media tours with Solmon or arrange meetings with local officials in other cities as requested by political staff. Possibilities are San Francisco and Los Angeles. | On-going | O&M PR LS |
| 8. Challenge Weis to debates with Solmon in Seattle; e.g., Seattle Rotary Club, and before other appropriate business groups. | Ongoing | O&M PR LS |

AUDIENCE: Workplace decision-makers.

II. GOAL

Convince businesses and agencies which must implement a policy to implement one which is most fair to all employees.

DOCUMENTATION

Alternative smoking restriction policy. (Appendix C)

A. STRATEGY

Provide an alternative policy to organizations which must implement smoking restrictions.

TACTICS

1. As requested by TI Area Directors, provide a supply of the policy to State Chambers of Commerce and/or other business associations and encourage them to use with local businesses faced with the issue. The policy should be part of a complete information package comprised of materials discussed throughout this program.
2. Provide above materials to organizations which contact us and say they intend to restrict smoking but are looking for ways to do so equitably.

| Status | Responsibility |
|---------------|----------------------|
| Complete | |
| See Timetable | * RM Area Dir. |
| On-going | * RM Area Dir. |

II. OFFENSIVE STRATEGIES

AUDIENCE: Union leaders.

III. GOAL

Increase union leadership opposition to smoking restrictions unilaterally imposed by employers or as proposed by rank and file members.

DOCUMENTATION

- | | Status | Responsibility |
|---|---------------|----------------|
| o Resolution, speeches and other written materials from other unions. | On-going | |
| o Survey of first-line supervisors. (Appendix H) | See Timetable | |

STRATEGIES

- A. Demonstrate to union leaders the negative effects of smoking restrictions.
- B. Characterize the issue of lifestyle restrictions as one which diverts attention away from real issues.
- C. Present the tobacco industry as a potential labor ally on a variety of issues. (See Appendices D and E)

TACTICS

- | | | |
|---|---------------|-------------------|
| 1. Develop and place ten articles on discrimination against union members who smoke, in labor publications. | 1984 | O&M PR |
| 2. Encourage three prominent union officials to write guest columns on the divisive effect of smoking restrictions. Columns should appear in labor publications. | 1984 | O&M PR |
| 3. Encourage a prominent labor attorney to write and publish an article on the dangers of unilaterally-imposed smoking restrictions in a prominent labor publication. Seek interviews for this lawyer with labor publications and labor reporters at business publications. | See Timetable | * CM O&M PR |
| 4. Encourage five labor leaders to make speeches or conduct workshops, as appropriate, at significant labor conventions, on the overall question. | 1984 | * CM O&M PR |

| | Status | Responsibility |
|--|---------------|-------------------|
| 5. Develop and place three articles on "smoking restrictions" as an issue which diverts attention away from real workplace issues. | See Timetable | O&M PR |
| 6. Arrange interviews for five labor representatives with labor publications and labor news services, through Press Associates International and AFL-CIO News Service. | See Timetable | * CM O&M PR |
| 7. Write letters-to-the-editor to business and labor publications for signature by labor leaders or rank-and-file members as needed. | 1984 | O&M PR |
| 8. Encourage adoptions of resolutions which state opposition to workplace smoking restrictions; seek coverage of the resolutions in labor publications. | 1984 | * CM O&M PR |

AUDIENCE: Financial officers and members of financially related legislative committees.

Status

Responsibility

IV. GOAL

Increase awareness of corporate financial officers, members of financially related legislative committees, and financial officers of public agencies that smoking restrictions result in unforeseen costs.

DOCUMENTATION

Cost analysis of corporate smoking restrictions. (Appendix F)

STRATEGY

- A. Demonstrate the various costs imposed by smoking restrictions via a comprehensive cost analysis of corporate smoking restrictions.

See Time-table

T-R
*

TACTICS

1. The director of corporate relations, with assistance from the task forces (see Appendix G for task force descriptions), will meet with financial officers to discuss the cost analysis study. Meetings will involve financial officers who are current contacts.
2. The director of corporate relations and other Institute staff will offer to conduct similar meetings with organizations which contact The Institute.
3. Prepare a summary of study and cover letters which provide an overview of the issue and contain coupons for additional information.
4. The task forces and the director of corporate relations will mail above information to personal contacts (financial officers) at Fortune 500 companies, major public agencies, and other business establishments with the potential for high visibility or significant impact. The correspondence will include an offer for a meeting with industry personnel.
5. Supply industry lobbyists with the study and a summary for use with legislators. Provide briefing at lobbyist meetings.

1984

*
T-F

1984

*

1984

O&M PR
*

1984

T-F

1984

*

| | Status | Responsi- bility |
|---|--------|---------------------|
| <p>6. Prepare press materials based on the study. These should include:</p> <ul style="list-style-type: none"> o A press release announcing the study's outcome and its implication for business. o A one-page fact sheet highlighting findings. o A question and answer backgrounder with a Touche Ross consultant or a financial officer of one of the organizations studied, if possible. o A general issue summary. | 1984 | O&M PR |
| <p>7. Use the above press materials to seek Institute speaker interviews with all national business media and financial trade publications listed on pages 34-35.</p> | 1984 | Support Staff |
| <p>8. Prepare five op-ed pieces for submission to appropriate trade journals appearing in same list (many journals are technically, not issue, oriented).</p> | 1984 | O&M PR |
| <p>9. Write letters-to-the-editor in response to both favorable and unfavorable coverage of the study. Such letters will be for the signatures of Touche Ross or other financial consultants; a financial officer in one of the organizations studied; a financial officer in an allied organization; the director of corporate relations or a task force member.</p> | 1984 | O&M PR |
| <p>10. Prepare three short feature stories on specific portions of the research, in a popularized manner, for general managerial publications listed on pages 34-35. Such stories will present hypothetical workplace scenarios regarding the smoking issue and describe the study's implications for such situations.</p> | 1984 | O&M PR |

AUDIENCE: Labor relations executives, personnel administrators, and general managers.

Status

Responsi-
bility

IV. GOAL

Increase awareness of labor relations executives, personnel administrators, and general managers that unnecessary smoking restrictions impose employee relations problems such as:

- . introducing restrictions as part of the collective bargaining process;
- . hurting employee morale;
- . disrupting workflow; and
- . potential discrimination.

DOCUMENTATION

- o Resolutions, speeches, articles and other written materials signed by union leaders and/or members. On-going
- o Survey of first line supervisors showing that as workplace issues go, smoking is a low priority. (Appendix H) See Time-table

STRATEGIES

- A. Demonstrate to labor relations executives that unions (especially those with which they have contacts) oppose unnecessary smoking restrictions by promoting resolutions and other written materials signed by union leaders or members. 1984
- B. Demonstrate, with results of supervisor survey, that as workplace issues go, smoking is of minor concern. 1984

TACTICS

- 1. The director of corporate relations, with assistance from the task forces, will meet with labor relations and personnel executives to discuss the results of the survey and findings from meetings with labor union officials (see page 5 for discussion of organized labor strategies). 1984 *
T-F
- 2. Prepare a summary of the survey and background information explaining the results of labor union activities (e.g., resolutions and statements by labor officials) that support the industry. 1984 O&M PR
RAC

| | Status | Responsibility |
|--|--------|----------------|
| 3. Mail this summary to personnel and labor relations executives in the Fortune 500 and in major public agencies, with a letter explaining the labor/employee relations angle and its relationship to the general issue. The letter will contain a coupon for additional information and an offer from industry personnel to meet with the recipient. The director of corporate relations or a task force member will sign the letters. | 1984 | * T-F |
| 4. Prepare press materials on the study and, if appropriate, on the results of our work with organized labor. The materials should include: <ul style="list-style-type: none"> o A news release announcing the survey results and their implication for employee relations. o News releases developed regularly, on newsworthy developments resulting from labor relations activities; e.g., a union member discriminated against because he or she is a smoker; a labor leader's speech; a union resolution. o A capsulized version of the survey, showing key results. o A summary of the entire issue. o A question and answer sheet with a rank and file union member or labor leader discussing the issue. | 1984 | O&M PR |
| 5. Send releases on labor developments to labor relations trade journals. | 1984 | O&M PR |
| 6. Arrange interviews between the corporate relations director and/or friendly labor officials and labor reporters at THE WALL STREET JOURNAL, THE NEW YORK TIMES, THE LOS ANGELES TIMES, TIME, NEWSWEEK, Associated Press, UPI, and other national media which maintain labor desks. | 1984 | * O&M PR |
| 7. Prepare op-ed pieces, short feature articles, and write letters-to-the-editor in a fashion | 1984 | O&M PR * |

similar to that recommended for strategies aimed at financial executives (page 8). Pieces should be by-lined by the director of corporate relations or labor officials willing to speak on the issue.

AUDIENCE: Benefits administrators.

Status

Responsi-
bility

IV. GOAL

Increase the awareness of benefits administrators of misleading insurance marketing practices such as nonsmoker discounts.

DOCUMENTATION

Investigation of insurance marketing practices. (Appendix I)

See Time-
table

STRATEGY

- A. Through the investigation, demonstrate to benefits administrators that: non-smoker insurance discounts are little more than a marketing technique; that they have no actuarial relevance; and that they are not enforced are essentially unenforceable.

TACTICS

- | | | |
|--|------|------------------|
| 1. Prepare summaries of the results of the survey for benefits administrators and for the press in a manner similar to that described in previous sections. | 1984 | IMSINC O&M PR |
| 2. The director of corporate relations and task force members will use this information in meetings with benefits administrators | 1984 | * T-F |
| 3. Seek interviews for the Director of Corporate Relations, with business reporters of national news publications, with national business publications, with all management trade journals listed on pages 27-28; and with regional publications near any company known to conduct such marketing practices. | 1984 | O&M PR * |
| 4. Prepare three short feature stories capsulizing the issue for placement in management journals listed on pages 34-35. | 1984 | O&M PR |
| 5. Prepare letters-to-the-editor and op-ed pieces for signatures of the Director of Corporate Relations, a task force member or an industry ally, in response to all coverage of this aspect of the issue. | 1984 | O&M PR * |

6. Encourage coverage of insurance company marketing discrepancies by consumer reporters. (For example, insurance companies' positions on "uni-sex" rating are sharply inconsistent with non-smoker discounts.)

| Status | Responsi- bility |
|--------|---------------------|
| 1984 | O&M PR |

AUDIENCE: Medical directors.

VII. GOAL

Increase the awareness of corporate medical directors that existing research on the effects of ambient smoke is inconclusive.

DOCUMENTATION

Report from the University of Geneva on ambient smoke effects.

STRATEGY

A. Introduce the Geneva study and other available research to medical directors.

TACTICS

1. Prepare summaries of the University of Geneva report for use with the non-scientific medical journals, the business media and with corporate medical directors.
2. Mail one version to medical directors of Fortune 500 companies, major public agencies, and other significant business establishments with a cover letter from the Institute medical consultant explaining its relevance to workplace smoking policies. The letter should contain a coupon for additional information and an offer from The Institute medical consultant to meet with the medical director.
3. The Institute corporate relations director or task force members will include this in materials sent to companies requesting assistance or information on the issue.

Place the public smoking ad in business journals as recommended by the Institute advertising agency.

| Status | Responsibility |
|-----------------------------|----------------|
| Pending SH&B Approval | SHB PGS |

AUDIENCE: Corporate attorneys.

VIII. GOAL

Increase the awareness of corporate attorneys that smoking restrictions may cause unwanted legal actions.

DOCUMENTATION

Examination of legal implications of various kinds of smoking restrictions. (Appendix J)

STRATEGY

A. Using the examination, demonstrate that legal actions resulting from smoking restrictions may be costly to corporations; may be precedent setting; and may lead to further challenges of other management prerogatives.

TACTICS

1. Prepare a summary of the study for corporate attorneys and a version for legal reporters. Both pieces should be developed and used in manners similar to those discussed in previous sections.
2. TI corporate counsel and the director of corporate relations will meet with corporate attorneys in target corporations and agencies to present the findings and discuss their implications for business.
3. Target legal reporters in the national press and provide them with study findings.
4. Seek speaking forums for TI counsel at state, local and national bar association meetings. Work through labor law division of association, if possible.

| Status | Responsibility |
|----------------|----------------|
| See Time-table | |
| See Time-table | C&B O&M PR |
| See Time-table | C&B * |
| See Time-table | O&M PR |
| 1984 | O&M PR C&B |

AUDIENCE: Senior managers of corporations and public agencies.

IX. GOAL

Encourage senior managers to require informed, objective decisions by their executives regarding smoking restrictions.

DOCUMENTATION

Workplace information kit containing summaries of studies conducted in each business discipline. 1984

STRATEGY

A. Illustrate the range of potential workplace problems which smoking restrictions present through summaries of:

- o Cost analysis of workplace smoking restrictions
- o Supervisor survey
- o Non-smoker insurance discount study
- o Geneva study on ambient smoke
- o Examination of legal implications

TACTICS

- | | Status | Responsi-
bility |
|---|--------|---------------------|
| 1. Compile summaries and press materials for use with executives in each management discipline. Prepare a summary of the general issue which cites each study (legal, insurance-marketing, supervisors survey, etc.). | 1984 | See pgs 1-15 |
| 2. Arrange meetings between the director of corporate relations, Institute senior staff or task force members and their business associates in other organizations to discuss the issue. | 1984 | * T-F |
| 3. The same individuals should mail the information to contacts at Fortune 500 companies, major public agencies and other significant business establishments. | 1984 | * T-F |
| 4. Supply industry lobbyists with information kits containing summaries of all studies, for use with agency directors and legislative contacts. | 1984 | * |

| | Status | Responsi- bility |
|--|----------|---------------------|
| 5. Seek speaking platforms -- and possibly debates -- for consultants used to conduct research, for Institute speakers, or for task force members before: the American Management Association, American Society for Personnel Administration, Business Council, Financial Management Association, Industrial Management Society, Management Association, National Small Business Association, Society of Personnel Administrators, Public Administration Society, and The Hubert Humphrey School of Public Policy. | On-going | O&M PR |
| 6. As the issue becomes prominent, arrange an editorial roundtable to supplement other media activities with business reporters at national business publications such as BUSINESS WEEK and others listed on pages 34-35. Business representatives at this session might include the director of corporate relations, consultants, and labor officials and executives from other industries who are willing to speak out on the issue. | 1984 | * O&M PR |

III. ORGANIZATIONAL STRATEGIES

X. GOAL

Implement an effective workplace smoking program.

STRATEGIES

A. Allocate adequate staff and resources to the program

TACTICS

- . Hire director of corporate relations. (Appendix G)
- . Assign task forces to assist with program implementation.
- . Approve total program budget.

| Status | Responsi- bility |
|----------------|---------------------|
| See Time-table | PGS |
| See Time-table | * |
| Complete | Exec. Comm. SDC |
| See Time-table | PGS |
| 1984 | * |
| Complete | PGS KB O&M PR |
| 1985 | * |

B. Increase Institute staff and other key industry personnel understanding of issue

TACTICS

- . Employ Touche Ross to conduct a study identifying and analyzing the mechanisms, concerns, and decision-makers involved in the process. (If appropriate, the results of this study will supplement proposed tactics aimed at senior managers of corporations and public agencies.) (Appendix A)
- . Include issue briefings at all Tobacco College presentations.

C. Identify opportunities where the industry has the highest potential for influence

TACTIC

- . Develop a flow-chart model to assist The Institute in making a consistent, logical evaluation of each situation. See Appendix K for a complete discussion of the model.

D. Measure the success of the program.

TACTICS

- . Conduct periodic surveys of corporate decision-makers' attitudes toward smoking restrictions. Each survey will be tailored to specific management disciplines.

- . Develop an inventory of targeted organizations and monitor their activities.

| Status | Responsi- bility |
|----------|---------------------|
| On-going | * |

KEY

* -- Corporate relations director or designate. Until this position is filled, Peter Sparber and Katherine Becker will perform his or her duties.

SDC -- Sam Chilcote

PGS -- Peter G. Sparber

CM -- Chuck Marin

RM -- Roger Mozingo

Area dir -- Area director

SHB -- Shook, Hardy & Bacon

C&B -- Covington & Burling

KB -- Katherine Becker

Exec. Comm. -- Executive Committee

Support Stf. - Support staff

O&MPR -- Ogilvy & Mather Public Relations

LS -- Lewis Solmon

T-R -- Touche-Ross

T-F -- Task force

RAC -- Response Analysis Corporation

IMSINC - IMSINC

IV. Fire

The Issue

Increased interest in product modification as a means to reduce cigarette-related fires is manifest in pending federal and state legislation. Cigarette makers lack technologic capability to meet these demands. While seeking legislation resolution through necessary study rather than regulatory bills, it is essential for The Institute to continue its project in firefighter support and fire prevention, begun in 1981.

Proposed Program

The Communications Division recommendations for immediate steps into the 1984 program appear on the following pages....

TI FIRE PROTECTION PROGRAM MANAGEMENT PLAN

OBJECTIVES

- o Reduce fire problems in the United States
- o Create opportunities to present the tobacco industry's side of the self-extinguishing argument to the fire service and gain support for the industry's position
- o Convince the fire service that the industry is working with them.

STRATEGIES

The types of strategies selected for this program are as follows:

1. Structure TI's overall fire protection program to address the possible points of intervention on the fire loss cause continuum, e.g., fire prevention, safety of materials and the environment, alarm, and suppression, to ensure it is understood that the industry is serious in its intentions and not merely reacting against self-extinguishing proposals.
2. Use a few fire world experts (Schaenman, McCormack) to identify and provide introductions to key fire organizations, departments, and individuals to educate TI staff in fire protection matters, increase credibility, avoid faux pas, and cast arguments effectively.
3. Conduct face-to-face meetings with key fire chiefs and organization officials to describe the TI program and anti-self-extinguishing arguments and to develop friendly relations and respect.
4. As soon as possible following initial contacts and briefings, transfer responsibility for continued contact with the fire service to TI area directors, including feedback on program impact and identification of opportunities for additional activities as appropriate. Also educate area directors and state lobbyists on the logic of the program design and the activities specific to his/her state/area.
5. Identify and support fire prevention programs where small additional resources can be expected to have an impact on fire loss in the near term, e.g., contribute to effective fire department or state programs reaching large population groups.
6. Make available to the fire service expertise and capabilities from the tobacco industry that fire departments generally do not have but that would contribute significantly to their efforts, e.g., promotion,

marketing, technical information dissemination, multiorganization program management.

90-DAY PLAN

I. FIRE PROTECTION ACTIVITIES

| <u>Action</u> | <u>Due Date</u> | <u>Responsibility</u> |
|--|-----------------|-----------------------|
| A. Grants to Cities and States: | | |
| 1. Evaluation of first wave grants: | | |
| -- Identify uses made of grant materials | 10/20 | ADs - BL |
| -- Solicit letters from fire departments or state fire organizations on their usage and on TI grant program | 10/31 | ADs - BL |
| 2. Arrange details of grants for second wave of cities and states for whom a grant has been agreed to in principle with the fire official: | | |
| -- State of Michigan Captain Rucinski, State Fire Marshal equivalent | 11/11 | Sparber, AD |
| * -- Metro Wasington COG Chief, Prince William County | 10/31 | Sparber |
| * -- State of Washington Fire Marshal Tom Brace (\$3K grant; \$2K matching for arson awareness) | 10/14 | Sparber, AD - BL |
| * -- Fairfax County, Virginia Chief Warren Isman | 10/21 | Sparber - PS |
| * -- Denver, Colorado Chief Myrle Wise | 10/28 | Sparber, AD - PS |
| -- Long Beach, California Chief Robert Leslie | 10/28 | Sparber - PS |

-- State of Pennsylvania 10/18 visit Sparber, AD - PS
 Commissioner Chet Henry 10/31 letter
 to TI

NOTE: Coordinator assigned to person responsible is shown where appropriate by initials.

* Letter grant request is expected.

3. Candidate cities for second wave requiring further discussions with chiefs:

| | | | |
|----|--|-------------------|------------------|
| -- | Dallas, Texas Chief Dodd Miller Fire Marshal Jerry Lambert | visit by 11/15 | Sparber, AD - PS |
| -- | Hartford, Connecticut Chief John Stewart Mayor Thirman Miller | Visit by 11/14 | AD - PS |
| -- | Newark, New Jersey Chief Stanley Kossup Commissioner Caulfield | 10/28 | Sparber, AD - PS |
| -- | Phoenix, Arizona Chief Alan Brunacini | Visit by | Sparber, AD - PS |

B. Prevention Materials for Elementary School Children:

| | | | |
|----|---|-------|-------------------|
| 1. | Calendar - check status of distribution by NFPA | 12/31 | Sparber - BL |
| 2. | Consider feasibility and appropriatness of possible new prevention materials for '84-85 | 11/31 | Sparber - TriData |

C. Prevention Materials for Secondary School Children:

| | | | |
|----|--|-------|--------------|
| 1. | Prevention curriculum - check status of NFPA dissemination | 12/31 | Sparber - BL |
|----|--|-------|--------------|

D. In-depth Study on Barriers to Effective Public Education:

- | | | |
|---|------|---------------|
| 1. Obtain approval on proceeding | 11/1 | Sparber |
| 2. Select organization to implement study | 12/1 | Sparber |
| 3. Initiate groundwork for study | 12/8 | Org. selected |

E. Smoke Detectors:

- | | | | |
|----|--|-------|--------------|
| 1. | Obtain draft manual | 10/15 | Gerard/NFPA |
| 2. | Evaluate manual | 11/4 | Sparber |
| 3. | Develop option paper for Phase II | 11/11 | Sparber - BL |
| 4. | Hold review with NFPA on results of Phase I and NFPA proposal for Phase II | 11/15 | Sparber |
| 5. | Select course of action for Phase II | 11/30 | Sparber |

F. International Concepts in Fire Protection:

- | | | | |
|----|--|---------|----------|
| 1. | Continue dissemination upon request | ongoing | Jenkins |
| 2. | Speech in Chicago to CACI | 10/13 | Schaeman |
| 3. | Consider whether further public dissemination is useful | 12/15 | Sparber |
| 4. | Place response to McLaughlin letter in <u>Congressional Record</u> | ? | ? |

G. Volunteer Program:

- | | | | |
|----|---|---------|-------------------|
| 1. | Speech to NVFC summarizing progress (Seattle) | 10/1 | Sparber - BL |
| 2. | Monitor dissemination of materials developed | ongoing | ADS |
| 3. | Collect information on examples of uses | 12/31 | ADS |
| 4. | Develop ideas for '84 program | 12/5 | Sparber - TriData |
| 5. | Discuss with NVFC Exec. Cmt. | 12/15 | Sparber - BL |
| 6. | Select areas for '84 program | 12/31 | Sparber |

H. Information Support for TI:

- | | | |
|---|-------|---------|
| 1. Obtain 1983 NFIRS tapes from NTIS | 10/30 | BL |
| 2. Analyze smoking-related data to update 5-year trends | 11/10 | TriData |
| 3. Update trends in upholstered furniture and bedding fires | 11/30 | TriData |
| 4. Try state-by-state analysis | 11/30 | TriData |
| 5. Announce service as "data center and information service" for lobbyists and area directors for fire-related issues | 11/30 | TriData |

I. Firefighter Safety:

| | | |
|-----------------------------------|-------|-----------------|
| Identify projects for '84 funding | 12/15 | McCormack, IAFF |
|-----------------------------------|-------|-----------------|

J. Fire-resistant Fabric:

To be determined

K. New Initiatives:

To be determined

II. SELF-EXTINGUISHING PROGRAM

A. Self-extinguishing program:

In addition to meetings outlined above, the following are planned:

1. New York State:

- Series of meetings with fire service leaders in NYS government and individual cities -- to be specified by
- | | | |
|--|-------|---------|
| | 10/21 | AD - PS |
|--|-------|---------|
- Meetings to be held during
- | | | |
|--|-------------|---------|
| | 10-21-11/21 | AD - PS |
|--|-------------|---------|

2. IAFF Union Leaders

Specifics to be provided (Dan Terry, California, etc.) Sparber - DM

B. IAFC Stamm Committee:

- | | | |
|---|------------------|--------------|
| 1. Staff support | ongoing | TriData |
| 2. Compilation of background documents to be provided to committee members | 11/1 | Sparber - BL |
| 3. Agenda | 11/1 | |
| 4. Invited presentation of smoking fire statistics | 11/16 or 17 | PS |
| 5. Provide access to Dr. Spears for preliminary meeting and committee meeting | 11/1-11/16 or 17 | Sparber |
| 6. Post-meeting papers review | 11/20 | Sparber - PS |

C. Participation in Fire Service Panels on Self-extinguishing:

- | | | |
|---|---------|--------------|
| 1. Fire Prevention Education Annual Conference - work with program manager (ISFSI) to consider and coordinate participation by TI | 10/11 | Sparber - PS |
| 2. State of Maryland Governor's Conference on Fire Safety - attend workshop on self-extinguishing issue by McLoughlin | 11/2 | PS, BL |
| 3. Fire Instructors Conference - Monitor developing plans relating to possibility of panel on self-extinguishing | ongoing | PS |
| 4. Identify additional candidate meetings in next year | 10/30 | Sparber - NJ |
| 5. Strategize for meetings upcoming | 12/30 | Sparber - BL |

D. Articles for Fire World

Fire Chief Magazine - prepare
article

11/30 Sparber

V. Public Smoking

The Issue

Antismoking organizations frustrated with lack of progress in the 1960's against the prevalence of smoking turned in the 1970's to a more popular cause -- securing segregation of smokers or smoking prohibitions indoors where the public gathers. Scientific studies were published, publicized (and criticized) which lent credence to the claim that air containing tobacco smoke is a health hazard. The smoking restriction movement has gained many adherents based on their distaste for the odor and sight of tobacco smoke.

Proposed Program

Objective: To restore public tolerance of tobacco smoke as a traditional aspect of environment.

Strategy 1: Allay public fear of health consequences.

Activity 1: Marshal the evidence by updating The Institute's "white paper" with recent literature review and the proceedings of the 1983 University of Geneva conference funded by the Communications Division grant.

Activity 2: Successfully prosecute the Division's project to stop further airplane smoking regulation by the Civil Aeronautics Board.

Activity 3: Prepare bi-monthly news/feature releases on public smoking.

Activity 4: Support legislative activity through direct mail to government officials regarding Solomon findings.

Activity 5: Target medical/health audiences with overviews of sidestream scientific findings.

Activity 6: Republish up-to-date versions of fire publications on public smoking.

VI. Health

The Issue

Few media, scientific or government figures dissent from the conventional view of smoking and health. Yet The Institute maintains that in an objective view, the literature is deficient in establishing smoking as a cause of diseases.

While communication on this subject has a lesser priority, the staff must respond to the annual Surgeon General's report and replace The Institute's film treatment of smoking and health with a new film.

Other essential activities:

- 1 - Film distribution.
- 2 - Film promotion.
- 3 - Publications of new leaflets on lung cancer, heart disease, COPD and pregnancy.
- 4 - Secure publication of and exploit article on 30 years of industry research support.
- 5 - Republish up-to-date versions of six other health related publications.