

Creating a Game Plan for Success: Planning Your Program/Event

Sports involvement can provide a powerful vehicle for reaching youth with health-promoting activities and messages, as illustrated by the examples you will find throughout this guide. Since tobacco-free sports activities can take many forms—including disseminating smoking prevention messages, providing alternatives to smoking, and encouraging the adoption of policy changes—it is recommended that you begin by taking a step back to consider if and how sports can help you meet your objectives. At the health department level, how do tobacco-free sports activities fit into your overall tobacco-control plan? If you are a youth coach or school administrator, can you use sports to engage youth in positive activities or deliver messages about a healthy lifestyle, and how does this correspond with your sports league or school district mandate?

Keep your goal in mind as you select the approaches that are most relevant to your target audience and the most likely to produce desired results. Ask yourself and your planning team some pertinent questions. What are you trying to achieve? Who is your audience, and what do you know about them? How can sports help you meet your goals? How will you measure success?

Identify Tobacco Control Needs in Your Community

An important first step in developing an effective tobacco-free sports event or program is to assess the needs within the community to help tailor your approach. This information will be the foundation of a successful program and will help you understand the

information channels and barriers to your message among the target audience. Using this information, you can better set goals and objectives, determine the resources needed, identify partnership opportunities, plan and implement your program, measure your success, and plan for future activities.

The better you know your audience and community, the better you can devise possible solutions to tobacco use concerns in your community, and the more effectively you can personalize messages, materials, and events and help ensure their success. Gather information by asking questions.

Ask Questions

If you are not aware already of a need in your community that requires attention, here are some sample questions you may want to answer to help identify an objective:

- Do youth in your community recognize the dangers of tobacco? Do they perceive tobacco use as normal and expected among their peers?
- Are parents aware of the influence they have over kids' decisions to try cigarettes or other tobacco products?
- Do retailers adhere to laws governing the sale of tobacco products to youth?
- Are youth in certain population groups or geographic areas more likely to use tobacco products?
- Do youth participating in sports activities observe adults using tobacco products at the same time?
- Where in your community are youth exposed to secondhand smoke?
- Does your community have any policies in place to protect youth from tobacco?
- How many people are affected?

- What prevents parents and other concerned adults from taking steps to protect youth from the dangers of tobacco use?
- What are parents' and youths' values and plans for the future?
- Whom do parents and youth trust to provide health information?
- Where, from whom, and how do youth, parents, and other concerned adults get their health information?
- What opportunities exist to develop a program that will overcome these barriers to tobacco use prevention?
- What benefits and costs would parents and concerned adults consider acceptable for making tobacco control a health priority?

Find Answers

Finding answers to these questions is the beginning of developing contacts and ideas for your plan. Start with your local health department, social service agency, parks and recreation commission, or planning agency to find out about programs and policies in your community. Volunteer and advocacy organizations that have target audiences in common with your project's focus, such as the Young Men's Christian Association (YMCA)/Young Women's Christian Association (YWCA), Boys and Girls Clubs, Girl Scouts, and Boy Scouts, also may be able to share audience information.

Following are some tips for finding answers to these questions through primary research and secondary sources. The sec-

ondary sources are addressed first because they are easier to address than the primary sources.

Secondary Sources

In addition to gathering information through the organizations with which you will work, target audience data can be found via:

- Academic literature or studies (available through colleges and universities). Search through databases, such as Medline, which is free to the public at www.ncbi.nlm.nih.gov/entrez/query.fcgi.
- Universities (public health and urban planning schools may have community data).
- Existing national surveys that include data on tobacco use—such as the Youth Risk Behavior Surveillance System (YRBSS) (www.cdc.gov/nccdphp/dash/yrbs/index.htm) and the National Youth Tobacco Survey (www.cdc.gov/tobacco//data_statistics/surveys/NYTS/index.htm#NYTS2004).
- State or county level census data or health statistics, available in many public libraries or online at www.census.gov.

Primary Research

Secondary sources of information can provide helpful background information, but there is no substitute for talking with (and listening to!) real people—both those who are members of your target audience and those who are in a position to know your target audience and the issue of tobacco use

in your community. Regarding the latter, consider whether you need to talk with appropriate officials, policymakers, politicians, and activist groups. You will likely want to attend city or county council meetings, meetings of the board of education, hearings involving your issues, and meetings of activist or lobbying groups whose interests could affect your work.

Consider focus groups, intercept interviews, or surveys to gather audience data. To keep research costs to a minimum, consider working with local businesses and with the public health, education, communication, and business departments of local colleges and universities. You might involve retirees, school parent/teacher groups, professional organizations, voluntary organizations, and local business leaders in helping you gather or process the information you need.

Ideally, skilled moderators should run your focus groups. However, budget constraints may make this difficult. An alternative is to seek the help of a psychologist or social worker skilled in handling small groups. To find guides or texts that will pre-

pare the novice for running a focus group, search online for the keywords “moderating focus groups”—you can start with online booksellers.

For more information on focus groups, check the online Community Toolbox developed by the University of Kansas with funding from The Robert Wood Johnson Foundation. See “Conducting Focus Groups” at http://ctb.ku.edu/tools/en/section_1018.htm. This section includes information about how to run a focus group as well as a list of readings that you may find helpful. The Community Toolbox also includes a section on “Conducting Interviews” at http://ctb.ku.edu/tools/en/section_1047.htm.

As an alternative to mailing out your survey or fielding it over the telephone, consider leaving multiple copies with service groups, community organizations, shopping centers, libraries, and other locations frequented by your target audience. Include a drop box for completed surveys or postage-paid envelopes for their return.

Additional information on conducting audience research is included in the accompanying table.

“Plain and simple, smoking is not cool and there isn’t one person I know that thinks it looks cool. It stains your teeth, causes bad breath, and affects your breathing. Tell me, would it be cool if I was running on the field and couldn’t catch my breath? No. Would it be cool if I was doing an interview and smiled and had yellow teeth? No. Would it be cool if I was doing an appearance and had bad breath? No. Smoking is NOT cool.”

*Ben Olsen
DC United and U.S. Men’s
National Team*

Audience Research Methods			
Method	Description	Use Method If	Benefits and Limitations
<p>Focus Groups Groups of 8–10 people selected from the target audience who serve as a sample.</p>	<p>Small group discussion guided by a skilled moderator to learn about the opinions and needs of a group member.</p>	<p>Group interaction is desirable.</p> <p>Participants can be assembled in one location.</p> <p>Subject matter is not so sensitive that respondents will withhold information.</p> <p>For example, use focus groups to:</p> <ul style="list-style-type: none"> • Learn more about what your audience sees as the benefits of and barriers to a tobacco-free lifestyle. • Find out which components would make a new tobacco-free program interesting and accessible to your target audience. 	<p>Benefits Allows in-depth discussion and insights into target audience’s thinking and motivations.</p> <p>Can enhance understanding of quantitative data.</p> <p>Limitations Relatively small number of participants means that findings may not be representative of the population as a whole.</p> <p>Qualitative nature of responses.</p>
<p>In-Depth Interviews of 10 or more people selected from the target audience who serve as a sample.</p>	<p>Individual interviews consisting of open- and close-ended questions.</p> <p>Interviews probe beyond a set of questions to reveal people’s ideas and beliefs about various issues.</p>	<p>Group interaction is not likely to enhance responses.</p> <p>Topic is sensitive and people might not feel comfortable expressing opinions in a group.</p> <p>Gathering audience members at a central site is not feasible (e.g., as with health professionals or policymakers).</p> <p>For example, use in-depth interviews to uncover school administrators’ challenges in implementing tobacco-free sports programs.</p>	<p>Benefits Can deal with more sensitive subject matters.</p> <p>Can be conducted by phone or in person.</p> <p>A good way to learn about policy makers and decision makers.</p> <p>May be more feasible than focus groups for professional audiences, such as physicians or policymakers, because interview time and place can be more flexible.</p> <p>Limitations Relatively small number of participants means that findings may not be representative of the population as a whole.</p> <p>Qualitative nature of responses.</p> <p>Time required to conduct interviews.</p>
<p>Central Location Intercept Interviews of people identified at a key location (e.g., shopping mall or park visitors) who serve as a sample.</p>	<p>Uses a brief questionnaire (5–10 minutes) with a structured set of questions. Questions are administered by an interviewer who seeks respondents at a “central location.”</p>	<p>Reactions to specific materials such as posters, ads, or brochures are needed.</p>	<p>Benefits Can yield a large number of respondents in a relatively short time span.</p> <p>Limitations Will not provide in-depth responses due to brevity of interview, but will provide “gut reactions” to topics or materials.</p>
<p>Surveys of people identified at random or from readily available sample of target audience members.</p>	<p>Uses a questionnaire with a structured set of questions. These may collect both quantitative data and qualitative data. Can be self-administered or interviewer-administered, but survey instrument is not intended to yield in-depth information as focus groups and interviews do.</p>	<p>Quantifiable results are required.</p> <p>A baseline measure against which to track progress needs to be established.</p> <p>For example, use surveys to determine the extent to which members of your audience are aware of the risks of tobacco use and the benefits of sports participation.</p>	<p>Benefits Can yield statistically reliable estimates if properly designed and administered.</p> <p>Measures levels, actions, and trends.</p> <p>Can provide a baseline for tracking changes.</p> <p>Limitations May be costly.</p> <p>May not yield high response rates, which are important to survey’s informational value and statistical reliability.</p>

Develop Your Game Plan

Carefully planning your program is critical to success. Defining your program goals first means that you and those working with you can be sure you are clear about the mission. Then, breaking your work down into objectives, strategies, and tactics shows

you—and others—exactly how you will go about working toward your goals. And you don't have to work toward your objectives alone. Other individuals and groups may have like interests and be willing to contribute in ways big and small.

Design a plan based on your community's needs and resources in order to specify exactly what steps need to be taken to implement your tobacco-free sports program. The format of the plan depends on the needs of your initiative, but no matter what format and tools you use, the following elements provide a good outline for your own program, large or small. They include:

Program goal—the defining mission of your tobacco-free sports program.

Measurable communication objectives—intermediate steps that define and quantify the various ways you will achieve that goal. Will you concentrate on individual behavior changes or policy matters or both? Does your budget allow for a major effort, or must you keep your activities modest?

Strategies—broad techniques you will use to achieve your objectives. Strategies generally involve long-term plans, and you likely will have more than one, depending on your objectives. They are the big-picture plans that give broad-brush outlines to your work.

Tactics—specific steps and activities that will support your strategies. Several tactics may support a single strategy, but each should evolve logically and rationally from your goals and objectives.

Groups to involve—other interested parties that have similar goals; access to and credibility among your target audience; time; or other resources to contribute.

Evaluation plans—the method by which you will determine if your program was successful.

Timeline—specific action steps and dates by which they will be completed.

Materials—the products you will use to communicate campaign messages to your audience.

Resources—budget, personnel, volunteer, and other materials required to conduct the campaign.

After you share your plan with the others who will work with you, the plan may be revised to reflect their roles and resources.

Set Objectives

Based on your understanding of the target audience and community needs, you are ready to establish the objectives for your

tobacco-free sports program. What problem or issue will you address, and what is the change you hope to see?

Because objectives define what the communication effort is intended to do, they should be:

- Supportive of the health program's goals.
- Reasonable and realistic (achievable).
- Specific to the change desired and the period during which change should take place.
- Measurable to allow you to track progress toward desired results.
- Prioritized to direct the allocation of resources.

Sample Objectives

Raise awareness so that 95 percent of youth athletes exposed to campaign messages are aware that tobacco use has a negative effect on sports performance.

Increase to 90 percent the proportion of parents of youth athletes who agree that secondhand smoke affects children.

Persuade county recreation league to adopt a ban on tobacco use at league activities.

Encourage community-based recreation programs that serve youth to adopt a "no use or possession" tobacco policy for players.

Decide on Strategy

There will be, no doubt, more than one way to achieve your objectives. Your job is to decide, based on what you know about your audience and community, which are the most realistic and potentially successful. Will you be able to obtain the buy-in of local coaches? Are schools in your area able to participate? Do you have the resources

and volunteers to conduct a sustained effort? Is money available for paid advertising? The answers to questions such as these will lead you to the most appropriate course of action.

Sample Strategies

Involve local college and minor league athletes in educating and motivating youth.

Offer technical assistance and sample materials to youth sports leagues interested in adopting tobacco-free policies.

Promote a tobacco-free brand at youth sporting events.

Mobilize the Community

Community mobilization is a deliberate process of involving local institutions, leaders, community groups, and members of the community in taking action on a particular issue. It is potentially an effective strategy for creating change in the community because it can:

- Improve the reach of the initiative to a broad audience by involving people who have a variety of roles within a community.
- Reduce the risk of introducing unacceptable ideas or messages that could appear foreign to the community or target audience.
- Contribute to sustained change.
- Promote investment in your objectives.

Identifying Allies, Partners, and Sponsors

Working with other organizations can significantly expand the reach and credibility

of your program and messages while often reducing costs and multiplying resources. Partners can help you reach individuals to help foster behavior change. In addition, partners can be especially valuable to programs that need to undertake policy or structural changes to remove barriers to behavior change for their audiences.

When you are ready to start your tobacco-free sports initiative, look for existing communication channels and infrastructure to use to maximize your resources. You may find organizations already engaged in youth tobacco use prevention efforts with which you will be able to partner.

Like all other aspects of your efforts, planning your partnership activities should be done with an eye toward how each potential partner fits into your larger strategy and whether partnering with a given organization will actually be an enhancement. Early in your planning, you might want to brainstorm with your team to develop a list of organizations that could be worthwhile and appropriate partners. Consider:

- Your mission.
- Your messages.
- Access to your target audiences and resources.
- The kinds of support you need.
- Potential partners' areas of interest and needs for growth and image-building.

Partners can be individuals and organizations. They can serve as ambassadors, do needed legwork, and provide resources. Local partners who are ambassadors spread the word, loudly and often, about your local initiative and about youth tobacco use prevention in general. They are people

Sample Tobacco Sponsorship Policy for Event Organizers



Tobacco Sponsorship Policy

The _____ [insert name of rodeo] shall not accept or allow any tobacco-related sponsorship or advertising. This policy prohibits accepting money or other compensation from a tobacco company, including for a purse, point fund, or scholarship program. The policy prohibits accepting or allowing any other benefit (such as a scoreboard) that promotes a tobacco brand, product, or company name. The distribution or sale of tobacco products and promotional items identified with a tobacco company or brand on the premises also shall be prohibited. This policy prohibits the use of a tobacco brand, product, or company name to describe livestock in the event program or schedule, or the announcement of livestock with tobacco-related names over the public address system.

This policy extends to any entity that leases, rents, or otherwise holds events on the property [insert this sentence if the rodeo has the authority to bind other events held on the property]. The attached findings supporting this policy are incorporated herein by this reference.



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The California Department of Health Services Tobacco Control Section created "Tack and Tools for Rodeo Organizers," a 34-page booklet that explains the negative impact of tobacco industry financing of rodeo events and how communities can create a more healthy environment for fans and participants. The booklet includes a template policy for rodeos to prohibit tobacco sponsorships.

Flynn, Peggy, Belanger, Lolly; California Department of Health Services, Tobacco Control Section, Project SMART Money Workgroup. Tack and Tools for Rodeo Organizers. Sacramento, CA. California Department of Health Services, Tobacco Control Section, 2001. Available from www.tobaccofreecatalog.org

who already have the respect of families and young people. Some have influence with local schools, policymakers, and community or youth groups that could be invited to get involved. The earlier you bring them into the process, the more they will help your program gain momentum.

Local partners who do legwork have lots of energy, contribute as called upon, and often come up with creative ideas. They may work the phones to invite community members to an event or distribute posters to local businesses. They may pick up and drop off donations of materials from other community members and partners or put together folders of information.

Local partners often are organizations such as high school service clubs, local colleges and community colleges, senior centers, religious groups, and civic clubs. These organizations may provide both volunteers and resources. Consider reaching out and asking large companies to serve as local partners and sponsors if they are major employers in your area.

Many states and communities have established tobacco control organizations with which you also may wish to collaborate.

For examples of the kinds of activities that partners can engage in to extend your program's resources and reach, refer to the "Filling the Stands: Promoting Your Program or Event" section on page 32.

Entertainment and Celebrity Endorsement

Teaming up with sports figures can help you convey healthy messages to youth. The first step is to identify high-profile, tobacco-free athletes who will be good role models


Sample Strategies for Working With Partners To End Tobacco Sponsorship

Racing Knowledge	Goals and Resources	Decision Makers	Partnerships	Community Coalitions	Racing Sponsors	Media
Learn about Racing and the Track:	Set Goals:	Target Decision Makers:	Build Partnerships with Racing Venues:	Form Community Coalitions:	Target Racing Cosponsors:	Obtain Media Coverage:
Learn about the organization and how much they rely on tobacco sponsorship.	List long-term goals.	Find out who is on the racing board or committee.	Frame tobacco use as a public health problem that you can work together to solve.	Identify other groups who have similar interests.	Identify cosponsors for other racing events.	Start letter-writing campaigns by community groups.
Attend a race and learn about racing and racing terms.	State short-term goals.	Find out who the decision makers or racing promoters are.	Provide letters of support from community members and tobacco fact sheets.	Approach health groups, youth groups and sports teams to join the campaign.	Approach local sponsors first.	Write editorials, press releases, media advisories and submit newspaper articles.
Find out:	Evaluate:	Determine if anyone on the coalition has links to key personnel at the racetrack or in racing.	Offer to work together to find new sponsors.	Form coalitions to work together to stop tobacco sponsorship.	Solicit national and regional companies that advertise in other racing events.	Advertise in local newspapers.
Who attends races	Regularly look at what you have achieved and what you still need to do.	Focus on people who can exert influence.	Offer to provide signage for smoke-free sections.	Ascertain levels of public support and enlist community members and fans.		Get on radio talk shows or local TV.
Race participants	List Resources:					
Sponsors	What money, staff, facilities, or other resources do you have?	Develop strategies for owners and/or leasing bodies.				
Affiliated organizations	What other resources do you need? How will you get them?					
Tobacco sponsorship, advertising, and signage.						

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Sample Strategy Document for Ending Tobacco Sponsorship of Sporting Events


Key Strategies for Ending Tobacco Sponsorship



03 Fighting Tobacco Sponsorship

Tobacco sponsorship of racing events has grown from a \$100,000 contribution to NASCAR in 1971 by a single tobacco company, to over \$16 million in 2003 in NASCAR purse, bonus, and points-fund (a points system for leading races or finishing near the top) support provided by several different tobacco companies. In fact, several tobacco companies have chosen racing activities as their one brand-name sponsorship allowed under the terms of the MSA. In return for sponsorship, the tobacco industry gets coverage that complements or replaces other marketing activities—coverage that reaches a large audience that then associates their product with the excitement of racing and the charisma of racing drivers.

In addition to reaching on-site audiences, sponsorship brings additional coverage in the form of televised advertising on cars, decals, and uniforms and through announcements, radio, and racing print media. And it works. A recent study found that after viewing a television clip of a NASCAR race or a 30-second commercial, the brand recall was significantly better for products that were advertised on the race car.⁴³ Sponsors are also rewarded by loyal fans who prefer the advertised brands. But worst of all, televised tobacco sponsorship helps legally target the youth market. In addition to adult exposure,



"A considerable body of research suggests that tobacco sports sponsorship may influence youth smoking attitudes and behavior. This research has found that cigarette sports sponsorship has profound effects on brand awareness, perceived connections between brands and sport, associations between cigarette brands and excitement, attitudes about smoking, and smoking behavior. Given the widespread television advertising exposure achieved by tobacco companies through sponsorship of motorsports, and given the evidence for an effect of this sponsorship on youth smoking attitudes and behavior, addressing tobacco motorsports sponsorship should be an important health strategy."⁴⁴

KEY STRATEGIES FOR ENDING TOBACCO SPONSORSHIP 29

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“Racing Toolkit: Helping Motorsports Get Free of Tobacco Sponsorship” was developed by the California Department of Health Services Tobacco Control Section to assist tobacco use prevention advocates in building partnerships with racing fans, tracks, and community associations to reduce or eliminate tobacco sponsorship of racing events. The toolkit contains a rationale for ending tobacco sponsorships and the strategies for approaching track managers and racing venues. These strategies are summarized above.

Kent, Susan; Belanger, Lolly; Hagaman, Tonia; Department of Health Services, Tobacco Control Section, Project SMART Money Workgroup. Racing Toolkit: Helping Motorsports Get Free of Tobacco Sponsorship. Sacramento, CA. California Department of Health Services, Tobacco Control Section, January 2004. Available from www.tobaccofreecatalog.org

for youth and can help to ensure that your tobacco-free message will resonate throughout the community. Whether you hope to recruit a world-class professional or a locally famous high school or college athlete, here are some steps you should take to ensure that your player is indeed a good role model for youth:

- Make sure the athletes do not use any tobacco products and are not involved in other unhealthy lifestyle practices, such as the use of steroids or other performance-enhancing drugs, which could hurt their credibility and your campaign.
- Make sure the athletes are not associated with any businesses that are affiliated with a tobacco company (for example, Kraft and Nabisco are owned by Philip Morris, Inc.).
- Keep up with current sports news and the reputations of athletes you would like to use as spokespersons for your awareness campaign or event. Watch ESPN, and look at various sports sites on the Internet.
- Before approaching a professional athlete or sports organization with ideas or a proposal for a campaign, ask if anyone in your state health department, organization, or school has ever worked with the athlete or team in the past. Find out what their experiences were like. Positive? Negative? Get the details.

Make Your Pitch to Athletes and Their Representatives

Contact the athletes' agent or their team's public/community relations department to

set up a meeting to talk about the ways that you can work together. If you have an event in the works, let the agents know as soon as possible so they have plenty of lead time to consider your request. Don't give them a chance to say that their schedule is booked already. When you meet with the athlete or agent, provide background about your state health department, organization, or school and your tobacco-control efforts. Bring samples of newsletters, news clips, and photo albums of previous high-profile community events. Discuss in detail what you expect from the relationship.

- Find out whether the athletes truly believe in the message and are not just using your campaign to get good public relations for themselves in the community.
- Make it clear what you want the athletes to do, and present your entire wish list. (You probably will not get a second chance to ask for more.) For example, do you want them to visit a local school and talk with a group of kids for 20 minutes about the importance of leading a healthy, tobacco-free lifestyle? Would you like them to videotape a message to run on the school television network? Ask if the athletes would mind signing autographs for kids who take part in the event.
- Outline the messages that you would like to stress and put them in writing. When they are addressing their fans, the athletes will appreciate having talking points about the importance of healthy lifestyles free of tobacco and drugs as well as the harmful effects of tobacco use

on athletic performance, strength, and endurance.

- Let the athletes know that as respected and highly visible figures in the community, their presence in your campaign will draw attention to these important public health messages as well as the community education activities and events that you are planning.
- During your conversations or in your correspondence, emphasize the importance of their communicating tobacco-free and other public health messages that could save lives.
- Discuss sponsorship of various activities and approval of outside sponsorship. Make sure that sponsors do not conflict with products that the athletes are endorsing already. Ask the athletes' agent and team community relations departments if they have ideas regarding sponsorship opportunities.

Get Approval Up Front

If you are developing a poster or other communication product, make sure that it is approved by the athlete, agent, team, school, and in some cases, the national sports league (e.g., Major League Baseball, National Football League) and possibly an international federation, such as the Federation Internationale de Football Association (FIFA) if you are working on an international football/soccer campaign.

Always express your appreciation by writing thank you notes. You can have the kids in your program write them. Your youth athletes can present celebrity partners with an award at a ribbon ceremony. Be

sure to include newspaper clippings and photos for the athlete, agent, and team contacts' files. These kind gestures always are appreciated and will make people want to work with you again.

Organize Team and Stadium Events

The popularity of sporting events in the United States makes them an effective means of grabbing kids' attention and conveying important health messages. These events also present some terrific opportunities for establishing partnerships with supporting organizations that might be willing to help you. Before approaching a professional team with a proposal for an event, you must know what type of event you'd like to use to promote your messages to youth. Consider these ideas:

- Promote your tobacco-free message to youth during opening ceremonies or half-time events. For instance, identify local "Tobacco-Free Stars"—kids who have been actively involved in local tobacco-control efforts through their schools or teams—and honor them at the game.
- Use the ceremonial first pitch at baseball games or a coin toss at other events to promote your messages. For example, link a school contest to the ballpark game so that contest winners get to throw out the first pitch and share their health messages with the crowd.
- Display your tobacco-free messages on the stadium's jumbo video screens or on banners at the stadium.

- Pass out educational flyers to youth and their parents, and hang banners displaying your messages in the stadium. (Check out the free materials available from the CDC Office on Smoking and Health's Media Campaign Resource Center at www.cdc.gov/tobacco/media_communications/countermarketing/mcrc/index.htm and Publications Catalog at http://apps.nccd.cdc.gov/osh_pub_catalog/PublicationList.aspx)
- Have team members sign autographs for kids, all the while conveying positive messages about sports and the benefits of being tobacco free.
- Set up a booth near the concession stand where the team's physicians and certified athletic trainers can meet with kids and their parents to talk about the addictive effects of tobacco, including bidis, cigars, and spit/chew tobacco. They can also educate youth about the many health benefits of being involved in a sport.
- Find out if your local sports team's radio station allows interviews before the game or during the game's commentary. If so, ask to be on the program to talk about your event and about tobacco-free sports.

Worksheet—Tobacco-Free Sports Planning

Use the planning worksheet as a reference point for thinking about the approaches, materials, messages, and techniques you'll use to move your program from broad goals to measurable successes.

What are we trying to achieve? What are our programmatic goals?
Who are our audiences? 1. What are their characteristics? <ul style="list-style-type: none">• What do they see as benefits?• What barriers exist?• What motivates them? 2. How can we reach them?
What are the measurable objectives? 1. Objective 1 2. Objective 2 3. Objective 3
What are our strategies and tactics? How will we achieve our objectives? 1. Strategy <ul style="list-style-type: none">a. Tacticb. Tacticc. Tactic 2. Strategy <ul style="list-style-type: none">a. Tacticb. Tacticc. Tactic
What are our messages? 1. What action do we want the audience to take? 2. How will we motivate them to take this action? 3. What do we need to tell them?
What are key measures of success? (Evaluation is discussed in detail beginning on page 49.) 1. How will we know our program is working? 2. How are we going to measure our successes?

Worksheet—Target Audience Profile

<p>Whom do we want to reach?</p> <p>List demographic/psychographic characteristics:</p>
<p>What does the audience think about tobacco use?</p> <p>What does the audience think about sports participation?</p> <p>List audience beliefs and attitudes:</p>
<p>What would motivate the audience to engage in the desired behavior?</p> <p>List key benefits:</p>
<p>What prevents the audience from engaging in the desired behavior?</p> <p>What behaviors are they doing instead?</p> <p>List key barriers:</p>
<p>Where can we reach the audience?</p> <p>List communication channels:</p>

Creating a Game Plan for Success—Sample Game Plan Elements for Anytown, USA Youth Recreation League

Set your program goal—the defining mission of your effort.

Define measurable objectives—the intermediate steps that define and quantify the various ways you will achieve that goal. Will you concentrate on awareness, individual behavior changes, or policy matters? Does your budget allow for a major effort, or must you keep your activities modest?

Identify strategies—the broad techniques you will use to achieve your objectives. Strategies generally involve long-term plans, and you will likely have more than one, depending on your objectives. They are the big-picture plans that outline your work.

Select tactics—the specific steps and activities that will support your strategies. Several tactics may support a single strategy, but each should evolve logically from your goals and objectives.

Sample Program Goal

To keep youth aged 9–12 that participate in Anytown Recreation League (ARL) programs tobacco free.

Sample Objectives

- To raise awareness so that 95 percent of ARL youth athletes are aware that tobacco use has a negative effect on sports performance.
- To increase adherence to ARL facility smoking bans.

Sample Strategies

- Promote a tobacco-free brand at ARL youth sporting events.
- Emphasize the performance-related benefits of being tobacco free.
- Involve coaches and parents in message dissemination.

Sample Tactics

- Distribute branded no-smoking signage to all ARL facilities.
- Include branded messaging in all ARL print and electronic publications such as Web site, schedules, newsletters, and press releases.
- Host youth clinics featuring local tobacco-free minor-league or college athletes.
- Develop a coaches' kit to make it easy to incorporate tobacco-free messaging into practices/drills.
- Encourage parents to write letters to the editor supporting the enforcement of ARL tobacco-free policies.

“Why do I love sports? They make me feel alive. Soccer allows me to dream big.”

Gabriela L, Age 9

Case Study City of Milwaukee's "Tobacco-Free Sports" Program Presents Kick Butts Day



Program Overview and Goal

The city of Milwaukee's "Tobacco-Free Sports" Program is a youth-led, adult-guided program of the Milwaukee Public Schools (MPS) Department of Recreation and Community Services. Teens are trained as peer educators to present anti-tobacco education and prevention lessons to younger children who participate in Milwaukee Recreation's fall, winter, and spring sports teams. The program uses a three-pronged approach: tobacco control and prevention mini-sessions for parents and youth, a targeted media advocacy anti-tobacco event, and tobacco prevention trainings for sports program staff, including coaches and officials. Every year, Milwaukee's "Tobacco-Free Sports" presents Kick Butts Day.

The Game Plan—Objective

Create a fun, memorable experience to reward students for staying tobacco free and making healthy choices.

The Playbook—Milwaukee's Winning Tactics and Strategies

- Milwaukee planned their event around Campaign for Tobacco-Free Kids' Kick Butts Day, an annual national initiative that encourages youth to participate in positive tobacco-free activities (www.kickbuttsday.org).
- Milwaukee invited special guests including T.J. Ford (point guard for the Milwaukee Bucks), Dana Jones (forward for the Chicago Blaze), Teri Mitchell (Head Coach for Marquette Women's Basketball), and James Wright (forward for the University of Wisconsin, Milwaukee Panthers).
- Milwaukee reached out to local media, including print, radio, and television outlets. Media members received press releases and media kits about the event and invitations to attend.

The Scoreboard—Results

Hundreds of students from Milwaukee Public Schools participated in the event and spent the morning exercising and listening to presenters. Over the years, students also have received visits from Wisconsin's First Lady Jessica Doyle, Health Commissioner Bevan Baker, and other public officials. TODAY'S TMJ4, the NBC-TV affiliate in Milwaukee, covered the event and ran the story in the evening news. You can view the news report online at www.milwaukeeerecreation.net/tobacco-free-sports/.