



BUILDING A SMOKE-FREE MULTI-UNIT HOUSING PROGRAM

PURPOSE

Creating goals, materials, and procedures to develop, build, and sustain a smoke-free multi-unit housing program

OUTCOMES

- Create program branding, logos, messaging, and web site
- Decide on a policy approach
- Build a database or tracking system
- Decide what services and materials you will offer

GETTING YOUR SMOKE-FREE MULTI-UNIT HOUSING PROGRAM STARTED

Before conducting outreach to property managers and helping them adopt smoke-free policies, plan some specifics about how your program will operate. By taking time to create your program's brand and materials, determining the services your program will offer, and outlining how you will track your progress before you begin reaching out to property managers, you can avoid much confusion and frustration. Programs certainly evolve over time, but developing a strategic plan for your program will prevent you from retroactively tracking your progress, changing materials, and "re-introducing" your program to property managers.

GETTING YOUR SMOKE-FREE MULTI-UNIT HOUSING PROGRAM STARTED

Some states around the country have programs that have been working on smoke-free multi-unit housing for many years, while others have programs that have only recently begun to work on smoke-free housing. Minnesota, Michigan, Maine, and California have some of the earliest established programs in the country—these programs began creating materials and conducting organized outreach/research efforts in the early 2000s. Regardless of when a program began, most programs have developed for the same reason: as a response to calls and questions received from renters and property managers.

Renters and property managers will contact a state or local health department or a community organization with questions about how to solve the problem of secondhand smoke drifting through their multi-unit building. These state and local health departments often quickly discover that a gap exists in their resources, knowledge, and capacity to assist the renters and property managers. At this point, these health organizations may decide to begin working on smoke-free multi-unit housing. To get started, many form an advisory committee or workgroup. An advisory committee can help guide your work and priorities, identify key partners, and provide feedback on research.

Thoughts to consider when starting your program

- Why are you starting a program?
 - Are renters or managers contacting you for help?
 - What are your goals?
 - How will you measure outcomes?
- What resources are available to assist you?

KEY TERMS:

VOLUNTARY POLICY: *A policy in which a property owner or manager enacts on their own. Also known as a private policy.*

PUBLIC POLICY: *A policy that a property owner or manager must follow because it was enacted by an elected or appointed body.*

BRAND: *A program's identity that is built based on its mission statement, logo, tagline, color scheme, and messaging.*

TECHNICAL ASSISTANCE: *Training and consultations offered by one organization in order to help other organizations achieve their goals.*

HEALTH LITERACY: *The ability to read, understand and use healthcare information to make decisions and follow instructions for treatment if necessary.*

- Are you hiring new staff or adding duties for existing staff?
- Do you have specific funds allocated to this work?
- How long will you be working on smoke-free multi-unit housing?
- What can you realistically achieve in the time frame you have?
- Do you need to conduct research to assess knowledge and attitudes among renters and managers regarding smoke-free multi-unit housing?

Items to consider if there is a coalition of smoke-free housing programs in your state

- What is the purpose of the coalition?
- Which stakeholders will you invite to join the coalition?
- Will there be a lead organization to coordinate messaging and outreach?
- What are the roles and responsibilities of the coalition members?
- Will there be an advisory board?
- How will policy strategy decisions be made?
- Will there be one set of coordinated outreach materials for all programs to use?
- Is there a coordinating or technical assistance organization available?

CREATING YOUR PROGRAM'S IDENTITY

A program's identity (or brand) comes in many different forms. An identity is built from a mission statement, logo, tagline, color scheme, messaging, and design elements that are consistent on program materials. Writing a brief mission statement to accompany the physical elements of your program is important because people will be able to quickly understand your program's purpose. Your mission statement should be tied to your program's policy strategies and reflect the

philosophies and values of your program.

Having a program identity provides a way for renters, managers, and other housing industry professionals to remember your program. It is not necessary to spend large amounts of time or money in order to create an identity for your program—though you certainly can hire a graphic designer if you choose—instead, take some time to brainstorm with your staff about what kind of message you want your program to send to your target audience(s).

Branding a local program

If your program is focused locally rather than statewide, you may want to build an identity that promotes your local expertise. This may show renters and managers that you know and understand the culture of the local community. If your program is connected to an existing well-recognized organization, be sure to capitalize on its familiar identity. For example, the American Lung Association has resources on their national web site that educate about the benefits of smoke-free multi-unit housing,² but several local chapters of the American Lung Association have locally-focused smoke-free multi-unit housing programs as well. The local chapters can access resources and materials produced by the national organization as well as develop their own local materials.

⊗ If there are several smoke-free housing programs in your state, you can work together to build common logos, messaging, and materials. These items can be modified to identify the individual programs, while still maintaining the benefit of being

Examples of other smoke-free multi-unit housing program logos



CASE STUDY:

THE LIVE SMOKE FREE PROGRAM

In the mid-1990s, the Association for Nonsmokers—Minnesota (ANSR) began receiving calls from renters and property managers. As a statewide nonprofit solely dedicated to reducing the harms caused by tobacco, ANSR devoted some staff time to respond to the calls, but was frustrated by the lack of information available about the possible solutions to secondhand smoke problems in multi-unit housing.

In the early 2000s, ANSR was funded by ClearWay MinnesotaSM to partner with the Center for Energy and Environment (a nonprofit engineering firm specializing in environmental concerns) to conduct research about smoke-free multi-unit housing. The research project consisted of four parts:¹

- *A mail survey of renters to measure experiences and attitudes toward second hand smoke in apartment buildings;*
- *Telephone interviews with a convenience sample of Minnesota apartment owners and managers to learn about their experiences and attitudes toward secondhand smoke in their buildings as well as their experiences, if any, with smoke-free policies;*
- *A legal advisory committee made of attorneys and housing industry experts to investigate the legalities of adopting smoke-free policies; and*
- *A field study using air movement tests to determine how secondhand smoke migrates through a building and whether ventilation and mechanical changes are viable solutions to resolving issues with secondhand smoke transfer from one unit to others.*

With the research complete, ANSR sought a small grant from the American Cancer Society, Midwest Division, to disseminate the findings and assist renters having problems. ANSR created the “Initiative for Smoke-Free Apartments” and continued to work on smoke-free multi-unit housing with only small amounts of funding. In 2007, ANSR received a grant from the Minnesota Department of Health to develop a fully-functional smoke-free multi-unit housing program and named it “Live Smoke Free.” To date, Live Smoke Free has continued to receive grants from the Minnesota Department of Health, awarded through a competitive bid process, to address smoke-free multi-unit housing issues.

*CASE STUDY:***ORIGIN OF THE SMOKE-FREE HOUSING COALITION OF MAINE***www.smokefreeforme.org*

Public health professionals in multiple organizations in Maine received calls from renters and managers with questions and concerns about secondhand smoke in multi-unit housing. These organizations determined that a gap existed in Maine's capacity to handle these calls—there was no organization with knowledge about secondhand smoke in multi-unit housing to refer the callers to for assistance.

The public health professionals from across the state met to discuss the need for a way to help renters and managers in Maine who were dealing with secondhand smoke intrusion and damage in apartments. As a result, the Smoke-Free Housing Coalition of Maine was formed in 2003. The Coalition, which is a nonprofit organization, is comprised of more than 50 public health professionals, renters, managers, environmental health professionals, legal professionals, and others who support smoke-free housing policies.

recognized by renters and managers from all parts of the state or region. Remember that renters, managers, and other industry professionals are not bound by the same geographic borders that your smoke-free housing program serves. Renters may move and managers might have peers or other properties around the state. When materials created with a common identity exist, smoke-free multi-unit housing programs can work together on policy initiatives without creating confusion within the housing industry. A common identity can provide a statewide smoke-free housing presence and be beneficial to multiple programs.

DEVELOPING POLICY STRATEGIES

There are several common strategies that smoke-free multi-unit housing programs around the country utilize when working to adopt policies. Stay up-to-date with what others are doing through the national smoke-free multi-unit housing listserv.³

Determine which strategies will work best for your area based upon your goals, partnerships, and capacity to achieve the work.

Common policy strategies employed around the country

- Providing support to both renters and managers—though managers are the primary focus—through written materials and consultations;
- Monitoring the housing industry to assess their needs by joining advisory boards, focus groups, luncheons, or one-on-one meetings;
- Assisting property managers in adopting voluntary/private policies “building by building”;
- Focusing on specific segments of multi-unit housing, such as market rate, subsidized, rental, owner-occupied, etc.; to learn more about housing types, read the chapter “Getting to Know the Housing Industry;”
- Collecting written policies from property managers (lease addenda, house rules, etc.) to track the progress of policy change;



- Attempting public policy strategies that are administrative-based such as tax credits and disclosure after experiencing success with the voluntary policy adoption strategy (read Chapter 9 “Program Sustainability” to learn more about public policy options); and
- Assessing the political environment to determine readiness for public policies that mandate smoke-free multi-unit housing (only a few cities in California have adopted public policies mandating smoke-free policies⁴).



Potential policy pitfalls

- Do not encourage or accept building policies that cover less than 100% of the indoor areas; it’s not a smoke-free building if some residents are still exposed to secondhand smoke. Steer managers away from policies that involve smoke-free floors/wings or that indefinitely grandfather smoking residents. Indefinite grandfathering allows current smokers to continue to smoke in their apartment until moving out, which could be years in the future.
- Determine how much assistance you will provide renters; some renters may call repeatedly and may ask you to do things that you consider unreasonable like advocate on their behalf with the manager, pay for attorney fees, or pay for moving costs (read the Chapter 8 “Working with Renters Exposed to Secondhand Smoke” to learn more about developing appropriate strategies while working with renters).



CREATING AN ONLINE PRESENCE

Fifty-eight percent (58%) of Americans perform online research for products and services,⁵ so it is likely that renters and managers in your area will be looking online for solutions to a secondhand smoke problem. Having an online presence is an easy way to reach renters and managers and provide resources that will help them as they seek solutions to secondhand smoke problems. Web sites have the potential to reach a very large audience; when optimized, they can be easily found in web searches. Post all of your materials and

the steps to adopting a smoke-free policy on your web site so that renters and managers can find the information they need even if they do not contact you directly. To keep your website updated, post new materials, information, and media stories regularly.

Your online presence doesn’t have to be an intricate web site; it could just be a page on your

SIMPLE POLICY RANKINGS

Any policy with indefinite grandfathering



Any policy with short-term or temporary grandfathering



100% of the building’s interior*



100% of the building’s interior + some exterior areas



100% of the building’s interior + all exterior areas (a curb-to-curb policy)



**minimum policy that most smoke-free housing programs will accept*

CASE STUDY:

LIVE SMOKE FREE'S WEBSITE

www.mnsmokefreehousing.org

Live Smoke Free's web site was built with several purposes:

- To give credibility
 - *Many people will look at a web site before calling an organization*
- To provide resources for people who do not want or need to call us
 - *We get about 1,500 unique visitors to our web site each month; we wouldn't have the capacity to handle that many calls*
- To create a sustainable resource if program funding is cut
 - *Web sites are inexpensive and can be maintained with little effort*

The Live Smoke Free web site stands alone. However, because Live Smoke Free's is a program of the Association for Nonsmokers—Minnesota (ANSR), there is also a Live Smoke Free page on ANSR's web site. In-house staff built the web site. Staff also focused on search engine optimization when building the web site in order to ensure that Minnesotans can easily find it.

THE ONLINE SMOKE-FREE MULTI-HOUSING DIRECTORY

www.mnsmokefreehousing.org/tenants_directory

The online directory may be the most important part of Live Smoke Free web site. It is a large draw for managers and renters (most of our monthly visitors view the directory even if they don't look at the rest of the web site). Originally, the directory was a simple list that was formatted as a table. In order to be listed on the directory, managers had to contact Live Smoke Free with information about the building. When changes needed to be made to the listing, managers had to notify us.

Eventually, this became too much work for our staff so we hired a web developer to create an interactive, searchable directory. Managers can now create their own account and update their listings as often as they'd like. Though most of the directory is now automated, a building's listing does not go "live" to the public without first being approved by Live Smoke Free staff. This ensures that all buildings on our directory are actually smoke free, because we require a copy of the smoke-free policy before a building can be listed. Policies must meet our minimum criteria of 100% smoke-free indoors in order to be listed on our web site.

There are several smoke-free housing programs in Minnesota, and Live Smoke Free's online directory covers the entire state. This provides one place for Minnesotans to look for smoke-free buildings rather than search multiple directories. It also ensures that all of Minnesota's smoke-free housing programs do not have to pay for and maintain their own directories.



parent organization’s web site. The site should explain the resources that your smoke-free housing program offers and have a listing of smoke-free buildings in your area. This smoke-free housing directory can be simple, such as a list of smoke-free buildings, or elaborate, with interactive search functions. This provides a needed resource to renters looking for smoke-free buildings and an incentive for managers to work with your program to get free publicity. Some programs set up their own directory of smoke-free buildings (this can be an interactive, searchable directory or a simple text list) and some programs partner with other search services.

When setting up your web site, consider how much information you want to provide online. A comprehensive set of information tends to be more useful for your audience, but it creates the possibility that renters and managers may not contact you. To avoid this, provide an incentive for people to call you by reminding web site visitors about the benefits of an in-person/phone consultation and the resources that you offer to promote smoke-free buildings.

IDENTIFYING KEY PARTNERS

There are many potential partners that might help you create messages, distribute materials, and connect you with property managers and renters. The exact organizations you partner with

will be determined by your project’s goals and what kinds of organizations are in your geographic region. The ways in which you reach out to these partners and the messages that you use to encourage them to partner with you will vary based on what you know about the organizations you are trying to reach.

Essential Partners

- **Housing trade associations, individual managers/owners, and management companies** are the most valuable partners you can have. The relationships you build within the housing industry can lead to referrals to events and presentations, endorsements about your work, assistance in research, and much more. Most importantly, building relationships will lead you to the managers who are ready to adopt smoke-free policies! There are organizations that work with public, private, tribal, and owner-occupied housing, so look for as many potential partner organizations as possible.
- **Legal partners** such as the Tobacco Control Legal Consortium (a national legal network dedicated to assisting in tobacco control issues)⁶ and your local Legal Aid office can help you navigate the applicable laws that currently exist in your area. Your local Legal Aid office might also distribute some of your materials or participate as guest speakers at your presentations.



The Live Smoke Free website and The Online Smoke-Free Multi-Housing Directory website

*CASE STUDY:***ORIGIN OF THE OREGON SMOKEFREE HOUSING PROJECT***www.smokefreehousinginfo.com*

In order to respond to the growing need for smoke-free multi-unit housing work in Oregon, the Oregon Health Authority's Tobacco Prevention and Education Program contracted with Health In Sight, LLC, with the purpose of building a collaboration of multi-unit housing stakeholders and public health professionals to provide useful information and materials for the housing industry regarding smoke-free policies.

At the beginning of the project in 2005, staff found a community "navigator"—someone who knew the housing industry in Oregon—who could help identify key players in the housing industry. The staff also investigated what smoke-free housing programs in Minnesota, Michigan, Maine, and California were doing. Project staff used that information and met one-on-one with representatives from housing trade associations, renters' rights groups, public and affordable housing agencies, and the Fair Housing Council.

The representatives from the one-on-one meetings were invited to become members of the project's Advisory Board. The project purposefully did not make members of the advisory board attend coalition meetings; they felt that too many meetings would hinder involvement, so they focused on keeping the Advisory Board involved through emails and phone calls. The Advisory Board was given many opportunities for input and helped develop strategies as well as the program's identity.

- **Community organizations and community health workers** can work with a variety of populations. They may focus on providing services to recent immigrants, specific cultures such as the Asian or African communities, specific neighborhoods or geographic locations, or low-income populations. These organizations can help you work in specific buildings and fill gaps that your staff doesn't have the capacity or time to handle; community organizations can be especially helpful if you are trying to cover a large geographic area, educate English Language Learner populations, or conduct outreach to specific cultures. Community organizations and community health workers can be particularly helpful in conducting door-to-door surveys of renters, holding educational meetings, tabling at community events, and other forms of outreach that they conduct on a regular basis to the population(s) they serve.
- **Local and state public health departments** can connect you with other governmental departments, distribute your materials, provide you with health-related data from the community, and inform you of community events or other ways to reach the public.

Other Partners to Consider

- **Environmental/indoor air experts** (including your state health department's indoor air program) can provide you with testimony on how secondhand smoke can move through a building and how ventilation systems do not solve the problem. Research on this topic has been conducted by organizations such as the Center for Energy and Environment in Minnesota and the Roswell Park Cancer Institute in New York, but you might want to find an expert who is local to participate in presentations, press releases, and the creation of materials. The Center for Energy and Environment and the Roswell Park Cancer Institute also have information and reports available for your use.
- **City council members, fire marshals, law enforcement community liaisons, housing inspectors, and licensing departments** can be great assets. Holding informational meetings with government officials allows you to edu-

cate them about your program and gives you an opportunity to learn more about the municipality. These partners might be willing to distribute your materials or allow you to present at meetings they host for property managers. If you are unsure about how to get connected with government officials, ask the local health department to introduce you to staff in other municipal departments. Since you are meeting with these departments simply to gather information and to learn about the municipality, you can reach out to them at any time in your program’s development, but it might be best to have a few materials that you can leave behind that describe your work.

- **Social service agencies** vary greatly from community to community. You might be able to find partners who work in renter advocacy, homeless services, immigrant services, and behavioral health services. These agencies can provide you with information about the populations they work with, but most importantly, they

might be able to distribute your materials to their clients who are being exposed to second-hand smoke in multi-unit housing. You can also ask the social service staff about how they communicate with clients who are non-English speakers or readers and how their office works with those populations.

- **Non-traditional partners** such as insurance companies, apartment search services, and the green industry can connect you with managers and renters in unique ways. To learn more about partnering with these organizations, read Chapter 5, “Reaching Out to the Housing Industry.”
- **Anyone who will listen!** Housing touches many segments of a community. Nearly everyone knows someone who lives in multi-unit housing or owns multi-unit housing. Take any opportunity given to you to talk about your program. Even if you are unsure how a person or organization can help you, you might find that they can offer you resources and open doors that you never would have imagined.

CASE STUDY:

LIVE SMOKE FREE AND SOCIAL SERVICE AGENCIES IN MINNESOTA

Live Smoke Free often reaches out to social service agencies in Minnesota to educate them on the problem of secondhand smoke in multi-unit housing to identify ways to partner on outreach strategies. These agencies vary widely and serve many diverse populations, and have proven to be effective partners.

ORGANIZATION NAME	POPULATIONS SERVED	PARTNERSHIP WITH LIVE SMOKE FREE
HomeLine www.homelinemn.org	All renters in Minnesota	<ul style="list-style-type: none"> • Educated Live Smoke Free on renters’ rights • Live Smoke Free educated staff and attorneys • Willing to take renters’ calls on second-hand smoke issues and accompany renters in court if necessary
Minnesota Coalition for the Homeless www.mnhomelesscoalition.org	Homeless, formerly homeless, or nearly homeless persons in Minnesota	<ul style="list-style-type: none"> • Live Smoke Free presented at several statewide conferences
Minnesota Social Service Association www.mnssa.org	Social and Human service professionals	<ul style="list-style-type: none"> • Live Smoke Free exhibited at several statewide conferences

TRACKING YOUR PROGRESS

Having some sort of tracking system is vital to your work. A tracking system will allow you to evaluate the work you've done and can give you data to share with your program's funders, department heads, the media, and the housing industry. Your tracking system could be as simple as a



spreadsheet or it could be as rich as a full database built in Microsoft Access or another software program. Whichever tracking system you choose, make sure that all smoke-free housing program staff have access to the tracking system and understand how important it is that they document their work regularly.

CASE STUDY:

LIVE SMOKE FREE'S DATABASE

Live Smoke Free uses a Microsoft Access database that tracks staff interactions with property managers, renters, public officials, the media, public health professionals, and housing-related organizations. The database also tracks outreach tactics such as mailings and events.

We track everyone who we have had contact with through phone, email, mail, or in person. We don't solely track smoke-free policies because it can take a manager years to decide to adopt a smoke-free policy. The database can provide a history of how a particular manager learned about the benefits of smoke-free policies, which materials were used to educate them, and interactions they had with us that might have led them to make the decision to adopt a policy.

The database was built and maintained by in-house staff which has made it a cost-effective way to track and analyze our program's progress. Other smoke-free housing programs in Minnesota have various ways to track the work they do (some use spreadsheets and some use a template of Live Smoke Free's database). Live Smoke Free is a technical assistance provider for some of Minnesota's smoke-free housing programs, so Live Smoke Free regularly enters information regarding contacts had by those programs into our database in order to have a clear picture of the work that's being done around the state.

The database is an essential tool that is used to report our progress and successes to our Board of Directors and grant funders. We can run queries to analyze data points such as the number of smoke-free policies adopted, number of policies within geographic areas, number of policies by grant funding source, and the types of buildings with smoke-free policies (e.g., subsidized, market rate, etc.).

The database is incredibly beneficial to our program. Not only does it make program evaluation easy, but it also allows staff to share their work with the entire Live Smoke Free team. If staff members leave our organization, or even if they are out of the office on vacation, another staff person can help a manager or renter who calls our office because they can use the database to read about the previous conversations with that person. The database also helps us maintain our relationships. We meet hundreds of managers each year and we want to remember our conversations with those managers in order to show the managers that they are important to us; having a database means that we don't have to rely on memory to recall those conversations.

Types of information to collect and track

- Information to collect about managers
 - Contact information;
 - Building types (e.g., privately owned, subsidized, etc.);
 - The number of buildings and units on the property;
 - Materials you have already sent to the property manager;
 - How the manager found you (e.g., met at an event, received a letter, referred by another organization, etc.); and
 - Notes describing the conversations you have with the manager (including the dates the conversations took place).
- Information to collect about smoke-free policies
 - Date the policy went into effect;
 - Date you learned about the policy;
 - Areas of the property covered by the policy and an analysis of the policy's strength; and
 - Whether any smoking residents are grandfathered.
- Information to collect about renters who contact your office with secondhand smoke problems
 - Contact information;
 - The name of the building in which they live;
 - How the renter found you (e.g., web searching, met at an event, saw an ad, etc.);
 - Dates the renter moved into the unit and when the secondhand smoke problem began
 - Remedies attempted to stop the secondhand smoke incursion;
 - Health conditions caused or exacerbated by the problem;
 - Materials sent to the renter; and

- Notes describing the conversations you have with the renter.

Other ways to track progress

- Look through rental search services for an increase in ads for smoke-free buildings;
- Track how many rental search services develop a search option for finding smoke-free buildings;
- Analyze visitors on your web site and your partners' web sites (talk with your organization's webmaster about how to get this data);
- Conduct polling and surveying of renters and managers; and
- Analyze data from your state's Behavioral Risk Factor Surveillance System (BRFSS) or tobacco use/exposure survey (you can access BRFSS data through your state health department⁷).

Data tracking by coalitions

If your state has multiple smoke-free housing programs, you will want to find a way for all of the programs to track data and progress (without doubling up on documentation). The status and influence of your state's smoke-free housing movement will be easier to analyze if all programs are tracking the same information. Each program can have its own separate tracking system or your coalition of programs can have one joint system. The smoke-free housing programs should meet to discuss which type of system would be best.

Separate systems can be created through a software program like Microsoft Access. Even if programs have their own system, it's important that each smoke-free housing program track the same information so that it can be regularly combined to analyze the data statewide. The smoke-free housing programs should create guidelines about how to track the information and how often the information will be combined.

A shared system requires a way for multiple programs to access the system online. There are several companies that offer shared database systems. You may have to pay the company to

help set up the system to track the data that you want and pay a subscription fee. These fees can be costly, but a shared system eliminates the need to combine information regularly.

DECIDING WHAT SERVICES AND MATERIALS YOUR PROGRAM WILL OFFER

The benefits of providing services and materials

Managers want the process of adopting a smoke-free policy to be easy; they don't want to feel like adopting a policy is going to be too much extra work. You want to provide managers with services and materials so that they feel confident in the process of adopting a policy and so they don't feel the pressure of having to create materials of their own. If managers know that you have the resources available, they are likely to come to you for assistance rather than working through the process alone. Providing these resources makes it easier for you to build relationships with the housing industry because it enables you to have constant interaction and gives you the chance to prove your credibility.

Providing certain resources to managers of smoke-free buildings, such as signs, a listing on your web site directory, and the writing and distribution of a press release, can also give you some leverage in order to get the best policies possible. For instance, if you only offer your signs, web site listing, and other promotional services to managers of buildings that are at least 100% smoke free indoors, you are increasing the chances that the manager will adopt a policy that meets your standards because you are offering something that they want to receive.

If possible, provide your services and materials at no cost to the manager, renter, or other stakeholders. People will be less likely to contact you if they have to pay for your assistance. Managers are particularly appreciative of free services and materials because they have to pay for many things in their industry; a program that offers services for free will stand out as a program that genuinely wants to be of assistance.

Use messages that are appropriate for your audience

Managers and renters respond to different types of messages. When creating materials targeted toward managers, remember that talking points about how smoke-free policies are good for business are the most relevant messages for managers; these messages resonate better than messages about the dangers of secondhand smoke (to learn more about messages for managers, read the Chapter 1 “The Case for Smoke-Free Housing”). On the other hand, renters need materials that educate them on the dangers of secondhand smoke so that they understand the importance of working to alleviate the problem.



Materials that have a business-like feel are more relevant to managers than materials that are informal. That doesn't mean that you have to print expensive materials, but your materials should show managers that your program is credible (stay away from exhaustive fact sheets and clip art!). Keep your messages simple to remind managers that going smoke free is an easy process.

Materials for renters can be more informal than the materials for managers. Over 35% of adults in the United States have a “Basic” or “Below Basic” health literacy,⁸ so keep the writing simple, particularly if you are creating materials for low-income people or populations with English as a second language.

Examples of positive messages to use when creating materials

- Smoke-free housing is about the smoke, not the smoker;
- Residents who smoke can still live in the building as long as they abide by the smoke-free policy;
- Smoke-free policies save managers money;
- Smoke-free living is becoming the norm, not the exception, around the country;
- Smoke-free policies in multi-unit housing are legal and justified; and

- There is an increased demand among renters for smoke-free buildings.

Types of services and materials you can provide

- ⊗ The types of services and materials that you offer will depend on your budget, your capacity to provide certain services, and your project's goals. You don't have to have all of your materials created when your program begins. Start with a few simple materials and add more materials as your program continues to develop.

Materials and services for managers:

- Comprehensive consultations (in person or through phone/email) that answer managers' questions and explain that policy adoption process;
- Fact sheets, booklets, and toolkits describing the benefits and steps of policy adoption;
- Sample lease addenda, letters, and surveys that managers can modify and give to their residents; and
- Signs, banners, and other implementation materials that a manager can order when their building adopts a smoke-free policy.

Materials and services for renters:

- Online directory of smoke-free buildings;
- Brochures and fact sheets about the dangers of secondhand smoke and renters' rights (partner with legal organizations such as those mentioned in the "Identify Key Partners" section of this chapter to get assistance in creating materials about renters' rights); and
- Sample letters that renters can modify to send to their manager describing a problem of secondhand smoke in their unit.

Creating materials for coalitions

If there are multiple smoke-free housing programs in your state, it can be cost-effective and beneficial to all programs if there is a common set of materials. Having common materials ensures

that a common message is being given to managers and renters and it provides consistency for your state's smoke-free housing movement. Printing materials in large quantities may also yield a better price break and allow programs to purchase more materials at a less expensive rate.

There are a few things to consider if the smoke-free housing programs agree to use one common set of materials (or at least a few common pieces):

- *Which program will create the materials?*

If a program has staff with skills in graphic design, that program might be able to create the materials in-house. If no program has the ability to create the materials, one program should be in charge of working with a graphic designer and a print vendor.

There are many materials about smoke-free multi-unit housing that exist around the country that were created by other smoke-free multi-unit housing programs. Many of those programs are willing to share their materials and will allow other programs to modify, reprint or post their items online. However, please be sure to contact smoke-free housing programs before using the materials they have created! Programs often put a lot of time, money, creativity, and effort into their materials; it is only considerate to get permission to use the materials and credit the organization that originally created the resource.

CASE STUDY:

THE DEVELOPMENT OF LIVE SMOKE FREE'S SERVICES AND MATERIALS

When Live Smoke Free received significant funding in 2007 to expand our work, we gathered information on what services and materials were being offered by other smoke-free housing programs around the country. We took note of the things that we liked and that worked well for other programs and began to think about how to make similar services and materials work for our program. We developed a few simple fact sheets and tri-fold brochures to get us started.

As we distributed and presented information at multi-unit housing conferences in 2007, we surveyed managers about what tools they needed in order to adopt a smoke-free policy. We had informational interviews with managers of smoke-free buildings to determine what tools they used when adopting a policy and what tools they wished they had. The American Lung Association in Minnesota was starting their smoke-free housing program in 2007 and held focus groups with managers to learn what messages and materials would assist them in adopting policies. The American Lung Association in Minnesota invited us to watch the focus groups so that we could learn from them too.

As we gathered all of this information, we began to merge what managers said they needed with what we felt they needed to hear. For instance, even though managers said they did not need information on secondhand smoke, we felt that it was important to the

mission of our program to educate them about the health risks; however, we respected what managers told us and placed less emphasis on secondhand smoke and more emphasis on the business reasons to adopt a smoke-free policy.

We didn't have the budget or the time to create all of the materials that we wanted at the start of our program, so we have slowly added to our portfolio over time. This has allowed our program to grow and evolve as we continue to learn more about the housing industry and their needs.



- *Will the materials be available in electronic format or in print?*

It is economical to create your materials in electronic format, which saves printing and shipping costs and allows access to them from your web site. Some materials, however, such as signs and booklets, are much more useful to managers if you provide them in hard copy.

- *How will the materials be funded?*

If multiple funding sources are paying for the design and printing of materials, be sure to include all required funding attribution language and logos on the documents.

- *Will all programs have input on the design?*

Input and consensus is important to allow all programs to feel confident about the messages being put forth in the materials, but it can take a long time to get input and approval from multiple programs. Make sure that you allot enough time to incorporate feedback from all programs.

- *How will the materials be printed and purchased?*

One program can be in charge of working with a print vendor and purchasing the materials or each program can print and purchase the materials they need. If one program is in charge of printing and purchasing, that program can serve as a clearinghouse for the materials. If individual programs work with their own print vendor, the materials might not be purchased at the lowest price possible because they will be purchased in smaller quantities.

Chapter References

- 1 Center for Energy and Environment. "Survey of Multifamily Building Owners and Managers in Minnesota Regarding Movement of Secondhand Smoke in Buildings and Designation of Smoke-Free Buildings." October 2001. Web. Jan. 2013. <<http://www.mncee.org/getattachment/6e874d1e-621f-4b89-bb31-43c610dc1d52/>>
- 2 "Smoke-free Policies in Multi-Unit Housing: Steps for Success." *Lung.org*. Web. Jan. 2013 <<http://www.lung.org/stop-smoking/about-smoking/smokefree-housing.html>>
- 3 Smoke-Free Environments Law Project. *National Smoke-Free Multi-Unit Listserv*. Smoke-Free Environments Law Project, n.d. Web. To join the smoke-free multi-unit housing listserv, email bmccreary@tcsg.org
- 4 The Center for Tobacco Policy & Organizing, American Lung Association in CA. "Comparison of Nonsmoking Housing Units Ordinances. December 2012." Web. Jan. 2013. <http://www.center4tobaccopolicy.org/CTPO/_files/_file/Comparison%20of%20Nonsmoking%20Housing%20Units%20Ordinances%20December%202012.pdf>
- 5 Jansen, Jim. "Online Product Research" Produced by Princeton Survey Research Associates International, 9 September 2010 <http://www.pewinternet.org/Reports/2010/Online-Product-Research.aspxPrinceton>
- 6 "Tobacco Control Legal Consortium." *publichealthlawcenter.org*. 2010. Web. Jan. 2013. <<http://publichealthlawcenter.org/programs/tobacco-control-legal-consortium>>
- 7 "Behavioral Risk Factor Surveillance System, State Coordinators." *apps.nccd.cdc.gov*. Web. Jan. 2013 <<http://apps.nccd.cdc.gov/BRFSSCoordinators/coordinator.asp>>
- 8 Kutner, M., E. Greenberg, Y. Jin, and C. Paulsen. *The Health Literacy of America's Adults: Results from the 2003 National Assessment of Adult Literacy*. Rep. no. NCES 2006483. Institute of Education Sciences, 6 Sept. 2006. Web. Jan. 2013. <<http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2006483>>

CHAPTER CONCLUSIONS:

Create program branding, logos, messaging, and a web site:

- Take the time to develop your program so that its identity, messaging, tracking systems, and policy strategies are in place as you begin your work.
- Seek advice from other smoke-free housing programs to learn about their successes and pitfalls.
- Create a strong online presence that includes a website and smoke-free multi-unit housing directory.
- Develop messaging that fits your target audiences: make the “business case” for managers and the “health case” for renters.

Decide on a policy approach:

- Identify coalition, community, and housing partners.
- Encourage managers to adopt strong, comprehensive smoke-free policies.
- Consider public policy approaches only after there is momentum for voluntary policies.

Build a database or tracking system:

- Collect information about property managers, renters, and smoke-free policy details.
- Coordinate with other smoke-free housing programs in your state to ensure consistency in tracking policy details.

Decide what services and materials you will offer:

- Determine which materials and services can be addressed through a statewide or regional partnership with other local smoke-free multi-unit housing programs.
- Create any materials that are needed.

SAMPLE TOOLS

- *Program Logos*
- *Program Websites*
- *Program Databases*
- *Checklist for Landlord Outreach*

PRACTITIONER'S CHECKLIST:

ARE YOU READY TO BEGIN YOUR SMOKE-FREE HOUSING PROGRAM?

- Have you decided what goals you would like to achieve with your smoke-free multi-unit housing program?
- Have you created a program identity, including colors, logo and organization name?
- Have you determined which policy strategies will work best for your area based upon your goals, partnerships, and capacity to achieve the work?
- Did you create an online presence for your organization?
- Have you identified key potential partners in your area who may be of use to you?
- Do you have a tracking system in place to evaluate and measure your work?
- What services and materials will you provide to landlords and tenants?

RESOURCES

- *Center for Energy and Environment (CEE)*
www.mncee.org
- *HomeLine*
www.homelinemn.org
- *Minnesota Coalition for the Homeless*
www.mnhomelesscoalition.org
- *Minnesota Social Service Association*
www.mnssa.org
- *Smoke-Free Multi-Unit Housing Listserv*
www.tcsg.org/sfelp/home.htm
- *Americans for Nonsmokers' Rights*
www.no-smoke.org
- *Behavioral Risk Factor Surveillance System (BRFSS)*
- *Select smoke-free multi-unit housing programs in the United States:*
 - *American Lung Association*
www.lung.org
 - *California Center for Tobacco Policy and Organizing*
www.center4tobaccopolicy.org
 - *Live Smoke Free*
www.mnsmokefreehousing.org
 - *Michigan Smoke-Free Apartments project*
www.mismokefreeapartment.org
 - *Oregon Smokefree Housing Project*
www.smokefreehousinginfo.com
 - *Smoke-Free Housing Coalition of Maine*
www.smokefreeforme.org