

## PATH Leadership Structure

Like most Robert Wood Johnson Foundation national program initiatives, the PATH national program office was responsible for recruiting a committee to make funding recommendations and advise the PATH Initiative overall. Responsibilities of the PATH’s National Advisory Committee include:

- Identifying target audiences and reviewing Call For Proposals and program goals, design, structure, plans, implementation, evaluation, staffing configuration and major initiatives
- Attending National Advisory Committee meetings and PATH annual meetings of grantees as appropriate
- Reviewing and approving all phases of the selection process including selection criteria, scoring mechanisms, letter of intent and applicant materials and participating in selected site visits to prospective grantees
- Providing technical assistance and/or network referrals to grantees in partnership with the national program office as appropriate
- Serving as an ambassador for the PATH Initiative to constituencies within and outside of the tobacco control field

The National Advisory Committee did much more than this. Under the visionary leadership of its chair, Dr. Dileep Bal, the NAC became an important venue for addressing issues that affect the entire field. NAC members helped to mediate collaborations between PATH groups and traditional tobacco control partners, provided expertise and networks, and helped PATH navigate important cultural competency issues. For example, a special NAC session on Native American issues led by Native American NAC members shaped PATH’s approach to work in this area.

### National Advisory Committee

Dileep G. Bal, MD, MS, MPH  
NAC Chair  
Kauai District Health Office

Marcella Gaitan  
National Alliance for Hispanic Health

Donna Rae Grande, MGA  
American Medical Association

Eduardo Hernandez-Alarcon, PhD  
Community Anti-Drug Coalitions of America

Sherri Watson Hyde  
National African American Tobacco Prevention Network

Letetia Jackson  
Campaign for Tobacco-Free Kids

Brian Anthony Lee  
American Cancer Society

Rod Lew, MPH  
Asian Pacific Partners for Empowerment And Leadership

Yvonne H. Lewis  
Centers for Disease Control, Office of Minority Health

Liling W. Sherry  
Northwest Portland Area Indian Health Board

### Robert Wood Johnson Foundation Staff

**Michelle Larkin** led the foundation effort to establish the PATH Initiative. She was a strong advocate and navigated the idea from germination to full-blown national program. She continues to work closely with PATH as it evolves into a technical assistance initiative in its final stages.

Other foundation staffers on the PATH team over its tenure include **Dr. Dwayne Proctor** and **Joe Marx** who worked with PATH on communications; **Joe Wechselberger** in our first months and then **Karen Rowden** throughout the grant on financial management and grants reporting; and **Barbara McCourt** helped orchestrate administrative issues before her retirement earlier this year. **Karen Rowden** played an important role in working with grantees on reporting and documentation requirements — many of which were new to groups. We are indebted to these staff and to the foundation in general for their support, input and leadership. PATH would not have been possible without them.

In addition to foundation staff and NAC members, PATH grantee representatives were critical shape in shaping evaluation strategies and other work of the Initiative.

## PATH Selection Process

### PATH Selection Criteria

- 10 points • Assessment of the Cultural, Socio-Economic and Political Context and Opportunities
  - 5 points • Track Record and History in Community Organizing and Policy Advocacy
  - 5 points • Assessment of the Tobacco Context
  - 5 points • Strength of Organization/Fiscal Management/Community Assets/Connection to Local Communities of Color
  - 5 points • Proposed Outcomes and Methodology
  - 5 points • Budget and Matching Funds
  - 5 points • Demonstration of Independence from Tobacco Influence
  - 5 points • Potential for New Information/Innovation/Breakthrough
  - 5 points • Sustainability Beyond the Grant Period
- .....
- The nine groups selected as a result of this process represented wide diversity that spanned geography, ethnicity and issue.

### PATH Grantee Selection Process

NAC and PATH Staff finalize draft Call for Proposals and review criteria

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Drafts go to Robert Wood Johnson Foundation (RWJF) for approval

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Staff consults with NAC on dissemination strategy, contacts

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Call For Proposals and selection criteria is released to the public

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Regional briefings, web conferences and conference calls are scheduled and co-hosted by local, community-based organizations (nine total), including a special briefing for Native American organizations held in New Mexico

**LOI Review: Screening Applicants**  
 LOIs are screened for eligibility, then reviewed

Those receiving lower than 2.5 points in every category; or receiving 20 points or less total score are eliminated. Any proposal receiving a 5 in any category, regardless of total score, is flagged and discussed to determine whether it should be passed on for review

Applicants notified by national program office letter

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**LOI Review: Team Review**  
 Number of LOIs submitted: 137  
 8 outside reviewers, 3 NAC members, 3 staff members, 3 RWJF staff

Top 45 scoring LOIs are put forward and portfolio analysis is done based on racial/ethnic community, geography (rural/urban, population size), and area of interest for full NAC consideration

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Review team makes recommendations

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NAC discusses and approves 40 semi finalists

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Applicants notified by national program office letter

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Top 40 scores are invited to submit full proposal

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Proposal reviewed by NAC, staff and RWJF in teams of 3-4

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NAC meets to identify Top 15 applicants for site visits (based on scores, portfolio balance considerations, team recommendations)

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Site visit teams conduct site visits, develop evaluation of site and recommendations (at least one NAC member and one staff person per visit)

Recommendations are compiled and distributed to NAC reviewers

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NAC meets via videoconference to identify up to 10 grantees (No more than two groups representing each "meta-ethnic" group identified)

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Nine grantees are chosen and forwarded to RWJF for approval

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Notification calls go out  
 Grantees notified by RWJF letter and national program office calls

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Grants begin September 1, 2003

## Advancing Tobacco Control Policies

Seven out of the nine groups have passed policy initiatives, while two have laid the groundwork for future policy change:

### Chinese Progressive Association

CPA delivered a series of tobacco policy victories: CPA established a new enforcement policy for code violations in single residential occupancy hotels. Through CPAT (Chinese Power Against Tobacco), immigrant youth successfully advocated for a resolution by the San Francisco Unified School District, which prohibits the wearing or carrying of tobacco promotional items in schools; advocated for the removal of tobacco billboards in Chinatown and helped bring about a ban on all outdoor tobacco advertising in the city; and helped lead a successful campaign by the San Francisco Tobacco-Free Coalition to designate \$1 million per year of the city’s tobacco settlement money for tobacco prevention programs.

### Padres Unidos

Padres Unidos, as part of a statewide effort, helped raise the tobacco tax in Colorado and dedicated a portion of the funding to restore immigrant healthcare. Coalition building was critical to its success. The coalition stayed intact in order to develop a program for implementing the law for its intended purposes, including Medicaid and funding for the uninsured.

### Sociedad Latina

Sociedad Latina got Boston to raise vendor-licensing fees and dedicate the revenue to youth tobacco prevention efforts. It also imposed a “three strikes” rule requiring community input before reissuing vendor licenses to merchants whose licenses were revoked because of repeated tobacco sales to minors.

### Muscogee Creek Nation

Muscogee Creek Nation passed a clean indoor air policy that covers hospitals and government buildings. They also passed a national tobacco tax excise increase. Community organizing consisted primarily of relationship building with individuals and community center leaders to develop a coalition of community councils to affect tribal national policy. The community center councils were recruited to become part of a coalition for a commercial tobacco smoke-free nation.

### Salt River-Pima Maricopa Indian Community

Salt River-Pima Maricopa Indian Community established a clean indoor air law prohibiting smoking in all buildings except for casinos. As the community’s first endeavor on tobacco policy, its work on PATH led to training, mentoring and support for efforts to establish a stable tobacco control program with the Tribe. The community residents were successful in presenting their case to the Tribal Council and have secured a funded program.

### Community Coalition

Community Coalition moved the city of Los Angeles to enact a planning ordinance that increased the conditions on tobacco licenses. Residents increased scrutiny on nuisance businesses’ compliance with existing policy. Several neighborhood residents filed formal complaints with the Los Angeles City Planning Department for nuisance businesses who openly violate policy barring sales of single cigarettes, tobacco sales to minors and tobacco advertising policy.

### Restaurant Opportunities Center of New York

ROC-NY shifted toward enforcement efforts to increase compliance with New York State’s clean indoor air law in restaurants. ROC-NY created the climate to monitor this policy by conducting an industry summit with unions, workers and restaurant owners. ROC-NY also developed an employee manual for restaurant workers and produced a video for distribution among policymakers to monitor the Smoke-Free Air Act.