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# Navigating the Bumpy Road of Policy Change

Grantees and Contractors Conference 2019  
October 30, 2019

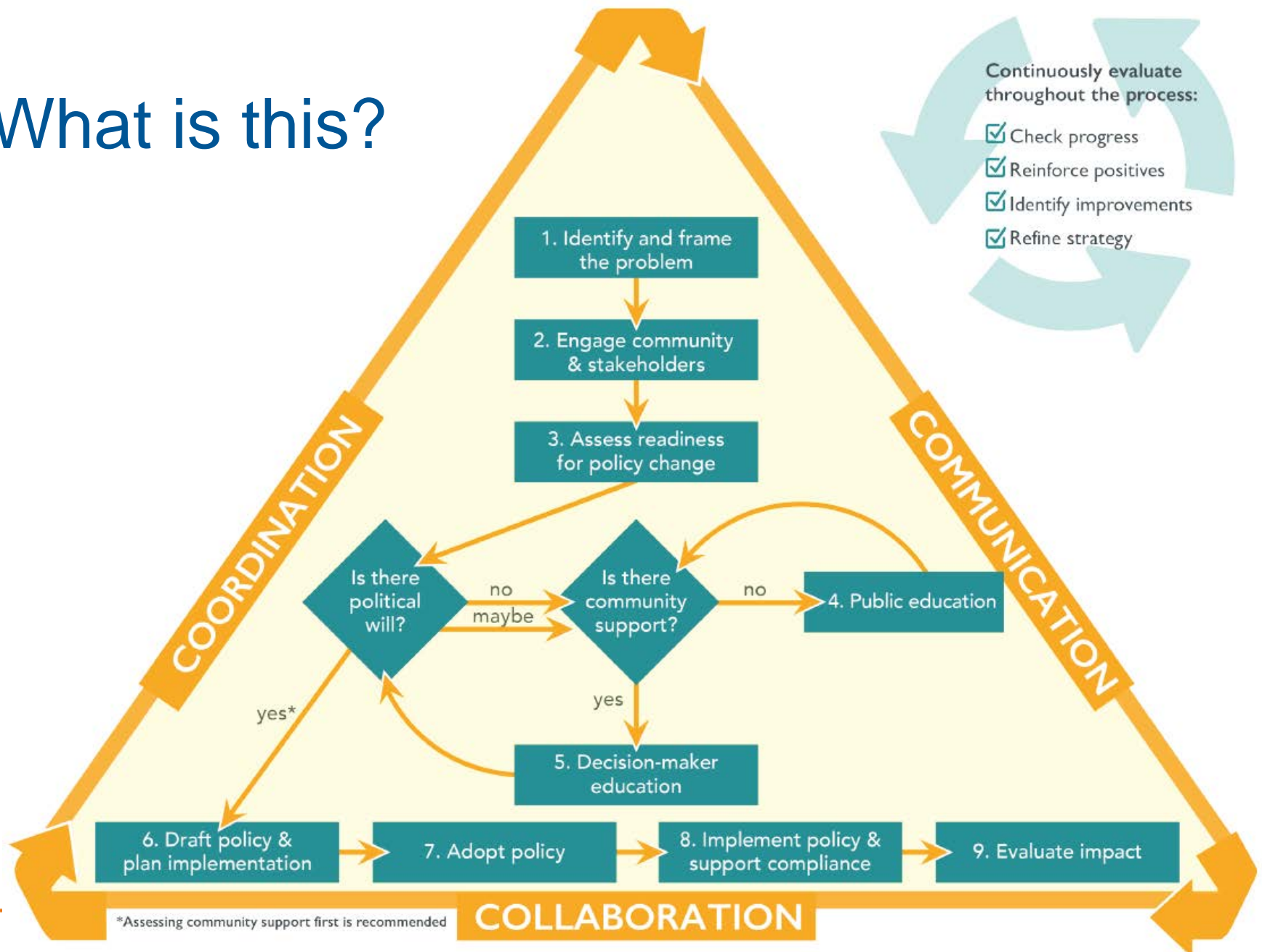
Steve White and Laura Wendel, HPCDP  
Jamie Zentner, MPH, Clackamas County Public Health Division  
Krista Murphy, Jackson County Health and Human Services



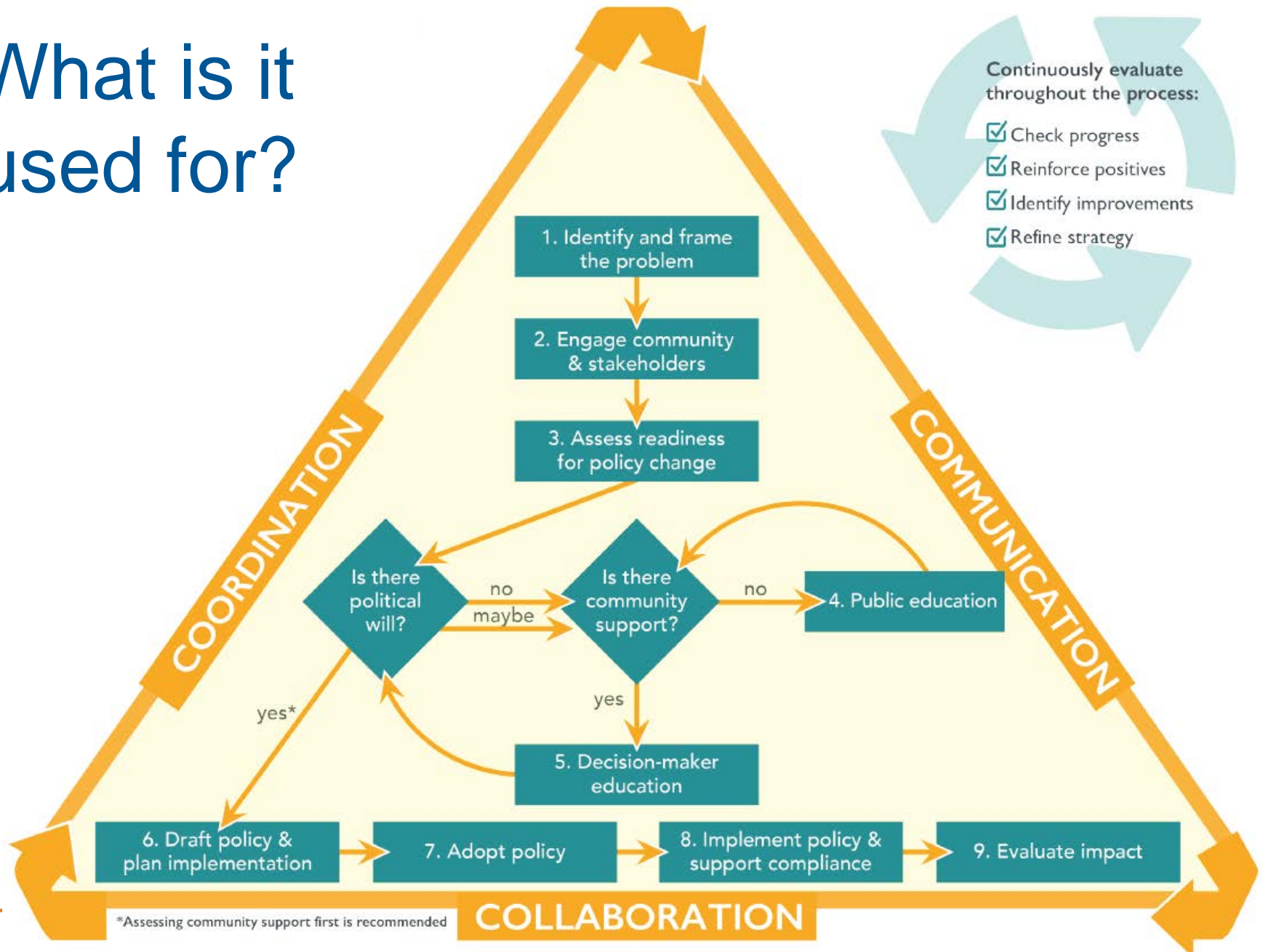
# Session objectives:

- Participants will increase their ability to navigate the policy change model
- Participants will consider how to apply an equity lens to a policy change initiative

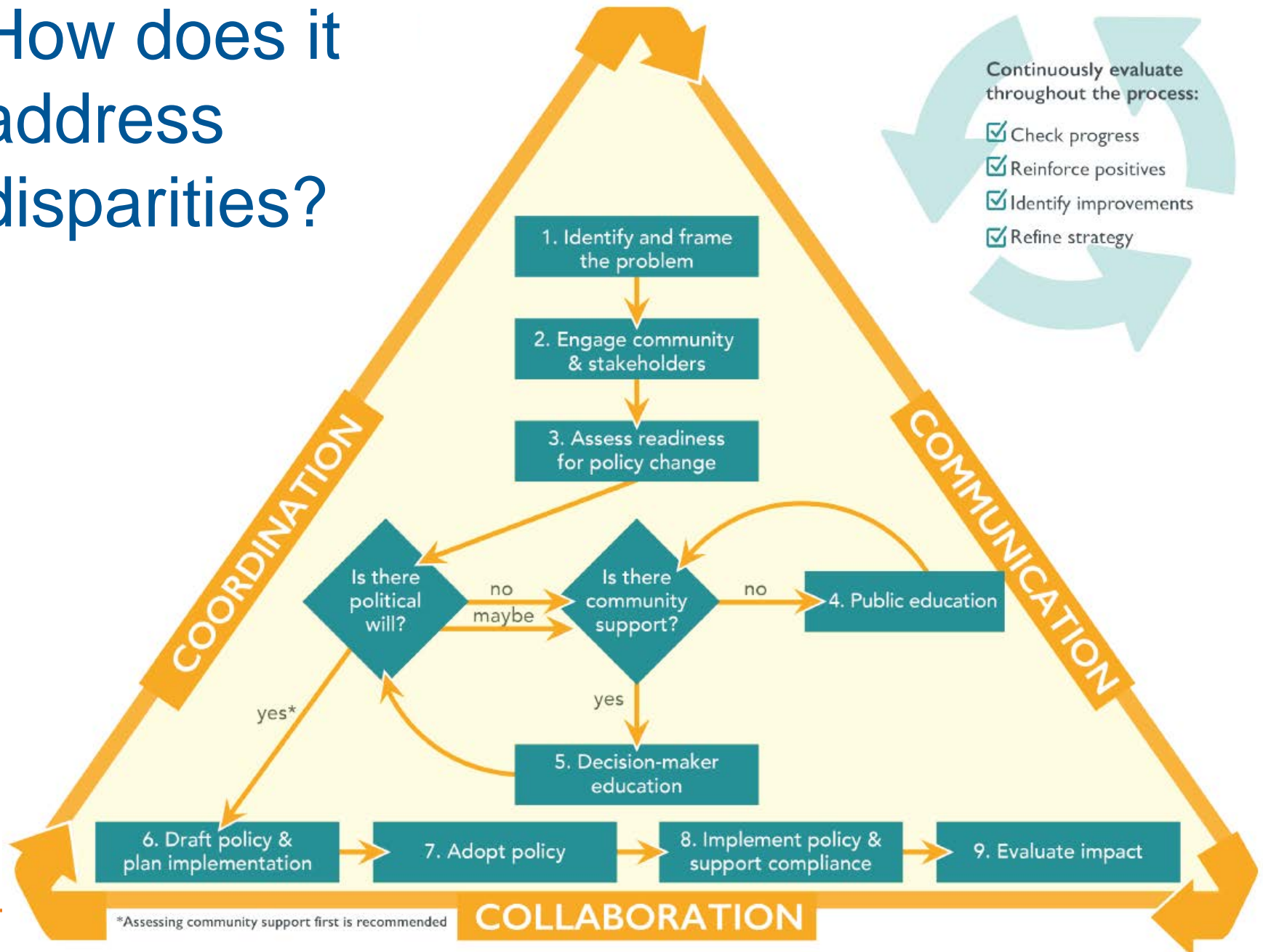
# What is this?



# What is it used for?



# How does it address disparities?



# Using the Policy Change Model

KRISTA MURPHY, TPEP COORDINATOR  
GRANTEES AND CONTRACTORS MEETING  
OCTOBER 30, 2019





# Background



## Jackson County

- Population: 219,210 (2018, via [sos.oregon.gov](http://sos.oregon.gov))

- 11 incorporated jurisdictions

- Ashland
- Butte Falls
- Central Point
- Eagle Point
- Gold Hill
- Jacksonville
- Medford
- Phoenix
- Rogue River
- Shady Cove
- Talent



Photo source: [worldatlas.com](http://worldatlas.com)

- About 70% of Jackson County residents live within the incorporated cities.
- Governed by three elected commissioners

## Challenges to Policy Work in Jackson County



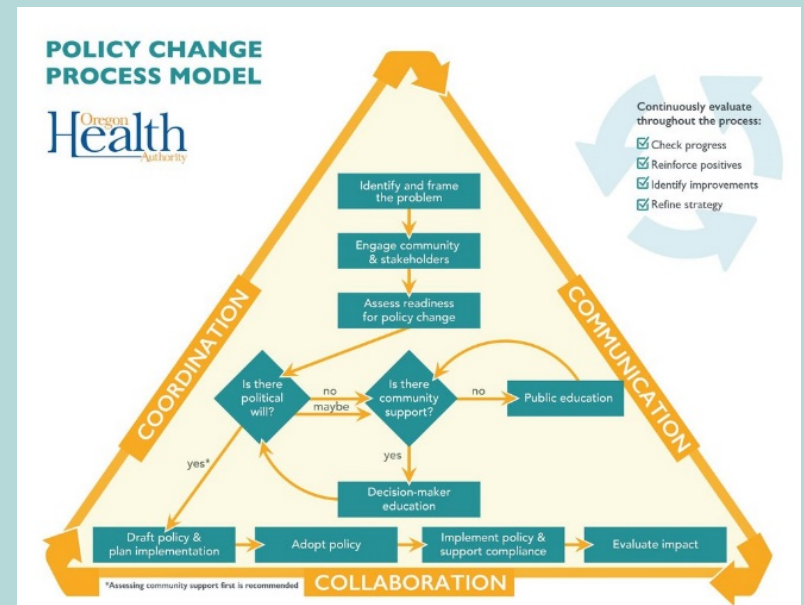
- 11 local governing bodies
- Bureaucratic red tape
- Low awareness among city leadership
- Political resistance
- Limited capacity
- Unsure of readiness for tobacco policies



# Overcoming Challenges and Barriers in Jackson County



- Assessing community readiness is vital to TPEP work
- Use the Policy Change Process Model to guide work
- New biennium, new strategies
- Previous readiness assessment was not sufficient



# Community Readiness Assessment Methodology



- Interviewed 24 stakeholders
  - City administrators
  - City councils
  - Chamber of commerce
  - Committee members
- Covered 3 Policy Areas:
  - Tobacco-Free Properties
  - Tobacco Retail Licensing
  - Point of Sale Policies
- Discussed community climate, leadership knowledge, businesses' attitudes, and community concerns

# Assessment Scoring and Analysis



- Scored and assessed by Jackson County ADPEP, TPEP and Epidemiologist

## Interviews scored on six dimensions:

- Overall community climate
- Overall leadership climate
- Community support
- Leadership support
- Leadership knowledge
- Implementation status

## Policy Areas:

1. Tobacco-free properties
2. Tobacco retail licensing
3. Point of Sale

# The Importance of Equity



- Health equity partners provided insight through equitable lens
- We want to make sure new policies will not disproportionately impact anyone
- Ensures equal playing field for all

# It's Worth the Work!



## The Assessment Identified:

- Community priorities and values
- Areas of resistance and support
- Potential champions for tobacco prevention
- Favorable policy options
- How we can help local jurisdictions

## Key Takeaways:

- Policy Change Model is a helpful tool for TPEP
- Assessment is vital to policy work
- Interviews served as first step to stakeholder relationships
- Created awareness of local prevention efforts and policy options

# THANK YOU!



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# Red Light Green Light: Driving TRL in Clackamas County

Grantees and Contractors Meeting

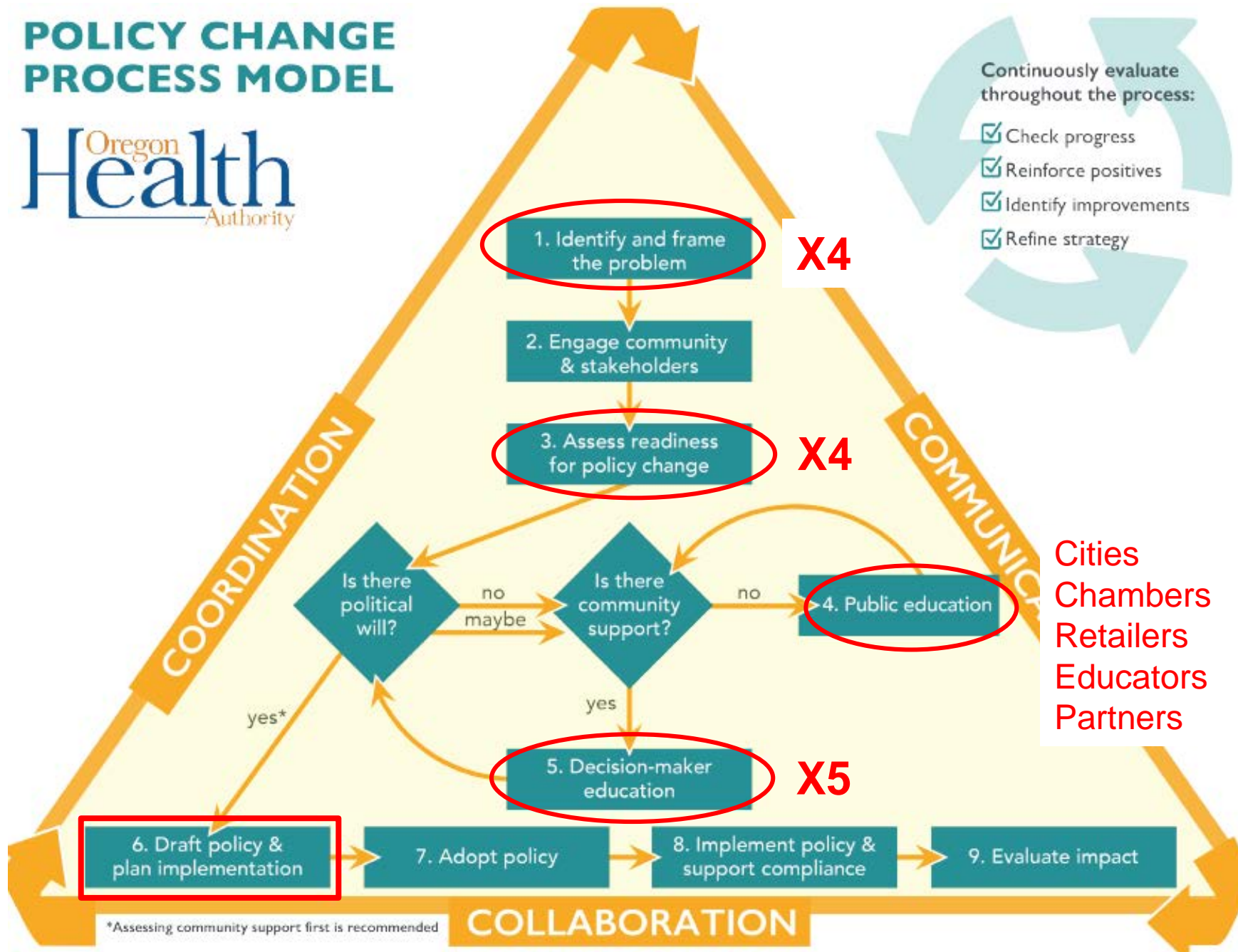
October 2019



# Objectives

- **Share** strategies to work through challenges
- **Summarize** lessons learned moving towards policy adoption

# POLICY CHANGE PROCESS MODEL










Continuously evaluate throughout the process:

- Check progress
- Reinforce positives
- Identify improvements
- Refine strategy

Cities  
Chambers  
Retailers  
Educators  
Partners

\*Assessing community support first is recommended

# June 2016 – Dec 2018

Event	Outcome
New Public Health Director	New support for TRL
 <b>Sept 2016 Policy Session:</b> Asked to adopt a framework to license marijuana and tobacco retailers.	The BCC voiced support for the concept, but chose to wait for the outcome of the 2017 Oregon legislative session. The BCC asked H3S to return if the state did not pass TRL.
Legislative session	TRL did not pass
 <b>Jan 2018 Policy Session:</b> Explained TRL, the need and benefit. Proposed a process to move forward	BCC <b>approved</b> Public Health to proceed with <b>community engagement</b> to assess support for TRL.
 Power Mapping Exercise	Established 'ground rules' and strategy to move forward
Completed Economic Impact Analysis	Demonstrated TRL has little negative impact on business
Presented to City Managers	Recommended presenting to councils
 Presentations to City Councils	4 Resolutions 1 letter of support 2 do not support 1 no position 2 no response
 Presentations to Chambers of Commerce	No direct opposition
 <b>Oct 2018 Policy Session:</b> Updated BCC on community engagement. Shared results of economic impact assessment. Requested permission to move forward developing an ordinance.	<b>BCC supported TRL.</b> Directed Public Health to <b>engage tobacco retailers directly</b> , collect letters of support, and develop an ordinance with county counsel.
 Listening sessions with retailers	3 businesses opposed TRL
County Administrator retired	Lost TRL champion



# Cities

## Jurisdiction

Sandy

West Linn

Happy Valley

Estacada

Molalla

Canby

Wilsonville

Milwaukie

Gladstone

Oregon City

Lake Oswego

## Outcome

Letter of Support

Resolution in Support

No Response

Does not Support

Does not Support

No Position

Resolution in Support

Resolution in Support

Resolution in Support

Resolution in Support

No Response

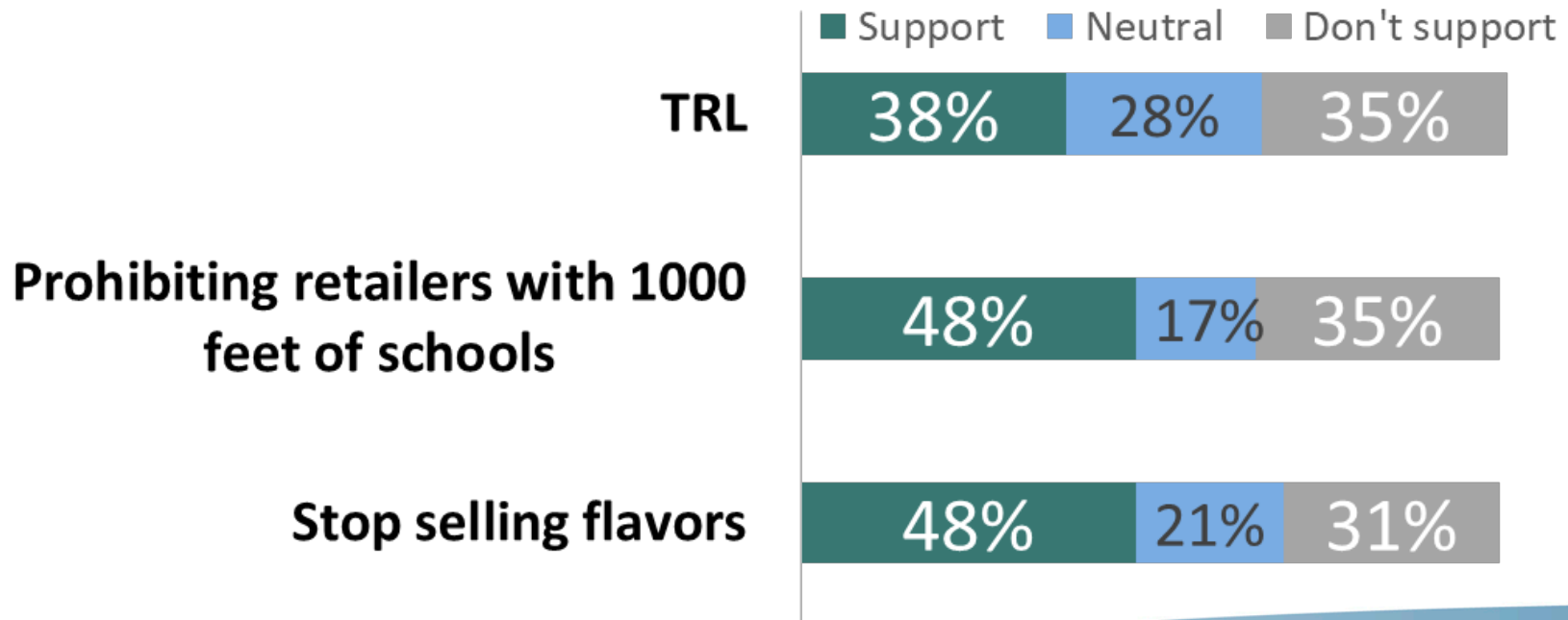
# Jan – Nov 2019

<p><b>Jan 2019 Policy Session:</b> Presented the findings from tobacco retailer listening sessions. Requested permission to proceed with creating a countywide TRL</p>	<p>BCC directed Public Health and County Council to <b>present a TRL resolution</b> during the 1/24/19 business meeting.</p>
<p><b>Jan 2019 Business Meeting:</b> Requested approval of a resolution supporting a county-wide TRL and approval to develop an ordinance with county council.</p>	<p>BOH <b>signed a resolution in support of TRL</b> and directed Public Health to <b>move forward with TRL ordinance.</b></p>
<p>Public Health Director resigned</p>	<p>Lost experienced TRL champion</p>
<p>New County Administrator</p>	<p>Little knowledge of TRL</p>
<p>BCC raised Vehicle Registration Fee</p>	<p>Negative community response</p>
<p><b>Feb 2019 Policy Session:</b> Presented a draft ordinance for a county-wide TRL. Requested approval to proceed with ordinance</p>	<p>BOH directed Public Health to <b>conduct more in-depth engagement with tobacco retailers and convene a community task force.</b></p>
<p>Tobacco Retailers Interviews</p>	<p>65% support or neutral to TRL</p>
<p>Department Director requested community engagement report for administrator and commissioners</p>	<p>In graphic design after multiple drafts and lapse in time.</p>
<p>Facilitated TRL Task Force</p>	<p>100% support for TRL</p>
<p>Community Engagement Report Youth Vaping Impact Paper Earned media in support of TRL</p>	<p>?</p>
<p>Primary Elections (May 2020): 3 Commissioners running for re-election</p>	<p>?</p>



# Tobacco Retailers

When asked about TRL, the majority of retailers either support or are neutral towards TRL policies



# Concerns about TRL

- Impact of licensing fee on small businesses
- Is TRL effective?
- Unfair to law-abiding businesses
- Youth are getting products online and friends





# Community Task Force



*Healthy Families. Strong Communities.*

- Redland business
- Oregon Cigar Association
- NW Grocery Association
- Korean Am Grocers
- Milwaukie resident
- Molalla resident
- Gladstone resident
- Lake Oswego resident
- Canby youth
- OLCC
- ACS Volunteer
- Oregon Health Authority
- American Cancer Society
- NAMI Volunteer
- Native American Youth & Family Center
- Clackamas County Business Alliance
- Multnomah County Public Health

# Task Force Results

- Unanimously support TRL
- Support license fee that sustains program
- Agree on a penalty structure for illegal sales to minors
- Diverging opinions for minimum distance from schools
- Did not discuss flavors, density, pricing, or pharmacies

# Lessons Learned

- Power mapping exercise was key
- Multi-disciplinary leadership team meetings maintain communication and consensus on strategy
- Engage County Counsel early
- Talk one-on-one with elected leaders or their policy advisors to learn concerns.
- Ride the elevator
- Educate decision makers & assess readiness multiple times
- Listen to meetings to learn decision makers' values
- Engage retailers one on one early

# Lessons Learned

- Reframe messages for different audiences
- Make the business case for TRL
- Document all Q & A raised during presentations
- Timing can make or break
- Pause to educate new leaders
- Seize opportunities (increased sales to minors)
- Drive timeline
- Dig deep for resilience and silver linings

# Thank you!

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