CLEARWAY MINNESOTA
2018 〈 STRATEGIC PLAN 〉 2022

Leaving a Legacy
ClearWay Minnesota™ is an independent nonprofit organization that enhances life for all Minnesotans by reducing tobacco use and exposure to secondhand smoke. In 1998, we were entrusted with $202 million of the settlement Minnesota received from tobacco companies over a period of 25 years. We are working to change Minnesota in ways that have lasting, tangible impact on the lives and health of Minnesotans by 2023, the end of our lifespan.

Recognizing that we would cease to exist in 2023, ClearWay Minnesota created a Legacy Framework, a tool that set long-term goals that would help us fulfill our mission. This Strategic Plan combines our Legacy Framework with our four Strategic Priorities and identifies outcomes for the next five years – the final phase of ClearWay Minnesota’s existence.

The 2018-2022 Plan contains:

Our **VISION**
(ClearWay Minnesota’s aspirational intent)

Our **MISSION STATEMENT**
(our core purpose and whom we serve)

Our **LEGACY GOALS**
(long-term goals to achieve our mission)

Our **STRATEGIC PRIORITIES**
(our most important areas of focus)

Our **OUTCOMES**
(outcomes that support our priorities)

All components of this plan were constructed with great care, drawing on the collective expertise of many partners, consultants, staff and Board Members. We took into account tobacco control best and promising practices, the counsel of state and national tobacco control experts, information gathered from other life-limited organizations and the most recent and relevant scientific literature.

Combined, the components of this Strategic Plan define what we will work toward (with the help of partner organizations) during the final years of our remaining lifetime. Progress in fulfilling this plan and advancing toward our Legacy Goals will be monitored annually, allowing for flexibility and adjustments in our approach within the boundaries of our limited life. In our final years, ClearWay Minnesota will sustain the impact of our work through the continued reduction of commercial tobacco use, secondhand smoke exposure, and the death and disease caused by smoking. We will embrace bold, cutting-edge strategies, balancing them with proven, evidence-based initiatives.

Unless otherwise indicated, **tobacco** in this document refers specifically to the use of commercial tobacco products such as cigarettes, and not to the sacred and traditional use of tobacco by American Indians and other groups.
OUR VISION
(ClearWay Minnesota’s aspirational intent)
Eliminate the harm tobacco causes the people of Minnesota.

MISSION STATEMENT
(our core purpose and whom we serve)
The mission of ClearWay Minnesota is to enhance life for all Minnesotans by reducing tobacco use and exposure to secondhand smoke through research, action and collaboration.

LEGACY GOALS
(long-term goals to achieve our mission)
› By 2023, reduce the prevalence of smoking among adult Minnesotans to less than 9 percent.
› By 2023, reduce secondhand smoke exposure among nonsmoking Minnesotans to less than 5 percent.
› By 2023, advance the science of eliminating tobacco-related health disparities.

STRATEGIC PRIORITIES & OUTCOMES
(our most important areas of focus)
These priorities, as well as the outcomes that support them, are implemented through our annual workplans and budgets.

Policy
Support policies that reduce smoking and exposure to secondhand smoke.

Outcome One: Advance policies that reduce smoking, especially by youth and other populations most harmed by smoking.

Outcome Two: Advance commercial tobacco-free policies on tribal lands.

Outcome Three: Advance policies to increase access to comprehensive tobacco dependence treatment, especially among the populations most harmed by smoking.

Quitting
Support Minnesotans in quitting smoking.

Outcome One: Make addressing tobacco use standard practice in health care.

Outcome Two: Increase use of cessation services and quit attempts by Minnesota smokers, in both the general population and those populations most harmed by smoking.

Outcome Three: Advance knowledge about effective cessation for the populations most harmed by smoking.

Environment
Create an environment that supports a commercial tobacco-free future for Minnesotans.

Outcome One: Influence public attitudes and behaviors to make smoking and exposure to secondhand smoke less acceptable among all Minnesotans.

Outcome Two: Create an environment that provides more opportunity, support and motivation for people to quit smoking.

Planning
Plan for ClearWay Minnesota’s limited life.

Outcome One: Advance knowledge and build capacity that reduces disparities and increases health equity as they relate to smoking.

Outcome Two: Increase public and private resources dedicated to reducing the harm of smoking in Minnesota.

Outcome Three: With strategic partners, transfer knowledge and plan the future of tobacco control efforts that will lead to the end of smoking in Minnesota.

Outcome Four: Plan the successful end to ClearWay Minnesota’s operations.
LEGACY EVALUATION

ClearWay Minnesota's work is founded in evidence-based research, and we value evaluation as an important aid in accomplishing our desired legacy. Evaluation informs strategic planning and helps us improve our programs, contributes to the knowledge base around tobacco use, and provides accountability and transparency for the organization.

Evaluation of our Legacy Goals tracks progress toward long-term impacts. Progress is reported to the Board of Directors regularly to inform decision-making, planning, budgeting and the development of staff workplans. The following measures are used to evaluate progress made toward our Legacy Goals:

**Goal One** (smoking prevalence)
- Data from the Minnesota Adult Tobacco Survey (MATS) are used to measure the smoking rate among adult Minnesotans.

**Goal Two** (secondhand smoke exposure)
- Data from the Minnesota Adult Tobacco Survey (MATS) are used to measure rates of secondhand smoke exposure among adult nonsmokers in homes, cars and other locations.
- Data from the Minnesota Youth Tobacco Survey are used to measure secondhand smoke exposure among nonsmoking middle-school and high-school students.

**Goal Three** (eliminating tobacco-related health disparities)
- Eliminating tobacco-related health disparities across the diverse populations of Minnesota will require greater understanding and measurement of trends among groups disproportionately harmed by smoking. Focusing on advancing science in this area will directly inform and advance disparity reduction work, and help to close disparities gaps both now and in the future.

- Data from the Minnesota Adult Tobacco Survey (MATS), the Behavioral Risk Factor Surveillance System (BRFSS) and the Tribal Tobacco Use Project (TTUP) are used to establish trends and develop models for projecting future reductions for smoking prevalence and secondhand smoke exposure rate reductions among specific populations, including Minnesotans of low socioeconomic status (SES) and American Indians in Minnesota.
- Data are used to identify interventions that are effective at reducing rates in these populations.
- We will disseminate findings, so that the knowledge we create may continue to be used by others to reduce disparities in the longer term.

OUR FOUNDATION

ClearWay Minnesota strives to excel through our last day of operation and all our activities are consistent with court-authorized guiding documents. Our time and energy are invested in activities that have the highest value.

**Values**
- **Commitment to Excellence:** Vigorously pursue the best possible outcome in all areas of our work.
- **Knowledge-Based Innovation:** Design and put into practice the most effective plan of action, basing our priorities on the most relevant and current evidence and knowledge.
- **Integrity, Honesty and Accountability:** Remain consistently loyal to our public mandate, maintain the highest ethical standards and operate with openness and transparency.
- **Safe and Respectful Environment:** Provide a safe haven for diverse opinions and show equal respect for all Minnesotans’ views.

OUR LEGACY

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LONG-TERM PLANNING

Our planning, including our Strategic Plan, our annual workplans and other programmatic, financial, administrative and governance planning that will occur in light of our limited life, are all designed to support the achievement of our long-term Legacy Goals.

Our long-term financial planning includes creating annual financial/investment models, long-term budget plans aligned with our programs and annual budgets. This work is complemented by the risk-assessment and investment oversight activities of the Board of Directors, the Audit/Finance Committee and senior staff. Forecasting will reduce portfolio assets over our remaining life to zero dollars by June of 2023 or before. Forecasts will be updated annually based on actual investment performance, asset drawdown and revised expected returns.

Administrative planning will ensure that ClearWay Minnesota has organizational resources sufficient to carry out our changing work and bring the organization to an orderly close. And governance planning will maintain and improve our Board’s ability to provide effective leadership and oversight as we approach our end of life.

OUR LEGACY

Our Legacy Goals and Strategic Priorities define what ClearWay Minnesota will work toward during our remaining lifetime. Although the programs and policies implemented during our life will have lasting impact, the problem of smoking’s harm in Minnesota will persist after our organizational end of life. To ensure our legacy’s impact is truly felt beyond the close of our doors, we are partnering with other organizations and individuals to share knowledge and to influence ongoing, sustainable tobacco control work. Our efforts now are creating momentum that will empower these others to make additional, meaningful strides after we’ve gone. The realization of our mission and goals, the longest-term impacts our work will have on the health of Minnesotans, and the future work of others, together will equal our true legacy.
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