

**Department of Health Care Services
Strategic Prevention Framework State Incentive Grant**

Final Report Format

Project Period: April 1, 2012 – May 31, 2016

The purpose of the Strategic Prevention Framework State Incentive Grant (SPF SIG) final report is to solicit your feedback on implementation of the project, and to document the successes achieved and lessons learned. Please use the following outline as a guide for structuring your report.

I. Needs Assessment

- Please describe the extent to which SPF SIG data will be collected beyond the project and how it will be used to guide your county's Strategic Prevention Plan needs assessment process.

Data on the results of law enforcement operations will continue to be collected, along with data related to underage drinking and binge drinking and DUI.

- Include lessons learned or suggestions to improve the needs assessment process.

Having a strong relationship with law enforcement including the Chief of police, Vice and the PIO are critical to law enforcement data.

II. Program Management and Collaboration

- Describe the role of the county behavioral health office (alcohol and other drug services) in the project and the extent of their participation.

County participation was limited and primarily related to budgets and reporting.

- Describe subcontractors and their roles. Note any changes in subcontractors during the project and the impact of those changes.

The only subcontractor was law enforcement who conducted the operations, provided us with data and supported media activities.

- Describe your interactions with the Prevention Research Center staff and the support and technical assistance provided.

For the most part, interactions with PRC including the evaluators and the TA provider was positive. There was one instance when one of the evaluators contacted the police department without first notifying our staff and this led to some drama with the police department on our end.

- Describe your collaboration with law enforcement and other stakeholder agencies.

Attachment II

The collaboration with law enforcement was rocky at first. For example, they did not want to participate in media activities, were difficult to reach and cancelled or didn't show up for meetings. However, by the middle of the project the Police Department was very supportive of our efforts and continues to be supportive now. Other stakeholder agencies, such as a treatment organization, were very supportive of our efforts throughout the project. There was some strong support from a human services coalition, but also some resistance from people within the group that were opposed to law enforcement's involvement and policy development in preventing underage drinking.

- Include lessons learned or suggestions relative to program management and collaboration.

Lessons learned were related to building our relationship with law enforcement and they included reaching out to the Chief of Police and the city attorney's office sooner. Were just trying to work with Vice at first and it was difficult to get anything done. Once we reached out to the Chief of Police and the city attorney's office everything was accelerated, including approvals of the use of their logo in project materials and quotes in news stories.

III. Planning

- Please comment on the use of a research-based prevention logic model to guide selection of project activities. Include how this process might be improved.

Initially it appeared that the logic model was being developed to determine the interventions needed, but then it became clear that the interventions had actually been predetermined to be high-visibility law enforcement operations all along and the process of developing a logic model for the project had been a waste of time. It would have been very helpful to know what the expectations of the project were up front, rather than almost a year into the project.

- List any leveraged resources, activities, or funding sources. If available, quantify the fiscal benefit to the project.

We were able to leverage our Environmental Prevention Services contract with Los Angeles, which had a focus on social availability, to support the SPF-SIG activities, including staff time spent on reporting and budgeting activities, the cost of materials, etc. The amount of resources would be impossible to quantify, but they were significant.

- Describe the successes and challenges encountered during the planning phase of the project.

Initially we developed work plans that were unacceptable because the deliverables were limited the high-visibility enforcement activities. We wasted a lot of time because the focus of the project was not communicated early on. Also, funding for project activities was repeatedly delayed due to LA County's approval processes and the City Council's approval processes.

IV. Project Implementation

Attachment II

- Please describe the differences between how the program was planned versus how the program was actually implemented.

We had not anticipated how difficult it would be to formulate a relationship with the Santa Monica Police Department. It pushed the implementation of the project back by several months to build the necessary connections and procure buy-in from law enforcement. Additionally, because the State and County were on different fiscal calendars, budgetary approvals were delayed on occasion, which required us to modify the work plans to accommodate accelerated timeframes.

- The SPF SIG project demonstrated the practical application of prevention research under various community conditions. Please comment on your experience of bringing research to practice in your community.

We appreciated the ease of use of the reporting tools, which were simple and intuitive. We also appreciated that there were prescriptive aspects to the project; by narrowing the interventions to high-visibility enforcement, we were able to understand the scope and nature of the implementation much more quickly than we would have otherwise. As observed above, more clarity earlier in the process would have been useful and would have accelerated the implementation phase of the project overall.

- List the successes and challenges associated with project implementation.

The project's challenges all stemmed from the fact that we were starting from square one in the community. We had no contacts or affiliations to leverage. Santa Monica is an affluent community, and the police department was not motivated by the offer of overtime, at least initially. It proved quite difficult to procure the department's buy-in.

In addition, as mentioned previously, the fact that the State and County were on different fiscal calendars led to a lot of complexity and confusion, which impacted the implementation of the project on occasion.

However, ultimately, we view the project as having been tremendously successful. After forging relationships with the Chief of Police, the PIO and the City Attorney's office, our relationship with the SMPD became fundamentally different – our contacts, SMPD in particular, worked collaboratively and efficiently on every aspect of the project, from executing the operations, to providing feedback and approvals of the visibility materials, to reporting.

We have a very positive and effective relationship with the SMPD as an outcome of this project.

We also believe we were able to saturate the community very thoroughly with visibility materials, via a range of media, which has created a lasting deterrent effect we believe will quantifiably reduce alcohol-related problems in Santa Monica.

Attachment II

V. Results/Outcomes

- Please describe how evaluation results will be used to refine, improve, and guide future prevention efforts.

We are very interested to see if high-visibility enforcement is further validated as an effective intervention via the evaluation results. If it is, we will look at ongoing visibility/enforcement as a component of our prevention strategies.

- Include how program evaluation results will be made available to the public.

We will share the results via media (prevalent Santa Monica/Los Angeles publications), as well as via our social media accounts.

VI. Lessons Learned

- List any recommendations that would be useful to other prevention providers who wished to implement this project.

To facilitate the relationship development with law enforcement, identify a contact for the local police department who is a contracts person. We were able to regularly rely upon a contracts manager to help be the liaison with the police department. Such people don't work in the field – they can more readily facilitate reviews of all materials and submit monthly reports. They can be great expeditors of the work.

Direct mail is a great means to reach the retail alcohol community in a targeted fashion. It is relatively inexpensive, and, when accompanied by a signed letter from the chief of police, is an effective overservice and sales to minors deterrence tool.

Self-mailers (that mail as 'flyers,' rather than as letters inserted into an envelope and are therefore immediately visible,) are another effective and inexpensive community visibility tool.

Integrating media to announce the enforcement operations and visibility campaigns is an effective and inexpensive way to broaden impact.

VII. Future Efforts and Sustainability

- Identify all aspects of the program that will continue, and include what factors contributed to the decision to continue them.

We will continue to develop and disseminate collaborative media with the Santa Monica Police Department around high-risk times of year. We selected media because it is inexpensive yet effectively reaches a broad local audience.

- Describe collaboration between agencies established for the purposes of this project that will continue and what form it will take.

We have a very strong relationship with SMPD – particularly the Vice Department and the PIO – which we will continue to cultivate moving forward. We plan to engage around digital and traditional media to showcase enforcement efforts underway to reduce binge and underage drinking.