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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.
Baseline set: When the County of Marin applied for the SPF SIG in the fall of 2011, it cited (CHKS, MCCHS) data that indicated alcohol use among Marin youth and young adults was significantly higher than state and national averages. Leaders from each of the three proposed grantee communities (San Rafael, Mill Valley, Corte Madera/Larkspur) had participated actively in the 2010-2015 Continuum of Services Strategic Plan process facilitated by the County. During that process, community leaders contributed real-world experience in the process of data collection, problem identification, selecting evidence-based strategies and creating measureable goals, objectives and outcomes as part of the County's overall planning process, noting that the experience and commitment to data and science would serve each of the communities well in conducting similar processes locally with the California SPF-SIG process. Ultimately, San Rafael was chosen as the SPF SIG grantee, and with the project coordination being managed within Marin County HHS, strategic plan goals and objectives were regularly assessed and evaluated over the duration of the grant.
- In late 2014/early 2015, these objectives were reevaluated during the 2015-2020 MHSUS Strategic Planning process, this time focusing on capacity-building and sustainability of existing successful strategies and projects.
- No specific plans for collection from SRPD beyond the grant. SRPD does not have a dedicated PIO or the capacity to guarantee that they will share reports. However, Lt. Dan Fink has offered to manage the SR ACT FB page, and whenever possible, will share press releases about SHO violations with the County Prevention Coordinator. While no systemic plans are set at the moment due to lack of resources at SRPD, SRPD will share relevant data with HHS when violation occur.
- Future CHKS and PNS (Parent Norms Survey) data will be measured against baseline data to determine reductions in substance use, as well as perceived increase of awareness laws (such as SHO), and the dangers and risks associated with substance use.
- Include lessons learned or suggestions to improve the needs assessment process.
The current Prevention Coordinator was not yet hired when this assessment was done, and the SPF SIG coordinator was hired a year into the grant, but I would recommend

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building in flexibility and adaptability based on regular evaluation throughout the assessment, planning and implementation processes, and providing sample tools for continued data collection after the grant ends.

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.
- MHSUS (Mental Health & Substance Use Services) Strategic Planning was a collaborative process between Prevention & Treatment (continuum)
- Beyond that, the Prevention Coordinator and Project Coordinator were the exclusive managers of this contract, with administrative/budgetary support provided by an existing ASA (Administrative Services Associate). The award letter stated that “as part of the grant participation, Marin County is expected to appoint an SPF SIG county project director to oversee the administration of the grant, but the responsibility was added to the Prevention Coordinator (who was hired after the grant applications process had been completed by her predecessor).
- Project Coordinator duties included:
 - Developing annual work plans with the State (included enforcement activities and visibility around those activities, etc.)
 - Scheduling enforcement activities with SRPD, and sharing those schedules with the State to ensure grant compliance
 - Collecting enforcement activity reports from SRPD, and creating visibility around those activities. Visibility included (but was not limited to)
 - A robust community outreach and media campaign intended to grow the San Rafael ACT audience, raise awareness of the initiative, create sustainability of messaging, and ultimately reduce underage drinking among San Rafael youth
 - Social media including paid Facebook boosted posts and ongoing paid ads (themed to holidays and special events throughout the year)
 - Paid ads on San Rafael Patch (Social Host Ordinance, DUI enforcement)
 - Blogs on San Rafael Patch (dangers of alcohol, tips for parents to talk to their kids about substance use, information about policy such as the SHO and local enforcement, etc.)
 - Paid ads in the daily newspaper (mostly done around the holidays to promote SHO and DUI enforcement)
 - Collaboratively written opinion editorials and press releases (with SRPD), informing the community of the initiative's progress and successes
 - In collaboration with the Marin Prevention Network, a comprehensive messaging campaign to parents via schools, focused on working together to reduce underage substance use
 - Ongoing reporting using the Monthly Reporting Tool. Quarterly claim reports. Assisting with annual budget preparation.
 - Attending annual Learning Community and sharing SPF SIG challenges and lessons-learned with other grantees
 - Presenting at Learning Communities (including successful sustainability practices in SPF SIG implementation; co-presentation with SRPD on results of enforcement activities; Instituting Cross-System Collaboration for Effective and Sustainable Environmental Prevention)
 - Presenting at local events and schools (Marin Teen Girl Conference, Parent-Teacher Night at local high schools, special presentations for high school

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freshman health classes and university resident advisors, administrators, and students who had received citations for SHO violations)

- Providing Responsible Beverage Service Trainings for local businesses, focusing on those that had received citations for selling alcohol to minors during Minor Decoy Operations. We also leveraged the County contract with CARS in order to provide a free training in Spanish, which had the highest turnout of all the trainings
- Describe subcontractors and their roles. Note any changes in subcontractors during the project and the impact of those changes.
- HHS contracted the San Rafael Police Department to perform the following enforcement activities: Responsible Beverage Service/Bar Compliance Checks, Juvenile Party Patrols, DUI Saturation Patrols, and Minor Decoy Operations. Initially, Lt. Ralph Pata was our point person. At the beginning of each grant period, we worked together to schedule a work plan that included the required number of enforcements, and a supporting visibility work plan for the project coordinator (PC). Following each enforcement, Lt. Pata emailed a report to the PC. The PC then entered the report details into the Monthly Reporting Tool (MRT). In the fall of 2014, Lt. Pata was replaced by Sgt. Scott Eberle, but Lt. Pata's credit card remained on the Facebook account to pay for all ads, and the PC worked with Lt. Pata, Sgt. Eberle and an SRPD administrative associate to collect all quarterly expenses and reporting for claim submissions
- Press Releases & Op-Eds: Following SHO and DUI violations, the PC worked with SRPD to draft and disseminate press releases. Releases were also issued prior to scheduled DUI checkpoints around major holidays. Op-eds were co-authored with the Chief of Police, and published regularly in the local daily newspaper to keep the community informed of efforts to reduce underage drinking
- Education: SRPD participated in educational presentations and trainings for the community, including Parent-Teacher Night at local high schools, special presentations for high school freshman health classes and university resident advisors, administrators, and students who had received citations for SHO violations (included dangers of binge drinking, repercussions of DUI, dangers of sexual assault while intoxicated, and information about laws/enforcement, such as DUI and SHO)
- Ride-Alongs: Twice, SRPD allowed us to ride along with them during enforcements so that we could better understand their work, and provide greater detail in our visibility reporting
- Quarterly Reporting: As noted above, SRPD provided us with quarterly personnel reports (time sheets) and copies of invoices for media/visibility spending
- Presentation for Community Meeting on May 1, 2015: Sgt Eberle presented on their work with SPF SIG, including planning, enforcement, reporting, and education
- Describe your interactions with the Prevention Research Center staff and the support and technical assistance provided.

During the first 2 years (and through the transition of project coordinators in late 2014), communication with the Prevention Research Center staff was more frequent, but tapered off as implementation found its stride. Initially, PRC support included regular communication and technical assistance provided by Sharon O'Hara to ensure that logic models and work plans fit the expectations of the grant. Regular check-in calls with Bettina Friese were scheduled throughout the grant. As reported earlier, we were asked to share our processes and successes at Community Meetings. We also co-authored a journal article on our Parent Norms Survey.
- Describe your collaboration with law enforcement and other stakeholder agencies.

Partnership with SRPD is detailed above.

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Other stakeholders included working with the Marin Prevention Network, the Marin County Office of Education, San Rafael City Schools, local school administrators, the Marin County Board of Supervisors, the San Rafael City Council, and local businesses. We attended and presented at regular School-Law Enforcement Partnership (SLEP) meetings, worked with local governments to amend our social host ordinances, developed comprehensive media & communications plans to inform parents/residents of SHO and work being done to reduce underage substance use, and worked with school superintendents and other administrators to develop and disseminate regular messaging around our united goal to reduce substance use.

- Include lessons learned or suggestions relative to program management and collaboration.
- Peter Nygaard interviewed us by phone the other day, and I recommended to him that check-ins and assessments be done on a more regular basis to provide continuity during staffing transitions, and help ensure reporting is thorough (interviewing us at the end likely means some information will have been forgotten or lost during staffing transitions)
- Understand that each grantee community is unique, having varying levels of expertise in prevention, varying capacity in staff and other responsibilities that may limit the time they can devote to grant management.
- Regular (quarterly?) webinars facilitated by PRC (or guest facilitated by grantees) could have been helpful in sharing planning, implementation, successes, challenges, etc., and therefore could have possibly improved results across the board
- A shared drive for resources could also be very helpful (as we proved with our countywide collaborations)

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.
- Policy implementation and enforcement drove our selection of project activities.
- During the planning stages of the grant, collaborative meetings were held between SRPD, HHS and PRC to review the approved research-based interventions, identify which activities to pursue, and when and how HHS would support those activities with visibility.
- There are different approaches to prevention work, and the model developed for this grant may have varied from what others have practiced in the past. Perhaps surveying grantees on their understanding of and perceptions around prevention could serve as a measure to provide more customized technical assistance to the grantees. We all have the same goal (to reduce underage drinking, and build sustainable partnerships to continue that work beyond the end of our grants), but levels of community readiness and understanding should be considered throughout the SPF.
- List any leveraged resources, activities, or funding sources. If available, quantify the fiscal benefit to the project.
- Funding for education was extremely limited. We leveraged an existing County contract with CARS to provide a free RBST in Spanish, and opened the training to the entire county. We partnered with the Promotoras in Novato to promote the training via in-person visits to establishments that had received citations for selling alcohol to minors.
- Existing SRPD funding for DUI checkpoints (via ABC, STEP) was in place, so our SPF SIG budget could be used for other enforcements, but we still received checkpoint reports from SRPD, and boosted visibility of those checkpoints via press releases and posts on Facebook and Nextdoor, focusing on prevention/enforcement messaging around major holidays and events (New Year's, Superbowl, etc.)

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- Describe the successes and challenges encountered during the planning phase of the project.
- Staff turnover between county coordinators: The Prevention Coordinator who applied for the grant and participated in the needs assessment process left the County, and approximately one year passed before the current coordinator was hired. Because of this, there wasn't a clear understanding of the grant requirements from the very beginning. No planning or implementation had been done during the transition, so the new coordinator had to "learn as she went". As noted previously, more communication during the staffing transition could have been helpful (including some sort of regular/ semi-annual /quarterly webinar among the grantees to troubleshoot challenges) The MRT (monthly reporting tool) could be improved on. As it is, edits aren't possible once an entry is submitted, and the comment fields are limited in space, so sometimes a second entry has to be made in order to submit a detailed report. That may be confusing on the evaluator's end.

IV. Project Implementation

- Please describe the differences between how the program was planned versus how the program was actually implemented.
- Enhanced visibility: as the program evolved, we altered some of the visibility options to better suit our community's needs and receptiveness. Magnets on SRPD patrol cars fell off when cars were in motion. We opted for a more robust social media presence because we had a receptive audience on Facebook, coalitions in place to help share and reinforce messaging; Social Media allowed us to make a significant impact with a limited budget, and also track and measure our own analytics to prove what messages were most successful. We grew our Facebook page to nearly 1,900 followers.
- Because of emerging priorities at SRPD there were times that enforcement activities needed to shift or change dates.
- Because of staffing issues, fewer officers participated in enforcements toward the end of the grant, so each enforcement cost less than was budgeted. We were able to add some extra enforcements at the end of the grant to utilize all the available funding.
- The original Project Coordinator didn't start til July 2013, and was hired at a .25 FTE.
- Transitioned to new coordinator in December 2014 (started at .375 FTE, ended at .75 FTE), allowing for more time to develop and implement project sustainability and cross-system collaborations for countywide impact.
- 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.
- Marin residents are highly educated, independent thinkers. Highlight how we utilize media strategies and track the analytics to make changes to our messaging
- How we have learned the importance of visibility of enforcement and are using this strategy across all prevention efforts
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- PNS – As a project of the Marin Prevention Network (overseen by HHS)
- SHO
- List the successes and challenges associated with project implementation.
- Challenges included:
 - Working within a highly educated community that doesn't like being told what to do
 - Effectively messaging a community with a long history of/reported high rates of substance abuse, but conversely is rated the healthiest overall county in CA

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- Working in a community where the existing SAP coalition infrastructure was crumbling, and ultimately fell apart. How would we recruit the community to participate in the
 - Effectively messaging a community about SHO and DUI enforcement, when a majority of residents were not aware of what an SHO was, or that it was in effect and being enforced
 - Provide equitable services and messaging to a community with a large Hispanic population.
- Successful Approaches/Strategies included:
 - Cross-collaboration with coalitions of the Marin Prevention Network
 - Using funds to hire a coordinator with a communications background and is familiar with the community norms

V. Results/Outcomes

- Please describe how evaluation results will be used to refine, improve, and guide future prevention efforts.
- Will use the evaluation findings in the HHS prevention work as a whole.
- No evaluation specifically assigned to San Rafael
- CHKS data will be used to measure overall reductions in use (next CHKS
- Include how program evaluation results will be made available to the public.
- Chief asked HHS to give a presentation to the City. Will publish results in IJ, FB, Patch, etc. Will share with all coalitions in Marin as well as the HHS Prevention Hub
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VI. Lessons Learned

- List any recommendations that would be useful to other prevention providers who wished to implement this project.
- All planning should be done with sustainability in mind
- Reach out to others who have done this work
- Build relationship with media and law enforcement
- Use Facebook!!!
- Develop the implementation plan with the PD
- This is an administrative and logistically heavy project – make sure to hire people with these skill sets
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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.
- SRPD has been awarded an ABC grant, and will continue to perform enforcements including Minor Decoy operations, shoulder taps, DUI checkpoints, and Responsible Beverage Service. They will also offer RBS trainings.
 - Although it is not a requirement of their ABC grant, SRPD has agreed to remain in contact with HHS and share reports relevant to the SPF SIG (SHO violations, incidents involving minors and substance use, etc.)
 - HHS assisted SRPD with their grant application, providing reporting from SPF SIG enforcements, as well as data from the needs assessment showing that San

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Rafael (and Marin) have higher incidence of underage substance use than state and national averages

- Messaging around SHO (and DUI enforcement - SRPD) will continue
 - Via SRPD
 - Via Coalitions
 - Via MCOE/Schools
- Incorporate what we have learned and what we will learn from evaluation in our training and TA moving forward
- Describe collaboration between agencies established for the purposes of this project that will continue and what form it will take.
- HHS has developed a strong partnership with SRPD, and as noted above, will continue to collaborate with them in the future on enforcement, visibility, and policy
- Partnership with BOS and City Council: San Rafael spans incorporated San Rafael, and unincorporated Marin. Both BOS and SRCC have amended SHOs to include narcotics
- Partnership with Marin County Office of Education (which sits in San Rafael, and represents all of Marin): The Superintendent of Schools is an avid supporter of collaborations focusing on substance abuse prevention and education. HHS is working with MCOE to develop and implement comprehensive messaging and outreach campaigns around zero-tolerance alcohol on school campuses, including adult consumption during sporting and other social events.