**Department of Health Care Services**

**Strategic Prevention Framework State Incentive Grant**

**Final Report**

**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.

The Institute for Public Strategies (IPS) will continue to collect the SPF SIG data beyond the project given that they are contracted through the San Bernardino County to conduct environmental prevention services in the City of Redlands.

Data collected by IPS will be used in the county’s Strategic Prevention Plan (SPF) in future needs assessments as well as evaluation process of the current SPF. Successes in the SPF SIG will be used to evaluate the success of prevention efforts.

Data collected in the community of Redlands has geared Common Vision Coalition (CVC) to evaluating the current needs of the community and has begun the process of further community assessment. CVC is committed to the process of improving the community environments while continuing to focus on binge/underage drinking issues in their community. The SPF SIG data has shown success in prevention efforts and has lead the path to future prevention efforts.

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

Communication and more meetings in the needs planning stages could have been beneficial during the needs assessment process of the SPF SIG. The initial portion of the SPF SIG needed more direction. Regular scheduled meetings between the County, IPS and Redlands Police Department (RPD) would have improved the initial issues.

**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.

The role of San Bernardino County Department of Behavioral Health Alcohol and Drug Services was to serve as director for grant administrative oversight. One of many of the county’s duties included reporting progress towards goals and objectives to state, oversight and dispersal of grant funds, activity monitor, contact between Department of Health Care Services (DHCS) and subcontractors, collector of data and organizer of documents.

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

IPS’ role was to ensure the local SPF SIG projects were being implemented and activities were monitored. IPS had various duties during the SPF SIG, some of those included being responsible for reporting progress towards goals and objectives to county, project design, program implementation, providing training and technical assistance to the community and CVC, media advocacy, high visibility planning, policy development of the Social Host Ordinance (SHO) and community engagement.

RPD primary role was working with IPS in completing the activities planned for the SPF SIG. RPD roles included completing high visibility activities, enforcement, party patrols, community education, community engagement, citations for SHO and providing data to IPS.

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

Throughout the project, the Prevention Research Center (PRC) provided support through technical assistance and meeting regularly with representatives from IPS, RPD and Department of Behavioral Health. During these meetings, PRC would provide guidance in addressing challenges and was also helpful in providing information on what other SPF SIG communities were doing. This assisted in identifying other forms of visibility that could be integrated in Redlands to reach the intended target audience.

The meetings also provided PRC the opportunity to provide updates on statewide efforts and answer any concerns related to goals and objectives. Some issues/barriers PRC staff was successful in assisting IPS with was in regard to the lack of communication from RPD in providing monthly data. PRC was able to facilitate a discussion with RPD that led to securing data in a timely manner. PRC also provided troubleshooting assistance with the online database to make data entry easier.

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

Prior to being awarded the SPF SIG, IPS and the CVC had an established partnership with the RPD as part of countywide efforts to address binge and underage drinking. Because of this partnership, the Redlands Police Department was supportive of the SPF SIG and open to any additional opportunities that would expand their efforts to address to binge and underage drinking.

The CVC and IPS had previously partnered with the Redlands Unified School District (RUSD) to increase youth awareness on the dangers of underage drinking and inform students of the Social Host Ordinance. However, the SPF SIG strengthened the partnership with RUSD because we were able to provide additional resources with the monies available. This led to Social Host Ordinance flyers being posted in all high school classrooms and district offices which highlight the fines associated if found in violation. Because of the success of these efforts, the Redlands Unified School District continues to assist in ensuring the messages are received by their students and continue to be supportive of this work.

According to the Redlands Police Department, they had a total of 2,803 calls for service (415) from 2011 - 2012. With Redlands having a large school district, servicing two cities and three unincorporated areas, and the University of Redlands, underage drinking parties are a common occurrence. This is a key reason why a partnership was also formed with the University of Redlands. The University’s partnership was established as a result of the SPF SIG. In partnership with RPD, high visibility enforcement activities were targeted towards students to deter underage drinking. This then resulted in the University developing the Responsible Neighbor’s Campaign in collaboration with RPD, IPS and CVC. This campaign aims to inform students living off campus of local laws and ensure they are responsible neighbors in the community.

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

Elaborated on section VI.

**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.**

The research-based prevention logic model was developed by Pacific Institute for Research and Evaluation (PIRE) and provided to IPS staff by PRC at the beginning of the SPF SIG during check-in meetings. This logic model directed us in focusing on high visibility enforcement operations. In order to be most effective with limited resources, this logic model guided project staff to conduct these enforcement operations during high risk times. These high risk times were identified by partners at the University of Redlands, Redlands Unified School District, and RPD.

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

In addition to the SPF SIG, IPS also has grant funding through the San Bernardino County Department of Behavioral Health, Alcohol and Drug Services to address binge and underage drinking in Redlands by implementing local policies. With two funding sources, IPS was able to create a comprehensive campaign with greater buy-in from various key stakeholders in order to ensure that these policy goals are being enforced through high visibility enforcement. The combined resources provided the opportunity to partner with various sectors of the community to create an umbrella campaign which brings together all alcohol enforcement activities. The campaign is the ‘Responsible Redlands Initiative,’ an initiative of the Redlands Police Department that was developed by IPS. The Responsible Redlands initiative has increased the community’s awareness of all alcohol enforcement activities and has fostered a positive working relationship between police and downtown businesses and residents. The Responsible Redlands initiative has also been a key factor in ensuring that local media outlets regularly cover stories related to binge and underage drinking in the community.

This combination of funding also provided the Common Vision Coalition with underage drinking/social host ordinance materials that were used during their outreach/canvassing efforts. These resources allowed IPS and RPD to successfully provide community support to resident in the advancement and enforcement of alcohol-policies that were adopted.

The Redlands Police Department also leveraged several funding sources for enforcement efforts. These sources include Office of Traffic Safety (OTS) grants for saturation patrols and DUI checkpoints, and Department of Alcoholic Beverage Control (ABC) grants for shoulder taps, minor decoy operations, and Licensee Education on Alcohol and Drugs (L.E.A.D.S.) trainings. SPF SIG funding for enforcement was dedicated to party patrols in repeat offending locations during high risk times while foot and bicycle patrols was primarily focused in the Downtown area.

The University of Redlands leveraged some funding for university-funded party patrols for a short period of time to address house parties. They also continue to use their resources to ensure that all outreach, educational material and visibility reach their students prior to enforcement operations.

Due to leveraged funding and resources, it is expected that the Responsible Redlands initiative and Responsible Neighbors Campaign will continue after the conclusion of the SPF SIG. These two initiatives are prime examples of the type of collaboration the SPF SIG fostered.

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

Key challenges that were encountered during the planning phase include a lack of clear understanding or direction from County and PRC on who should be at the table and the roles of the various partners that were at the table. This led to some confusion regarding how funds would be distributed and used to addressing binge and underage drinking in the community. There was an expectation from the various partners that were invited that they would receive part of the funds, however that was not the case. This caused the University and School District to not be as involved during the first year.

Successes during the planning phase include the residents and more specifically the CVC Chair’s involvement in the planning meetings with the various stakeholders. This provided the Chair with a better understanding of what the project would entail which resulted in greater buy-in from the coalition.

**IV. Project Implementation**

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

There was no difference between how the program was planned versus how it was implemented.

* **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.**

All aspects of the work IPS conducts is evidence-based and data driven. Working with top researchers in the field, IPS has designed, planned and implemented environmental prevention projects throughout various communities in southern California and throughout the nation. In addition, IPS utilizes media to inform the public about research-based practices, which help build community support. With this experience, IPS was successful and had a positive experience bringing research to practice in the Redlands community.

As a result of IPS’ County and SPF SIG funding, RPD has experienced a 31% decrease in 415 party and music calls for service from 2013-2015. According to a Commander within the department, the decrease amounts to 42% of a full-time police officers time. This decrease can also be attributed to the coalition’s media advocacy efforts and educational information dissemination through each partner. Since the implementation of the Responsible Redlands initiative and adoption of the Deemed Approved Ordinance, the relationship between alcohol retailers and the police department has improved. Businesses are now willing to partner with the police department to deterunderage drinking and over-service by participating in Responsible Beverage Service (R.B.S.) trainings. According to the Commander, businesses are now meeting with the Chief of Police to discuss how businesses can be better responsible business partners and deter alcohol-related issues on their property.

* **List the successes and challenges associated with project implementation.**

There have been various successes associated with the implementation of the project. Below is a list of a key successes that advanced the goal of reducing binge and underage drinking in Redlands.

* + The creation of the Responsible Redlands Initiative in partnership with City of Redlands, University of Redlands, downtown bars and restaurants, Redlands Unified School District, Common Vision Coalition and the State Department of Alcoholic Beverage Control.
  + The Common Vision Coalition increased community awareness of the Social Host Ordinance and Responsible Redlands Initiative through community activities, canvassing events and high visibility enforcement.
  + Funds to the Redlands Police Department allowed to keep these issues in the community’s collective ‘mind.’ Leading to a 31% reduction in calls for services, two years after social host ordinance was adopted.
  + The SPF SIG strengthened the police department’s relationship with the Common Vision Coalition and the general benefit of the citizenry knowing that RPD is *doing something* about underage drinking and its effects.
  + Local newspapers increased their interest and coverage of activities of the Responsible Redlands Initiative due to one on one meetings with IPS, residents, businesses, RPD. This resulted in a weekend series and an op-ed in support of the social host ordinance and better understanding on what Responsible Redlands initiative was about which led to more willingness to publish articles.
  + Increased participation by alcohol retailers in LEAD trainings due to outreach and visibility.
  + University of Redlands created the Responsible Neighbors Campaign in partnership with Redlands PD, City of Redlands, the Common Vision Coalition and IPS as a result of the successes of the Responsible Redlands initiative.
  + There was an increase in community support for the Redlands Police Departments enforcement activities as part of the Responsible Redlands Initiative. Downtown bars and restaurants now see the Redlands Police Department as a partner in preventing alcohol and nuisance activities in the downtown area.

The challenges encountered throughout the SPF SIG were primarily due to not having enforcement data from RPD in a timely manner. To address this issue, IPS and PRC convened various meetings with the department to establish dates that data would be given to IPS to update the online system. Due to the lack of staffing resources, RPD did not adhere to the agreed upon timeline but have worked to provide all necessary data on a monthly basis.

**V. Results/Outcomes**

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

IPS presented on the evaluation results to other county prevention providers. They shared information on the SPF SIG, the work done and the results of the work. They discussed the importance of data gathering and the correct process of gathering data for future evaluation. The presentation of the SPF SIG allowed for county prevention providers to review prevention efforts that worked in the community of Redlands. IPS discussed the grant’s successes and the sustainability of the project in the future. A discussion of how the efforts in the community of Redlands could possibly work for other communities in the county progressed to discussing future similar prevention efforts throughout the county.

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

IPS has developed a power point and made several presentations to community groups as well as at conferences. IPS is also in the process of developing an issue briefing of the project highlighting strategies and outcomes. In addition, Community Anti-Drug Coalitions of America (C.A.D.C.A.) recently expressed interest in developing a case study and information will be placed on their website and disseminated to their members.

**VI. Lessons Learned**

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

Some recommendations that would be useful for other prevention providers who wish to implement this project in their community is to establish a relationship with local law enforcement, as they will be the ones to conduct the enforcement operations. Additionally, it is important to remind law enforcement on the effectiveness of coupling enforcement operations with visibility to deter negative behaviors associated to binge and underage drinking.

An additional recommendation is to identify key stakeholders that will be key partners throughout the project. Once they have been identified, a meeting should be held in order to discuss the project and develop a strategic plan so that all key stakeholders feel connected to the project. This will also allow each key stakeholder to understand their roles and expectations to ensure the project is strategic and a success.

With regards to the implementation of the project, it is imperative to have community members and local coalitions involved in the planning and implementation process. This allows the community to feel invested in the project and take ownership of the work. It is also important to have an identified policy solution that has been deemed a best practice by data and research. This policy will provide law enforcement with the necessary tools to ensure consistent enforcement which will deter the negative behaviors being addressed. The use of media will be one of the most important aspects of the project. The use of media and media advocacy will allow residents and coalitions to provide the community support for the adoption of local policies and for enforcement efforts. Media should also be used prior to and after all enforcement operations to inform the community of the operation and results. The most effective way to ensure that there is a sufficient amount of visibility throughout the project but most especially during enforcement operations is to develop a comprehensive media campaign. This media campaign should couple all alcohol enforcement operations, community activities and media. This informs the community that each operation and community outreach event is part of a larger overall effort to deter the negative behaviors and change community norms, rather than independent operations that are not interconnected. All the recommendations listed above were put into practice based off of the IPS atomic model. The model utilizes, applied data and research, intentional organizing, media advocacy, policy and enforcement which are all interconnected to create sustainable community change and has been successful in our work in Redlands.

**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.**

Various aspects of the program will continue through the San Bernardino County grant. Visibility of all alcohol related enforcement activities will continue as a result of the positive working relationship that has been established between the various stakeholders mentioned above. This will be done through the Responsible Redlands Campaign. This initiative has been successful in garnering media attention throughout the project and utilizes grants that the Redlands Police Department regularly applies for. The Responsible Redlands initiative will target the community at large to ensure that the issue of binge and underage drinking continues to be addressed. The Responsible Neighbors Campaign will also continue to target the university population to increase awareness of alcohol related laws in the community.

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

As mentioned earlier, IPS currently has a grant from San Bernardino County Department of Behavioral Health, Alcohol and Drug Services to address binge and underage drinking in Redlands. The SPF SIG cultivated a partnership with all key stakeholders that provided more opportunities for collaboration with visibility and enforcement. This made all partners feel invested in the project and all have expressed interest in continuing efforts.