

Strategic Prevention Framework State Incentive Grant (SPF SIG)**Final Report Format****Project Period: April 1, 2012 – May 31, 2016****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 Strategic Prevention Plan needs assessment process.*

The strength of this project has been an opportunity to develop strong relationships with the Santa Barbara Police Department which has been the backbone of data collection for this grant. Although staffing issues for the PD may result in challenges in collecting data in our effort to attain sustainability, there is much anticipation that these relationships will help with the needs assessment process and on-going data collection in the future.

The data for the City of Santa Barbara has clearly shown that there are major issues around DUI's. Not only is this important data information, the data this project has collected has been helpful in showing that DUI's are decreasing. Since the County Strategic Prevention Plan is in preliminary process of the Needs Assessment, the outcomes of this project will be used to help identify particular needs in this community and help us pinpoint the goals and objectives addressing DUI's.

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

Lessons learned: Working with the Police Department has been a real learning experience. Even though it appears that Prevention staff and law enforcement are on the same page in regards to preventing DUI, over-service, etc., the things that divide the two are the bureaucracies of the two agencies, the limit of staff on both ends and the funding that cannot supplement this problem. In addition, it took extra man hours to formulate a relationship after a bumpy beginning with the Police Department. With such a small amount of funding for this SPF-SIG grant, I would probably suggest that the funding should have been solely provided to law enforcement not only for operations but for help offset the cost of identifying the specific data needs and provide more visibility on their own for this project.

The relationships that were built with this collaborative did provide us with long-term support from law enforcement for future endeavors, whether it is

through the SPP efforts or OTC grants that come available. Currently staff has been invited to participate in the Know Your Limit campaign in downtown Santa Barbara that includes walking down the streets to have volunteer patrons to check their BAC levels. This collaborative could potentially offer a chance to continue and extend preventative strategies working alongside law enforcement.

II. Program Management and Collaboration

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

The county behavioral wellness department took the lead role in administering this grant. Funding and project allocations to local agencies, meetings, data collection, State reporting, visibility (in the 4th year grant) and fiscal responsibility were provided by the staff of the ADP Behavioral Wellness Department.

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

From the beginning of the SPF-SIG grant included the Santa Barbara Police Department and the Council on Alcoholism and Drug Abuse (CADA) as subcontractors. The idea was to have the Police Department handle the law enforcement portion of the project while CADA would handle all visibility. After a clearer vision of the project soon after year 3 and with recommendations from the PRC, most of the funding was provided to the Police Department, while ADP Behavioral Wellness took on the visibility. Providing law enforcement with more funding gave them the opportunity to expand some of the enforcement. However, soon after the increase in funding, the SBPD lost the Night Life Officer who did most of the compliance checks when he was put on street duty after a loss of 16 officers due to medical leave. The Sergeant working with this project informed us that many officers were not willing to do anymore overtime because they were overworked. Enforcement operations for this project decreased considerably during the Year 4 Extension.

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

From the beginning the PRC staff was there and ready to provide us with support. PRC made sure we were moving forward with the knowledge that they were there to help. PRC staff was there for meetings set up with

subcontractors, during logic model development and were supporting the project staff with webinars when they saw the need for some training.

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

Collaboration with law enforcement was the biggest hurdle and the biggest challenge to develop, but also the largest of importance. When there was a clearer understanding of the direction of the project, the relationship with them began to build. Once an understanding occurred, the law enforcement staff was quite welcoming with working in partnership with ADP staff. Soon after the calm occurred, a ride along at night with the Night Life Officer was offered to ADP staff which helped build the relationship even further. In addition, law enforcement was inclusive in allowing staff to attend a DUI checkpoint to experience the process and see the time and dedication it takes for this to occur. In addition, the Chief of Police signed a formal letter informing retailers of the over-service operations conducted by Officers in their department. This allowed for the ADP staff to send do some face-to-face outreach with retailers and also send these letters to on-sale retail managers for the visibility portion of the project. This occurred during a difficult time in transition of a retiring Chief and a new one coming in with limited staff in the department. In addition, the Sergeant who supported the data collection worked closely with ADP staff and was a great resource for coinciding law enforcement and visibility transactions. Because of the support of the Police Department, this project was considered successful. Undoubtedly, there will be continued collaboration due to the built relationships that were developed through this project.

The other provider for this project was the Council on Alcoholism and Drug Abuse which provided the initial work for the grant. This provider received three quarters of the funding in the beginning of this project with the assumption that the expected projects developed on the Logic Model could be provided by them. There was a strong collaboration at this time with ADP staff, the Santa Barbara Police Department and PRC through development of this project. CADA had the capacity to provide all aspects of the Logic Model, but through the many discussions and changes that occurred there was a realization that what we developed as a community, was not the same as what PRC was seeking from us. After a clearer understanding and with direction from PRC, more funding was directed to law enforcement. At this time the Project Coordinator at CADA was hired at the county. Working with CADA at this time was requiring a lot of ADP staff time and eventually ADP took over the visibility in year 4. This transition went smoothly and the project ended with a strong direction of visibility.

Under the Substance Abuse Prevention and Treatment Block Grant, CADA continues to provide Friday Night Live services for the County.

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

If there is interest in collaborating with law enforcement, I would suggest that this happen between the funded agency and law enforcement as previous outreach and discussion hindered a strong relationship with law enforcement.

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.***

It was challenging to be led through the research-based prevention logic model process because it allowed for the selection of multiple project activities, some of which ended up not being a priority for the SPF SIG project. The inclusion of activities in the logic model that were ancillary to the actual project contributed to confusion during the first year of implementation and resulted in time and resources being spent on activities that ended up not being measured/valued in the SPF SIG project. The process could have been improved if the logic model was more prescriptive from the beginning and only allowed for the inclusion of the primary project activities.

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

None.

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

The primary challenge encountered during the planning phase of the project had to do with the development and initial implementation of the logic model. Additional challenges resulted from the initial interactions that were facilitated by PRC with the Santa Barbara Police Department. The impression was given to the SBPD initially, that there would be a substantial amount of funding associated with this project, when in fact due to how the logic model was developed at the County level, the majority of funding went to a community-based provider. The amount of time that was required of the SBPD during initial planning meetings was also challenging

and created tension due to the amount of SBPD resources being spent in project planning. All of these were hurdles that had to be overcome prior to implementation of the primary activities being required.

Successes in this project are the relationships that have been built between ADP and the Police Department. This project was also an opportunity for the Police Officer's to understand the value of extra visibility for law enforcement operations.

IV. Project Implementation

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

During the first planning meeting that was held in Sacramento, everyone was given a menu of evidence-based practices that could be used during the SPF SIG project. These were then interspersed with other activities that were included in the logic model. The program planning process made it seem as though the SPF SIG would be county-led and approved with general TA available through the PRC. It became clear in the second year of implementation that the primary focus of the project was enforcement and visibility of enforcement. The actual implementation of the project was much more prescriptive than it initially seemed during the planning process. Clear direction regarding visibility messaging and approved enforcement would have been helpful in order to expedite the successful implementation of project activities.

- ***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.***

During another SPF-SIG grant in 2005, the County ADP office worked closely with a researcher from Berkeley who brought direction in developing a project that was specific to a college age, party infested, over developed and high density community in our county. Much of the project was focused on the density of the community, with a focus on the research conducted. The researcher collected data focusing on the high party zones, the over saturated areas and mapped the community saturation. The landlords and managers were highlighted in this research and the project focused on changing lease agreements to include partying situations. This was an extensive project with many man hours, more funding and a clear direction. However, landlords were not supporting lease agreements that were specific to party damage, providing alcohol to the underage students and

parent notification. The landlords, the University and the community fought against more regulation. The successes of this project were trainings provided to potential tenants. Upon completion of these trainings, tenants had a higher potential to live in their choice of apartment since landlords understood the value of these trainings which were specific to partying. Unfortunately this project was not sustainable after the end of the grant due to lack of on-going funding.

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

In addition to confusion regarding the logic model, there was initially some confusion around what type of visibility messaging was approved for the project and considered to be effective. It was very helpful to have the opportunity to participate in the visibility messaging webinar that was facilitated by PRC. And it was also helpful to see successful enforcement and messaging presented by other communities. Despite the challenges referenced above, we were very successful in creating a positive relationship with the SBPD and ended up creating good visibility messaging and materials that can continue to be used in future campaigns.

V. Results/Outcomes

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

Because this was an environmental prevention project the data will be useful in looking at aspects of this project for inclusion to the SPP for this county. This may be an opportunity to address DUI and/or minor decoy operations, as there has been a void in this county and remains a concern in the county. If funding can be directed to law enforcement for these compliance operations there is hope that all jurisdictions could conduct them. Capacity will determine this, of course.

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

Program evaluation will definitely be provided when engaging stakeholders for the SPF process. In addition, there is a good opportunity to provide this information to the Santa Barbara City Council as there is great interest by the Mayor to get a Conditional Use Permit regarding alcohol sales.

VI. Lessons Learned

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

1. Establish a strong relationship with law enforcement. We're on the same team.
2. Know the ins and outs of alcohol law enforcement activity in the local area. (i.e., what they are, how often they provide compliance outreach and what is current top priority in their department?)
3. Make the effort to saturate the community, making visibility priority when focusing on environmental prevention. Do as much as possible even when law enforcement may not be out in full force very often.
4. Be nice to everyone, not punitive. The retailers are doing the best to follow the law (some aren't!), and may feel like we're out to get them when talking about their business practices. Just always be nice and thank them for all that they do to keep our youth from drinking and over-serving.

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.***

As previously mentioned, there will be continued partnering with law enforcement. The Police Department has included ADP staff in the outreach for the "Know Your Limit's" campaign. In addition, we would like to add similar environmental prevention strategies to the upcoming Strategic Prevention Plan.

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

At this point in time, law enforcement has told us that they do not have current capacity to do more than what they are doing. Without funding there will be no future Over-Service operations. Minor decoys will continue with ABC funding for this year, however, if funding is not provided in the future, it is uncertain if they will have capacity to continue with those operations. The concerns about the heavy drinking, DUI's, minor decoys in Santa Barbara has not subsided, but even with funding, the police department has said that they would not be able to do some of the expected operations for lack of a work force and required priority concerns within the City.

This grant provided us an opportunity to work with law enforcement, and even after some bumps in relationship building, the opportunities would continue if other grants or funding came along. There is no doubt our relationship flourished while working with law enforcement and we have opportunities to remain in collaboration with them in their "Know Your Limit"

campaign. This current outreach operation provides volunteer drinking patrons an opportunity to take their BAC levels as they leave the bars. Using a breathalyzer, law enforcement asks patrons if they are interested in taking their BAC levels and provides insight to their levels and any possible consequences if they drive a vehicle. Although ADP staff has been unable to participate, there are plans in the future to do so.