

Merced County Strategic Prevention Plan, based on the Strategic Prevention Framework

A planning process to prevent Alcohol and Other Drug Use

Merced County Dept. of Mental Health
Alcohol and Drug Services Division
Prevention Unit

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Introduction and County Overview:

The California State Dept. of Alcohol and Drug Programs (ADP) contacted the Merced County Department of Mental Health, Alcohol and Drug Services Division (AOD Division) in 2005 regarding the Federal Substance Abuse and Mental Health Services Administration (SAMHSA) intentions to introduce the Strategic Planning Framework (SPF). The SPF is a 5-step process that provides a systematic approach to evidenced-based, outcome-oriented prevention planning at the county level. Local counties have been directed to submit their Strategic Plans for approval and begin using the new California Outcome Measurement Service for Prevention (CalOMS Prevention) beginning July 1, 2007.

The 5 steps of the SPF are:

1. Assessment – profile population needs, resources, and readiness to address problems and gaps in service delivery.
2. Capacity – mobilize and/or build capacity to address need.
3. Planning – develop a comprehensive strategic plan.
4. Implementation – implement evidence based programs and infrastructure activities.
5. Evaluation – monitor, evaluate, sustain and improve or replace programs that fail.



(Sustainability of prevention programs and cultural competence are critical themes throughout the Model)

The Merced County AOD Prevention Unit adopted the following **Vision Statement** in 2004.

Communities and families in Merced County will have healthy beliefs, behaviors and clear standards regarding alcohol and other drug use.

After reviewing the Merced County Department of Mental Health's Mission Statement: **Our mission is to provide effective, accessible, and culturally competent Mental Health and Alcohol and Drug Services, enhancing health, welfare, and quality of life in Merced County**; The following **AOD Prevention Mission Statement** was adopted.

The Prevention Unit's mission is to develop, implement and evaluate alcohol and other drug prevention programs that have:

- 1. A special focus on youth**
- 2. A special focus on managing risk environments**
- 3. A special focus on educating and promoting healthy beliefs and behaviors**

The vision and mission statements have provided a purpose that unifies the prevention programs that have been developed and implemented by the Prevention Unit as well as guide future programs that will be consistent and unified. This strategic prevention framework including the assessment process will reflect the vision and mission statements.

This Strategic Plan closely follows the Strategic Prevention Framework. There were no public forums utilized per se, although public comment was encouraged through a web-based key stakeholder survey as well as paper surveys that were administered through the various treatment sites for Spanish and Asian populations. An additional survey was conducted at an annual countywide youth conference. The Merced County Advisory Board on Alcohol and Other Drug Problems was regularly consulted and provided input into and approved the problem statements, goals, objectives and programs. Local, state and national data sets were reviewed as well:

- Merced County Department of Mental Health treatment data,
- Merced County Department of Mental Health local survey data,
- California Department of Alcohol/drug Programs,
- California Healthy Kids Survey,
- California State Department of Education,
- California Department of Finance,
- California Attorney General's Office,
- United States Congress,
- United States Senate,
- Vanderbilt University.

Step 1: ASSESSMENT

The core questions investigated and addressed by the needs and resource assessment centered on developing local surveys to assess:

- Perceptions and value of existing prevention programs.
- Possible areas of expansion of targeted programs including public receptiveness.
- Receptivity of government leaders to environmental/policy change.
- Youth perceptions about availability of alcohol and other drugs as well as the reasons as to why youth use AOD.
- Assessing where the more important AOD issues exist in Merced County communities.

General Description of the County

Merced County is a medium size county centrally located in the San Joaquin Valley of California and is primarily rural and has an agricultural based economy. The population in the year 2000 was 210,554.¹ Two major freeways, Highway 99 and Interstate 5, bisect the county. Most of the population centers around the two major highways. Estimates are the population will increase to 241,706 residents in 2005², a 13% increase. Merced County's population can be characterized as young, growing, ethnically diverse and will continue to experience influxes of immigrants. The county is blend of long-time residents and recent immigrants who hold somewhat conservative values. Residents do not welcome dramatic change.

Merced County School and Population Demographics (2002-03)³

Population	Merced County Schools Pop.	Merced County Total Pop	California Total Pop.
Total Population	53,062	210,554	33,871,648
Latino/Hispanic Origin	53.8%	45.3%	32.3%
African American persons	4.4%	3.6%	6.4%
Asian persons including East Indian	9.5%	6.6%	10.7%
American Indian persons	.4%	.5%	.5%
Native Hawaii, Pacific Islanders	.11%	.13%	.13%
White/Caucasian persons	30.2%	40.6%	46.6%
Others	.6%	.19%	.21%
Persons identifying as multiracial		2.8%	2.66%

¹ U.S. Census Bureau, 2000.

² Ibid.

³ California Dept. of Education, 2003.

Merced County Selected Population and Economic Data (2000 Census)⁴

	Merced	California
Population percent change 1990-2000	18.0%	13.6%
Persons per household	3.25%	2.87%
Median Household income	\$29,178	\$39,595
Persons living below poverty	25.4%	16.0%
Children living below poverty	37.4%	24.6%

Over 16% of Merced County families had income below the poverty level as compared with 9% of families nationwide in the year 2000⁵. Merced County was recently listed on the top 10 least affordable communities to live in America, when comparing wages to housing prices. Unemployment rates are chronically high as compared with other California counties and the rest of the nation. Merced County ranked 55 out of 58 California counties for unemployment rates in 2000-2002⁶. The Congressional Research Service released a study in 2005 comparing the San Joaquin Valley (SJV) with the Appalachian region (ARC). The study analyzes the SJV counties and statistically documents the current socioeconomic conditions. In the year 2000, the SJV had substantially higher rates of poverty than all other regions in California, and the SJV had poverty rates significantly higher than the Appalachian region. Besides higher unemployment rates, San Joaquin Valley households had higher rates of public assistance than the Appalachian Region⁷.

Although Merced County is typically characterized as a 'poor' county, it is important to emphasize that many AODS indicators are moving in the appropriate direction. According to the California Department of Alcohol and Drug Programs 2004 **Community Indicators of Alcohol and Drug Abuse Risk**⁸, Merced County's:

- Unemployment rate is gradually lowering,
- Reported crimes are diminishing,
- Total retail alcohol outlets are NOT increasing with population growth,
- Adults arrests for driving under the influence are lowering,
- Alcohol involved motor vehicle fatal and injury accidents are going down,
- Deaths due to alcohol and drug use is lowering,
- Teen birth rate is slowly diminishing,

Although fragile and subject to upset, the local economy is diversifying and the chronically high unemployment rates are beginning to decline over the past 5 years. Castle Air force Base closed in the early 1990s, which hurt the local economy, although the base has now become a magnet for other industries. The University of California

⁴ U.S. Census Bureau, 2000.

⁵ Ibid

⁶ Community Indicators of Alcohol and Drug Abuse Risk, Merced County 2004, prepared for the California Dept. of Alcohol and Drug Programs.

⁷ California's San Joaquin Valley: A Region in Transition, Congressional Research Service, December 12, 2005.

⁸ Community Indicators of Alcohol and Drug Abuse Risk, Merced County 2004, prepared for the California Dept. of Alcohol and Drug Programs.

recently opened its 10th campus in Merced, which will create increased employment opportunities for professionals and service workers along with thousands of young persons.

Theoretical Framework for Developing Problem Statements

Many of the problem statements in this **Strategic Prevention Framework** focus on the problems of youth alcohol and drug use, from a primary prevention perspective. Although adults do in fact use alcohol and other drugs and suffer many negative effects of their use/abuse, prevention programs, including alcohol and other drug prevention programs, often target youth because there is a direct cost benefit to society. According to **The Monetary Value of Saving a High-Risk Youth**⁹, a typical heavy drug user causes between \$370,000 to \$970,000 in costs to society. Savings to society can be realized if prevention programs are successful in preventing the behavior from being initiated at all, or being able to successfully help adolescents in stopping their behavior through interventions such as treatment and recovery programs.

Local Risk Factors for Alcohol and Other Drug (AOD) Use

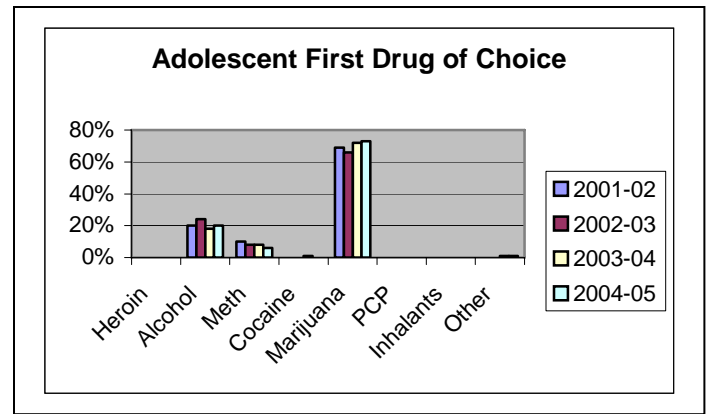
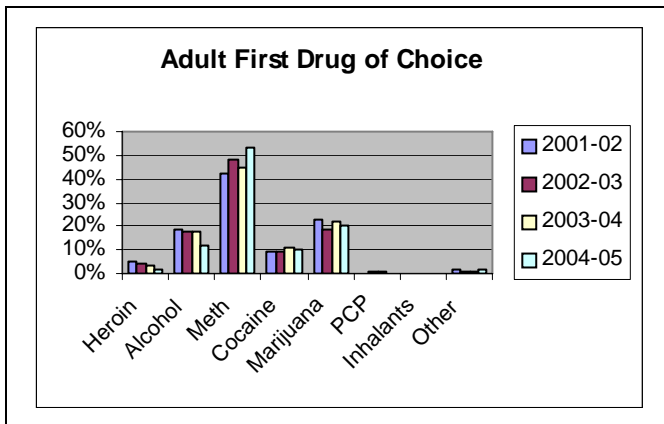
Risk factors locally for alcohol and drug use include poverty, the rural nature of the county and the presence of 2 major highways (I-5 and Highway 99). The presence of these highways is conducive to growing/distributing Marijuana and producing/trafficking Methamphetamines. The use and production of Meth has given the San Joaquin Valley and Merced County the reputation as being the 'Meth Capitol of the World'.¹⁰ Even though Methamphetamines and Marijuana are increasingly being produced in Mexico, they are readily available locally for both adults and youth. Alcohol, Marijuana and Methamphetamines appear to be the primary drugs of choice among adults and adolescents in Merced County. Approximately 1,000 adults and 400 adolescents ages 12 – 17 seek outpatient treatment annually through the county operated treatment programs¹¹. The following 2 graphs represent the last 4 years of data of drugs of choice for these individuals.

⁹ The Monetary Value of Saving a High-Risk Youth, Mark A. Cohen, Owen Graduate School of Management, Vanderbilt University, Nashville, Tennessee, 2004.

¹⁰ Feinstein, Diane (U.S. Senator), statement presented at Central Valley Methamphetamine Task Force Meeting, Fresno, California, January 9, 2001.

¹¹ County of Merced, Department of Mental Health, Alcohol and Other Drug Programs Prevention Unit data, 2006.

Meth
Merced County Treatment Data



The above graphs represent data from our local treatment programs and provide information about the primary drugs of choice among those who entered treatment. Actual prevalence or use rates of AOD by local adults and youth, including whether use is increasing or diminishing, are difficult to determine. The California Student Survey¹² administered by the Attorney General's Office measures use rates over time and according to the 2003-04 survey, alcohol is the most popular psychoactive substance among secondary students in California and the use has declined since 1999 across all grades. According to the Healthy Kids Survey for Merced County (2005), alcohol is the primary drug of choice among 7th, 9th, and 11th graders and that 82% of 11th graders had tried alcohol at least once in their life and 51% of these 11th graders had used alcohol in the past 30 days¹³. Yet according to local treatment information from the graph above, Marijuana is the primary drug of local youth. It may be that alcohol is one of the 'gateway' drugs and that by the time youth enter the local treatment program their use of AOD has graduated from alcohol to using more of Marijuana and/or Methamphetamines. The good news is that according to the California Student Survey, the prevalence of alcohol use among California middle school and high school youth is declining. Reductions have also occurred in the use of marijuana, LSD, and ecstasy among eleventh graders. Eleventh graders also reported major reductions in heavy and frequent use including the percentages of students reporting risk behaviors such as binge drinking, drunk or sick from drinking, drinking and driving, being 'high' on drugs, use of alcohol or marijuana once a week or more, and being drunk or 'high' at school¹⁴. Although these trends are encouraging, the number of youth using AOD is too high and needs to be continually addressed by strong prevention efforts.

¹² 10th biennial California Student Survey Drug, Alcohol and Tobacco Use, 2003-2004, California Attorney General's Office, Summer 2004, pg 5.

¹³ California Healthy Kids Survey for Merced County (2005).

¹⁴ 10th biennial California Student Survey Drug, Alcohol and Tobacco Use, 2003-2004, California Attorney General's Office, Summer 2004, pg 2.

Problem Statement 1
Methamphetamine is illegal and yet readily available for Merced County adults and youth for use/abuse.

Polydrug Use

Estimates from counselors at the local adolescent alcohol and other drug treatment program (RAFT – Recovery Assistance for Teens) is that of the approximate 400 adolescents that receive treatment annually, upwards of 50% of the youth are polydrug users. During the week the youth may be smoking Marijuana and/or drinking alcohol, but the weekends can be a time of partying with several drugs, often Ecstasy and Cocaine along with drinking alcohol and smoking Marijuana.

According to the **7th Biennial Survey of Alcohol and Drug Use Among California Students (2001)**¹⁵, the percentage of upper graders reporting that they use more than one drug on the same occasion held steady at 23% among 9th and 34% among 11th graders. Rates in 2001 were significantly higher than in 1991 when the survey low occurred (14% and 21% respectively). The **10th Biennial Survey (2003-04)** reflected that 21% of 11th graders were polydrug users, a significant drop since the 2001 survey.

Also notable is the issue of binge drinking among adolescents. The **7th Biennial Survey** reflected that 13% of 9th graders and 26% of 11th graders had participated in binge drinking (consuming 5 drinks in a row in the past 30 days). The **10th Biennial Survey** showed that 11.5% of 9th graders participated in binge drinking in 2003-04, a small decrease from 2001. Also, 23% of 11th graders reported binge drinking in 2003-04, a small decrease from 2001.

Problem Statement 2
A significant number of local adolescents may become polydrug users and participate in underage drinking.

Illegal Sales of Alcohol to Minors

Merced County ranks 15 out of 58 California counties in terms of the number of retail liquor outlets per 100,000 total population¹⁶. There is no reliable countywide or city specific law enforcement or youth purchase survey data regarding the number of illegal sales of alcohol to local youth. Most often law enforcement including the

¹⁵ 7th biennial California Student Survey on Alcohol and Drug Use Among California Students, 2001, California Attorney General's Office, Summer 2001, pg 9.

¹⁶ Community Indicators of Alcohol and Drug Abuse Risk, Merced County, 2004, prepared for California Department of Alcohol and Drug Programs.

California State Alcohol/Beverage Control conduct youth decoy operations as a result of complaints, not overall youth purchase surveys to determine illegal sales rates. The AOD division conducted a survey in the spring of 2005 to better understand local youths perceptions of AOD issues and according to the survey respondents, 41% believed that someone buys young people alcohol. Most drinking among youth occurs at parties, according to the survey respondents, and youth access alcohol primarily by someone buying it for them, mostly their friends.

Problem Statement 3

Alcohol is an age restricted product and yet it may be readily available to local youth, either through youth purchasing it illegally, or youth acquiring it from others, including family.

Community Norms

Community laws and norms toward youth drug use in Merced County reflect that adults often express support for AOD prevention efforts targeted to youth and yet adults may be ambivalent about their support for increasing laws and ordinances that would make it more difficult for youth to access and/or use alcohol. The AOD division conducted two surveys in the spring of 2005. The first survey captured 219 youth ages 12-18 attending an annual Youth to Youth Conference¹⁷. The adult web-based Internet survey included 725 respondents from throughout the county¹⁸. The youth survey reflected that youth believe that youth drink alcohol to be popular and from peer pressure, and that pressures to drink come primarily from friends (friends = 71%, parents = 11%, media = 7%). Sixteen percent of all respondents said they feel pressured to drink alcohol while 12% were not sure. Most drinking among youth occurs at parties, according to the survey respondents. The Youth believe that young people binge drink every weekend (56%), and primarily with beer (62%). Responses were similar for youth, whether they use alcohol or other drugs. Youth use drugs primarily to be cool or from peer pressure, they access drugs from their friends primarily, and 16% of respondents indicated that they feel pressured to use drugs. Youth use drugs primarily at parties, and youth access drugs from their friends, either by buying drugs or their friends give them drugs.

Problem Statement 4

Local youth are experiencing pressures to use alcohol and other drugs, primarily from their peer groups and families.

¹⁷Youth to Youth Conference Survey, Merced County Dept. of Mental Health, 2006

¹⁸ Adult Stakeholder Survey, Merced County Dept. of Mental Health, 2006

Binge Drinking Among 18-24 year old college students

Currently, the AOD Division Prevention Unit with the County of Merced is working closely with the City of Merced and University of California Merced to develop environmental practices (ordinances and policies) to manage high risk environments as they relate to binge drinking among UC Merced students living on and off campus.

The problems created by binge drinking among university and college students are clearly evident, and the problems affect students whether they drink or not¹⁹.

- 1,400 college students between the ages of 18-24 die each year from alcohol-related unintentional injuries including motor vehicle crashes.
- 500,000 students between the ages of 18 and 24 are unintentionally injured under the influence of alcohol.
- Students who have been drinking assault more than 600,000 students between the ages of 18 and 24.
- More than 70,000 students between the ages of 18 and 24 are victims of alcohol-related sexual assault or date rape.
- 400,000 students between the ages of 18 and 24 had unprotected sex and more than 100,000 students between the ages of 18 and 24 report having been too intoxicated to know if they consented to having sex.
- About 25 percent of college students report academic consequences of their drinking including missing class, falling behind, doing poorly on exams or papers, and receiving lower grades overall.
- More than 150,000 students develop an alcohol related health problem and between 1.2 and 1.5 percent of students indicate that they tried to commit suicide within the past year due to drinking or drug use.
- 2.1 million students between the ages of 18 and 24 drove under the influence of alcohol last year
- About 11 percent of college student drinkers report that they have damaged property while under the influence of alcohol.
- More than 25 percent of administrators from schools with relatively low drinking levels and over 50 percent from schools with high drinking levels say their campuses have a “moderate” or “major” problem with alcohol-related property damage
- About 5 percent of 4-year college students are involved with the police or campus security as a result of their drinking (Wechsler et al., 2002) and an estimated 110,000 students between the ages of

¹⁹Hingson, et al., Magnitude of alcohol-related mortality and morbidity among U.S. college students ages 18–24: Changes from 1998 to 2001, Annual Review of Public Health, Vol 26:259-279, April 2005.

- 18 and 24 are arrested for an alcohol-related violation such as public drunkenness or driving under the influence.
- 31 percent of college students met criteria for a diagnosis of alcohol abuse and 6 percent for a diagnosis of alcohol dependence in the past 12 month, according to questionnaire-based self reports about their drinking.

As these local policies and ordinances are developed and implemented, it is likely that the results will impact more than just the local university students since some of the ordinances will be to prevent the sale of alcohol to **all** underage youth.

Problem Statement 5
Students attending UC Merced will be likely to binge drink on campus and in the local community, possibly leading to disability or premature death, or other issues such as violence, injury, assaults and rapes and other negative outcomes.

Geographic and Underserved Populations

With severely limited funding for conducting county AOD prevention programs, it is often difficult to reach into the rural areas of the county with targeted programs. The Friday Night Live Mentoring Program has been implemented in one rural community in Merced County (Dos Palos) for four years and the relationships that been built with others in the community have resulted in some increased prevention efforts. The Dos Palos Community Center now transports youth into Merced to attend our annual Youth to Youth Conference, where previously these youth could not attend due to lack of transportation. AOD prevention staff has met with school district officials in Dos Palos to assess whether more after school activities can be created since, Dos Palos is geographically isolated and underserved.

Merced County youth are at high risk for AOD use for many reasons. Many youth in Merced County are raised in poverty, and poverty itself predisposes people to poor health outcomes. Also, local youth often drop out of school – Merced County ranks 43rd statewide for dropouts, ranked 30th for students recommended for expulsion, ranked 35th for juvenile arrests for alcohol and drug offenses, ranked 49th for runaways and 52nd for teen births²⁰.

Schools in Merced County are more ethnically diverse than the statewide average, with more students learning English in Merced County, and more students using free/reduced priced school meals (65.9% in Merced compared with 49.1% statewide)²¹. Merced County AOD prevention programs and staff must pay close attention to existing and new AOD prevention programs to ensure they are culturally appropriate and able to target youth from diverse backgrounds.

²⁰ Community Indicators of Alcohol and Drug Abuse Risk, Merced County 2004, prepared for California Alcohol and Drug Programs.

²¹ California Department of Education, 2006.

Alcohol and Other Drug Use Protective Factors

Lack of after-school programs

Alcohol and other drug use protective factors are somewhat difficult to assess, as there is little local data, except for The Healthy Kids Survey. There is no countywide report for the latest survey that was administered in 2005, although there is data available for 3 school districts.

Reports from the Healthy Kids Survey for these 3 school districts report that among 9th graders who responded, between 30% and 42% of students responded positively about having caring relationships at school (23% statewide), and between 30% and 50% of 9th graders responded that their school had high expectations of them (34% statewide). Between 8% and 19% of students responded that there were opportunities for meaningful participation (17% statewide). Consequently, Merced County 9th graders in the 3 school districts that responded, were above or equal with the average statewide response for AOD protective factors.

A frequent comment among local youth is the lack of recreational and social activities locally, both in the major Merced cities and the more rural communities. There are Boys and Girls Clubs in the major communities and several local police departments offer PAL programs (Police Activity Leagues). Several cities also offer community parks and recreation after school programs, but often these programs are not available in the smaller cities and rural areas of the county. A youth drop-in center recently opened in the City of Merced. The City of Merced has a skateboard park that provides for after school recreation and is also a magnet for graffiti and drug dealing. Many schools in the more rural parts of the County work very hard to develop and implement after school programs since that may be all youth have to do in the community. Often parents come home late from working long hours so youth do not have adult supervision.

Problem Statement 6

Approximately half of the population in Merced County lives in geographically isolated and underserved communities, increasing their risk for alcohol and other drug use. After school recreational and other activities are lacking in Merced County generally, and is more critically lacking in the rural communities.

Existing Prevention Infrastructure and Resources

Services Available

The Merced County Dept. of Alcohol and Drug Services Division Prevention Unit is one of the agencies conducting primary and secondary AOD prevention programs countywide. Other agencies conducting primary prevention programs are Planned Parenthood, which weaves anti AOD messages into their classroom and community-based education programs. Some local schools participate in school-wide Red Ribbon activities and events and certainly many classroom teachers implement AOD classroom curriculum. The Merced County AOD Services Prevention Unit participates with other agencies in the Re-Direct program that is targeted to 'at risk' families who have been referred by schools or the probation department.

Gaps in Services

With a county population of over 200,000 residents there are only 2.5 full time AOD Prevention Unit employees. These employees are responsible for program development, implementation and evaluation as well as attending community meetings, responding to periodic requests for presentations, attending trainings, etc. With such few resources, these employees must be adept at developing partnerships with others in the community so that the community participates in planning and delivering programs. The annual Youth-to-Youth Conference that has been held in March for over 14 years has built name recognition and uses numerous community partners to host the event. Approximately 200 hundred middle school youth attend as well as 75 high school students who are trained and take primary responsibility for leading the conference. Community members facilitate workshops throughout the day, another group comes and prepares and serves lunch for the youth and adults and past conference attendees come every year and assist.

Historically, the AOD Prevention Unit has focused on delivering a core group of AOD prevention programs, primarily targeting youth. These programs have consisted of the annual Youth-to-Youth Conference, Red Ribbon Week activities, ReDirect and Friday Night Live Partnership programs (Friday Night Live, Club Live, FNL Mentoring). Recently, the AOD Prevention Unit has become actively involved in environmental prevention approaches, specifically relating to implementing policies and ordinances to manage high-risk environments where binge drinking is likely to occur among UC Merced students. The UC Merced AOD Campus/Community Workgroup meets monthly and Prevention Unit staff attends and actively participate in the workgroup activities. Technical assistance for the Workgroup is provided by Fried Wittman from

the UC Berkeley Institute for the Study of Social Change. If successfully adopted, the ordinances and policies that emerge from this workgroup will potentially have a large impact on preventing AOD use by preventing underage sales of alcohol to youth, requiring beverage server trainings, managing alcohol use in public places, managing alcohol use in rental housing, both apartments and residential homes.

Limitations to Accessing and Analyzing Data

With limited resources, environmental prevention practices and programs offer the possibility of having the broadest impact in communities by managing the environments where AOD use occurs. There is little specific AOD data available, due to limited resources, about the diverse and transitory population living in Merced County. As mentioned earlier, the AOD Prevention Unit staff conducted two surveys in the Spring of 2006 to gather adult and youth stakeholder input. These surveys revealed that stakeholders believe/feel:

- Increased support for after school AOD prevention programs such as Friday Night Live, Club Live, Friday Night Live Mentoring.
- Increased community education and awareness about the dangers of AOD use and managing conflict/anger.
- Increased law enforcement for those making/distributing Meth.
- Increased outreach/education to adolescents.
- Increased education to families of AOD users.
- Increased education to those with mental illnesses.
- Pressures to use AOD primarily come from friends.
- Youth primarily access AOD from their friends.

Key Findings

- Many residents live in rural areas where services are lacking. Prevention programs should target these communities.
- There are few agencies/programs that are conducting AOD prevention locally.
- Partnerships must be established to conduct AOD prevention activities with such limited county resources.
- Prevention programs should target youth.
- The use/production of Methamphetamines is a major problem in Merced County.
- Alcohol use impacts major community issues such as family violence.

Although the community does perceive alcohol and other drug use as a problem and expresses support for community programs, the community is not sure how to get involved in solving the problem of AOD use/abuse. Political entities such as city councils and the Board of Supervisors have expressed some support for ordinances

and policies to help address the problem, as long as there is not vocal opposition to proposed ordinances. As mentioned earlier, the Merced County Board of Supervisors gave approval for the county AOD prevention staff to engage in discussions with UC Merced and the City of Merced so as to adopt ordinances and policies to prevent binge drinking among college/university students. The Board of Supervisors is aware that these potential policies/ordinances must be consistent among political jurisdictions so that students cannot take advantage of more lax policies in one community.

The Merced County AOD Prevention Unit adopted the following **Vision Statement** in 2004.

Communities and families in Merced County will have healthy beliefs, behaviors and clear standards regarding alcohol and other drug use.

The following **Mission Statement** was adopted as well.

The Prevention Unit's mission is to develop, implement and evaluate Alcohol and other drug prevention programs that has:

- 4. A special focus on youth**
- 5. Focus on managing risk environments**
- 6. Educate and promote healthy beliefs and behaviors**
- 7. Promote clear standards regarding alcohol and drug use**

The vision and mission statements have provided a purpose that unifies the prevention programs that have been provided by the Prevention Unit and future programs that are developed will be consistent and be unified as well. This strategic prevention framework including the assessment process will reflect the vision and mission statements.

STEP 2: CAPACITY – MOBILIZE AND/OR BUILD CAPACITY TO ADDRESS NEED

Step 2 involves mobilization of resources within Merced County to address assessed needs. Capacity includes both financial and organizational resources, as well as community organizing to convene partnerships/coalitions. Readiness, cultural competency, and leadership capacity are addressed and strengthened through education and training. Additionally, capacity should focus on sustainability as well as evaluation.

As mentioned previously, the primary agency conducting alcohol and drug prevention activities countywide is the Alcohol and Drug Services Division (AOD Division) in the Merced County Department of Mental Health. Prevention activities including program development, implementation, evaluation and reporting are the responsibility of the staff that consists of 2.5 full time staff persons. There are no other available resources (either staff resources or funding resources) within the Department to access. With such limited resources, it is difficult for current 2.5 staff persons to

provide programs throughout the county, especially ones that are substantive and enduring, have measurable impact and that can be evaluated.

Gaps in Services

Community Organizing

The AOD Division could seek further resources, with additional staff or funding, so as to be able to implement more programs and/or leverage local resources such as utilizing more volunteers, convening the Alcohol and Other Drug Advisory Group to work on leveraging resources, develop more and deeper partnerships with agencies that may be able to strategically implement AOD prevention programs with increasing depth, such as Planned Parenthood.

Grant writing and Development for Program Sustainability

Prevention Unit staff are limited in their ability to write competitive grants for outside funding. Merced County competed with the other California counties for the Safe and Drug Free Schools funding and State Incentive Grant funding. Unfortunately, Merced was not successful in either of these two applications, which may reflect on limited staff resources to be able to write grants that compete with so many other California counties, including large counties with greater resources for grant writing, that submit grants for such limited funding opportunities.

Evaluation Services

Without additional resources (funding or staffing), it will be difficult for existing staff to implement evaluation activities that are resource intensive (complex, detailed and/or time consuming). With limited resources, priorities will have to be made on an ongoing basis so as to allocate staff and their time devoted to programmatic activities.

The County Department of Mental Health does not contract out any AOD prevention services. All programs are developed, implemented and evaluated by current staff. With implementing this Strategic Plan, staff may need training in how to build partnerships with other community organizations/leaders. Evaluation training may be needed as well.

The following is a list of key stakeholders, leaders and service providers included or who will help implement the Merced County AOD Strategic Prevention Framework.

Key Stakeholders

1. Local schools (both private and public)
2. Merced College including the Independent Living Program
3. UC Merced
4. City/County Recreation and Parks departments
5. Local law enforcement agencies including criminal justice programs
6. Family Resource Council

7. Human Services Agency
8. WIC Program (Women, Infant, Children Program)
9. Local residential treatment programs
10. Organizations serving youth (Boys and Girls Club, etc)
11. Housing Authority, Resident Service Agencies
12. Local community centers (Dos Palos, Livingston, Planada)
13. Merced County Office of Education
14. Elected political leaders (particularly county Board of Supervisors)
15. Other health agencies, (Mental Health, Public Health, clinics and hospitals)
16. Planned Parenthood

Key Leaders

1. Merced County Board of Supervisors
2. Director of Public Health
3. Merced County Advisory Board on Alcohol and Other Drug Problems
4. City Council members
5. County department heads
6. Non-profit agency heads
7. School principals

Service Providers

1. Merced County schools
2. Planned Parenthood Education Program
3. Family Resource Council Re-Direct Program
4. WIC Program
5. Community Centers (conduct periodic outreach programs)
6. Mental Health Dept. (Dual Diagnosis program)
7. Public Health Dept. (Tobacco Education program, Parenting Program, Teen Parent Program)
8. Human Service Agency (CalWorks) (Child Welfare Services)

The Merced County Advisory Board on Alcohol and Other Drug Problems (Advisory Board) has met with prevention staff and the Alcohol and Drug Administrator with meetings devoted to reviewing and approving the problem statements, goals and objectives. All parties involved have approached the Strategic Planning Process with the awareness of the history of successful programs that have been implemented successfully, as well as the need to advance the AOD prevention work locally. Additionally, there is consensus that significant additional resources will probably not be forthcoming to address current programmatic needs as well as future programmatic needs identified in this SPF. If the AOD prevention work is going to move successfully forward locally, it is imperative to forge new partnerships and collaboratives with existing and emerging stakeholders. It is also clear that new prevention work undertaken will have to fit within the existing political environment and not seek radical change in policies and practices with respect to prevention programs.

The Merced County Department of Mental Health will strive to build prevention capacity to address the identified prevention priorities (problem statements), by training existing staff in how to collaborate more effectively in the community. Stronger collaboration including stronger community partners will result in more intensive prevention programs. An example of stronger community partners is the current existing UC Merced Campus/Community Alcohol and Other Drug Issues Workgroup (Workgroup), where city/county/university people have come together to strategize, develop and implement environmental prevention practices to prevent binge drinking among youth and college students. The successful work that has been accomplished in the Workgroup over the past 3 years has been dependent on the important working relationships that have been forged.

The local AOD prevention program will also look to statewide coalitions and programs such Friday Night Live Partnership and Youth Leadership Institute to build capacity and strengths/assets among the many local youth who participate in the various local AOD prevention programs.

STEP 3: PLANNING – DEVELOPING A COMPREHENSIVE STRATEGIC PLAN

Step 3 of the Strategic Planning Process involves applying step 1 assessment results and problem statements to develop an action plan in the form of a 'local model' that includes policies, programs, and practices based on evidence-based theories. The plan engages community members and organizations identified in the Capacity Building phases and addresses issues and problems and priorities identified during assessment as well as resources required. The planning process produced strategic goals, objectives, measurements and performance targets as well as logic models. Goals and objectives were developed based on our problem statements and needs assessment findings that have lead us to develop innovative approaches for implementation. Plans include milestones and measurable outcomes against which to monitor and gauge performance for both accountability and system improvements. Sustainability will be addressed at every planning and implementation step.

The County of Merced Advisory Board adopted the following prevention program goals at their October 2006 meeting.

1. 1.1 A Merced County Methamphetamine Summit will be convened with government, business and community leaders to develop a county strategic plan for reducing Methamphetamines availability and use.
2. 2.1 An education program specific to youth who are at risk of becoming polydrug users and/ or underage drinkers will be developed and implemented in Middle Schools.

3. 3.1 Reduce and maintain the illegal sales rate of alcohol to minors below 5% in at least two cities within Merced County.
4. 4.1 As a result of an annual countywide Youth Leadership/Empowerment Conference, Merced County youth will be better prepared to resist pressures to use AOD.

4.2 As a result of attending an AOD education/ prevention program, Merced County families will be more aware of local resources they can access for assistance related to AOD issues in their family and be aware of pressures that family can place on youth regarding using AOD.
5. 5.1 The UC Merced Campus/Community Alcohol and Other Drug Issues Workgroup will implement environmental prevention policies and practices designed to prevent binge drinking practices among youth ages 18-24.
6. 6.1 A minimum of 1 Merced County isolated and underserved communities will initiate community-wide mobilization teams that will develop and implement AOD prevention activities in their local community.

6.2 Each of the identified rural and geographically isolated communities in Merced County (Snelling, Planada, Le Grand, Dos Palos, Gustine, Hilmar, Delhi) will expand their youth assets so as to better address AOD prevention issues unique to their community.

Goal 1.1 addresses the countywide issue of the availability of Methamphetamine. Many community members understand the problem of neighborhood meth labs and government agencies such as the Department of Justice are critically aware of the problem because they agencies services to those arrested for production, distribution or use. Other agencies such as Hazardous Material teams deal with cleaning up toxic meth lab operations. Other agencies such as our local Human Services Agency provide services to children that require foster care because their parents are arrested. Treatment program clients, both adults and youth, are primarily using Methamphetamines. Goal 1 attempts to bring various groups and organizations together throughout the county to address the issue, create and strengthen partnerships, develop countywide action plan including outcomes regarding reducing the availability of these two insidious drugs. The venue for the summit will be an annual summit that is hosted that already brings many of these partners and community stakeholders together. This goal will require substantial staff time to work with the planning group to plan and host this event.

Goal 2.1 addresses the issue of young people in rural communities, through social and/ or cultural norms, being subject to many risk factors regarding AOD use. These include false interpretations of the effects that AOD use can have, positive attitudes towards AOD use or sales, lack of peer support and or positive role models with whom to spend constructive time. Goal 2 attempts to implement a peer- mentoring program (Friday Night Live Mentoring) at a minimum of three underserved schools in Merced County. This program incorporates a AOD Prevention Curriculum (Project ALERT) that will be administered by local High School aged Mentors to a group of local Middle School youth that have been identified through a risk assessment as having a higher risk than other students to experiment or abuse AOD. This goal will take coordination between the Merced County Prevention Unit, School administrators, parents, and students.

Goal 3.1 refers to the youth accessing alcohol from retail establishments by purchasing it illegally. The local AOD prevention program does not know at this time how often alcohol is sold to minors locally as that information has not been requested from local law enforcement agencies. Although the California Department of Alcohol and Beverage Control maintains data regarding illegal sales, their office typically responds only when a complaint is filed with their regional office in Stockton. The local prevention program has relationships with local law enforcement agencies (city police departments and county Sheriff, consequently it should not be too difficult to conduct youth purchase surveys in several jurisdictions and then target increased enforcement and education to retailers who sell to underage youth. It is not anticipated that this goal will require substantive staff time or other resources.

Goal 4.1 builds on a successful annual countywide youth conference that has been held for past 13 years locally. The Youth 2 Youth Conference has been hosted by the local AOD prevention program and has a well-deserved and positive reputation. Many community partners assist the local prevention program with hosting the conference. The conference trains 75 high school students to lead the conference for 230 middle school youth. This conference has been an excellent youth leadership event for the high school youth who plan to implement a great deal of the conference.

Goal 4.2 This goal is in an attempt to educate young people and their families around the consequences of Alcohol and Drug use and abuse. Education will also revolve around resources that are available locally for young people and their families to access in order to prevent, intervene, or treat alcohol and drug use or abuse. Adults will be educated around the specifics of adolescent AOD use and youth will be educated on local events and activities they can get involved in to use their time constructively. Merced County AOD Prevention Unit must build strong community partnerships with court ordered reporting centers and the Family Resource Council

Goal 5.1 builds on recent progress made regarding mobilizing the new UC Merced officials along with officials from the City and County of Merced to develop and implement environmental prevention approaches that will manage high risk AOD environments with particular focus on preventing binge drinking among UC Merced students age 18-24 living on and off campus. This local effort closely follows the evidence-based program, Communities Mobilizing for Change for Alcohol. The UC Merced Campus/Community Alcohol and Other Drug Issues Workgroup (Workgroup), was formed over 2 years ago and has received technical assistance from Prevention by Design at UC Berkeley, funded by the California Dept. of Alcohol and Drug Programs. Since the formation of the Workgroup, UC Merced has adopted an on campus alcohol and drug policy and the City and County of Merced are currently drafting ordinances and policies relating to:

- **Retail sales of alcohol** – ordinances and policies such as required Beverage Server Training, ability of the City/County to revoke a Conditional Use Permit if a retail establishment has a history of selling to minors, new retail alcohol sales establishments conform that there are no adverse effects to surrounding areas, compatibility with surrounding properties, etc.
- **Rental Housing** – Currently the City of Merced is developing a proposed program that will provide the City the resources necessary to adopt a rental inspection program. Rentals, both apartments and homes will be subject to safety inspections. One purpose of these inspections will be to prevent landlords from turning rental homes into overcrowded unsafe student housing with a 3-bedroom, 2-bath home housing 8 students. There will be penalties for loud parties where the police have to respond.
- **Open Space Use of Alcohol** – Currently the City of Merced does not allow alcohol consumption in city parks without special permit. The County does allow alcohol consumption, particularly at Lake Yosemite, which borders the new UC Merced campus. Workgroup members and others have been concerned about the potential for problems with UC Merced students going over to the Lake to drink alcohol and party in the late spring and early fall warm evenings.

Regarding Goal 5, there may be additional resources that are required, such as obtaining technical assistance to upgrade the City and County law enforcement data systems so that police and sheriff will readily be able to be aware of when alcohol is involved in a response call. Upgrading their data systems will also allow for GIS plotting to be able to have ready access to maps that will clearly show where the alcohol related police/sheriff response calls are located.

Goal 6.1 will focus on working to assist a minimum of one Merced County community to become mobilized to prevent AOD use in their area/community. Community mobilization is well recognized as an effective practice in bringing community partners and stakeholders to the table to identify what are the unique problems relative to the community and then creating action steps to remedy the problems. For example, one rural Merced County community, Delhi, is well recognized as being underserved with government services. Drug busts are frequent, but drug use continues to be rampant, particularly the use of Methamphetamine and Marijuana. Individuals within the community are frustrated with what to do. It may be possible for the local AOD prevention staff to help gather stakeholders to see what can be done, including the possibility of garnering additional county resources to focus on the AOD problems in the community.

Goal 6.2 will work to implement a minimum of one after school programs (Friday Night Live, Club Live, FNL Kids,) in each rural community in the county. Currently there are programs in 5 cities/communities in the County. Six cities/communities do not currently have one of these after-school programs. When reviewing the 40 youth assets developed by the Search Institute, after school opportunities are an important youth asset to develop and maintain. With a commitment of additional staff time, it could be possible to expand into the these six other communities, assuming the at least one school in these cities/communities are receptive to hosting an after school program and a program advisor can be identified.

As a result of the goals adopted by the Merced County Advisory Board on Alcohol and Other Drug Problems, the following objectives were adopted as well.

Objective 1.1a – By 6/30/2009, a countywide Methamphetamine Summit will result in a strategic plan to reduce the availability and use of Methamphetamines locally by measuring the number of meth labs closed and arrests for Methamphetamine use. Strategic plan action steps will be identified along with assigning responsibility for implementing the steps. An evaluation plan will be developed by the County AOD office to ensure that the action steps are measured to determine success and or need for change to ensure future success.

Objective 2.1a – By 6/30/09, a minimum of three schools will receive Friday Night Live Mentoring programs to ensure education around alcohol and drug use. This will have taken place in underserved schools to better prepare at-risk Middle School students for a successful, alcohol and drug free, High School experience. At-risk eighth graders assessed into the Mentoring program will have the resources made available for them to graduate Middle School.

Objective 3.1a – By 06/30/2009, a minimum of two (2) Merced County cities/county (City of Merced, City of Atwater, City of Los Banos, City of Dos Palos, City of Gustine, City of Livingston, County of Merced) will establish a baseline illegal sales rate of alcohol to youth and will ensure that the illegal sales of alcohol to youth is below 5% measured by attempt to buy surveys/or ABC operations.

Objective 4.1a – By 06/30/2009, the local AOD office will host a countywide Youth to Youth Conference that will focus on youth leadership and empowerment. A minimum of 75% of high school youth will express through survey that they will go back to their local communities and participate in youth activities such as Friday Night Live, Mentoring, Red Ribbon, etc.

Objective 4.2a – By 06/30/2009, a minimum of 100 Merced County families will attend family management education programs annually. After attending the program, 70% of family members will express a better knowledge of local resources regarding AOD related issues/ prevention.

Objective 5.1a – By 06/30/2009, The City of Merced, County of Merced and/or UC Merced will introduce a minimum of one environmental prevention policy and/or practice such as city/county/UC ordinance to an appropriate governing body, designed to prevent binge drinking practices among UC Merced students ages 18-24 as measured by city council/Board of Supervisor minutes.

Objective 6.1a – By 6/30/2009, a minimum of 2 Merced County isolated and underserved communities will convene an effective community-wide mobilization team in their community as measured by community readiness tools/or volunteer assessments.

Objective 6.2a - By 06/30/2009, two of the identified communities of Le Grand, Gustine, Hilmar, Delhi, will have a minimum of one after school youth program such as Friday Night Live, , Club Live, FNL kids.

LOGIC MODELS

The following logic models are organized around each program objective and demonstrate what each objective will accomplish, and what change should be expected.

Logic Model – 1. Methamphetamine is illegal and yet are readily available for Merced County adults and youth for use/abuse.

Goal: 1.1 Develop a county strategic plan for reducing methamphetamine availability and use.

Assets: Young people perceive that adults in their community value youth. Young people feel safe at home, at school, and in the neighborhood.

Risk/Protective Factors: **Drugs are readily available, law enforcement abatement programs and strategies are protective**

Strategies: Program Activities	Target Population	Theory of Change	Short Term Outcomes	Long Term Impacts
<p>Develop summit budget and plan.</p> <p>Utilize the mobilization team to support a Meth Summit</p> <p>Gather input and support from stakeholders.</p> <p>Form a summit planning team that may be the mobilization team. If not, form separate summit planning team.</p> <p>Develop summit agenda promote to stakeholder and community</p>	<p>Leaders in government, public sector, business leaders, agency directors, law enforcement, treatment providers, community members, youth</p>	<p>Using the Strategic Environmental Prevention Model of assessment, community organizing policy, media and enforcement to support community change, a campaign will be designed to address meth.</p>	<p>Strategic plan to reduce Meth availability and use. Plan will contain action steps, benchmarks, and other markers in which to assess success.</p> <p>Media articles generated from press release of event/launching of recommendations</p>	<p>Reduce availability and accessibility of Methamphetamines.</p>

Resources necessary to implement program activities: Further analysis is necessary to determine actual costs to the AOD division for hosting the conference and covering costs such as speakers, conference registration materials, food. It is possibly that other agencies and private business may donate to offset these costs. Consultation services may be obtained from Center for Applied Research Solutions (CARS).

Logic Model – 2. A significant number of local adolescents may become polydrug users and participate in underage drinking.

Goal: 2.1 An education program specific to at risk youth will be developed and implemented

Assets: Many of the Counties at- risk youth are in underserved communities that lack existing after school activities or programs

Risk/Protective Factors: Youth have favorable attitudes towards AOD, Many High School students have an interest in their community

Strategies: Program Activities	Target Population	Theory of Change	Short Term Outcomes	Long Term Impacts
<p>Identify communities lacking after-school programs such as FNL Mentoring.</p> <p>Coordinate with state and regional FNL staff members.</p> <p>Target schools and students for outreach to identify administrative leaders, school officials, and potential program advisors.</p> <p>Engage in discussion regarding initiating new after school program</p>	<p>High School students that are interested in community service and Mentoring a young person.</p> <p>Middle School students that are at- risk for AOD use and abuse.</p>	<p>Young people will be able to resist risk factors if provided with enough protective factors to use as a healthy resource in their life.</p> <p>Youth Empowerment Model</p>	<p>Contact school administration</p> <p>Work with Campus Administration to identify Advisor (Teacher).</p> <p>Host Advisor and Mentor training</p> <p>Engage at- risk middle School students through FNL Mentoring program.</p> <p>Increase after school activities for youth.</p>	<p>More school involvement in AOD prevention.</p> <p>Increased skill development opportunities for Middle School students.</p> <p>Empowering youth to be in ongoing meaningful relationships</p> <p>Reduced AOD use/abuse.</p> <p>Empowered young people.</p>

Resources necessary to implement program activities: The AOD Prevention staff has experience and skills at operating FNL, Club live, FNL Kids Programs. No additional significant resources would be required to initiate programs in communities. Support and technical assistance from California Friday Night Live Partnership.

Logic Model - 3. Alcohol is an age – restricted dug and yet it may be readily available to local youth, either through illegal purchases or from youth acquiring alcohol from others including family.

Goal: 3.1 Reduce and maintain the illegal sales rate of alcohol to minors to below 5%.

Risk/Protective Factors: Alcohol is readily available to youth. Laws are inconsistently enforced.

Strategies: Program Activities	Target Population	Theory of Change	Short Term Outcomes	Long Term Impacts
<p>Search for effective prevention strategy model with other counties and CARS. -Consult with ABC regarding best practices to reduce sales of alcohol to minors. -Contact local law enforcement agencies to assess if they have illegal sales data in their jurisdictions.</p> <p>If not available, request law enforcement to conduct 100% decoy operation to assess baseline illegal sales rate. Work with FNL youth</p> <p>-Train media advocates Conduct education to clerks/stores that sold alcohol to minors. Check effective project design -Establish schedule with law enforcement jurisdictions to conduct random decoy operations</p>	<p>Stores/clerks that sell alcohol to minors.</p> <p>Media for those who out of compliance on 2nd attempt.</p>	<p>Reducing availability of alcohol will result in fewer minors being able to access alcohol.</p> <p>Environmental Model</p>	<p>Increased collaboration between AOD Prevention office and local law enforcement.</p> <p>Establishment of baseline illegal sales rate data in local jurisdictions (cities and county).</p> <p>Reduced sales of alcohol to minors in jurisdictions</p> <p>Youth participation</p>	<p>Fewer minors experimenting or using/abusing alcohol.</p> <p>Sets a foundation for policy proposals such as Responsible Beverage Service, (RBS), Conditional Use Permits, Training or nuisance abatement laws.</p>

Resources necessary to implement program activities: There should be little direct costs to the local AOD prevention program. There will be some staff time needed to work/meet with local law enforcement and working with youth to conduct education to merchants who

Logic Model – 4. Local youth are experiencing pressures to use alcohol and other drugs, primarily from their peer groups and families.

Goal: 4.1 As a result of attending an annual countywide Youth Leadership/Empowerment Conference, Merced County youth will be better prepared to resist pressures to use AOD

Assets: Youth know how to plan ahead and make choices, Youth can resist negative peer pressure, young people feel that they have control over their lives.

Risk/Protective Factors: Low self-esteem, less involved in recreation activities, feel disconnected from community.

Strategies: Program Activities	Target Population	Theory of Change	Short Term Outcomes	Long Term Impacts
<p>Use FNL Leadership group to plan annual conference including conference theme, workshops, etc.</p> <p>AOD Management staff will initiate contract with adult conference leaders.</p> <p>Contact stakeholders, volunteers.</p> <p>Promote conference to local schools.</p> <p>Host annual conference</p> <p>Conduct evaluation</p>	<p>High school and middle school youth in Merced County</p>	<p>Youth Empowerment Model</p>	<p>Youth more involved in their local communities in after school programs, AOD prevention activities,</p>	<p>Youth empowerment as measured by assessment surveys.</p> <p>Youth respected by adults.</p> <p>Youth participating in their communities more.</p>

Resources necessary to implement program activities: There are significant resources for this conference that are paid from by the local AOD Prevention office (conference leaders, food, site costs, t-shirts, etc) Many community partners donate time to assist in hosting the conference.

Logic Model – 4. Local youth are experiencing pressures to use alcohol and other drugs, primarily from their peer groups and families.

Goal: 4.2 As a result of attending AOD educational/ prevention programs, Merced County families will be more aware of the local resources they can access for assistance related to AOD issues in their families and be more aware of the pressures that families can place on youth regarding AOD use.

Assets: Local resources have the population needed in place for education around family dynamics and AOD use.

Risk/Protective Factors: Language barrier for most families involved, low- income families find it very hard to find transportation to resources for assistance

Strategies: Program Activities	Target Population	Theory of Change	Short Term Outcomes	Long Term Impacts
<p>Gather local statistics and resource information regarding AOD treatment.</p> <p>Meet with Family Resource Council to set up dates for education presentations for families.</p> <p>Develop post- survey to administer to families to confirm knowledge gained</p> <p>Administer monthly presentations for families in the South and West sides of Merced County.</p>	<p>Families with trouble finding resources for assistance with adolescent issues.</p> <p>Adolescents that have a hard time correlating their behavior, AOD use, and the consequences they are facing.</p> <p>First, Second, and Third generation family members of various cultures in Merced County.</p>	<p>Better education for families on the resources that are available and encouragement to use them will develop open relationships for families to access services in their community which will lead to healthier families.</p>	<p>Families will attend education programs offered by AOD Prevention Unit</p> <p>Merced County Families will access more services offered for assistance with alcohol and drug use issues.</p> <p>Access will contribute to individuals receiving treatment for substance abuse.</p>	<p>Merced County residence will have a positive attitude towards services offered.</p> <p>Families will have better understanding of pressures young people are facing in their lives.</p> <p>Families will know where to go for assistance regarding AOD issues without fear of repercussions or labeling.</p>

Resources necessary to implement program activities: Local Family Resource Council partnership.

Logic Model – 5. **Students attending UC Merced will be likely to binge drink on campus and in the local community, possibly leading to disability or premature death, or other issues such as violence, injury assaults, rapes, and other negative outcomes.**

Goal: 5.1 The UC Merced Campus/Community Alcohol and Other Drug Issues Workgroup will implement a minimum of 1-3 environmental prevention policies and practices designed to prevent binge drinking among youth ages 18-24.

Assets: Local Community Alcohol Policy (CAP) working group has been formed in order to set future policy in place regarding binge drinking practices among youth 18- 24 in age.

Risk/Protective Factors: UC Merced is a new campus to California and is located in a community with limited activities or events targeted for this age group. Merced County is considered a conservative community with a high regard for higher education, UC has the support of Board of Supervisors.

Strategies: Program Activities	Target Population	Theory of Change	Short Term Outcomes	Long Term Impacts
<p>Develop a workgroup of key stakeholders from UC Merced, City of Merced, County of Merced and City of Atwater and technical assistance from Institute for the Study of Social Change @ UC Berkeley.</p> <p>Stakeholders will systematically review areas where policy change can best be applied to managing high risk environments where binge drinking and related behaviors can/will occur.</p>	<p>Merced City Council, Merced County Board of Supervisors, UC Merced governing body</p> <p>18-24 year old UC Merced students living on campus and in the surrounding communities.</p>	<p>Three Actor Model</p> <p>According to the Communities Mobilizing for Change for Alcohol (CMCA) Model Program, alcohol behaviors can be best managed by changing community policies and practices.</p>	<p>Reduced availability of alcohol to underage youth.</p> <p>Developing a UC Merced campus model policy regarding alcohol use on campus.</p> <p>Effectively managing alcohol consumption in public parks.</p> <p>Preventing alcohol related problems such as drinking and driving, assaults, date rape, poor grades, dropping out of UC Merced.</p> <p>Providing options for recreation not involving alcohol.</p>	<p>Prevent premature disability and death from binge drinking.</p> <p>Preventing community problems and issues arising such as community backlash against UC Merced and the students.</p>

Resources necessary to implement program activities: No additional current resources, except for funds to implement a law enforcement data gathering system that will assist communities around the campus, and the campus in identifying problem areas where binge drinking and alcohol related problems are occurring.

Logic Model – 6. **Approximately half of the population in Merced County lives in geographically isolated and underserved communities, increasing the risk for alcohol and other drug use. These communities are not mobilized to prevent AOD use.**

Goal: 6.1 Mobilize underserved and isolated communities to initiate AOD prevention activities.

Assets: Young people experience caring neighbors, perceive that adults in the community value youth, feels safe at home/school/in the neighborhood.

Risk/Protective Factors: laws and ordinances are not consistently enforced, norms are unclear, residents feel little sense of ‘connection’ to community, and neighborhoods are disorganized.

Strategies: Program Activities	Target Population	Theory of Change	Short Term Outcomes	Long Term Impacts
<p>Attend one Red Ribbon planning meetings in the City of Livingston.</p> <p>Identify another community with likelihood of success at mobilizing community members and/or stakeholders.</p> <p>Host and/or participate in one planning meeting.</p> <p>Develop a base of support with an active coalition who meets as needed for training, planning and action</p>	<p>Community members, Stakeholders, Staff of agencies that operate in the community, law enforcement, schools, youth.</p>	<p>AOD prevention activities will be more successful if the local community is active and mobilized.</p>	<p>Host planning meetings</p> <p>Plan and host activities</p> <p>More agency coordination at the community level</p> <p>Reduced sales of alcohol to youth.</p> <p>Increase after school activities for youth.</p>	<p>More community involvement in AOD prevention.</p> <p>Increased communication between community members and law enforcement</p> <p>Reduced AOD availability and use/abuse.</p> <p>Empowered communities.</p>

Resources necessary to implement program activities: The most critical resource necessary for successful implementation of this goal is to have AOD prevention staff skilled at community mobilization.

Logic Model – 6. Approximately half of the population in Merced County lives in geographically isolated and underserved communities, increasing the risk for alcohol and other drug use. These communities are not mobilized to prevent AOD use. **Additionally, These communities lack youth assets, after school employment and activity programs.**

Goal: 6.2 Expanding youth assets (increase after-school programs) so as to better address AOD prevention issues in rural and geographically isolated communities with youth empowerment projects.

Youth Assets: Youth spend 3 or more hours per week developing positive relationships with adults and advocating for positive change in their communities.

Risk/Protective Factors: Involvement in policy change, opportunities exist for community involvement, and community service opportunities..

Strategies: Program Activities	Target Population	Theory of Change	Short Term Outcomes	Long Term Impacts
<p>Identify communities lacking after-school programs such as FNL, Club Live, FNL Mentoring, etc.</p> <p>Coordinate with state and regional FNL staff members.</p> <p>Target communities for outreach to identify community leaders, school officials, and potential program advisors.</p> <p>Engage in discussion regarding initiating new after school program</p>	<p>High school and middle school youth not engaged in after-school activities</p>	<p>Youth empowerment Model and Strategic Prevention Model</p> <p>Youth engaged in AOD free activities after school will be less likely to experiment with AOD.</p>	<p>Increase in media advocacy and assessment data.</p> <p>More youth involvement in their local community.</p>	<p>Youth empowerment measured by FNL pre/post outlet assessment surveys.</p> <p>Increased youth assets</p> <p>Increased youth resiliency</p> <p>Data from youth projects</p> <p>Youth respected by adults</p>

Resources necessary to implement program activities: The AOD Prevention staff has experience and skills at operating FNL, Club live, FNL Mentoring Programs. No additional significant resources would be required to initiate several new programs in communities that currently do not have such after school programs. Support and technical assistance from California Friday Night Live Partnership.

ACTION PLANS

The following Action Plans will be divided into calendar years. Calendar year will contain the outcomes, activities, resources, responsibilities and timelines for that year.

Calendar Year 2008-2009

Outcome: 1.1a Reduce availability and accessibility of Methamphetamines by hosting a countywide Summit to develop a strategic plan including action steps and benchmarks.

Activities	Resources	Who is Responsible	Timeline
1. Submit summit plan including budget to Mental Health Director	Meet with Family Resource Council Supervisor who have organized past youth summits	Prevention Specialist	Summer/Fall 2008
2. MH Director will take to Mobilization Team for discussion, review, revision	Staff time	MH Director	Fall/Winter 2008/09
3. If MT approves, develop summit planning group.	Staff time	Prevention Specialist FRC Supervisor/staff AOD Advisory Board	Winter 2008
4. Summit planning group will meet a minimum of monthly to develop necessary outline for hosting summit including needed resources, speakers, etc.	Resources for hosting summit identified	Planning group	Spring 2009
5. Planning group will secure necessary resources for hosting summit	Secure needed resources	Planning Group	Spring 2009
7. Continue planning summit	Staff time	Planning Group	Summer 2009
8. Host Meth Summit	Local Resources	Planning group	2010
9. Develop Strategic Plan for Reducing Meth availability	Staff MH Director		

Outcome: 2.1a Educating Middle school youth on the effects of AOD use and abuse through the Friday Night Live Mentoring program will better prepare them for the challenges they may face in High School. Changes in their attitudes toward the use and sales of AOD will help shape their values and encourage healthy choices in life.

Activities	Resources	Who is Responsible	Timeline
1. Contact state FNL for training and resources.	Staff time	Prevention staff	Summer 2008
2. Identify Merced County communities lacking after-school AOD Education programs ie, , FNL Mentoring, etc	Staff time	Prevention staff	Summer/ Fall 2008
3. Identify communities that would be most receptive to developing more AOD Education after school programs	Staff time, Advisory Board time	Prevention staff, Advisory Board	Fall 2008
4. Begin discussions with key stakeholders in the community about resources necessary and potential obstacles to initiating after school program	Staff time	Prevention staff	Fall 2008
5. Assuming a community is interested, work with community/school leaders in launching new after school program	Staff time, unidentified other financial resources for student incentives, etc	Prevention staff, community/school leaders	Fall 2008
6. AOD Prevention Unit provide staff time to existing FNL programs and new FNLM programs able to be initiated.	Staff time, financial resources for participant incentives, advisor stipends, etc.	Prevention Staff	Continuously

Outcomes: 3.1a Fewer youth will experiment with alcohol use as a result of retail outlets not selling alcohol to minors.

Activities	Resources	Who is Responsible	Timeline
1. Consult with ABC and others knowledgeable about reducing illegal sales of alcohol to minors	Staff time	Prevention Specialist	Spring 2009
2. Consult local law enforcement agencies to assess if they have illegal sales data in their jurisdictions	Staff time	Prevention Specialist	Spring 2009
3. Survey interest in local law enforcement of willingness to conduct 'stepped up; decoy operations	Staff time	Prevention Specialist	Summer 2009
4. If law enforcement conducts enforcement, provide education to clerks/stores that sell to minors	Staff time, minimal expense for education materials	Prevention staff, Leadership Group, other volunteers	Ongoing

Outcomes: 4.1a Developing youth leadership skills and empowering local youth through an annual Youth Empowerment Conference.

Activities	Resources	Who is Responsible	Timeline
1. AOD Management staff will initiate contract with conference adult leaders	Staff time	Management staff	December 2008
2. FNL Leadership group meet weekly to plan conference theme, workshops, etc.	Staff time, volunteer time	Prevention staff, FNL Leadership group	December 2008
3. Contact stakeholders, volunteers	Staff time	Prevention staff	January 2009
4. Develop conference applications and promote and distribute to schools	Staff time	Prevention staff, FNL Leadership group	Jan/ Feb. 2009
5. Order t-shirts, food	AOD Prevention budget	Prevention staff	Jan/ Feb 2009
6. Host annual conference	AOD Prevention budget	Prevention staff, conference adult leaders, volunteers, FNL Leadership group	March 2009
7. Conduct conference evaluation	Accomplished under conference contract with adult leaders	Prevention staff, adult conference leaders	March 2009

Outcomes: 4.2a Implement family education program, (ReDirect), through local Family Resource Council that will alert families of the dangers of AOD use and resources in the community they can access for prevention or treatment of AOD issues.

Activities	Resources	Who is Responsible	Timeline
1. Prevention Specialist will contact Family Resource Council for open dates for presentations	Staff time	Prevention Specialist	Ongoing
2. AOD Prevention Specialist will host monthly presentations for families	Staff time	Prevention Specialist	Ongoing
3. Develop evaluation	Staff time	Prevention Specialist	Fall 2008
4. Order/ Develop Informational Brochures	Staff time/ Budget	Prevention Specialist	Ongoing

Outcomes: 5.1a Preventing premature death/disability and other community problems resulting from binge drinking among 18-24 year old college students.

Activities	Resources	Who is Responsible	Timeline
1. Request Board of Supervisors to approve discussions with UC Merced regarding preventing binge drinking and related problems	N/A.	Mental Health Director	Done
2. BOS to approve Mental Health Dept to move forward to develop consistent ordinances and policies with City of Merced and UC Merced	N/A	Mental Health Director	Done
3. Form Workgroup with County and City of Merced and UC Merced	None	Mental Health Director	Done
4. Obtain Technical Assistance from UC Berkeley Institute for the Study of Social Change	None	Mental Health Director	Done
5. Establish monthly meeting schedule and meet to develop strategies, coordination, build agency relationships, trainings, etc.	Staffing for agendas and minutes, resources for trainings provided by ISSC and CPI	AOD Prevention staff for agendas and minutes, meeting coordination.	Ongoing
6. Develop, propose, adopt ordinances from the various workgroup jurisdictions	Staff time from the various jurisdictions involved in ordinance development	Staff from the various jurisdictions actively working on ordinance development	Ongoing
7. Develop processes for monitoring high risk alcohol environments in the various workgroup jurisdictions	Resources from the participating jurisdictions to contract with ISSC for developing and implementing the processes for monitoring high risk alcohol environments	Various staff with workgroup jurisdictions, ISSC	Jan 2007 - ongoing

Outcome: 6.1a Reduce AOD availability by empowering and Mobilizing rural and geographically isolated communities to plan and host AOD prevention activities/programs.

Activities	Resources	Who is Responsible	Timeline
1. Seek community organizing training and media advocacy from CARS	None	Prevention Specialist,	Ongoing
2. Attend one monthly Red Ribbon Planning meeting in Livingston to announce organizing strategy	Staff time	Prevention Specialist	September 2008
3. Staff will research and identify key components to assisting other communities to mobilize	Staff time	Prevention Specialist	Ongoing
4. Strategically identify other communities with likelihood of success at becoming mobilized	Staff time	Prevention Specialist, Prevention Workers, AOD Advisory Board, etc	Mar – June 2009
5. Approach identified community stakeholders about forming community Red Ribbon Planning Committee. Identify other potential group members	Staff time	Prevention Specialist, Prevention Workers, etc.	June – July 2009
6. Committee will plan and host a Red Ribbon event for their community	Staff time	Prevention Specialist, Prevention Workers, etc	Fall 2009

Outcomes: 6.2a Fewer youth will experiment with AOD as a result of having increased after school activities, (FNL and Club Live), in their communities.

Activities	Resources	Who is Responsible	Timeline
1. Contact state FNL for training and resources.	Staff time	Prevention staff	Ongoing
2. Identify Merced County communities lacking after-school programs ie, FNL, Club Live, FNL Kids, etc	Staff time	Prevention staff	Ongoing
3. Identify communities that would be most receptive to developing more after school programs	Staff time, Advisory Board time	Prevention staff, Advisory Board	Ongoing
4. Begin discussions with key stakeholders in the community about resources necessary and potential obstacles to initiating after school programs	Staff time	Prevention staff	Ongoing
5. Assuming a community is interested, work with community/school leaders in launching new after school program	Staff time, unidentified other financial resources for student incentives, etc	Prevention staff, community/school leaders	Ongoing
6. AOD Prevention Unit provide staff time to existing FNL programs and new FNL programs able to be initiated.	Staff time, financial resources for participant incentives, advisor stipends, etc.	Prevention Staff	Continuously

Sustainability of Merced County AOD Prevention Unit- Prevention Plan

Sustainability, or the ability of the local AOD division to carry out the programs identified in this Strategic Prevention Framework, is driven primarily from a resource perspective. Resources in terms of budgets to pay for staff and program operating expenses, also resources in terms of staff skills at being able to continue building strong relationships in the community, ability to leverage other resources and abilities at ongoing program data gathering and assessment, program evaluation (both formative and summative) and program development. Programs do not, or should not remain stagnant, but need to change as circumstances and community needs change.

STEP 4 – IMPLEMENTATION

The Merced County Department of Mental Health's Alcohol and Drug Services Division Prevention Team (AOD Prevention Team) consists of 2 full-time individuals and 1 part time person. With budget limitations, it is not expected that there will be any significant additional resources for prevention programs and/or services. Consequently, programs have to be identified/selected within this reality of very limited resources. No significant barriers are foreseen to implementing the identified programs provided inter- agency relations continue to grow allowing for collaboration.

Programs identified/selected were based on the concepts of maximizing available resources, mobilizing local communities to implement AOD prevention activities, implementing environmental prevention strategies that have broad impact by through ordinances and policies and finally to build leadership among local youth.

The interventions selected are primarily considered to serve/engage the Institute of Medicine's selected population categories – programs targeted to those identified as being at high risk.

Regarding cultural relevance, all programs implemented attempt to be culturally relevant to the population(s) in which the program is targeted. Prevention staff has extensive experience in implementing programs locally, and members of various cultural groups are solicited for their input into programs.

The local county AOD prevention office intends to engage local stakeholders so as to create a strategic plan for reducing the availability and use of Methamphetamines by hosting a local summit. This strategic plan will be presented to local political bodies such as the Board of Supervisors. The summit will be designed to maximize the opportunity for collaboration among stakeholders and to maximize the effectiveness of available resources.

The AOD Prevention Unit has contracted with the State Friday Night Live Partnership to provide the Friday Night Live Mentoring program to three schools for the 08-09 school year. Schools have been identified and recruitment is in progress. Working with the school administration as a resource is vitally important to obtain school buy-in. Allowing the program to continue to grow year after year, frees the AOD Prevention Unit from the intensive hours that must be spent to initiate a new after school program.

Reducing illegal retail sales of alcohol to youth is critical to restricting youth access to alcohol. In the tobacco control movement in California, a great deal of resources and attention has been directed towards youth decoy operations and working with retailers to ensure they check ID before selling alcohol to someone. The local AOD prevention program had began to work with the California State Alcohol/Beverage Control Department in using local Friday Night Live youth as decoys for conducting decoy operations. One decoy operation was conducted in Jan of 2007 and another in March of 2007. Out of 24 merchants attempted, only one merchant sold to a minor. Due to ABC's current limitations around staffing and budget issue's the AOD Prevention Unit will contact local Law Enforcement agencies to enquire about local decoy operations and possible combined efforts that might take place over the next year.

The Youth to Youth Conference and Friday Night Live/Club Live programs follow the Friday Night Live model of creating positive and healthy communities for and with young people. Using a youth development framework, FNL/Club Live programs engage youth in meaningful opportunities and school connectedness. The Youth to Youth Conference focuses on youth empowerment and creating youth leaders who with not participate in ATOD use and will volunteer in their respective communities for any program or activity that support youth development (Friday Night Live, Sober-grad, Every 15 minutes, Red Ribbon, etc). Expanding more FNL/Club Live chapters in the county is a goal although the success of this objective is limited to accessing a school staff member willing to be a chapter advisor.

ReDirect is a program that has been developed by the Family Resource Council of Merced County to address families that are having difficulty with their youth. Merced County Alcohol and Drug Prevention produces a monthly presentation for two areas of the County to be administered to families regarding AOD issues, resources, current trends for Merced County youth and adults, and ways that family can pressure young people to turn to alcohol or drugs as coping mechanisms. Families will learn about addiction, prevention activities, treatment opportunities, and risk and protective factors. These presentations will lead families to the correct resources they may need to live more productive lifestyles.

The UC Merced Campus/Community Alcohol and Other Drug Issues Workgroup is adapting a model CSAP (Center for Substance Abuse Prevention) program which mobilizes the community to prevent alcohol binge drinking and underage consumption of alcohol. The Communities Mobilizing for Change on Alcohol program changes community policies and practices of major community institutions in ways the reduce access to alcohol by youth. The UC Merced Campus/Community Alcohol and other

Drug Issues Workgroup (Workgroup) follows this model for youth (under 21), and also expands the target population to those over 21 who are college students. The Workgroup has already had success by implementing an on-campus alcohol use policy by UC Merced that has been adopted. This campus policy prohibits alcohol advertising in conjunction with the campus logo, established sanctions for students drinking in dorms, etc. The Workgroup is looking to establish policies in the City of Merced and the County of Merced. The Workgroup also uses the Three-Actor Model, the idea that active management of the AOD risk environments can reduce alcohol and drug problems. Using the environmental accountability model (owners & managers, officials and others parties, neighbors and occupants) these actors or stakeholders hold the key to improving the risk environments.

As mentioned earlier, many communities in Merced are rural and geographically isolated with limited resources. With limited AOD prevention staff, it is difficult for staff to work in each remote community; consequently staff is working to mobilize a rural community to conduct AOD prevention activities without relying on county AOD prevention staff. The community of Livingston is a prime example of a local community that has a local group that meets regularly and conducts fundraisers to support its local Red Ribbon activities in the community. The goal will be to duplicate this effort in another rural community.

Many youth that are residing in outlining areas of the county are not given the opportunities to participate in local events, school based- after school programs, or even organized community service projects. Friday Night Live programs are oriented to give young people the resources they need to leverage positive action in their school or community in order to help prevent alcohol and other drug use and abuse. Friday Night Live programs offer continual support for young people and their efforts in keeping their school and community involved in alcohol and drug prevention efforts.

Implementation Plan

PROBLEM STATEMENT 1: Methamphetamines are illegal and yet are readily available for Merced County adults and youth for use/abuse.
GOAL 1.1: A Merced County Methamphetamine Summit will be convened with government, business and community leaders. The purpose of the summit will be to develop a county strategic plan for reducing Methamphetamine availability and use.

OBJECTIVES	TASKS	WHO IS RESPONSIBLE	OUTCOMES/MEASURES	TIMEFRAME
<p>A countywide Methamphetamine Summit will result in a strategic plan to reduce the availability and use of Methamphetamines locally. Strategic plan action steps will be identified along with assigning responsibility for implementing the steps. An evaluation plan will be developed by the County AOD office to ensure that the action steps are measured to determine success and or need for change to ensure future success.</p>	1. Develop and submit Summit plan to MH. Dir.	Prev Specialist	Copy of plan	Fall 2008
	2. Mobilization Team will use Plan for review and/or implementation.	M.H. Director Mobilization Team	Meeting Minutes	Winter 2008-09
	3. Mobilization Team Subcommittee or Summit Planning Group will meet to implement Summit Hosting Plan including securing necessary resources, inviting speakers, tentative agenda, location identification, etc.	Planning Team	Meeting Minutes	Spring/Summer 2009
	4. Develop and media plan for promoting Summit and timeline for implementing	Planning Team	List of media contacts	Fall 2009
	5. Finalize all plans for hosting event.	Planning Team	Final plan list	Fall 09/Winter 10
	6. Host event	Planning Team	Summit agenda/Sign in sheets	Spring 2010
	7. Draft Strategic Plan	AOD Prevention staff Planning Team M.H. Director	Draft Strategic Plan	Spring 2010

Implementation Plan

PROBLEM STATEMENT 2: A significant number of local adolescents may become polydrug users and participate in underage drinking.
GOAL 2.1: An education program specific to youth who are at- risk of becoming polydrug users and/or participating in underage drinking will be developed and implemented.

OBJECTIVES	TASKS	WHO IS RESPONSIBLE	OUTCOMES/MEASURES	TIMEFRAME
Educating Middle school youth on the effects of AOD use and abuse through the Friday Night Live Mentoring program will better prepare them for the challenges they may face in High School. Changes in their attitudes toward the use and sales of AOD will help shape their values and encourage healthy choices in life.	1. Meet with School Administration to propose FNL Mentoring program be implemented on campus.	Prev. Specialist/ FNLM Coordinator	Acquire school buy-in	Summer 2008
	2. Identify on site Advisor as point of contact at each site.	Prev. Specialist/ FNLM Coordinator	Develop on-site communication through Advisor	Summer/Fall 2008
	3. Host Advisor training for identified school staff to run FNL Mentoring program effectively.	Prev. Specialist/ FNLM Coordinator		
	4. Recruit and train Mentors from the identified High School.	Prevention staff/ FNLM Coordinator	FNL Mentors will have skills to lead a meaningful mentoring relationship through out the school year	Fall 2008/ongoing
	5. Recruit protégés from feeder Middle School.	Prev. Specialist/ FNLM Coordinator	Youth Development survey will be administered at all sites involved following last session of FNL Mentoring program	Spring 2009
	6. Meet weekly with advisors and mentors for support and activity documentation			Ongoing

Implementation Plan

PROBLEM STATEMENT 3: Alcohol is an age restricted product and yet may be readily available to local youth, either through youth purchasing illegally, or youth acquiring from others, including family
GOAL 3.1: Reduce and maintain the illegal sales rate of alcohol to minors to below 5%.

OBJECTIVES	TASKS	WHO IS RESPONSIBLE	OUTCOMES/MEASURES	TIMEFRAME
<p>A minimum of 2 Merced County cities/county (City of Merced, City of Atwater, City of Los Banos, City of Dos Palos, City of Gustine, City of Livingston, County of Merced) will establish a baseline illegal sales rate of alcohol to youth and will ensure that the illegal sales of alcohol to youth is below 5%.</p>	<p>1. Search for effective prevention strategy with other counties and CARS.</p>	<p>Prev. Specialist</p>	<p>Contact Notes</p>	<p>Summer 2008</p>
	<p>2. Consult with ABC and others about reducing illegal sales of alcohol to minors.</p>	<p>Prev. Specialist</p>	<p>Contact Notes</p>	<p>Summer 2008</p>
	<p>3. Consult with local law enforcement agencies to assess if they have illegal sales data in their jurisdiction. Assess willingness to conduct 'stepped up' enforcement/decoy operations.</p>	<p>Prev. Specialist</p>	<p>Contact Notes</p>	<p>Summer/Fall 2008</p>
	<p>4. If local law enforcement conducts decoy operations, provide education/info to clerks/stores that sell to minors</p>	<p>Prevention staff FNL Leadership group</p>	<p>List of stores contacted Illegal sales rate calculation of jurisdiction</p>	<p>Fall 2008/ongoing</p>

Implementation Plan

PROBLEM STATEMENT 4: Local youth are experiencing pressures to use alcohol and other drugs, primarily from their peer groups and families.
GOAL 4.1: As a result of an annual countywide Youth Leadership/Empowerment Conference, Merced County youth will be better prepared to resist pressures to use AOD.

OBJECTIVES	TASKS	WHO IS RESPONSIBLE	OUTCOMES/MEASURES	TIMEFRAME
By 6/30/2009, the local AOD office will host a countywide Youth to Youth Conference that will focus on youth leadership and empowerment. A minimum of 75% of high school youth will express through survey that they will go back to their local communities and participate in youth activities such as Friday Night Live, Mentoring, Red Ribbon, etc.	1. Contract with adult leaders.	AOD Management	Contract	Fall 2008
	2. FNL Leadership will meet weekly to plan conference include theme, workshops, food, etc.	Prevention staff FNL Leadership Group	Conference planning agenda	Jan-Mar 2009
	3. Contact conference volunteers	Prevention staff	Contact Notes/list	Jan 2009
	4. Promote conference to local schools and distribute conference applications	Prevention staff, FNL Leadership Group, Merced County Office of Ed.	Conference application	March 2009
	5. Host conference	Prevention staff, FNL Leadership Group	Conference Agenda	March 2009
	6. Conduct conference evaluation	Conference adult leaders	Copy of evaluation outcomes	April 2009

Implementation Plan

PROBLEM STATEMENT 4: Local youth are experiencing pressures to use alcohol and other drugs, primarily from their peer groups and families.
GOAL 4.2: As a result of attending AOD education/ prevention programs, Merced County families will be more aware of local resources they can access for assistance related to AOD issues in their family and be aware of the pressures that families can pose on a youth regarding using AOD.

OBJECTIVES	TASKS	WHO IS RESPONSIBLE	OUTCOMES/MEASURES	TIMEFRAME
<p>A minimum of 100 Merced County families will attend family management education programs annually. After attending the program 75% of family members will express they are more aware of local resources regarding AOD related issues/ prevention. Additionally, 50% of families that attend will be more aware of how families can pressure youth to use AOD.</p>	1. Contact Family Resource Council.	Prev. Specialist	Building agency relations	Ongoing
	2. Establish a monthly presentation for ReDirect program	Prev. Specialist	Presentation outlines	Monthly 2008-09
	3. Develop and implement post survey for measurement	Prev. Specialist	Evaluation tool	Fall 2008
	4. Order informational pamphlets regarding AOD issues, family management, and gateway drugs.	Prev. Specialist	Educated families will result in better family management.	Ongoing 2008-09
	5. Develop AOD division brochure to hand out to families	Prev. Specialist	Families will be more aware of the resources in their community they can access to deal with AOD issues.	Fall 2008-09

Implementation Plan

PROBLEM STATEMENT 5: Students attending UC Merced will likely binge drink on campus and in the local community, possibly leading to disability or premature death, or other issues such as violence, injury, assaults, rapes and other negative outcomes.
GOAL 5.1: UC Merced Campus/Community Alcohol and Other Drug Issues Workgroup will implement a minimum of 1-3 environmental prevention policies and practices designed to prevent binge drinking practices among youth ages 18-24.

OBJECTIVES	TASKS	WHO IS RESPONSIBLE	OUTCOMES/MEASURES	TIMEFRAME
The City of Merced, County of Merced and/or UC Merced will implement a minimum of 1-3 environmental prevention policies and/or practices such as city/county/UC ordinance, designed to prevent binge drinking practices among UC Merced students ages 18-24.	1. Develop a Workgroup of key stakeholders from UC Merced, City of Merced, County of Merced and technical assistance from the Institute for the Study of Social Change @ UC Berkeley.	AOD Division staff	Workgroup agendas/minutes	Ongoing
	2. Workgroup will systematically review areas where policy change can best be applied to managing high risk environments where binge drinking and related behaviors can/will occur	Workgroup members, AOD Division staff	Workgroup agendas/minutes	Ongoing
	3. Workgroup member jurisdictions will implement policies/ordinances	UC Merced, County of Merced, City of Merced	Workgroup agendas/minutes Copy of ordinances	Ongoing

Implementation Plan

PROBLEM STATEMENT 6: Approximately half of the population in Merced County lives in geographically isolated and underserved communities, increasing their risk for alcohol and other drug use. These communities lack youth assets, after school employment and activity programs. Additionally, these communities are not mobilized to prevent AOD use.

GOAL 6.1: A minimum of one Merced County isolated and underserved communities will initiate a community-wide mobilization team that will develop and implement AOD prevention activities in their local community

OBJECTIVES	TASKS	WHO IS RESPONSIBLE	OUTCOMES/MEASURES	TIMEFRAME
<p>A minimum of 1 Merced County isolated and underserved communities will convene a community-wide mobilization team in their community. The team will develop and implement AOD prevention activities in their local community that will result in reduced illegal sales of alcohol to youth, increased after school activities, increased youth assets.</p>	<p>1. Attend Red Ribbon planning meeting in City of Livingston</p>	<p>Prev. Specialist</p>	<p>Meeting agenda, obtain history of group, how they accessed stakeholders, what types of funding they access, and types of activities.</p>	<p>Winter 2008</p>
	<p>2. Identify another community with likelihood of success at mobilizing community members and/or stakeholders.</p>	<p>Prev. Specialist</p>	<p>Identify local community stakeholder willing to recruit other stakeholders</p>	<p>Spring 2009</p>
	<p>3. Coalition will be developed. Group will meet regularly and plan Red Ribbon activities for their community.</p>	<p>Community Coalition</p>	<p>Meeting agendas</p>	<p>Fall 2008 - ongoing</p>

Implementation Plan

PROBLEM STATEMENT 6: Approximately half of the population in Merced County lives in geographically isolated and underserved communities, increasing their risk for alcohol and other drug use. These communities lack youth assets, after school employment and activity programs.
GOAL 6.2: Each identified rural community in Merced County will expand their youth assets sp as to better address APD Prevention issues unique to their local community.

OBJECTIVES	TASKS	WHO IS RESPONSIBLE	OUTCOMES/MEASURES	TIMEFRAME
Each of the identified communities of Snelling, Planada, Le Grand, Dos Palos, Gustine, Hilmar, Delhi, will have a minimum of one after school youth program such as Friday Night Live, Club Live, FNL kids.	1, Coordinate with state and regional FNL staff members	AOD prevention staff	Contact notes	Summer 2008
	2. Conduct outreach to target communities to identify community leaders, school officials, potential program advisors. Engage in discussions.	AOD prevention staff	Contact notes	Fall 2008
	3. Assuming a target community is receptive, initiate new program.	School personnel, AOD prevention staff	Program announcement flyers	Fall 2008/winter 2009

STEP 5 – EVALUATION

The overall evaluation design and methodology consists primarily of outcome evaluation although process evaluation will be conducted throughout activities and reported. It is doubtful whether long-term broad ranging impact such as impact evaluation can be conducted with available resources and staff expertise. This may change if an outside evaluator can be identified and secured.

- 1.1 Methamphetamine Summit** (A countywide Methamphetamine Summit will result in a strategic plan to reduce the availability and use of Methamphetamines locally. Strategic plan action steps will be identified along with assigning responsibility for implementing the steps. An evaluation plan will be developed by the County AOD office to ensure that the action steps are measured to determine success and or need for change to ensure future success).

Short-term objectives, measures and indicators

The summit will produce outline notes from the various breakout sessions, regarding a draft strategic plan to reduce availability and use of Methamphetamines. These notes will then be provided to prevention staff or the evaluator to use for drafting the strategic plan. The draft strategic plan will be reviewed by a core group of summit attendees who agree to review the plan for suggestions/revisions.

Intermediate objectives, measures and indicators

Agencies stakeholders attending the conference will be provided copies of the strategic plan.

Long-term objectives, measures and indicators

Since this summit occurs in 2010, it is doubtful whether any long-term objectives, measures or indicators will be able to be utilized until at least fall of 2010 or early 2011 when agencies/stakeholders can be sampled regarding their use of the plan within their respective agency/organization.

- 2.1 Educating Middle school youth on the effects of AOD use and abuse** through the Friday Night Live Mentoring program will better prepare them for the challenges they may face in High School. Changes in their attitudes toward the use and sales of AOD, will help shape their values and encourage healthy choices in life.

Short-term objectives, measures and indicators

Through the Friday Night Live Mentoring program, Middle School youth will work with High School students through group activities, Education on how to resist alcohol and drugs, and one on one time.

Intermediate objectives, measures and indicators

Students will feel a connection to school and community. Students will gain self- esteem, learn the effects of alcohol and drugs, and learn to trust each other through the commitments they have made to attend every week.

Long-term objectives, measurements and indicators

Students that were once considered at- risk will change their attitudes toward the use and sales of AOD. This will help shape their values and encourage healthy choices in life. This will be measured by a Youth Development survey that will be administered at every site each year. Additionally this will be reflected by the number of graduates from the program and from Middle School, also many previously at-risk youth will become mentors in High School.

- 3.1 Illegal Sales of Alcohol to Youth** (A minimum of 2 Merced County cities/county (City of Merced, City of Atwater, City of Los Banos, City of Dos Palos, City of Gustine, City of Livingston, County of Merced) will establish a baseline illegal sales rate of alcohol to youth and will ensure that the illegal sales of alcohol to youth is below 5%).

Short-term objectives, measures and indicators

Contact California Department of Alcohol Beverage Control regarding conducting stepped up decoy operations. Baseline survey data will be obtained from ABC conducting decoy operations locally and reported to ABC.

Intermediate objectives, measures and indicators

Continued decoy operations will be conducted to measure illegal sale rate and that data reported to ABC.

Long-term objectives, measures and indicators

Long-term objective = youth not having access to alcohol at retail establishments. Measures will be taken from future Healthy Kids Survey data and compiled data sources and surveys.

- 4.1 Countywide Youth to Youth Conference** (By 6/30/2009, the local AOD office will host a countywide Youth to Youth Conference that will focus on youth leadership and empowerment. A minimum of 75% of high school youth will express through survey that they will go back to their local communities and participate in youth activities such as Friday Night Live, Mentoring, Red Ribbon, etc.

Short Term objectives, measures and indicators

Conference will be held as evidenced by participant applications, agenda, media releases, etc.

Intermediate objectives, measures and indicators

Outcome conference surveys from participants expressing that they feel empowered and better able to resist AOD. Also, participants will express interest in volunteering in their community.

Long-term objectives, measures and indicators

Friday Night Live/Club Live chapters will be surveys to assess whether any participants have attended the countywide Youth to Youth Conference.

- 4.2 Families will attend Family management and Education**

After attending the program, 75% of family members will express that they are more aware of local resources regarding AOD related issues/prevention. Additionally 50% of families that attend will be more aware of how families can be pressuring youth to use AOD.

Short Term objectives, measures and indicators

Families will attend Family Management and AOD education classes to be more aware of the resources that are offered in their community.

Intermediate objectives, measures and indicators

Maintain up to date information on issues involving families, youth and AOD for clear understanding for families around AOD.

Long-term objectives, measures and indicators

Families will be self-maintaining and will know what resources are needed for assistance outside of the family.

UC Merced Workgroup (The City of Merced, County of Merced and/or UC Merced will implement a minimum of 1-3 environmental prevention policies and/or practices such as city/county/UC ordinance, designed to prevent binge drinking practices among UC Merced students ages 18-24.

Short-term objectives, measures and indicators

Staff will maintain agendas and minutes of monthly Workgroup meetings.

Intermediate objectives, measures and indicators

Copies of adopted ordinances will be maintained. Data gathering from local law enforcement and students regarding their alcohol experiences will be developed and maintained by Institute for the Study of Social Change at UC Berkeley and the local AOD prevention office. Data will be used by ISSC to develop a community map of alcohol/drug high-risk environments on the UC Merced campus and in the surrounding communities.

Long-term objectives, measures and indicators

UC Merced students will have reduced rates of binge drinking and related problems (violence, rape, etc.) as compared with other University campuses in California as measured by law enforcement data and/or other data sets provided by Institute for the Study of Social Change at UC Berkeley.

- 6.1 Rural Community Mobilization Team** (A minimum of 1 Merced County isolated and underserved community will convene a community-wide mobilization team in their community. The team will develop and implement AOD prevention activities in their local community that will result in reduced illegal sales of alcohol to youth, increased after school activities, increased youth assets).

Short-term objectives, measures and indicators

Short-term measures will include notes from the Community of Livingston regarding their successes at implementing Red Ribbon activities. Notes will be kept regarding contact with other community(s) that may be receptive to starting a Red Ribbon Mobilization committee.

Intermediate objectives, measures and indicators

A group will form in a rural community that will be dedicated to community Red Ribbon mobilization activities. Staff will maintain phone contact with this group. Contact notes will be maintained and reported to ADP. The new rural community dedicated to community Red Ribbon mobilization will implement a minimum of 1 activity that will be reported to the local Prevention office and then to ADP.

Long-term objectives, measures and indicators

Long-term objective is that the community will become mobilized to address AOD issues locally.

- 6.2 After School Youth Programs** (Each of the identified communities of Snelling, Planada, Le Grand, Dos Palos, Gustine, Hilmar, Delhi, will have a minimum of one after school youth program such as Friday Night Live, , Club Live, FNL kids).

Short-term objectives, measures and indicators

School principals in these various communities will be approached as to receptiveness to hosting a FNL/Club Live programs. Meetings will be scheduled as appropriate with school principals. Staff will maintain contact notes. Principals will suggest school personnel potentially willing to be an advisor to the program and these personnel will be approached for receptiveness. Staff will maintain contact notes.

Intermediate objectives, measures and indicators

Outcome measure is that a school in the identified community will initiate a new FNL/Club Live chapter at their school with staff assistance.

Long-term objectives, measures and indicators

The long-term objective is that youth attending the FNL/Club Live chapters at these schools will be involved in youth leadership activities.

Outcome Based Evaluation Plan

1.1a A countywide Methamphetamine Summit will result in a strategic plan to reduce the availability and use of Methamphetamines locally. Strategic plan action steps will be identified along with assigning responsibility for implementing the steps. An evaluation plan will be developed by the County AOD office to ensure that the action steps are measured to determine success and or need for change to ensure future success.

Outcomes (Degree of Change) Short, Intermediate, Long term	Indicators (How will change be tracked?)	Method of Data Collection (Surveys, observations, etc?)	Tools (CHKS?)	Who Collects Data (Staff name, peer leader, outside expert?)	Timeframe (Before and after program?)
Intermediate change = stakeholders from agencies attending conference will be provided a copy of strategic plan	Number of copies of plan distributed	N/A	N/A	Plan written by Prevention Specialist along with key group of stakeholders from conference. Will be reviewed by AOD Advisory Board.	After summit, plan will be drafted and finalized and distributed to conference attendees and other interested stakeholders

Outcome Based Evaluation Plan

2.1a Educating Middle school youth on the effects of AOD use and abuse through the Friday Night Live Mentoring program will better prepare them for the challenges they may face in High School. Changes in their attitudes toward the use and sales of AOD, will help shape their values and encourage healthy choices in life.

Outcomes (Degree of Change) Short, Intermediate, Long term	Indicators (How will change be tracked?)	Method of Data Collection (Surveys, observations, etc?)	Tools (CHKS?)	Who Collects Data (Staff name, peer leader, outside expert?)	Timeframe (Before and after program?)
<p>Intermediate change = Three Schools within Merced County will agree to implement the FNL Mentoring Program on campus Long Term= At-risk Middle School youth that participate in Mentoring program will graduate to High School and apply as Mentors</p>	<p>MOU with schools that agree to initiate FNL Mentoring program will be signed by site advisors. Sign In sheets will track which student s attended the Mentoring program identified as at- risk and are later applying as Mentors in High School</p>	<p>Sign In sheets, CalOms Prevention reporting system Mentor applications turned into AOD Prevention Unit from High School advisors</p>	<p>Youth Development Survey</p>	<p>Prevention Specialist will pull data from CalOms Prevention website, collect sign in sheets, and collect future Mentor applications.</p>	<p>Each year during first quarter of School year when Mentors are being recruited.</p>

Outcome Based Evaluation Plan

3.1a A minimum of 2 Merced County cities/county (City of Merced, City of Atwater, City of Los Banos, City of Dos Palos, City of Gustine, City of Livingston, County of Merced) will establish a baseline illegal sales rate of alcohol to youth and will ensure that the illegal sales of alcohol to youth is below 5%.

Outcomes (Degree of Change) Short, Intermediate, Long term	Indicators (How will change be tracked?)	Method of Data Collection (Surveys, observations, etc?)	Tools (CHKS?)	Who Collects Data (Staff name, peer leader, outside expert?)	Timeframe (e.g. Before and after program?)
Short term change = establishment of illegal sales baseline	Community Policy Development	Youth Purchase surveys	N/A	ABC, local law enforcement agencies	N/A
Intermediate change = maintaining illegal sales rate below 5%.	Community Policy Development	Youth Purchase Surveys	N/A	ABC, local law enforcement agencies	N/A

Outcome Based Evaluation Plan

4.1a The local AOD office will host a countywide Youth to Youth Conference that will focus on youth leadership and empowerment. A minimum of 75% of high school youth will express through conference survey that they will go back to their local communities and participate in youth activities such as Friday Night Live, Mentoring, Red Ribbon, etc.

Outcomes (Degree of Change) Short, Intermediate, Long term	Indicators (How will change be tracked?)	Method of Data Collection (Surveys, observations, etc?)	Tools (CHKS?)	Who Collects Data (Staff name, peer leader, outside expert?)	Timeframe (e.g. Before and after program?)
Intermediate change = Conference event held	Conference satisfaction	Conference Survey	N/A	Prevention staff	Night of the conference
Long-term change=youth participation	Youth activism in their community	Observation	N/A	Prevention staff	N/A

Outcome Based Evaluation Plan

4.2a As a result of attending AOD education/ prevention classes families in Merced County will be more aware of the local resources that they can access for assistance with AOD issues in their families and be aware of the pressures can place on youth regarding using AOD.

Outcomes (Degree of Change) Short, Intermediate, Long term	Indicators (How will change be tracked?)	Method of Data Collection (Surveys, observations, etc?)	Tools (CHKS?)	Who Collects Data (Staff name, peer leader, outside expert?)	Timeframe (e.g. Before and after program?)
Intermediate change = Conference event held	Post survey	Conference Survey	N/A	Prevention staff	Night of the conference
Long-term change=Family and youth participation in community prevention activities	Family and Youth activism in their community	Observation	N/A	Prevention staff	N/A

Outcome Based Evaluation Plan

5.1a The City of Merced, County of Merced and/or UC Merced will implement a minimum of 1-3 environmental prevention policies and/or practices such as city/county/UC ordinance, designed to prevent binge drinking practices among UC Merced students ages 18-24.

Outcomes (Degree of Change) Short, Intermediate, Long term	Indicators (How will change be tracked?)	Method of Data Collection (Surveys, observations, etc?)	Tools (CHKS?)	Who Collects Data (Staff name, peer leader, outside expert?)	Timeframe (e.g. Before and after program?)
Short term change = monthly Workgroup meetings	Meeting regularity	Agendas, minutes	N/A	Prevention Specialist	N/A
Intermediate change = draft ordinances/policies	Draft policy/ordinance	Copy of policy/ordinance	N/A	Prevention Specialist	N/A

Outcome Based Evaluation Plan

6.1a A minimum of 1 Merced County isolated and underserved community will convene a community-wide mobilization team in their community. The team will develop and implement AOD prevention activities in their local community that will result in reduced illegal sales of alcohol to youth, increased after school activities, increased youth assets.

Outcomes (Degree of Change) Short, Intermediate, Long term	Indicators (How will change be tracked?)	Method of Data Collection (Surveys, observations, etc?)	Tools (CHKS?)	Who Collects Data (Staff name, peer leader, outside expert?)	Timeframe (e.g. Before and after program?)
Short Term change will be formation of Mobilization Team.	Copies of agendas and/or minutes of Team meeting	Agendas/ Minutes	N/A	Prevention Specialist	N/A
Intermediate change will be reduced illegal sales of alcohol, increased after school activities, Red Ribbon type activities, etc	Evidence of activity in the community by Mobilization Team	Flyer for event, Decoy operation results	N/A	Prevention Specialist	N/A

Outcome Based Evaluation Plan

6.2a Each of the identified communities of Snelling, Planada, Le Grand, Dos Palos, Gustine, Hilmar, Delhi, will have a minimum of one after school youth program such as Friday Night Live, , Club Live, FNL kids.

Outcomes (Degree of Change) Short, Intermediate, Long term	Indicators (How will change be tracked?)	Method of Data Collection (Surveys, observations, etc?)	Tools (CHKS?)	Who Collects Data (Staff name, peer leader, outside expert?)	Timeframe (e.g. Before and after program?)
Intermediate change will be establishment of additional FNL/Club Live Programs in a community that does not currently have them available	New FNL/Club Live Chapter Forms	Chapter Forms	N/A	Prevention staff	N/A
Long term change is that youth attending the FNL/Club Live chapters will be involved in youth leadership activities	Number of youth participating in new FNL/Club Live chapters	Observation	N/A	Prevention staff	N/A