Arizona Strategic Prevention Framework

Statewide Incentive Grant

Annual Report

October 1, 2007— September 30, 2008

Provided to

Governor's Office of Children, Youth and Families
Division for Substance Abuse Policy

By

Pima Prevention Partnership

Strategic Prevention Framework, Statewide Incentive Grant is funded by Center for Substance Abuse Prevention at the Substance Abuse and Mental Health Services Administration

Please direct all inquiries regarding this report to:
Angela Baldasare, Ph.D.
Technical Services Division Director
Pima Prevention Partnership
2525 E. Broadway, Suite 100
Tucson, Arizona 85716
Phone: 520-624-5800 x1412
Email: abaldasare@thepartnership.us

Arizona SPF SIG Technical Assistance and Evaluation Annual Report

Table of Contents

I.	Executive Summary	5
II.	Background	7
III.	Evaluation Methodology	9
IV.	Technical Assistance	9
	a. State	9
	b. Community	10
V.	State Level Evaluation	12
	a. Arizona's Implementation of the Strategic Prevention Framework	12
	b. State-level Implementation in Arizona Leads to Improvements in the Prevention Infrastructure	12
	c. Evaluating Connectivity in the Arizona Substance Abuse Prevention Infrastructure: Social Network Analysis	14
	d. Evaluating CSAP's Nine Domains of Infrastructure	21
	e. Conclusions and Recommendations	32
VI.	Community Level Evaluation	33
	a. Implementation of SPF Step Four: In Year Two of Community Funding, Community Grantees Implement Local-Level Activities	33
	b. Community-level SPF SIG Funding Leads to Improvements in Local Community Infrastructures	48
	c. Summary of Coalition Functioning Survey Outcomes	50
	d. Community Level Instrument (CLI) Outcomes	51
	e. Tribal Capacity Project: Progress and Outcomes To Date	54
	f. Evaluation of Technical Assistance	54
	g. Conclusions and Recommendations	56
VII.	National Outcome Measures (NOMS)	58
	a. NOMS Background	58
	b. Data Presentation and Analysis	59
	c. Outcomes	60
VIII.	Conclusions	82
IX.	Recommendations	84
X.	Acknowledgements	85

List of Tables

Table 1:	The Five Steps of the Strategic Prevention Framework (SPF)	8
Table 2:	Timeline of Arizona SPF Implementation	12
Table 3:	Compared densities of state-wide network of underage drinking organizations in AZ 2006-2008 Comparison	15
Table 4:	Centrality: in-degree and out-degree of state-wide network of UAD organizations in AZ for 2008 & 2006	17
Table 5:	Network densities and membership in core or periphery within a state-wide network of UAD organizations in AZ, July 2008	18
Table 6:	State Organizational Structure Outcomes	21
Table 7:	State Level Planning Outcomes	22
Table 8:	State Level Data Systems Outcomes	24
Table 9:	State Level Workforce Development Outcomes	26
Table 10:	State Level Evidence-Based Practice Outcomes	27
Table 11:	State Level Cultural Competency Outcomes	28
Table 12:	State Level Evaluation & Monitoring Outcomes	30
Table 13:	State Level Systems Sustainability Outcomes	31
Table 14:	State Level Financial Stewardship Outcomes	32
Table15:	Community-Level Evaluation Components	33
Table 16:	Geographic Areas and Populations being Served by Coalitions	35
Table 17:	Progress on Environmental Strategies	36
Table 18:	Modification of Environmental Strategies by Quarter	39
Table 19:	Modification of Environmental Strategies by Quarter	37
Table 20:	Progress on Underage Drinking Goals	39
Table 21:	Coalition Development Activities	40
Table 22:	Types of Strategic Plan Goals Identified by Coalitions	42
Table 23:	Evaluation and Data Collection Activities	43
Table 24:	Cultural Competency Activities	43
Table 25:	Coalition Functioning Scores by Domain	50
Table 26:	Organizational Cultural Competency Policies and Practices	51
Table 27:	Organizational Monitoring of Cultural Competency Policies and Practices	51
Table 28:	Community Awareness Efforts	52
Table 29:	Community Awareness Target Populations	52
Table 30:	Tribal Areas and Population Estimates	53
Table 31:	Areas of Technical Assistance Received/Requested by Coalitions	54
Table 32:	Other Areas of Technical Assistance	54
Tables 33:	Areas of Technical Assistance Received by Other Providers	55
Table 34:	NOMs Measures and Data Sources	57
Table 35:	NOMS Preliminary Outcome Summary	80

List of Figures

Figure 1:	Relationship between the SPF and Domains of Infrastructure Development	13
Figure 2:	*Collaborating* within the Arizona UAD prevention network, 2008	14
Figure 3:	Network density comparison for 2006 (left) and 2008 (right) for *Receiving Resources* network functions within the Arizona UAD prevention network	15
Figure 4:	Network density comparison for 2006 (left) and 2008 (right) for *Receiving Resources* network functions within the Arizona UAD prevention network	16
Figure 5:	2008 for *Collaborating* network function within the Arizona UAD prevention network	20
Figure 6:	Arizona Substance Abuse Partnership's 2008 Strategic Focus Areas	23
Figure 7:	State Systems Data Gaps Identified in Year Three	25
Figure 8:	Community Coalition Benchmark Data Required as of Year Four	29
Figure 9:	Snapshot of Coalition Outcomes	34
Figure 10:	*Draw the Line* Activities and Outcomes	38
Figure 11:	Coalition Development Activities Outcomes	41
Figure 12:	Summary of Coalition Accomplishments	45
Figure 13:	Summary of Coalition Challenges	46
Figure 14:	Summary of Community Level Infrastructure Developments	48
Figure 15:	Coalition Functioning Survey Result Zones	49
Figure 16:	DUI Arrests-SPF SIG Counties	60
Figure 17:	DUI Arrests-Non-SPF SIG Counties	60
Figure 18:	DUI Arrests-Rural SPF SIG Counties	61
Figures 19 -20:	Williams Alliance and Coconino County Alliance Against Drugs (Coconino County); Southeastern Arizona Behavioral Health Services (SEABHS) (Greenlee County)	62
Figures 21-28:	SPF SIG Adult DUI Arrests	62-63
Figure 29-30:	SPF SIG Coalitions Drug-Related Arrests/ Non-SPF SIG Coalitions Drug-Related Arrests	64
Figures 31-33:	Rural SPF SIG Counties Drug-Related Arrests/ Williams Alliance and Coconino County Alliance Against Drugs (Coconino County); Southeastern Arizona Behavioral Health Services (SEABHS) (Greenlee County)	65
Figures 34-36:	Community Prevention Coalition (Pima County)/ Coalition for Successful Youth Development (Mohave County)/ Tres Pueblos (Casa Grande, Coolidge, and Eloy Counties)	66
Figures 37-39:	Coalitions with Decreasing Adult Drug Arrests	67
Figures 40-41:	SPF SIG Juvenile DUI Arrests/ NON-SPF SIG Juvenile DUI Arrests	68
Figure 42:	Non-SPF SIG Juvenile DUI Arrests (without Pima and Maricopa Counties)	69
Figures 43-45:	Counties Reporting Decreases in Juvenile DUI Arrests	69-70
Figures 46-52:	Counties Reporting Increases in Juvenile DUI Arrests	70-71
Figure 53:	Decrease in Reported 30-Day Alcohol Consumption	72
Figures 54-55:	SPF SIG Solicitation/Possession Arrests/ Non-SPF SIG Solicitation/Possession Arrests	73
Figure 56:	Rural SPF SIG Solicitation/Possession Arrests	74
Figure 57-62:	Coalitions with Decreasing Juvenile Drug Arrests	75
Figure 63-65:	Coalitions with Increasing Juvenile Drug Arrests	76
Figure 66:	30-Day Marijuana Usage	77
Figures 67:	Juvenile Methamphetamine Usage	78
Figure 68:	SPF SIG Solicitation/Possession Arrests	79

I. Executive Summary

The Governor's Office for Children, Youth and Families (GOCYF) division for Substance Abuse Policy (DSAP) works to develop and enrich the delivery of substance abuse education, prevention, and treatment services throughout Arizona. To this end, the Strategic Prevention Framework State Incentive Grant (SPF SIG) has been productively implemented in Arizona by GOCYF-DSAP. By the end of Year Four of the Arizona SPF SIG Grant ending September 30, 2008, the state of Arizona saw important changes to its substance use prevention infrastructure, critical steps taken by communities throughout the state, and important progress to the reduction of substance use and its consequences.

In October 2004 the Arizona Governor's Office was awarded a SPF SIG grant from the Substance Abuse and Mental Health Services Administration (SAMHSA). The SPF SIG grants are five-year infrastructure grants administered by SAMHSA's Center for Substance Abuse Prevention (CSAP) and awarded to states to enable them to build sustainable systems at the state and community level to prevent and reduce underage drinking and substance abuse. Arizona's SPF SIG grant is coordinated through the Governor's Office for Children Youth and Families (GOCYF), Division for Substance Abuse Policy (DSAP). Arizona's grant award totaled $11 million for a five-year period from October 2004 through September 2009.

Key Outcomes in Year Four:

- ✓ **The Arizona Substance Abuse Partnership (ASAP) exceeded its mandate for quarterly meetings, and demonstrated high levels of member agency engagement:**
  Building upon the successful creation of ASAP in Year Three, state level implementation of the SPF SIG was integrated into a structured and comprehensive effort to address substance abuse issues through the coordinated efforts of state prevention, treatment, and enforcement agencies.

- ✓ **Data driven decision making, planning, and policy development were formalized and institutionally supported through ASAP resulting in cross-systems collaboration and significant outcomes**:
  Data driven decision making was a 2008 ASAP Strategic Focus Area, resulting in numerous improvements to state data systems infrastructure. The State Epidemiological Outcomes Workgroup continued to inform planning efforts at both the state and community levels with current substance abuse data. The Emerging Issues Subcommittee was formed to track the newest trends in substance use statewide. Formal mechanisms such as the establishment of ASAP Strategic Focus Areas, Executive Action Briefings, and the PIJ-SAP supported data driven planning, financial stewardship, and accountability for outcomes.

- ✓ **The state increased coordination with and funding for tribes:**
  Through the efforts of ASAP member agencies, tribes became increasingly involved in coordinated law enforcement efforts and intelligence sharing. The GOCYF successfully contracted eight tribal coalitions to implement the SPF.

- ✓ **State agencies and communities increased their use of evidence based practices:**
  Far more evidence based practices were reported in Year Four than in previous years. The GOCYF encouraged and supported the use of evidence based practices through technical assistance provision and funding requirements.

- ✓ **The state increased accountability for measurable outcomes:**
  Executive Action Briefings and annual outcome reports required of ASAP and its committees focused on public accountability and reporting of progress and outcomes. New requirements for quarterly reporting of standardized benchmark data were instituted with all GOCYF funded community coalitions.

- ✓ **Coalition functioning was assessed:**
  Coalitions demonstrate high levels of functioning in two critical domains of coalition functioning: Synergy and Leadership Effectiveness.

- ✓ **Coalitions addressed the State Underage Drinking Prevention Committee goals at the community level:**
  All coalitions made progress on three specific goals: advocating through the media; seeking stable funding; and advocating for policy change. *Draw the Line* materials were translated into Spanish for expanded use in more Arizona communities.

- ✓ **Community coalitions across Arizona implemented environmental strategies to reduce substance abuse:**
  Coalitions exceed expectations by identifying 67 environmental strategies for implementation and all coalitions report progressing on at least one strategy during the reporting year.

- ✓ **Community substance use prevention coalitions were strengthened or created across the state:**
  Participating Arizona SPF SIG coalitions report improvements in the community-level prevention infrastructure, in comparison to the previous reporting year. Social Network Analysis reveals that the network is larger and more connected among its members. This means that all members are collaborating and sharing resources and information with higher numbers of other members within the network.

Some Recommendations for the Future:

The following recommendations are indicated in order to sustain the positive changes made to date:

1. ***Develop sustained efforts among members of the state prevention network***
2. ***Further increase collaboration and the sharing of resources and information among members of the state prevention network***
3. ***Create a state transitional plan for the sustainability of the Strategic Prevention Framework community coalition efforts in Arizona***
4. ***Ensure that unspent SPF SIG carry over funding is expended to further build the state's capacity to respond to substance abuse issues in Arizona***
5. ***Emphasize environmental strategies***
6. ***Include cultural competency in the SPF process***
7. ***Provide targeted technical assistance and training for identified needs***
8. ***Coordinate across systems for sustainability***

The details regarding the previous highlights and recommendations are included in this report.

II. Background

The Strategic Prevention Framework State Incentive Grant (SPF SIG) is a funding opportunity provided by the Substance Abuse and Mental Health Administration (SAMSHA), Center for Substance Abuse Prevention (CSAP) division. The SPF SIG grants are five-year infrastructure grants awarded to states to enable them to build sustainable systems at the state and community levels to prevent and reduce underage drinking and substance abuse. The Arizona Governor's Office grant award totaled $11 million for a five-year period from October 1, 2004 through September 30, 2009. The SPF SIG grant is coordinated through the Governor's Office for Children Youth and Families (GOCYF), Division for Substance Abuse Policy (DSAP).

The SPF SIG is comprised of five steps that every grantee must fulfill in order to satisfy SAMHSA requirements: 1) needs assessment; 2) capacity building; 3) strategic planning; 4) implementation; and 5) evaluation. In addition, the following approaches are expected to be implemented: use a public health approach for population-level assessment and community-level change; use systematic strategic planning processes using the Strategic Prevention Framework; use data-driven assessment and planning to drive state efforts throughout the entire process; focus on lifespan and population interventions that target both youth and adults; and use an array of programs, policies, and practices.

In the winter of 2005, Arizona completed a state-wide needs assessment, called the State Epidemiological Profile (Epi Profile), implementing the results into the state strategic plan. Two goals were identified in the Epi Profile: 1) conduct a statewide underage drinking prevention initiative; and 2) improve state and community-level substance abuse prevention infrastructure by focusing on problematic drinking and illicit drug use for youth and young adults.

Pima Prevention Partnership (PPP) was contracted by the Governor's Office of Children, Youth and Families (GOYCF) to provide technical assistance and evaluation support and training to the community coalitions. This consists of regional trainings and one-on-one technical assistance via telephone, email, or in-person. Evaluation services are also provided to assess overall project effectiveness across state, community, and tribal levels. Improved state prevention infrastructure and lower prevalence rates in problematic drinking and youth illicit drug use are the critical problem areas on which evaluation services were focused. The following elements were incorporated into the evaluation process: a comparison of state and funded communities' prevention infrastructure features before, during, and after SPF SIG implementation; assessment of state and community implementation of the five SPF steps; monitoring of changes in community and statewide epidemiological indicators; and measurement of the efficacy of technical assistance provided to communities.

SAMHSA required that states follow the five-step Strategic Prevention Framework (SPF) to carry out effective prevention activities at both the state and community level, as shown in Table 1, below.

Table 1: The Strategic Prevention Framework (SPF)

The Five Steps of the Strategic Prevention Framework	
Step 1	**Needs Assessment:** Profile population needs, resources, and readiness to address needs and gaps
Step 2	**Capacity Building:** Mobilize and/or build capacity to address needs
Step 3	**Strategic Planning:** Develop a comprehensive strategic plan
Step 4	**Implementation:** Implement evidence-based prevention programs and infrastructure development activities
Step 5	**Evaluation:** Monitor the process, evaluate effectiveness, sustain effective programs/activities, and improve or replace those that fail

SAMHSA expected states to use approaches for substance abuse prevention that included the following:

- Use a public health approach for population-level assessment and community-level change
- Use systematic strategic planning processes using the Strategic Prevention Framework
- Use data-driven assessment and planning to drive state efforts throughout the entire process
- Focus on lifespan and population interventions that target both youth and adults
- Use an array of programs, policies, and practices

III. Evaluation Methodology

This examination of the state's implementation of Steps 1 – 5 incorporates multiple methods in order to ensure the validity of findings. Evaluators developed an evaluation plan for the SPF SIG and then utilized multiple data sources for the findings. The validity of data was derived from cross-checking documentation, observations, surveys, and key informant interviews. Qualitative and quantitative analyses were both employed to assess findings.

This study employs a utilization approach (Patton, 1984) that includes recommendations, based on evaluation findings, for improvements to the Arizona SPF SIG implementation. The information from this study can be used to modify project implementation as the state sees fit to increase the effectiveness of Arizona's prevention system as a whole. Information may also be used to ensure that the SPF process has been effectively implemented with the community coalitions.

IV. Technical Assistance and Training

Pima Prevention Partnership began providing technical assistance and training services to Strategic Prevention Framework Grantees in August 2006 at state and local community levels. State-level activities were generally developed in close collaboration with GOCYF staff members. Local community efforts usually involved coalition-specific efforts between PPP staff and community coalition grantee staff and members.

a. State-Level Technical Assistance and Training

Outcomes of state-level technical assistance and training activities conducted by PPP staff from October 1, 2007 through September 30, 2008, for the SPF SIG included:

- Community Assessment and Strategic Planning Training of Trainers, Phoenix, March 2008. Staff from two SPF SIG grantees attended as representatives, as well as staff representing the Arizona Department of Health Services and the Arizona Regional Behavioral Health Authorities.
- Prevention and evaluation workshops for the 3rd Annual Substance Abuse Conference, hosted by GOFY in Phoenix, April 2008. All (100%) SPF SIG grantees were represented.
- Prevention and evaluation workshops for the 2008 Arizona Substance Abuse Coalition Forum in Prescott, September 2008. All (100%) SPF SIG grantees were represented.

Purpose of technical assistance and training for coalitions

- Knowledge and information necessary to complete the five steps of the Strategic Prevention Framework
- Individualized technical support for coalitions based on identified needs and desires
- Idea sharing between coalitions and SPF SIG partners

ADHS SP, Community Assessment and Strategic Planning TOT training

The Community Assessment and Strategic Planning Training of Trainers workshop was provided at the request of the Arizona Department of Health Services in March 2008, in Phoenix. Pima Prevention Partnership provided training and technical assistance to 38 RBHA representatives, including Arizona SPF SIG coalition leaders and coalition staff. Members and staff from two (2) Arizona SPF SIG coalitions took part in this training. This training, provided at the request of ADHS, provided participants with the materials and skills necessary to provide SPF Community Assessment and Strategic Planning trainings in their communities and agencies.

The Training of the Trainer workshop was facilitated by PPP staff, using materials developed by PPP for this purpose. This workshop lasted two days, totaling 12 contact hours for 38 participants. Methods included a mixture of lecture, group discussion, and workshop practice. Training aids included *PowerPoint* presentations, handouts, flipcharts, and workshop manual binders. An appendix was included in the workshop materials with sample needs assessment data collection and analysis forms presented in the workshops. Participants received a CD with materials, presentation aids, and appendix information for their use.

Community assessment evaluation results from this workshop showed that the most useful topics for participants included: how to conduct a needs assessment and using the SPF logic model.

3rd Annual Arizona Substance Abuse Conference

The 3rd Annual Statewide Substance Abuse Conference, *Addressing Critical Issues and Emerging Trends*, was held on April 29-30, 2008 in Phoenix, Arizona. The conference drew more than 350 participants and

offered workshops in the topic areas of *Prevention*, *Treatment* and *Law Enforcement*. PPP TA staff worked with GOCYF staff to identify and contact participants, develop the conference agenda, develop workshop presentations, and provide facilitation. Participants in the conference included local, state and federal law enforcement officials, educators, advocates, school resource officers, tribal members, treatment providers, policy makers and community coalition members.

Arizona Substance Abuse Coalition Forum

On September 15-16, 2008, GOCYF hosted the 3rd Arizona Substance Abuse Coalition Forum in Prescott, Arizona. PPP staff worked with GOCYF staff to identify and contact participants, develop the Forum agenda, develop workshop presentations, and provide facilitation.

Topics for the SPF SIG project-related breakout sessions included:

- Integrating Environmental Strategies into Coalition Plans
- Measuring and Reporting the Impact and Outcomes of Coalition Efforts
- Orientation for New Tribal Capacity Grantees
- How to Conduct Community Readiness Surveys and Measure Coalition Functioning

b. PPP Community-Level Technical Assistance

In order to ensure effective feedback and communication between PPP staff and community coalition grantees, each grantee was assigned a single-contact PPP technical advisor. Modes of community-level technical assistance and training activities conducted by PPP staff from October 1, 2007, through September 30, 2008, for the SPF SIG included:

- On-site technical assistance and training through a minimum of two visits per year per coalition
- Regular coalition contact via phone and email averaging at least two contacts with each grantee per week

SITE VISITS

Technical assistance staff met on-site with coalition members and staff in order to:

- Meet with coalition staff
- Participate in coalition meetings
- Conduct specific on-site training
- Review Phase II application
- Discuss strategic planning activities
- Identify and discuss upcoming training needs
- Discuss integration of SPF SIG and Anti-Meth Initiative-related activities
- Identify other TA and training needs

On-Site Technical Assistance and Training

Between December 2007 and September 2008, all 11 (100%) of the SPF SIG grantees received site visits from PPP staff and GOCYF staff. Site visits were conducted during the months of April, May, and June, 2007, as coalitions were conducting strategic planning for the submission of Phase III applications due during this time. A total of 29 site visits were conducted with these 11 coalitions throughout the state, with several coalitions receiving more than one visit based on individual site needs and requests.

At these site visits, PPP staff addressed community assessment efforts, coalition development issues, strategic planning for Phase III funding, and coalitions' readiness to move into Phase III activities. Other emergent, coalition-specific issues identified during these visits were addressed by PPP staff on-site and through follow-up actions.

Site visits ranged from three to six hours in duration, not counting travel time to and from each site. In all cases, PPP staff met with the program coordinator and fiscal agent for the SPF SIG grantee and, when possible, PPP staff also participated in scheduled coalition meetings.

Regular Coalition Contacts

In addition to regular site visits during the contract year, PPP staff assured that technical assistance was accessible to all coalitions through a system of regular contact with Arizona SPF SIG coalitions using telephone calls, direct email, group teleconferencing, and listserv messages averaging two to four hours of contact per grantee per month. In addition, coalitions were able to access PPP staff or additional information through the GOCYF-DSAP website, the Pima Prevention Partnership website, and through a toll-free phone line established specifically for the SPF SIG grantees.

On average, most Arizona SPF SIG coalitions were in direct telephone or email contact with PPP staff two to four times per month. Several coalitions required significantly more contact. These regular coalition contacts usually involved coaching, technical assistance, or feedback to coalition members or grantee staff with emergent local coalition and community issues, community assessment, coalition and community development, barrier identification, strategic planning issues, identifying best practices, as well as how to conduct meetings, community forums, community special events, focus groups, key informant interviews, and surveys.

Often these contacts required PPP staff to follow-up with additional materials and resource information, including web links, journal articles, resource addresses, and contact information.

V. State Level Evaluation

The evaluation of the Arizona SPF SIG is a comprehensive study assessing program progress, achievements, and impact at both state and community levels. With respect to the state and communities, the evaluation takes a three-pronged approach that includes: 1) evaluation of the implementation of the Strategic Prevention Framework, 2) changes to the substance abuse prevention infrastructure, and 3) substance abuse outcomes. The evaluation of state level activities and infrastructure development outcomes will be reviewed first, followed by the evaluation results for the community level. This report concludes with Arizona's National Outcome Measures, substance abuse outcome indicators for the state and communities.

a. Arizona's Implementation of the Strategic Prevention Framework

At a state level, Year Four represented the second consecutive year of implementation and evaluation, with progress being maintained as necessary in all five steps of the SPF. Year Four of the Strategic Prevention Framework State Incentive Grant (SPF SIG) moved into the Implementation and Evaluation phases for the funded community coalitions in Arizona. Table 2, below, provides an overview of the differential timelines for SPF implementation by the state and the community coalitions in Arizona.

Table 2: Timeline of Arizona SPF Implementation

State	Community	SPF SIG Process
Year 1 & 2	Year 3	**Steps 1-3** 1. Needs Assessment 2. Capacity Building 3. Strategic Planning
Year 3 & 4	Year 4	**Steps 4 & 5** 4. Implementation 5. Evaluation

b. State-Level Implementation in Arizona Leads to Improvements in the Prevention Infrastructure

The five steps of the Strategic Prevention Framework not only provide a process for data-driven decision making; the implementation of SPF is also intended to produce outcomes in the development and enhancement of substance abuse prevention infrastructures. Figure 1, below, shows the domains of infrastructure in relationship to the five steps of the SPF.

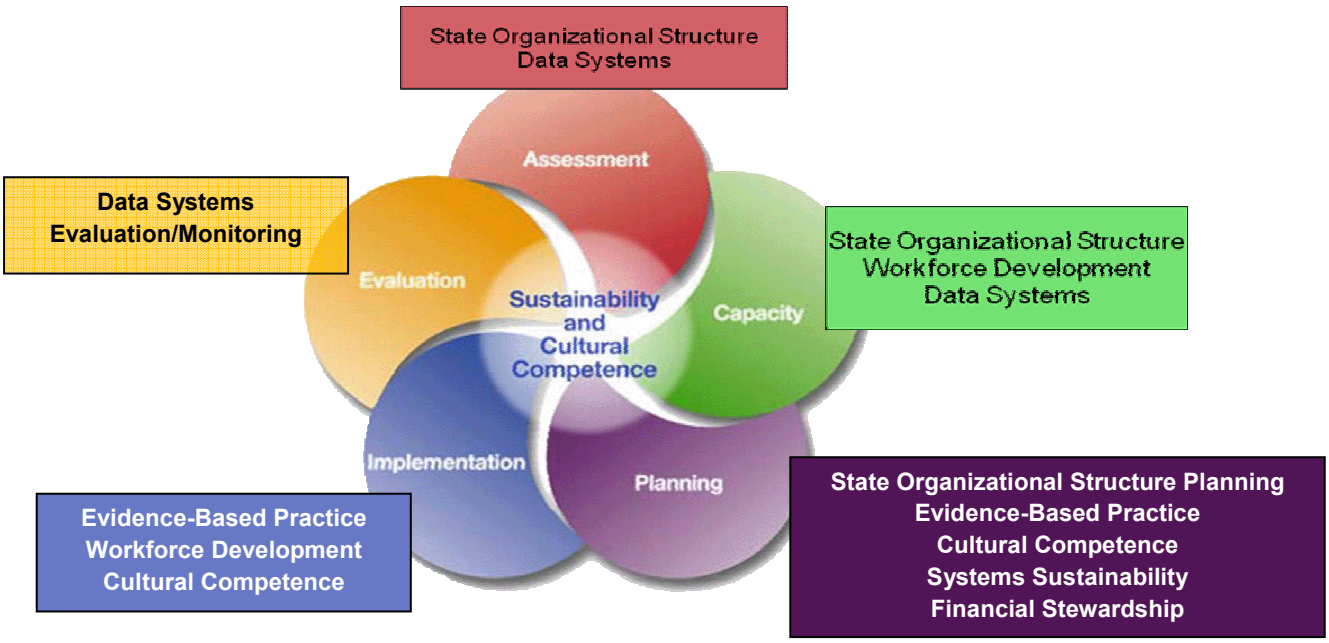


Figure 1: Relationship between the SPF and Domains of Infrastructure Development

Infrastructure refers to the underlying base or foundation of an organization or system. The evaluation of Arizona state-level prevention infrastructure development has focused on the nine domains of infrastructure as defined by the Center for Substance Abuse Prevention (CSAP) at the Substance Abuse and Mental Health Services Administration (SAMHSA). Information on infrastructure development was obtained through a social network survey, state-level documents and observation of state-level activities. What follows is an overview of the results of a social network analysis, showing changes to the web of relationships that make up the prevention infrastructure, followed by a discussion of the major outcomes achieved in each of the nine infrastructure domains.

DOMAINS OF STATE PREVENTION INFRASTRUCTURE

- State Organizational Structure
- Planning
- Data Systems
- Workforce Development
- Evidence-Based Practice
- Cultural Competence
- Evaluation/Monitoring
- Systems Sustainability
- Financial Stewardship

c. Evaluating Connectivity in the Arizona Substance Abuse Prevention Infrastructure: Social Network Analysis

Social network analysis (SNA) is an analytical technique used to examine relationships between social actors as a primary variable in contrast to traditional methodologies that focus on the attributes of individuals or groups (Durland and Fredericks, 2005: 1). SNA is a particularly useful tool for measuring, mapping, and understanding the dynamics and structures of relationships, within complex systems such as state prevention networks. How well member organizations interact, share resources, information, and collaborate plays a large role in the overall effectiveness and efficiency of the system.

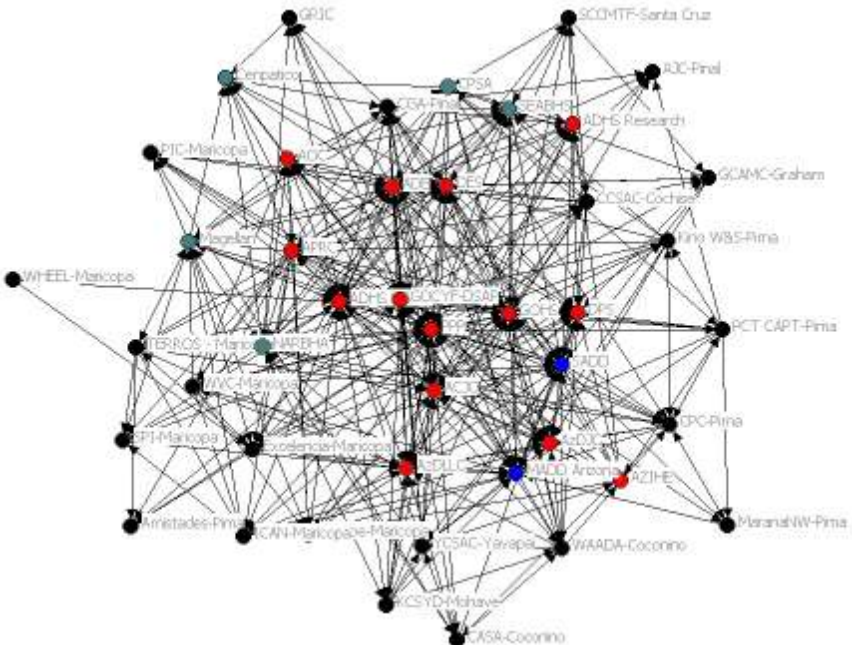


Figure 2: *Collaborating* within the Arizona UAD prevention network, 2008. Red dots = state agencies, gray = for-profit health care organizations, blue = state-level national advocacy org, black = community-based prevention coalitions.

In a follow up to the 2006 study conducted as part of the SPF SIG evaluation, social network data was collected in Year Four to measure changes to Arizona's substance abuse prevention infrastructure through the evaluation of the relationships between those organizations engaged in the prevention of underage drinking. Underage drinking prevention was selected as a proxy for substance abuse prevention efforts in Arizona because it was identified as a priority area for the Arizona SPF SIG, mandated for all funded community coalitions, and emphasized at a state level by the Arizona Underage Drinking Prevention Committee. A comparison of this network was made between the network structure as of July 2006 and July 2008. (see Figures 3 and 4). For a detailed discussion of how the SNA study was implemented in 2006 and 2008, please see Appendix A.

Key Outcomes of the Network Analysis

The network is larger and more connected among its members.

The network that was measured increased in size from 32 to 44 members (37%) between 2006 and 2008, due in large part to the inclusion of grantees of the Arizona SPF SIG project. Despite this increase in overall size, the members of the network were significantly more connected with one another in 2008 than they were in 2006, as measured by network density across all measures of network functioning. The density of the network for each measure of network functioning increased by 143% to 388%. This means that all members are collaborating and sharing resources and information with higher numbers of other members within the network.

The network is less centralized

The network has changed from a more centralized network in 2006 with relatively few state-level agencies controlling most of the functions, to a network in 2008 with reduced centrality and higher measures of connectivity between members. Fewer members of the network are on the *periphery* of the network, which would make them less marginalized and less reliant on core members to act as power brokers to connect them with other members of the network (Wasserman & Faust, 1994).

The network is more densely connected

The most significant change from 2006 to 2008 was the increase in network density across all measures of network functioning. Between 2006 and 2008, the density of the network for each measure of network functioning increased by a minimum of 143% to a maximum of 388%. This increase in the general intensity of interaction among network members took place even though the network increased in overall size by over 37%.

Table 3: Compared densities of state-wide network of underage drinking organizations in Arizona—2006-2008 Comparison

Network Function	2006 Density %	2008 Density %	Change in Density
Providing Resources	8.4	23.8	**280%**
Receiving Resources	6.7	26.0	**388%**
Collaborating	37.3	53.4	**143%**
Providing Information	28.0	47.7	**170%**
Receiving Information	31.1	53.7	**172%**

Table 3 shows that the highest network density was 53.7% for the network when looking at how members of the network receive information from one another. In other words, of the 1,936 total possible one-to-one connections between the 44 members of the network, about 1,040 connections were in place. The network functions, however, that showed the greatest increases were those involving providing or receiving resources (see Figure 3 below). Compare this to 2006, when network members reported its highest network density in collaboration. While collaboration still showed a strong network density at 53.4%, these changes in density across all measures of network functioning show a maturing network that is increasing the receiving of resources and information among its members (see Figure 4 below).

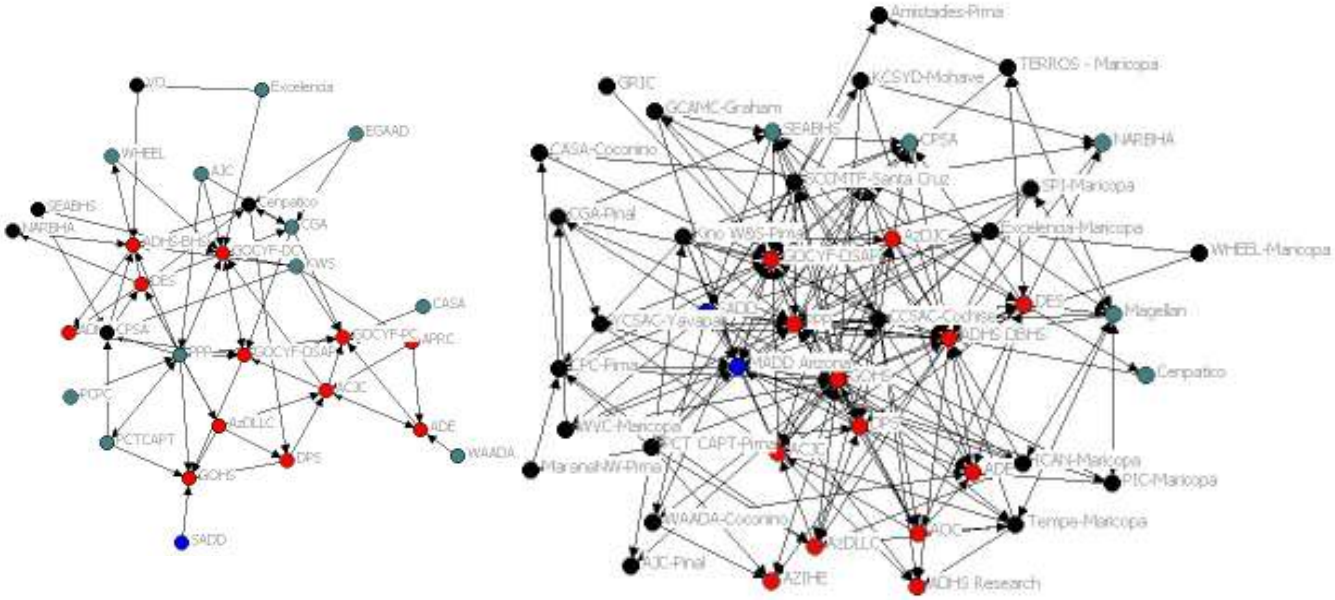


Figure 3: Network density comparison for 2006 (left) and 2008 (right) for *Receiving Resources* network functions within the Arizona UAD prevention network. Red dots = state agencies, gray = for-profit health care organizations, blue = state-level national advocacy org, black = community-based prevention coalitions.

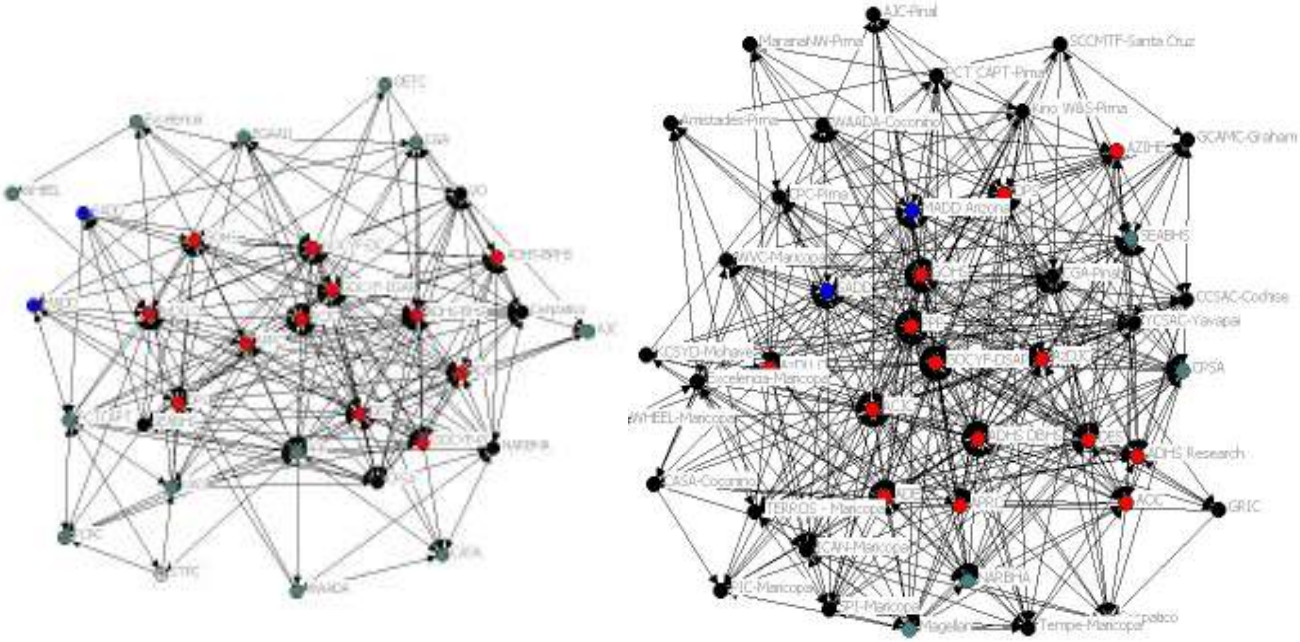


Figure 4: Network density comparison for 2006 (left) and 2008 (right) for *Receiving Information* network functions within the Arizona UAD prevention network. Red dots = state agencies, gray = for-profit health care organizations, blue = state-level national advocacy org, black = community-based prevention coalitions.

Density scores were used to help identify the cohesiveness—or general intensity of interaction—among the members of each measure of network functioning. The density of a network is the ratio of its active inter-member connections to the total number of all possible connections (Wasserman & Faust, 1994). If a network were completely dense—where every organization interacted with every other organization—it would have a density of 100 percent. Higher density scores are possibly indicative of more highly decentralized, highly functioning networks, or they may indicate low levels of coordination and poor functioning. Low density scores may be indicative of low interaction and low functioning, or they might indicate highly centralized control with few connections necessary. The density of a statewide network of public and private agencies might be reduced by increasing the number, or geographic dispersion around the state, of the organizations in it (Krauss, Mueller & Luke, 2004).

The network is less centralized

To identify which organizations in the network were the most central—and therefore involved in more interactions within the network—*in-degree* and *out-degree* scores were used. In-degree describes the number of connections received by an organization from others in the network, whereas the out-degree describes the number of connections initiated by the organization outwardly. The five highest and lowest out-degree and in-degree scores were used as cutoffs, unless there were two or more with the same cutoff score.

Analysis of 2008 network centrality scores revealed that, as in 2006, state-level agencies were the most-central organizations across the measures of network functioning. All measures of network functioning showed, however, *decreased centralization.* The highest degrees of centrality related to collaboration and information exchange (see Table 4). Non-profit, community-based prevention coalitions were generally the least central members of the network, as would be expected.

Table 4: Centrality: in-degree and out-degree of state-wide network of UAD organizations in Arizona for 2008 & 2006

Matrix		Out-degree (based on connections extended outward to others)		In-degree (based on connections received from others)	
		Most Central	**Least Central**	**Most Central**	**Least Central**
Resource Provide	2008	GOHS, GOCYF-DSAP, CCSAC-Cochise, PPP, ADHS DBHS	7 organizations tied	PPP, ADHS DBHS, GOHS, GOCYF-DSAP, MADD Arizona	WHEEL-Maricopa, ADHS Research, Cenpatico, APRC, AJC-Pinal
	2006	GOCYF-PC, ADHS-BHS, GOCYF-DSAP, AzDLLC, CPSA	PCPC, WAADA, SADD, WHEEL, STPC	PPP, ACJC, GOCYF-DC, CPSA, DES	Excelencia, OETC, STPC, WHEEL, WAADA
Resource Receive	2008	DES, GOHS, CCSAC-Cochise, Magellan, DPS	AJC-Pinal, Amistades-Pima, ADHS Research, (4 organizations tied)	GOCYF-DSAP, ADHS DBHS, GOHS, PPP, MADD Arizona	PCT CAPT-Pima, GRIC, WHEEL-Maricopa, (6 organizations tied)
	2006	PPP, DES, KWS, AzDLLC, ACJC	STPC, OETC, GOHS, MADD, GOCYF-PC	GOCYF-PC, GOCYF-DC, GOHS, ADHS-BHS, GOCYF-DSAP	(There were 12 organizations with in-degree scores of 0)
Collaborate	2008	PPP, ADHS DBHS, GOCYF-DSAP, GOHS, DES	AJC-Pinal, Amistades-Pima, WHEEL-Maricopa, PIC-Maricopa, Cenpatico	GOCYF-DSAP, PPP, ADHS DBHS, GOHS, MADD Arizona	WHEEL-Maricopa, CCSAC-Cochise, SCCMTF-Santa Cruz, Amistades-Pima, MaranaNW-Pima
	2006	AC JC, PPP, GOCYF-DSAP, GOCYF-DC, ADHS-BHS	WHEEL, OETC, Excelencia, WAADA, STPC	GOCYF-DC, PPP, ACJC, GOCYF-DSAP, AzDLLC	OETC, WHEEL, WAADA, STPC, PCPC
Information Provide	2008	PPP, GOCYF-DSAP, AzDJC, GOHS, DES	AJC-Pinal, Amistades-Pima, Cenpatico, WHEEL-Maricopa, MaranaNW-Pima	GOCYF-DSAP, PPP, ADHS DBHS, GOHS, CPSA	WHEEL-Maricopa, SCCMTF-Santa Cruz, Kino W&S-Pima, GRIC, (2 organizations tied)
	2006	GOCYF-DSAP, GOCYF-DC, PPP, APRC, ADHS-BHS	WHEEL, CASA, WAADA, OETC, Excelencia	GOCYF-DSAP, ACJC, PPP, GOCYF-DC, ADHS-BHS, DES	OETC, WHEEL, STPC, PCPC, Excelencia
Information Receive	2008	PPP, GOCYF-DSAP, AzDJC, CPSA, GOHS	AJC-Pinal, Amistades-Pima, ADE, WHEEL-Maricopa, Cenpatico	GOCYF-DSAP, ADHS DBHS, PPP, GOHS, ACJC	WHEEL-Maricopa, SCCMTF-Santa Cruz, Kino W&S-Pima, GRIC, MaranaNW-Pima
	2006	GOCYF-DC, PPP, GOCYF-DSAP, APRC, CPSA	WHEEL, CASA, (7 organizations tied)	ACJC, GOCYF-DSAP, AzDLLC, PPP, ADHS-BHS, DES	OETC, WHEEL, STPC, Excelencia, AJC
	Note: Please see Appendix B for all organization names.				

The network's core-periphery structure has lessened

In 2008, overall density for all measures of network functioning were higher than in 2006, with a correspondingly lower level of centrality, as described above. In 2006, these measures indicated that a core group of state-level organizations strongly controlled resource exchange, collaboration, and information exchange for all other members of the network, with most community coalitions on the periphery of the network in weaker, highly dependent positions. This *core-periphery structure*, while still present in the functions of collaborating or receiving information (see Table 5 below), is much less pronounced or is non-existent in 2008. In networks with less of a core-periphery structure, exhibiting higher density and lower centrality, it is more likely that information and resources will be shared more widely among the many connected members instead of being controlled by centralized organizations.

Table 5 shows that the network functions for collaborating and receiving information have higher fitness scores (0.521 and 0.523, respectively) and have higher densities, than the other functions, indicating that the network has somewhat of a core-periphery structure when it comes to collaboration and receiving information. The *collaborating* network function exhibits the greatest degree of core/periphery structure, with 20 organizations in the core of the network, acting as key collaboration brokers.

Table 5: Network densities and membership in core or periphery within a state-wide network of UAD organizations in AZ, July 2008

Network Activity	Density of Network	Core	Periphery	Fitness Score 2006	Fitness Score 2008
Providing Resources	0.2380	ACJC ADE ADHS DBHS AOC APRC AzDLLC AzDJC DES DPS GOCYF-DSAP GOHS MADD Arizona PPP SADD CPSA Magellan SEABHS Tempe-Maricopa CCSAC-Cochise CPC-Pima ICAN-Maricopa PIC-Maricopa PCT CAPT-Pima SCCMTF-Santa Cruz SPI-Maricopa TERROS- Maricopa WVC-Maricopa	ADHS Research AZIHE Cenpatico NARBHA AJC-Pinal Amistades-Pima CASA-Coconino CGA-Pinal Excelencia-Maricopa GRIC GCAMC-Graham KCSYD-Mohave Kino W&S-Pima MaranaNW-Pima WHEEL-Maricopa WAADA-Coconino YCSAC-Yavapai	0.385	0.221
Receiving Resources	0.2598	ACJC ADHS DBHS AzDLLC AzDJC DES DPS GOCYF-DSAP GOHS MADD Arizona PPP SADD CPSA Magellan SEABHS CCSAC-Cochise Excelencia-Maricopa SCCMTF-Santa Cruz	ADE ADHS Research AOC APRC AZIHE Cenpatico NARBHA AJC-Pinal Amistades-Pima CASA-Coconino CGA-Pinal Tempe-Maricopa CPC-Pima GRIC GCAMC-Graham ICAN-Maricopa KCSYD-Mohave Kino W&S-Pima MaranaNW-Pima PIC-Maricopa PCT CAPT-Pima SPI-Maricopa TERROS-Maricopa WHEEL-Maricopa WVC-Maricopa WAADA-Coconino YCSAC-Yavapai	0.062	0.418
Collaborating	0.5338	ACJC ADE ADHS DBHS AOC APRC AzDLLC DES DPS GOCYF-DSAP GOHS MADD Arizona PPP SADD CPSA Magellan NARBHA SEABHS CGA-Pinal CCSAC-Cochise Excelencia-Maricopa	ADHS Research AZIHE AzDJC Cenpatico AJC-Pinal Amistades-Pima CASA-Coconino Tempe-Maricopa CPC-Pima GRIC GCAMC-Graham ICAN-Maricopa KCSYD-Mohave Kino W&S-Pima MaranaNW-Pima PIC-Maricopa PCT CAPT-Pima SCCMTF-Santa Cruz SPI-Maricopa TERROS- Maricopa WHEEL-Maricopa WVC-Maricopa WAADA-Coconino YCSAC-Yavapai	0.642	0.521
Providing Information	0.4773	ACJC ADE ADHS DBHS ADHS Research AOC APRC AZIHE AzDLLC AzDJC DES DPS GOCYF-DSAP GOHS MADD Arizona PPP SADD Cenpatico CPSA Magellan NARBHA SEABHS CGA-Pinal Tempe-Maricopa CCSAC-Cochise CPC-Pima Excelencia-Maricopa ICAN-Maricopa KCSYD-Mohave PIC-Maricopa PCT CAPT-Pima SCCMTF-Santa Cruz SPI-Maricopa TERROS- Maricopa WVC-Maricopa	AJC-Pinal Amistades-Pima CASA-Coconino GRIC GCAMC-Graham Kino W&S-Pima MaranaNW-Pima WHEEL-Maricopa WAADA-Coconino YCSAC-Yavapai	0.498	0.142
Receiving Information	0.5367	ACJC ADHS DBHS AOC APRC AzDLLC AzDJC DES DPS GOCYF-DSAP GOHS MADD Arizona PPP SADD CPSA Magellan NARBHA SEABHS CCSAC-Cochise ICAN-Maricopa	ADE ADHS Research AZIHE Cenpatico AJC-Pinal Amistades-Pima CASA-Coconino CGA-Pinal Tempe-Maricopa CPC-Pima Excelencia-Maricopa GRIC GCAMC-Graham KCSYD-Mohave Kino W&S-Pima MaranaNW-Pima PIC-Maricopa PCT CAPT-Pima SCCMTF-Santa Cruz SPI-Maricopa TERROS-Maricopa WHEEL-Maricopa WVC-Maricopa WAADA-Coconino YCSAC-Yavapai	0.552	0.503

Note: Fitness scores are derived through a UCINet algorithm as the correlation between the observed scores and the scores that "should" be present in each block. A higher number between 0 and 1 indicates a better “fit” for the core/periphery model.

As Figure 5 shows, while the network measures related to collaboration indicate a core-periphery structure, the core is very broad and includes members from multiple categories (11 state-level, 4 RBHAs, 2 state-level advocacy organizations, and 3 community-based prevention coalitions). Because of this decentralized core-periphery structure, the members of this network, while leaning on the core for control, is not reliant on the core for collaborations to occur among a large number of members of the network. The results of the core-periphery analysis indicate that, while this bounded network has fewer direct and secondary linkages related to exchanging resources than to other forms of exchange, a small group of state agencies and RHBAs control most of the network's monetary resource exchanges.

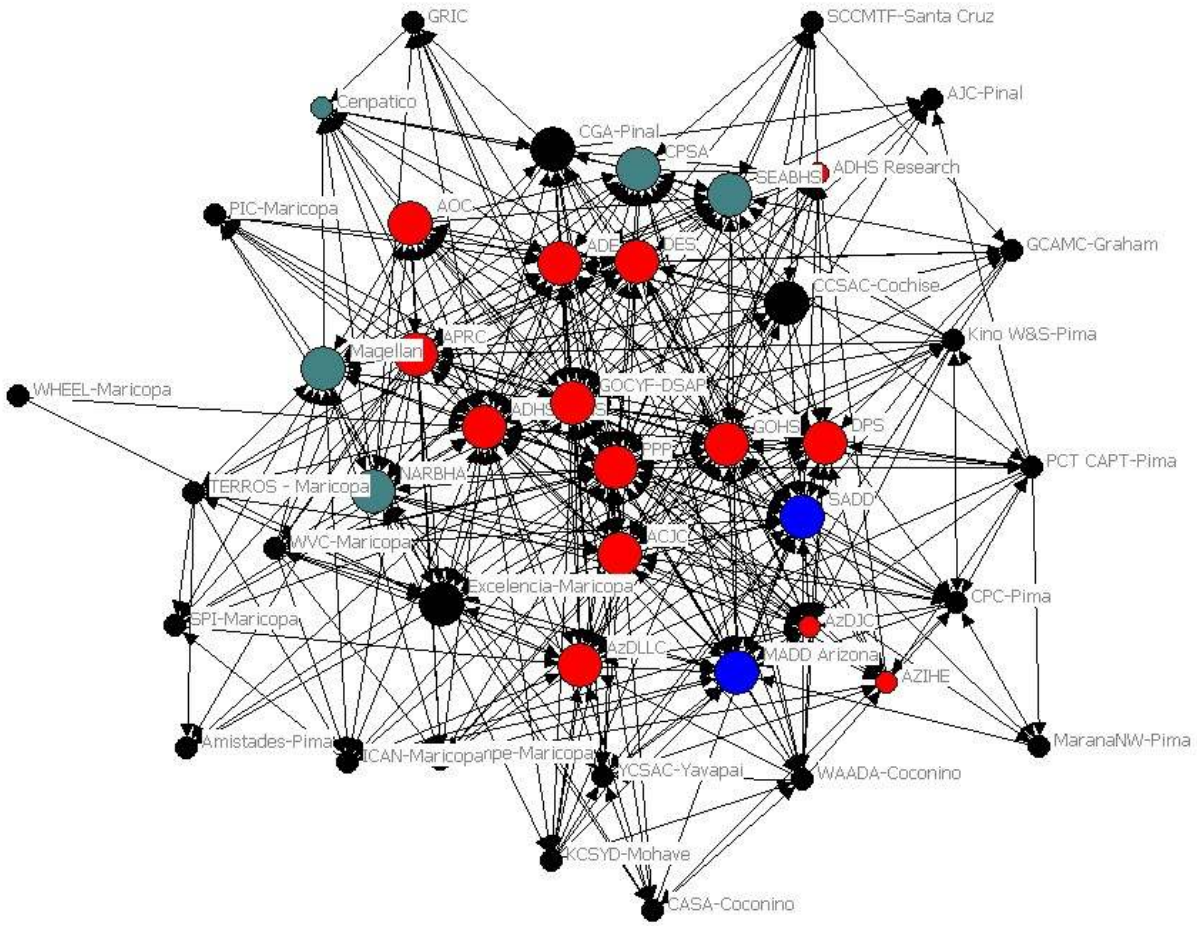


Figure 5: 2008 for *Collaborating* network function within the Arizona UAD prevention network, with core member dots enlarged. Red dots = state agencies, gray = for-profit health care organizations, blue = state-level national advocacy org, black = community-based prevention coalitions.

Network Development Recommendations

Because the network organizations involved in reducing underage drinking has increased in size, has become more connected, and is less centralized, it is clear that the efforts of the Arizona SPF SIG project, especially when considered with other coalition development processes like the Arizona Anti-Methamphetamine Initiative, **has successfully addressed all of the recommendations made in the *2007 Annual Report:***

1. Increase the connectedness of the peripheral organizations in the network by increasing the density of the network
2. Increase the sharing of information among members of the network
3. Conduct a regular follow-up of this study
4. Increase the collaboration and sharing among all organizations working to reduce *substance use* in Arizona

It is recommended that efforts be made to continue the successes already achieved within this network:

<u>Develop sustained efforts among members of the network</u> This should be accomplished, in part, through a combination of consistent funding, institutionalized practices and structures, and positive outcomes by all members of the network at state and local level.

<u>Further increase collaboration and the sharing of resources and information among members of the network</u> This can be accomplished through state and regional meetings and conferences, coordinated information sharing efforts, and continued training and workforce development efforts made available to substance abuse prevention organizations throughout the state.

d. Evaluating CSAP's Nine Domains of Infrastructure

The SNA study of Arizona's underage drinking prevention network indicates that the network of prevention organizations has grown and strengthened since 2006, a positive infrastructural development that is expected to support a more robust and sustainable statewide effort. This section of the report provides further insight into the developments of Arizona's substance abuse prevention infrastructure by examining developments according to each of CSAP's nine domains. It is important to note that, although the SPF SIG initiative is focused on the prevention of substance abuse, the infrastructure developments and achievements highlighted below also include treatment and enforcement, as Arizona is pursuing an integrated approach to reducing substance abuse across state agencies and functions.

State organizational structure

In Year Three of the Arizona SPF SIG, a significant advance in the state organizational structure took place when an Executive Order established the Arizona Substance Abuse Partnership (ASAP) as Arizona's single statewide council on substance abuse prevention, treatment, and enforcement. Established by Executive Order in June 2007, the ASAP took the place of the SPF SIG Advisory Council, raising the profile, authority, and sustainability of the group while retaining responsibilities consistent with the application of the Strategic Prevention Framework at a state level, institutionalizing the State Epidemiological Workgroup and data driven decision making processes for long-term sustainability.

Year Four developments in state organizational structure (Table 6) continued to build upon the success of ASAP's establishment, with ASAP meeting every other month instead of quarterly and expanding to include an Emerging Issues data collection subcommittee. State prevention activities funded outside of the Governor's Office came more into alignment with the SPF model as the Arizona Department of Health Services required block grant funded prevention providers to collaborate with coalitions, and the largest Regional Behavioral Health Authority in Arizona restructured its prevention system in the model of the SPF SIG. ASAP member agencies also accomplished noteworthy outcomes that strengthened the state organizational structure as the result of increased collaboration.

Table 6: State Organizational Structure Outcomes

State Organizational Structure Outcomes
The Arizona Substance Abuse Partnership (ASAP) met a 7 times in Year 4, far exceeding the quarterly meeting requirement set forth by Executive Order
The Arizona Substance Abuse Partnership (ASAP) created the Emerging Issues subcommittee under the State Epidemiological Workgroup (SEOW) to gather data and quickly identify new trends in substance use in Arizona
A representative from the Arizona National Guard, Joint Counter Narco-Terrorism Task Force was added to the voting membership of the Arizona Substance Abuse Partnership (ASAP) in April 2008
The Arizona Department of Health Services/Division of Behavioral Health Services (ADHS/DBHS) required SAPT Block Grant funded prevention providers to collaborate with local coalitions as in the SPF SIG initiative
The Regional Health Behavioral Authority (RHBA) in Maricopa county restructured their prevention services system to fully implement the SPF, with key changes including coalition-driven prevention work, data-driven planning, and the implementation of environmental strategies
The Colorado River Indian Tribe agreed to participate in the High Intensity Drug Trafficking Area (HIDTA) Native American Project as the result of negotiations with the Arizona Criminal Justice Commission (ACJC) and HIDTA
Five Arizona higher education campuses are now part of the Arizona Institutions of Higher Education Network (AZIHE) of member institutions working with a total of six community coalitions across the state

Planning

Infrastructure outcomes in the "Planning" domain achieved during Year Four (Table 7) were primarily the result of formal planning efforts by ASAP and its associated committees. On November 19, 2007, ASAP examined potential Strategic Focus Areas and selected four to address in 2008 (Figure 6). Each focus area was subsequently reviewed in depth at an ASAP meeting and Executive Action Briefings (EABs) were developed to outline the mission, problems, goals, and action steps of each. The EABs were designed to measure and track the tangible impacts made in each area, and became working plans for ASAP to use in coordination with its member agencies throughout the year.

Table 7: State Level Planning Outcomes

State Level Planning Outcomes
The ASAP reviewed state epidemiological data and selected four Strategic Focus Areas to address in 2008*
The ASAP released its Annual Progress Report in July 2008, describing numerous outcomes and developments in substance abuse prevention, treatment, and enforcement as the result of cross-systems collaboration
The ASAP created and implemented the Project Investment Justification for Substance Abuse Programs (PIJ-SAP), a statewide budget and legislative proposal review process to coordinate efficient substance abuse spending and make formal recommendations to the Governor's Office of Strategic Planning and Budget.
The ASAP created a list of all federal grant funding coming into the state for drug enforcement in order to assess and address resource gaps
ASAP member agencies engaged in coordinated planning and action in response to the Governor's Executive Order 2008-01, which mandated enhanced availability of substance abuse treatment services for families involved with Child Protective Services, thereby achieving a number of important outcomes detailed throughout this report
The Arizona Parents Commission on Drug Education and Prevention released state funding for programs targeting the incorporation of comprehensive family care into substance abuse treatment
The *Arizona Treatment Services Capacity Report*, which provides a snapshot of the state's capacity to provide substance abuse treatment services, was released in April 2008 by ASAP member agencies, including the Governor's Office for Children, Youth, and Families/Division for Substance Abuse Policy (GOCYF/DSAP); Arizona Department of Health Services/Division of Behavioral Health Services (ADHS/DBHS); Department of Economic Security/Division of Children, Youth, and Families (DES/DCYF); and the State Epidemiological Outcomes Workgroup (SEOW)
The State Epidemiological Workgroup (SEOW) maintained and posted an updated list of web-based data resources to aid data driven planning efforts at the community level
The Arizona Underage Drinking Prevention Committee completed its annual progress report in August 2008, describing numerous outcomes and developments in underage drinking prevention, treatment, and enforcement as the result of cross-systems collaboration
The Arizona Methamphetamine Task Force released its Annual Progress Report in August 2008, describing numerous outcomes and developments in methamphetamine prevention, treatment, and enforcement as the result of cross-systems collaboration
Arizona was selected to participate as one of only eight states in the US Department of Justice, Office of Community Oriented Policing Services (COPS) Methamphetamine Initiative, which will provide Arizona with expert TA to encourage community policing efforts to combat the use and distribution of methamphetamine
All substance abuse coalitions funded under the GOCYF/DSAP, were required to submit written requests for changes to project goals in their strategic plans, justified by substance use and consequence data

*The 2008 ASAP Strategic Focus Areas can be seen in Figure 6

In Year Four, ASAP also produced multiple briefing papers and research reports to inform statewide coordinated planning, the most notable being the *Arizona Treatment Services Capacity Report*, released in April 2008. In June 2008, the Strategic Focus Areas were reviewed and ASAP was provided with a report on outcomes for each area. For the action steps not yet completed, next steps were identified, as well as the agencies responsible for action and deadlines for completion, building accountability within ASAP and its member agencies.

Figure 6: Arizona Substance Abuse Partnership's 2008 Strategic Focus Areas
• The Need for Enhanced Treatment within the Child Welfare System • The Need to Enhance Law Enforcement Capacity to Respond to the Importation of Illicit Drugs and Manufacture of Synthetic Drugs within Arizona • The Need for Data Driven Decision Making and Policy Development • Emerging Trends and the State's Capacity to Respond

Data Systems

The ASAP adopted a particular emphasis on improving data infrastructures in Arizona in Year Four by identifying "The Need for Data Driven Decision Making and Policy Development" as a Strategic Focus Area for 2008. Targeting the fragmented data collection silos as a problem that inhibits the synthesis and analysis of statewide substance abuse data to guide policy and budget decisions, the State Epidemiological Outcomes Workgroup (SEOW) continued to serve the major coordinating function for data systems in Arizona by collecting statewide substance abuse data and making it publicly available. In Year Four, the SEOW began its annual update of *The Impact of Substance Abuse: A Snapshot of Arizona*, and made preparations for the *2009 Statewide Substance Abuse Epidemiological Profile*. Recruiting representatives from state agencies whose statewide data were previously inaccessible, the SEOW expanded its membership to include the Administrative Office of the Courts, the Department of Corrections, the Department of Public Safety, and First things First, the citizens' initiative funding early childhood development and health programs.

Additional issues pursued by the SEOW in accordance with the Strategic Focus Area of data driven decision making during Year Four included the shortage of adult substance abuse prevalence data and the absence of a sufficient instrument for measuring substance abuse treatment capacity. In response, The SEOW reviewed the costs of collecting general adult population data and is currently in the process of drafting recommendations for ASAP. After a review of national and state models for assessing treatment capacity, the SEOW adopted a comprehensive strategy for assessing substance abuse treatment capacity and published a report, "Substance Abuse Treatment Services Capacity" to inform the Governor and ASAP on the capacity of Arizona to provide substance abuse treatment services to those in need of such services.

Further demonstrating its commitment to data-driven planning, the ASAP formalized the Emerging Issues subcommittee under the State Epidemiological Workgroup. Tasked with gathering the most current local data available to inform ASAP of emerging substance use trends, the Emerging Issues subcommittee made its first report in 2008 on the rise in prescription drug abuse.

Table 8: State Level Data Systems Outcomes

State Level Data Systems Outcomes
Data from the State Epidemiological Workgroup (SEOW) was presented at each ASAP meeting to inform current efforts and planning
Expanded membership of SEOW enhanced its capacity to act as clearinghouse of data for all state systems
The *Substance Abuse Treatment Services Capacity Report* provided a snapshot of the state's capacity to provide substance abuse treatment services
The Emerging Issues Subcommittee of the SEOW completed a draft survey for the assessment of new substance abuse patterns/trends seen in the populations served by each state agency
The Adult Perception Survey in 2008 gathered data from 1000 adults on their perceptions of youth alcohol consumption and measured the reach and impact of the *Draw the Line* statewide underage drinking social norms campaign
Improved and more complete drug seizure maps were created from the High Intensity Drug Trafficking Area (HIDTA) Intelligence Support Center (ISC) as the result of non-HIDTA funded task force seizure data supplied by the Arizona Criminal Justice Commission (ACJC)
ASAP member agencies implemented intelligence sharing protocols, procedures, and structures for law enforcement entities in rural and urban counties and tribal communities
ASAP member agencies developed dynamic web-based drug crime maps accessible to law enforcement entities statewide
ASAP member agencies addressed a technology gap in information sharing by making web based programs AZ Link/CopLINK available to all law enforcement entities through memoranda of understanding
ASAP membership expanded to include a representative from the National Guard to facilitate better intelligence in outlying counties and provide data to fusion centers
A prevalence study of alcohol use on all higher education campuses in Arizona was completed by the Arizona Higher Education Network (AZIHE)
The Arizona Department of Juvenile Corrections implemented an automated scheduling system that electronically notifies Child Protective Services case workers involved with juvenile offenders, altering them to scheduled events such as hearings
The 2008 Arizona Youth Survey (AYS) included new questions regarding how youth obtain alcohol, if youth have spoken with their parents regarding the dangers of alcohol and other drug use, and assessing youth exposure to substance abuse prevention advertisements
The SEOW and ACJC facilitated improved community access to statewide data sources by addressing needs for specific community-level data upon request
The Department of Economic Security's (DES) Strengths and Risk Assessment (SRA) tool, which evaluates family functioning, was revised to better identify the prevalence of substance abuse in CPS investigations
A data sharing agreement finalized between the Department of Economic Security and the Department of Corrections will allow for the identification of inmates with family members referred to CPS
Data coordination began with the Inter-Tribal Council of Arizona
The Office of Strategic Planning and Budget and the Joint Legislative Budget Committee completed their Strategic Program Area Review of substance abuse funding for the State of Arizona, providing detailed information about the amounts received by agencies and specifics on services provided with these monies
The ACJC submitted a grant proposal to the U.S. Bureau of Justice Statistics to compile and analyze tribal crime data in Arizona

As in previous years, the SEOW responded to community requests for data, and continued to inform the planning processes for ASAP and its respective committees by providing data to identify measurable goals and accompanying indicators.

The Arizona Youth Survey (AYS) is Arizona's most robust and most comprehensive data source on youth substance use and risk behaviors. In Year Four, the Arizona Criminal Justice Commission, which administers the AYS, sought input from state partners and community coalitions on the need for additional measures and subsequently added questions on how youth obtain alcohol, if youth have

spoken with their parents regarding the dangers of alcohol and other drug use, and assessing youth exposure to substance abuse prevention advertisements. Despite being an invaluable data resource, the AYS has yet to be institutionalized and securely funded. In an effort to secure funding for the 2010 AYS administration, the Arizona Criminal Justice Commission submitted a Project Investment Justification for Substance Abuse Programs (PIJ-SAP) in June 2008, requesting $482,213.

Advancements were also made with respect to law enforcement data, relied upon by state agencies and communities to plan for prevention, treatment, and enforcement efforts alike. The Law Enforcement and Drug Trafficking Strategic Focus Area of ASAP focused on gathering data around funding, manpower allocations, technology, with a "POW WOW" meeting held between the Arizona Criminal Justice Commission, the Department of Public Safety, and other law enforcement agencies. Web-based programs for sharing intelligence data and daily updated drug crime maps were made widely accessible to law enforcement agencies around the state. In order to better understand available resources in the state for law enforcement activities, the ACJC completed a draft report of all DOJ and Department of Homeland Security grant awards, to be updated and submitted to the Governor's Office annually.

Figure 7: State Systems Data Gaps Identified in Year Three
AYS is not institutionalized and securely funded
No process in place to collect systematic data on prevalence of adult substance abuse
No central repository for statewide data on substance abuse to facilitate access and dissemination to state agencies, community partners, or the public
No data to demonstrate linkages between adult substance use and child welfare

These achievements and others listed in Table 8 significantly improved Arizona's data systems infrastructure and ability to respond to substance abuse issues statewide. It is worth noting that, all of the gaps in Arizona's data system that were identified in the Year Three evaluation report are currently being addressed (Figure 7).

Workforce Development

In Year Four, efforts to develop capacity in the statewide substance abuse prevention workforce progressed through a number of cross-systems efforts, including those of the GOCYF, the Department of Health Services, and the State Workforce Development Committee. Table 9 lists the outcomes achieved in the development of Arizona's prevention workforce in Year Four.

Using SPF SIG and state Anti-Meth funding, the GOCYF continued in Year Four to provide substance abuse coalitions and prevention providers in Arizona with ongoing training and technical assistance through the annual coalition forum, the annual statewide substance abuse conference, and weekly contact from the contracted PPP technical assistance and evaluation teams. An additional workforce development effort instituted in Year Four, monthly coalition conference calls for SPF SIG and Anti-Meth coalitions provided further opportunities for information sharing among coalitions as well as technical assistance from PPP and the GOCYF.

A number of cross-systems efforts also contributed to workforce development in Year Four. The Workforce Development Committee of ASAP, a cross-systems effort that involved state agency and community level representatives, implemented an online workforce development survey to identify training needs and continued discussions around a statewide prevention specialist certification process.
At the request of ADHS, the PPP technical assistance team presented a Community Assessment and Strategic Planning Training of Trainers in March 2008, attended by four SPF SIG grantee representatives, staff representing the Arizona Department of Health Services, and staff from the Arizona Regional Behavioral Health Authorities (RHBAs). The purpose of this training was to increase the capacity of ADHS and RHBA staff to implement the SPF in the Block Grant-funded prevention system statewide. Block

grant funding from the Department of Health Services and the Regional Behavioral Health Authorities supported many additional prevention providers with the opportunity attend the annual statewide substance abuse conference as well as the Community Anti-Drug Coalitions of America (CADCA) conference. Funding from the Governor's Office of Highway Safety supported community members and state partners to attend the 2008 National Leadership Conference of the Underage Drinking Enforcement Training Center.

Table 9: State Level Workforce Development Outcomes

State Level Workforce Development Outcomes
Arizona's 3rd Annual Statewide Substance Abuse Conference, *Addressing Critical Issues and Emerging Trends*, provided more than 350 participants, including 100% of SPF SIG coalitions, with training in the topic areas of substance abuse *Prevention*, *Treatment* and *Law Enforcement* in April 2008
Arizona's Annual Coalition Forum, in September 2008, served as an orientation for new Tribal Capacity Grantees and provided training for Arizona substance abuse coalitions on environmental strategies, strategic planning, measuring coalition impacts and outcomes, measuring community readiness and coalition functioning
All 11 SPF SIG coalitions engaged in data-driven decision making processes informed by local and state level data to update strategic plans
Monthly coalition conference calls were implemented with SPF SIG and Anti-Meth coalitions for TA provision and statewide coordination of efforts
The Arizona Workforce Development Committee implemented an online statewide workforce development survey
Staff from the Arizona Department of Health Services, the Regional Behavioral Health Authorities, and four SPF SIG grantee representatives, received SPF Model Community Assessment and Strategic Planning Training of Trainers in March 2008
State Block Grant funds were allocated to support CADCA membership and attendance at CADCA annual conference in continued support of SPF model for statewide prevention efforts
The capacity to analyze purity and price levels of all illegal narcotics has been built among Graham, Greenlee, and Cochise county sheriffs with further expansion underway
DHS/DBHS developed a required training for behavioral health staff that covers the Practice Protocol for working with children and families involved with the child welfare system
The Governor's Office of Highway Safety provided Enforce Underage Drinking Laws (EUDL) funding from the Office of Juvenile Justice and Delinquency Prevention to pay for community members and state partners to attend the 2008 National Leadership Conference of the Underage Drinking Enforcement Training Center

Evidence-Based Practices

Year Four of the Arizona SPF SIG brought significant focus to the implementation of evidence based practices, with the Workforce Development Committee of ASAP instituting a review of evidence based practices with all block grant funded prevention provider programs. All substance abuse coalitions funded with SPF SIG, state Anti-Meth, and federal block grant dollars have been provided with information regarding SAMHSA's criteria for evidence based practice. In Year Four, the GOCYF took strong leadership in requiring SPF SIG coalitions to select evidence based practices, including environmental strategies, in their Phase III implementation applications. Member agencies of ASAP, the Meth Task Force, and the Underage Drinking Prevention Committee continued to implement multi-component evidence-based practices for substance abuse prevention, intervention, treatment, and enforcement. Table 10 provides a summary of the outcomes achieved in the application of evidence-based practices in Arizona at a state level during Year Four.

Table 10: State Level Evidence-Based Practice Outcomes

State Level Evidence-Based Practice Outcomes
The Workforce Development Committee for Prevention collectively developed process for identifying and tracking use of evidence based practices based on the SAMHSA guidance document
SPF SIG coalitions were required by the GOCYF to select from list of evidence-based practices and identify a minimum of three environmental strategies for implementation in their Phase III SPF SIG continuation applications
An evidence based practice review conducted by the Workforce Development Committee with all block grant funded prevention providers under ADHS, including tribes, showed approximately 70 percent of programs meeting SAMHSA evidence based criteria
Statewide survey results showed significant reductions in adult approval of underage drinking, increases in adult concerns about underage drinking, and decreases in opposition to policies such as keg registration following eight months of implementation of the *Draw the Line,* Arizona's social norms campaign to reduce underage drinking
In October 2007, the Department of Economic Security (DES)/Division for Children, Youth, and Families (DCYF) was awarded a $1.5 million federal grant to develop the Arizona Families F.I.R.S.T. Parent to Parent Recovery Program in Maricopa County, a program built on evidence based practices that improve client engagement and retention in treatment
In July 2008, the Arizona Department of Liquor License and Control mandated responsible beverage server training for all servers of alcohol statewide
The Department of Liquor License and Control inspected 3,409 licensed establishments for possible liquor violations in 2008, issuing 1,404 citations to establishments in violation related to underage sales; covert underage drinking programs cited illegal sales in 27 percent of locations, down from 31 percent in 2006
The Department of Liquor License and Control conducted major enforcement programs at large public events throughout Arizona, resulting in 1,404 criminal citations issued for observed liquor violations in 2008
The Department of Liquor License and Control conducted special event enforcement at the two largest Arizona universities, resulting in nearly 200 underage liquor citations
The Governor's Office of Highway Safety and the DUI Abatement Council funded the Department of Public Safety and local law enforcement agencies to conduct local DUI Task Force groups, resulting in 1,502 underage drinking citations and 656 underage DUI arrests
The Department of Public Safety conducted 11 multi-agency DUI enforcement trainings, including Navajo Tribal Police, Apache County Sheriff's Office, the Colorado River Indian Tribe, LaPaz County, and the San Carlos Apache Tribal Police, resulting in the certification of 201 officers in Horizontal Gaze Nystagmus/Standardized Field Sobriety Testing classes in support of statewide DUI enforcement efforts
With coordination and technical assistance provided by the GOCYF, ADHS, and PPP, Arizona substance abuse coalitions conducted 43 town hall meetings on underage drinking throughout the state in April, 2008, involving more than 1,000 people in planning of underage drinking prevention activities
SBIRT (Screening, Brief Intervention, and Referral to Treatment) practices were implemented at one AZIHE Network institution, resulting in 4,421 patients screened, brief motivational interviewing with 1,407 students who reported high risk drinking behaviors, and 987 referrals to treatment
The Arizona Department of Juvenile Corrections completed identification and referral protocols, including screening and assessing risk of substance use for 100 percent of youth entering juvenile corrections
The Arizona Institutions of Higher Education Network, with funds from GOHS, pilot tested on-line responsible beverage server training programs for liquor establishments surrounding each of their X partner campuses statewide

While the use of evidence based practices is not required uniformly by all state agencies funding substance abuse prevention activities, awareness and recognition of the need for evidence based approaches does appear to be increasing, based on the volume of practices identified from SPF SIG involved agencies in Table 10. The focus on data, best practices, and evidence based practices by ASAP as Strategic Focus Areas are identified is a contributing factor to these increases.

Cultural Competency

Efforts to infuse the state prevention infrastructure with cultural competency in Year Four focused on youth involvement in prevention efforts and on building tribal capacity to implement the SPF.

Table 11 identifies outcomes achieved as the result of efforts to infuse culturally competent practice into Arizona's substance abuse prevention efforts.

Table 11: State Level Cultural Competency Outcomes

State Level Cultural Competency Outcomes
The Governor's Tribal Capacity Project to Prevent Underage Drinking and Other Illicit Drugs Grant Program, released by the GOCYF specifically for tribes in Arizona funded 8 tribal community coalitions to implement the SPF
SPF SIG and Anti-Meth coalitions were required to describe their use of culturally-appropriate strategies, culturally relevant outcomes and indicators, and the promotion of organizational cultural competency in renewal applications completed in Year Four
The Governor's Youth Commission (GYC) recommended language changes to the 2008 Arizona Youth Survey to better reflect the youth voice
The GYC completed Alcohol Retail Mapping in Proximity to Youth (ARMPY) mini-grant opportunity, a youth data collection effort resulting in maps of alcohol retailer locations and density for 12 communities around the state
GYC members made presentations of alcohol outlet mapping data collected by youth at the National Leadership Conference on underage drinking
The Arizona Department of Health Services (ADHS) convened its annual statewide cultural competence conference training event, Busting Myths, Breaking Barriers: Developing Cultural and Linguistic Competency in January 2008, providing cultural competency training to 321 social and health service professionals
The Four Corners Meth Summit took place in Holbrook, Arizona in June 2008, resulting in information sharing and implementation of coordinated strategies between tribal nations, federal agencies, the Department of Public Safety, and county and state task forces and community coalitions
The Colorado River Indian Tribe agreed to participate in the HIDTA Native American Project as the result of negotiations with the Arizona Criminal Justice Commission and HIDTA
Representatives from the Arizona Criminal Justice Commission and the Department of Public Safety began attending Indian Country Intelligence Network meetings to facilitate coordination with the tribal community
The Drug Enforcement Agency (DEA) met with representatives from the Pasqua Yaqui tribe and the Tohono O'odham Nation for the first time concerning coordination and communications in enforcement operations

In an effort to create additional funding opportunities for Indian tribes, the GOCYF made changes in their procurement processes and contract language in Year Three. In Year Four, the GOCYF released the Governor's Tribal Capacity Project to Prevent Underage Drinking and Other Illicit Drugs Grant Program, a grant opportunity specifically for the tribes of Arizona to implement the SPF. As a result, the GOCYF successfully contracted with eight tribal coalitions to implement the SPF and arranged for them to receive contracted technical assistance and evaluation services from PPP.

Efforts to engage, collaborate, and coordinate with tribes were emphasized by ASAP member agencies in Year Four, particularly around law enforcement activities. The Four Corners Meth Summit took place in Holbrook, Arizona in June 2008, resulting in information sharing and implementation of coordinated strategies between tribal nations, federal agencies, the Department of Public Safety, and county and state task forces and community coalitions.

Youth engagement was maintained in the state underage drinking prevention effort, as members of the Governor's Youth Commission (GYC) participated in the Underage Drinking Prevention Committee meetings and played active roles in the statewide *Draw the Line* underage drinking social marketing campaign. The GYC also completed the Alcohol Retailers in Proximity to Youth (ARMPY), in which mini-

grants funded youth groups from around the state to gather data on the locations of alcohol outlets relative to youth attractions. GYC members presented ARMPY project findings by at the 2008 Underage Drinking Enforcement Training Center National Leadership Conference in Nashville, Tennessee.

All GOCYF funded community coalitions were required in Year Four to include the use of culturally-appropriate strategies, culturally relevant outcomes and indicators, and the promotion of organizational cultural competency in funding renewal applications. However, a systematic plan for addressing cultural competency across prevention systems statewide has not been developed in Arizona.

Evaluation & Monitoring

Cross-systems collaboration in the area of evaluation and monitoring continued in Year Four at the state level as ASAP committees and workgroups documented progress through annual outcomes reports and Executive Action Briefings. ASAP produced its first annual report in July 2008, highlighting major accomplishments and outcomes achieved since its inception in June 2007. Cross systems collaboration also resulted in evaluation improvement among community level prevention providers with the implementation of common measures for coalition functioning instituted for both GOCYF funded coalitions and coalitions receiving support through the SAPT Block Grant funding administered by the ADHS and Regional Behavioral Health Authorities. The measures of coalition functioning were adapted from The Partnership Coalition tool for use in Arizona by the evaluation team at PPP, and have been in use with SPF SIG coalitions since Year Two. Arizona Anti-Meth coalitions and ADHS block grant funded coalitions began collecting the coalition functioning measures in Year Four for the first time.

In Year Four, the GOCYF further enhanced the quality and consistency of data collection by requiring all GOCYF funded substance abuse coalitions, including SPF SIG coalitions, to report quarterly on standardized benchmark measures (Figure 8). To aid in this effort, all coalitions were supplied with key data, including epidemiological data and statewide Task Force data from the Arizona Criminal Justice Commission, and the EDGE Report published by the Drug, Gang, and Violent Crime Program.

Figure 8: Community Coalition Benchmark Data Required as of Year Four
1. Reduction or prevention of underage drinking • County-specific epidemiology profiles • Arizona Youth Survey • Vital Statistics • Arrestee data, crime reports 2. Increase in awareness of the impact of underage drinking on the community • Community Outreach Efforts • Community Coalition Membership • Community-Developed Indicators 3. Increases in community mobilization and coalition functioning • Tri-Ethnic Center Community Readiness Surveys • Partnership Coalition Functioning Instrument

The GOCYF continues to ensure that the Anti Meth and Underage Drinking initiatives are professionally evaluated and that community coalitions receive technical assistance to support for their own local level evaluation efforts. In Year Four, PPP conducted interactive workshops at the September 2008 Coalition Forum to increase the evaluation capacity of SPG SIG and other community coalitions. These evaluation oriented workshops addressed the collection of local level substance abuse indicator data, measures of coalition functioning, assessments of community readiness, and how to effectively report on local level substance abuse prevention efforts and outcomes. SPF SIG coalitions receive annual evaluation site visits from PPP, and must comply with a number of requirements for the state and national cross-site evaluations. Table 12 lists outcomes achieved in ensuring that prevention programs and strategies implemented in Arizona are properly evaluated and monitored.

Table 12: State Level Evaluation & Monitoring Outcomes

State Level Evaluation & Monitoring Outcomes
ASAP subcommittees and workgroups for Strategic Focus Areas maintain Executive Action Briefings (EABs) as working documents to measure and track tangible impacts and publish annual outcomes reports
Common core measures for coalition functioning were implemented with both ADHS Block Grant funded coalitions and SPF SIG coalitions
The GOCYF instituted mandatory benchmark data elements for Anti-Meth and SPF SIG coalitions
All SPF SIG and Anti-Meth coalitions received training at the 2008 Coalition Forum on finding and using data in their communities and from state agencies and on using this information to assess emerging drug abuse behavior and leverage additional resources
Through collaboration with member agencies of the State Epidemiological Workgroup (SEOW) and community coalitions, the SPF SIG evaluation team was able to report on a larger percentage of the required CSAP National Outcome Measures

Systems Sustainability

The implementation of an Executive Order to establish the Arizona Substance Abuse Partnership (ASAP) in Year Three represented a significant overarching achievement toward sustainability in the Arizona substance abuse prevention infrastructure. In Year Four, the GOCYF highlighted the issue of sustainability for SPF SIG and Anti-Meth coalitions, requiring it to be addressed in funding renewal applications and offering training, information, and tools on sustainability planning and capacity building for coalition membership at the 2008 Coalition Forum.

Outside of the GOCYF, the Arizona Department of Health Services (ADHS) and the largest Regional Behavioral Health Authority (RHBA) moved toward the long-term sustainability of the Strategic Prevention Framework as the model for substance abuse prevention work in Arizona, making systems level changes to incorporate coalition-based efforts into the requirements for SAPT block grant funded prevention providers.

Table 13 lists outcomes achieved in Arizona toward the sustainability of the SPF model statewide.

Table 13: State Level Systems Sustainability Outcomes

State Level Systems Sustainability Outcomes
SPF SIG and Anti-Meth coalitions received coalition sustainability training and tools at the 2008 Coalition Forum
SPF SIG and Anti-Meth Initiative coalitions were required to describe sustainability plans in renewal applications completed in Year Four
The Arizona Department of Health Services/Division of Behavioral Health Services (ADHS/DBHS) required Block Grant funded prevention providers to collaborate with local coalitions in accordance with and preparation for sustaining the SPF model after the SPF SIG initiative concludes
The Regional Health Behavioral Authority (RHBA) in Maricopa county restructured their prevention services system to implement the SPF, with coalition-driven prevention work, data-driven planning, and the implementation of environmental strategies

Financial Stewardship

CSAP defines three components of financial stewardship as being 1) the priority of prevention, 2) adequacy of resources, and 3) data driven resource allocation. In Year Four, ASAP member agencies demonstrated financial stewardship by collecting information on funding for law enforcement entities statewide and institutionalizing the new Project Investment Justification for Substance Abuse Programs (PIJ-SAP), a statewide budget and legislative proposal review process to coordinate efficient substance abuse spending and make formal recommendations to the Governor's Office of Strategic Planning and Budget. The continuing focus by ASAP and the SEOW on the acquisition and use of substance abuse data, discussed earlier in this report, maintained the state's progress in data driven planning and resource allocation. The GOCYF also exhibited financial stewardship in applying unspent SPF SIG monies toward the funding of eight tribal coalitions in Year Four.

Committees under ASAP continued to promote financial stewardship in Year Four through collaboration and coordination of member agencies to combine efforts where possible, implement low/no-cost policy and procedural changes to improve systems, and avoiding duplication of efforts.

As in previous years, another demonstration of state-level financial stewardship in Year Four was Arizona's 3rd Statewide Substance Abuse Conference held in April 2008, made possible by collaborative funding from the Arizona Parents Commission on Drug Education and Prevention and the Governor's Office for Children, Youth, and Families Division for Substance Abuse Policy, the Governor's Office of Highway Safety, the Arizona Department of Health Services, the Department of Public Safety, and the Arizona Prevention Resource Center.

Table 14 lists outcomes in Arizona's efforts to prioritize prevention, fund prevention adequately, and engage in data-driven resource allocation, the components of financial stewardship according to CSAP's definition.

Table 14: State Level Financial Stewardship Outcomes

State Level Financial Stewardship Outcomes
The Arizona Substance Abuse Partnership (ASAP) created the Emerging Issues subcommittee under the State Epidemiological Workgroup (SEOW) to gather data and quickly identify new trends in substance use in Arizona
Data from the State Epidemiological Workgroup (SEOW) was presented at each ASAP meeting to inform current efforts and the selection of 2008 Strategic Focus Areas
The GOCYF funded 8 tribal coalitions to implement the SPF with SPF SIG Initiative carry over funds
ASAP member agencies compiled comprehensive lists of all federal grants awarded to law enforcement agencies throughout the state to ensure efficient utilization of and to identify gaps and overlap
The SEOW and ACJC facilitated improved community access to statewide data sources by addressing needs for specific community-level data upon request
The ASAP created and implemented the Project Investment Justification for Substance Abuse Programs (PIJ-SAP), a statewide budget and legislative proposal review process to coordinate efficient substance abuse spending and make formal recommendations to the Governor's Office of Strategic Planning and Budget
The 3rd Annual State Substance Abuse Conference was funded by multiple state agencies
The ASAP, Meth Task Force, and Underage Drinking Prevention Committee continued implementation of action plans with designated responsibilities, increasing coordination and collaboration and avoiding duplicated efforts

e. Conclusions and Recommendations

Conclusions

The State's implementation of the five steps of the SPF has strengthened the state prevention infrastructure, allowing for the development of a set of standards for state agencies and coalitions to follow as they implement the SPF processes. Building on the creation of ASAP through Governor Napolitano's Executive Order in Year Three, progress in Year Four was characterized by an increase in the use of data to drive planning efforts; formalized mechanisms such Executive Action Briefings and the PIJ-SAP to support planning; increased collaboration among state agencies to maximize resources and impacts; the use of evidence based practices; ongoing development of the workforce and community coalitions through technical assistance and training opportunities; outreach and funding for tribes; and increased accountability for achieving measurable outcomes at the state and local levels.

Recommendations

Recommendations for the continuing statewide SPF implementation, informed by the Year Four evaluation are as follows:

<u>Create a state transitional plan for the sustainability of the Strategic Prevention Framework community coalition efforts in Arizona</u>

Funding for Arizona coalitions under the SPF SIG initiative concludes in the fall of 2010. As illustrated in the community level section of this report, SPF SIG coalitions have matured, stabilizing in membership, structure, and the implementation of evidence based and environmental strategies. Formal efforts should be made to transition SPF SIG coalition efforts into the ADHS SAPT block grant funded prevention system to maintain their progress and build on current successes.

<u>Ensure that unspent SPF SIG carry over funding is expended to further build the state's capacity to respond to substance abuse issues in Arizona</u>

The forthcoming Year Five marks the last of the five years of the SPF SIG initiative. Unspent funds should be allocated to build community capacity using the SPF model in high need and low capacity communities that have not benefitted from SPF SIG funds thus far.

VI. Community Level Evaluation

a. Implementation of SPF Step Four: In Year Three of Community Funding, Community Grantees Implement Local-Level Activities

Overview

In August 2006, Pima Prevention Partnership (PPP) began providing evaluation technical assistance to funded coalitions. One element of the SPF SIG evaluation consists of evaluating the activities conducted by the funded communities. Table 15 below details the components of the community-level evaluation included in this section.

Table15: Community-Level Evaluation Components

• Quarterly Reports (see Appendix D)
• Community Level Infrastructure Developments
• Coalition Functioning Instrument (see Appendix C)
• Community Level Instrument (CLI)
• Evaluation of Technical Assistance
• National Outcome Measures (NOMs)

Snapshot of Coalition Outcomes

In the first year of funding, all 11 grantees completed community assessments and strategic plans in addition to mobilizing and building capacity to address their individual community needs. Through capacity building activities, a total of approximately 460 agencies and organizations collaborated throughout the state to work with SPF SIG coalitions. Collaboration throughout the state resulted in SPF SIG efforts reaching 53 communities and roughly 32% of Arizona's population, to date.

During the past year, all 11 SPF SIG grantees implemented activities specified in their strategic plans. Additionally, coalitions made progress on their strategic plan goals and objectives, underage drinking activities, and their selected environmental strategies. In addition to other strategies identified by grantees for implementation based on local community assessment data and planning, all grantees were required to select for implementation a minimum of three environmental strategies designed to prevent or reduce underage drinking. The environmental strategies selected by grantees were to be identified from a list of strategies provided in the application, or could be another environmental strategy identified by SAMHSA, or could be found in research literature.

During this year of funding, SPF SIG grantees collectively planned for 67 environmental strategies to be implemented as part of the SPF SIG. **This more than doubled the expected number of environmental strategies, indicating an increasing capacity of coalitions to plan for broad prevention strategies designed to affect entire communities and populations.**

What follows Figure 9 and Tables 16-29 is a list of the coalitions and their location and a summary of coalition activities and outcomes for Year Two. The section concludes with highlights of coalitions' infrastructure developments and a discussion of Coalition Functioning.

August 2006
11 grantees funded

SPF Step One
Needs Assessment
by September 2007
11 coalitions completed community assessments

SPF Step Two
Capacity Building
by September 2007
11 coalitions mobilized to address needs

SPF Step Three
Strategic Planning
by September 2007
11 coalitions completed strategic plans

SPF Step Four
Implementation
by September 2008
11 coalitions have begun implementation activities

Grantees identified goals as part of their strategic plans as well as environmental strategies to be implemented as part of the SPF. These included:

- 63 Strategic Plan goals
- 67 Environmental Strategies

(Tables 17-19 details coalition-specific data)

The approximate reach of Arizona SPF SIG grantee efforts includes:

- 53 Arizona communities, including tribes
- 2,048,865 individuals*
- 32% of the State population **

(Tables 16 and 30 details coalition-specific data)

***based on data supplied by grantees in Phase II applications**

****estimate based on approximate number of individuals reached by SPF SIG efforts and the estimated Arizona State population as cited in the 2007 US Census Arizona population estimate.**

All grantees reported making progress on implementing the State's Underage Committee Goals at the community-level. These goals include:

- Advocate through the media
- Seek stable funding
- Advocate for policy change

As reported in the CLI, the majority (92%) of the grantees stated they focused their community awareness efforts on:

- Substance use rates or trends Consequences related to substance use
- intervening variables associated with substance use and consequences
- Coordination among agencies

Figure 9: Snapshot of Coalition Outcomes

Table 16: Geographic Areas and Populations Being Served by Coalitions

Coalition	Geographic Area(s)	Population
Coalition for Successful Youth Development (CSYD)	City of: Kingman (Mohave County)	48,829
Coconino County Alliance Against Drugs (CCAAD)	City of: Flagstaff (Coconino County) and Havasupai, Hopi, Hualapai, Navajo, and Kaibab Paiute Indian Tribes	130,530
Community Outreach Program Education (COPE)	City of: Phoenix (Maryvale community; boundaries are Camelback to the north to I-10 on the south to I-17 on the east to 125th Ave. to the west)	226,265
Community Prevention Coalition (CPC)	Cities of: Marana and Tucson (Pima County) and the Tohono O'odham Indian Tribe	924,786
Drug and Alcohol Awareness and Prevention Community Alliance (DAAPCA)	Cities of: Claypool, Globe, Miami (Gila County)	11,331
Excelencia Drug Prevention Community Coalition	City of: Phoenix (boundaries are 16th St., north to Indian School Rd., east to 32nd St., north to Lincoln Dr., east to 40th St., south to Roosevelt St./Fillmore St. and west to 16th St.	67,107
Gila River Indian Community	City of: Sacaton (Parts of Maricopa and Pinal Counties) and the Gila River (Pima) Indian Tribe	18,400
Southeastern Arizona Behavioral Health Services (SEABHS)	Cities of: Benson, Bisbee, Douglas, Huachuca City, Sierra Vista, Tombstone, and Willcox (Cochise County); Pima, Safford, Thatcher (Graham County); Clifton, Duncan, Morenci (Greenlee County); Amado, Elgin, Nogales, Patagonia, Rio Rico, Sonoita, Tubac (Santa Cruz County)	221,775
Tres Pueblos	Cities of: Casa Grande, Coolidge, Eloy (Pinal County)	59,940
Williams Alliance	Cities of: Ash Fork, Parks, Valle, Williams (Coconino County)	10,000
Yavapai County Substance Abuse Coalition	Cities of: Camp Verde, Chino Valley, Clarkdale, Cottonwood, Dewey-Humboldt, Jerome, Prescott Valley, Sedona (Yavapai County)	220,000

Coalition Quarterly Report Outcomes

During 2007-2008, coalitions were required to submit quarterly reports documenting their SPF SIG activities and accomplishments. The quarterly report format captured information regarding: progress on their environmental strategies, *Draw the Line* activities/outcomes, underage drinking activities/outcomes, coalition development activities, progress on their strategic plan goals/objectives, evaluation/data collection activities, and cultural competency. Coalitions also provided information about challenges and successes they experienced during the reporting period. Outcomes are based on information provided by coalitions through September 2008.

Coalitions Exceed Environmental Strategy Expectations

In applying for Phase III funding, coalitions were required to plan for at least three environmental strategies to be implemented during the year, or a total of 33 expected strategies among the 11 coalitions. Over the course of the year, this expectation was doubled, for a total of 67 strategies identified by the coalitions. Upon review of quarterly reports, all of the coalitions (100%) progressed on at least one environmental strategy. Five coalitions also reported completing at least one environmental strategy.

Table 17: Progress on Environmental Strategies

Strategy Status	Number of Strategies (N=67)	Percentage of Strategies in Status	Number of Coalitions Represented (N=11)	Percentage of Coalitions Represented
Completed	8	12%	5	46%
In progress	49	73%	11	100%
Have not started	5	8%	4	36%
Not reported	5	8%	1	9%

During the reporting period, coalitions also revised environmental strategies in preparation for Phase III application renewals. As a result, two coalitions added four new environmental strategies based on changes in local community assessment. After receiving technical assistance training with their re-applications, 91% of coalitions (10) had adopted a total of 36 new strategies. Throughout the year, the majority of coalitions (ten of the 11) modified existing strategies or included additional strategies in their plans.

Table 18: Modification of Environmental Strategies by Quarter

Quarter	Number of Strategies	Number of Revised Strategies	Percentage of Strategies That are Revised	Number of Coalitions Reporting Modifications
Quarter 2	27	NA	NA	NA
Quarter 3	31	4	13%	2
Quarter 4	40	36	90%	10

A final snapshot of the reporting period revealed that the most common types of environmental strategies focused on public policy, public education/community awareness, and changing social norms regarding alcohol consumption. In total, about half (21) of all of the environmental strategies identified were focused on public policy and included strategies to increase law enforcement (19%), create school protocols for identifying and referring youth to appropriate services (14%), and change the consequences for abusing substances (14%). Public education and community awareness strategies included enhancing skills through training, providing information, and engaging in media campaigns. Of the 40 strategies identified by coalitions during Quarter Four, one strategy was reported as having been completed, which would be expected, given the process nature of these strategies.

Table 19: Types of Environmental Strategies Identified by Coalitions

Type of Strategy	Number of Strategies (N=40)	Percentage of Total Strategies	Number of Coalitions Represented (N=11)	Percentage of Coalitions Represented
Public Policy	21	52%	10	91%
Public Education/Awareness	9	22%	7	64%
Change/Create Social Norms	6	15%	5	46%
Coalition Development	2	5%	2	18%
Community Organizing/Mobilizing	1	3%	1	9%
Media Advocacy	1	3%	1	9%

Draw the Line Activities Implemented at the Community-Level

In October 2007, *Draw the Line (DTL),* the new underage drinking prevention campaign, led by Governor Napolitano and the Arizona Underage Drinking Prevention Committee, was unveiled to the public. Campaign materials were made available to coalitions so that they could integrate the campaign with their organization's current efforts.

After the campaign was unveiled, coalitions expressed a need to have the materials available in Spanish, as well. Coalitions with experience tailoring program services for Spanish-speaking communities collaborated with R & R Partners, the campaign media consultants, on the development of a Spanish-language *Draw the Line* campaign message. As a result, *¡hasta aquí!* fact sheets and other collateral media were produced and distributed in the Spring of 2008 (January-March).

In Quarter Four (September-December, 2008), coalitions reported on *Draw the Line* activities they conducted in their communities. Coalitions reported on activities such as distributing informational materials, utilizing PSAs, utilizing the *DrawYourLine.com* website, conducting presentations with *Draw the Line* as either the primary or secondary topic, using/hosting the traveling exhibit, collaborating with community partners/businesses, and other activities. Figure 10 below details *Draw the Line* outcomes.

82% of SPF SIG coalitions distributed 8,331 *Draw the Line* materials	• 1,799 English flyers, 600 Spanish flyers • 3,452 English fact sheets, 1,700 Spanish fact sheets • 630 English posters, 150 Spanish brochures
27% of SPF SIG utilized 13 PSAs reaching approximately 78,000 people	• 9 radio PSAs reaching approximately 68,000 people • 4 other PSAs reaching approximately 10,000 people
73% of SPF SIG coalitions utilized *DrawYourLine.com*	• 9% utilized the website less than monthly • 54% utilized the website monthly • 9% utilized the website weekly • 27% did not report on activity
36% of SPF SIG coalitions conducted *DTL* presentations	• 5 presentations conducted with *Draw the Line* as primary topic attended by 129 people • 15 presentations conducted with *Draw the Line* as secondary topic attended by 258 people
9% of SPF SIG coalitions used/hosted the traveling exhibit	• 1 coalition reported 500 attendees who viewed the *Draw the Line* traveling exhibit
46% of SPF SIG coalitions collaborated with community partners/businesses.	• 5 coalitions collaborated with 95 community partners/businesses to conduct *Draw the Line* activities

Figure 10: *Draw the Line* Activities and Outcomes

State Underage Drinking Committee Goals Implemented at the Community-Level

All Arizona SPF SIG coalitions were required to develop goals and strategies aimed at reducing the incidence and consequences of underage drinking based on their own community's level of readiness and capacity. During Year Two, coalitions provided information about progress made with regard to addressing ten possible underage drinking goals. For each of the ten goals, coalitions could indicate whether their status was "Have not started," "In progress," or "Completed." It is important to note that many goals will be expected to be "In progress" and that not all the goals were required to be addressed by each coalition.

All (100%) coalitions reported their status as being *In Progress* or *Completed* for the following goals:

- Advocate through the media
- Seek stable funding
- Advocate for policy change

About half of the coalitions reported their status as being *In Progress* or *Completed* for the following goals:

- Reduce point of sale advertising (46%)
- Restrict drinking in public places (50%)
- Refuse alcohol sponsorship at community events (60%)

Table 20: Progress on Underage Drinking Goals

Goal	Percentage of Coalitions *In Progress*	Percentage of Coalitions *Completed*
Reduce point of sale advertising	36%	9%
Recognize responsible merchants	54%	36%
Restrict drinking in public places	10%	40%
Support comprehensive health education	67%	27%
Publicize enforcement efforts	60%	20%
Advocate through the media	63%	36%
Seek stable funding	80%	20%
Advocate for policy change	91%	9%
Refuse alcohol sponsorship of community events	30%	30%
Identify and disperse underage drinking parties	80%	10%

Coalition Development Activities

Coalitions also reported on various coalition development activities conducted during the year. Outcomes were a result of activities coalitions conducted, which include: holding a community forum/town hall, receiving/conducting training, partnering with local agencies/organizations, internet activities, and media activities.

All (100%) coalitions reported conducting the following activities:

- Coalition members received a training
- Partnered with a local agency or organization
- Conducting internet activities by sending email messages

The vast majority (91%) of coalitions reported conducting the following activities:

- Holding a community forum or town hall
- Conducting media activities using the newspaper

Table 21: Coalition Development Activities

Coalition Development Activities	Number of Coalitions Reporting Activity (N=11)	Percentage of Coalitions Represented
Held a community forum/town hall	10	91%
Coalition members received a training	11	100%
Coalition members conducted a training	8	73%
Partnered with a local agency or organization	11	100%
Internet activities: listervs	5	46%
Internet activities: website or links	6	54%
Internet activities: mass emails	11	100%
Media activities: TV	7	67%
Media activities: Radio	8	73%
Media activities: Newspaper	10	91%
Media activities: PSAs	8	73%

91% of SPF SIG coalitions held a community forum/town hall	• 5,727 individuals attended community forums/town halls hosted by SPF SIG coalitions during the year
100% of SPF SIG coalitions received a training	• 500 SPF SIG coalition members received training this year throungh attending 44 trainings
73% of SPF SIG coalitions conducted a training	• SPF SIG coalitions facilitated 25 trainings this year for a total of 574 individuals.
100% of SPF SIG coalitions partnered with a local agency or organization	• SPF SIG coalitions partnered with at total 1,056 agencies and organizations
100% of SPF SIG coalitions conducted internet activities	• 83 listervs messages sent • 27 websites or links utilized • 424 emails sent
100% of SPF SIG coalitions conducted media activities	• 11,527 TV spots • 4,899 radio spots • 176 newspaper articles • 12,530 PSAs

Figure 11: Coalition Development Activities Outcomes

Strategic Plan Goals and Objectives

Coalitions were also asked to report their strategic plan goals identified for Phase III and the activities and measurable outcomes associated with each goal. The number of goals that a coalition was not limited to a specific number. Over the course of the year, a total of 63 goals were identified by 11 coalitions, an average of nearly six separate goals per coalition. Upon review, all of the coalitions (100%) reported progressing on at least one strategic plan goal. Four coalitions also reported completing at least one strategic plan goal.

Coalitions revised strategic plan goals and objectives in preparation for Phase III application renewals. During Quarter Three, one coalition added two new strategic plan goals. By the end of Quarter Four and after receiving technical assistance training, 82% of coalitions (9) had adopted a total of 29 new goals.

Of the 37 separate goals reported on by coalitions in Quarter Four, the most common goals were related to reducing underage drinking and increasing community knowledge and awareness of underage drinking. These goals were usually part of efforts that were linked to other goals related to cultural competency, policy changes, community mobilization, and other goal areas.

Table22: Types of Strategic Plan Goals Identified by Coalitions

Goal Categories	Number of Goals (N=37)	Number of Coalitions Represented (N=11)	Percentage of Coalitions Represented
Increase UAD knowledge/awareness	7	5	46%
Reduce UAD	6	5	46%
General substance abuse reduction	4	3	27%
Reduce access	4	3	27%
Cultural competency	3	2	18%
Implement policy	2	1	9%
Increase enforcement	2	2	18%
Community protective factors	2	2	18%
Involve families	2	2	18%
Increase community collaboration	2	2	18%
Miscellaneous	3	3	27%

Local Data Collection Capacity

An important indicator of coalition and community capacity development and sustainability is the local evaluation of coalition activities and continued assessment of community needs. As of Quarter Four, the majority of coalitions (91%) reported having contracted a local evaluator and having collected data related to their efforts. Additionally, the majority of coalitions reported they had conducted continuing community needs assessment activities during the new fiscal year. Over a third of the coalitions reported an important development in capacity building—using new data to modify or change their goals and objectives.

Table 23: Evaluation and Data Collection Activities

Data Collection Activities	Number of Coalitions Reporting Activity (N=11)	Percentage of Coalitions Represented
Coalition has an evaluator contracted	10	91%
Collected data	10	91%
Assessed community needs	10	91%
Used any new data to modify/change goals and objectives listed in strategic plan	4	36%

Cultural Competency Activities

Cultural competency is, in part, the process of communicating with and including audiences from diverse geographic, ethnic, racial, cultural, economic, social, and linguistic backgrounds. Coalitions provided information about their quarterly activities as they relate to cultural competency. As of September 30, 2008, the majority of coalitions (91%) reported sponsoring/organizing youth centered activities, that coalition members attended any youth-centered activities, and that their coalition members had attended any cultural competency trainings. About one third (27%) of coalitions reported conducting cultural competency trainings. It is important to note that additional activities relating to increasing cultural competency are expected to be conducted by coalitions in the months following the end of this reporting period.

Table 24: Cultural Competency Activities

Cultural Competency Activity	Number of Coalitions Reporting Activity (N=11)	Percentage of Coalitions Represented
Sponsor or organize youth-centered activities	10	91%
Coalition members attend any youth-centered activities	10	91%
Sponsor and/or organize any tribal activities	5	46%
Coalition members attend any tribal activities	5	46%
Conduct any cultural competency trainings	3	27%
Coalition members attend any cultural competency trainings	10	91%
Other activities attended related to cultural competency	6	54%
Other activities conducted related to cultural competency	8	73%

Examples of specific activities conducted by coalitions related to cultural competency:

- Development of cultural competency committees or advisory groups that meet regularly.
- Attendance by coalition leadership and general members at national meetings focusing on cultural competency issues.
- Involvement in planning and implementation of activities, including the use of *Draw the Line/¡hasta aquí!* English and Spanish language materials at community events, at which large numbers of Hispanic attendees were expected, such as: alcohol-free Cinco de Mayo fiestas, Segundo de Febrero Commemorative Dinner, a Cesar Chavez Fair, and local community fiestas.
- Coalition members provided outreach booth with Spanish language prevention information and promoted *Draw the Line/¡hasta aquí!* to primarily Spanish speaking community at Fiesta Grande Event-Barrio Anita in Tucson.
- Development of Spanish-language radio promotions.
- Translation of coalition materials into Spanish.
- Inclusion of Spanish and Apache languages spoken at coalition activities.
- Inclusion of parents and youth in planning for UAD prevention efforts.

In Phase III, the majority of coalitions reported the following cultural competency activities:

- *Sponsoring or organizing youth- centered activities*
- *Coalition members attending youth-centered activities*
- *Coalition members attending cultural competency trainings*

Coalitions Successes and Challenges during Year Two

Successes

During the reporting period, coalitions experienced many successes surrounding their efforts to prevent and reduce substance abuse. The more common types of successes reported by coalitions include: Community Events/Education; Collaboration and Partnership; Media Activities; and Coalition Development Activities. Some specific examples of these successes are listed below. In Figure 12 that follows, additional information regarding coalition successes is detailed. It should be acknowledged, however, that this summary does not represent the entire spectrum of successes that resulted from coalition activities conducted throughout the year. Some highlights of specific coalition accomplishments are listed below.

Highlights of Coalition Successes in Year Two

- The Graham County Anti-Meth Coalition established a "Dump the Drug" event toolkit for other communities to follow. Bylas STEPP Coalition was successful in replicating the event, in which community members dispose of out-dated prescriptions and over-the-counter medications. This event was developed as an innovative response to the emerging issue of prescription drug abuse.
- The Community Outreach Program Education (COPE) reported that the Commander of the Maryvale police department approached the coalition to form a partnership regarding implementing a policy change which would create a diversion program for youth arrested for minor in possession and curfew violations in the area. The policy would mandate that youth attend the diversion program (which would be staffed by coalition members) as an alternative to being placed on probation.
- The Yavapai County Substance Abuse Coalition promoted April as Substance Abuse Awareness Month. City and county proclamations, a poster contest, community forums, and a large advertisement campaign effectively promoted the coalition and

substance abuse issues throughout the community. The coalition also reported that the bus decal program was a huge success in this quarter, with 342 bus decals with an anti - substance abuse message placed on 171 buses in four school districts.

- Tres Pueblos reported regional monthly coalition meetings have been a success. During these meetings, each coalition is able to express views, barriers, and pending projects that require regional coordination and collaboration. These meetings have been strengthened because Tres Pueblos is actively involved in each of the coalition's activities such as participating in their committees, staffing public awareness tables at community events, and brainstorming about program development.

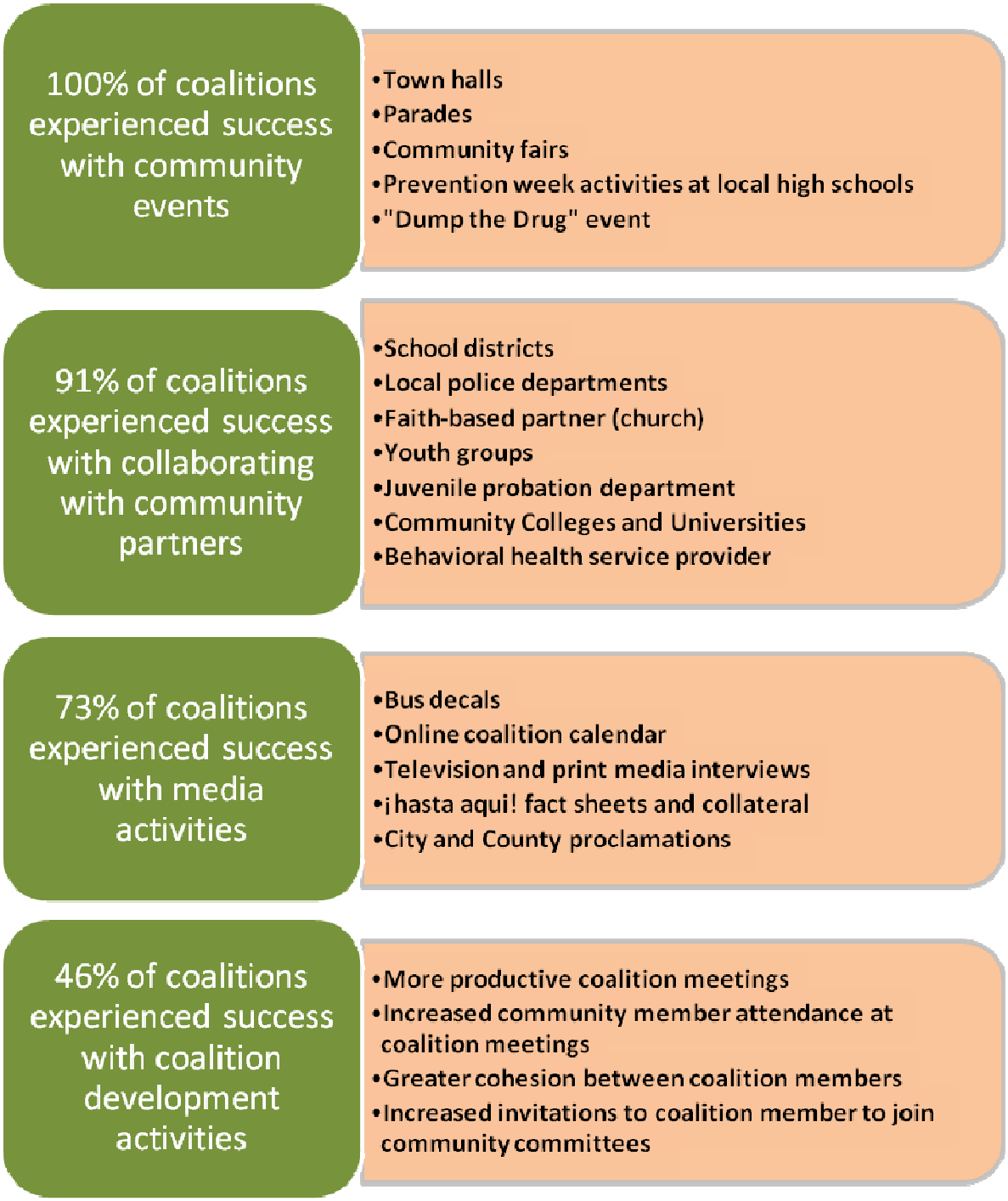


Figure 12: Summary of Coalition Accomplishments

Challenges

During this reporting period, coalitions also experienced some challenges surrounding their efforts to prevent and reduce substance abuse. Below, coalition challenges have been organized into general categories, including: Time Constraints; Community Engagement; Environmental Strategies; and Coalition Infrastructure. Details regarding the coalitions' challenges are detailed in Figure 13 below.

46% of coalitions experienced challenges with time constraints

- Time involved responding to volunteer inquiries
- Time required of coalition members to manage coaltion activities and community participants
- Member availability for coalition meetings
- Using staff time efficiently support subcomittees

36% of coalitions experienced challenges with community engagedment

- Low turnout for coalition events
- Low response to free trainings for alcohol merchants
- No youth participants at a coalition event
- Immigration issues prevent community members from participating in coalition events

18% of coalitions experienced challenges implementing environmental strategies

- Transitioning from providing social services to implementing policy
- Understanding how to implement environmental strategies
- Transition from individual to enviromental strategies

18% of coalitions experienced challenges related to changes in the coalition infrastructure

- Resignation of coalition chair
- Rotating meeting facilitators
- Revising strategic plan while maintaining the integrity of the original objectives

Figure 13: Summary of Coalition Challenges

b. Community-level SPF SIG Funding Leads to Improvements in Local Community Infrastructures

As part of the evaluation of the impact of SPF SIG efforts on the development and enhancement of the community-level substance abuse prevention infrastructure, data was collected from grantees in Year Two. The information collected at the community-level during the previous reporting period provided a baseline profile of local infrastructures prior to implementation of the SPF.

In Year Two, the effect of coalitions completing Steps One through Three of the SPF model can be seen with coalitions reporting enhancements in their services and programs, as well as cross-coalition collaboration for the purposes of data collections and program development. Figure 14 below, summarizes overall developments that resulted from coalition activities in each infrastructure domain during the past year.

Highlights include:

- 100% of coalitions reported that SPF SIG funding enhanced the role of their coalition in the community and/or enabled the expansion of coalition services this year.
- 91% of coalitions indicate the availability of workforce development resources in their community such as trainings, workshops, online courses, conferences, and other professional resources such as speaker's bureaus.
- Over half of coalitions reported applying for at least one grant during the past year and over one third reported receiving at least one grant award or securing additional funding.

Community Organizational Structure

- SPF SIG funding enabled more coalitions this year to leverage additional funding and garner support for their coalitions in their communities.
- Additionally, 100% of coalitions reported that SPF SIG funding enhanced the role of their coalition in the community and/or enabled the expansion of coalition services.

Planning

- Coalitions reported receiving technical assistance from PPP revising coalition strategic plans and environmental strategies during the re-application process.
- During this process, the majority of coalitions reported revising their strategic plans goals and their previously identified environmental strategies.

Workforce Development

- The number of coalitions reporting the presence of some type of workforce development effort in their communities increased this year, with 91% indicating the availability of resources such as: trainings, workshops, online courses, conferences, and other professional resources such as speaker's bureaus.

Data Systems

- Coalitions collected data from a wider variety of data sources during this reporting year.
- In addition to continuing to collect state-level data from sources such as the Arizona Criminal Justice Commission - Arizona Youth Survey and the Byrne Report, coalitions also collected data from: the State Epidemiological Report, the Arizona Department of Health Services, the Department of Public Safety, and the Governor's Office of Highway Safety.
- In addition to continuing to collect local-level data from sources such as local school districts, law enforcement, justice systems, health departments, and hospitals/medical centers, coalitions also reported collecting data from: community asset mapping, community surveys, focus groups, key informant interviews, community forums/town halls, and Community Vital Signs Assessment.
- Coalitions also reported other coalitions as a source of shared data.

Evidence Based Practices

- The majority of coalitions reported using the results of their needs assessment to identify potential evidence-based program, policies, and practices (EBPPPs) to implement in their communities. Just over one third of coalitions reported making any adaptations to their chosen EBPPPs in order to implement them appropriately in their communities.

Cultural Competency

- During this reporting period, cultural competency activities conducted by the coalitions showed a greater emphasis on youth. The majority of coalitions (91%) reported sponsoring, organizing or attending youth-centered activities.
- Nearly all coalitions (10) reported attending cultural competency trainings during the year.

Evaluation & Monitoring

- This year, 100% of coalitions completed the Community Level Instrument, fulfilling their requirement to submit community information to the cross-site evaluation.
- Additionally, 100% of coalitions reported progressing on at least one strategic plan and environmental strategies goal.

Sustainability

- More coalitions reporting addressing sustainability, including: developing sustainability plans, holding fundraising events, attending sustainability trainings, establishing sub-committees, advocating for policy change, utilizing a fee-based model for services, and recruiting new coalition members.
- Over half of coalitions reported applying for funding and over one third reported receiving additional funding.

Figure 14: Summary of Community Level Infrastructure Developments

c. Summary of Coalition Functioning Survey Outcomes

As part of the SPF SIG evaluation, coalitions are required to administer a Coalition Functioning Instrument which has been adapted from the Partnership Self-Assessment Tool developed by the Center for the Advancement of Collaborative Strategies in Health (CACSH). This survey allows coalition members to assess their coalition and will provide an assessment of the coalition – as it is perceived by the members (see Appendix C). The survey assesses the following areas:

- Synergy (or how well the collaborative process is working)
- Leadership Effectiveness
- Administration and Management Effectiveness
- Sufficiency of Non-Financial Resources
- Overall Satisfaction

In the domains of Synergy and Leadership Effectiveness, coalitions are in the "Almost On Target" zone.

Mean (average) scores are calculated for Synergy, Leadership Effectiveness, Administration and Management Effectiveness, and Sufficiency of Non-Financial Resources. The results are then reported as overall scores in each area and fall into four general areas of measurement or zones: On Target (1-1.4), Almost On Target (1.5-2.0), Needs Work (2.1-3.0), Danger Zone (3.1-5). Scores that are in the "On Target" zone indicate that the coalition is currently excelling in this area. Scores that are in the "Almost On Target" zone indicate that the coalition is doing well but has the opportunity to make progress in this area. Scores that are in the "Needs Work" zone indicate that the coalition can dedicate more effort to building on its strengths in this area. Scores in the "Danger Zone" area indicate the coalition is in need of much improvement in this area. The scale below is a visual reference of where overall scores fall within these four zones.

Figure 15: Coalition Functioning Survey Result Zones

1 2 3 4 5

|-On Target--|-Almost On Target-|---------Needs Work-------|----------Danger -|--Zone----------|

As of September 30, 2008, 9 coalitions* (representing 82% of SPF SIG coalitions) administered a Coalition Functioning Survey to their coalition members. PPP entered the surveys into a database, analyzed the data, and provided a report to each of the coalitions on their survey results. In addition to providing survey results, PPP provided the coalitions with coalition resources they may utilize to address the different areas in their coalition that may need improvement.

Table 25 below lists each coalition and their score for the four aforementioned domains. While coalitions reported different scores for each of the domains, responses indicate general trends within each domain. Overall, in the domains of Synergy and Leadership, coalitions are in the "Almost On Target" zone. Additionally, in the domains of Administration and Management Effectiveness and Sufficiency of Non-Financial Resources, overall coalitions are in the "Needs Work" zone. These scores are appropriately reflective of community coalitions in this stage of development. The fact that coalition scores are fairly consistent across the domains of coalition functioning is indicative that coalitions are performing at a consistent level of capacity.

* The Coalition for Successful Youth Development (CSYD) completed a different version of a coalition assessment and was not included in this analysis because survey items were not comparable. A discussion of their results is provided below.

Table 25: Coalition Functioning Scores by Domain

Coalition	Synergy Score	Leadership Effectiveness Score	Administration and Management Effectiveness Score	Sufficiency of Non-financial Means Score
Coconino County Alliance Against Drugs (CCAAD)	2.4	2.8	3.0	2.1
Community Outreach Program Education (COPE)	2.1	1.7	2.3	2.3
Community Prevention Coalition (CPC)	2.2	2.2	2.7	2.4
Excelencia Drug Prevention Community Coalition	1.7	1.5	2.1	N/A
Southeastern Arizona Behavioral Health Services (SEABHS) – Cochise County	1.8	1.9	2.3	2.6
Tres Pueblos – Casa Grande	2.1	2.1	2.3	2.0
Tres Pueblos - Coolidge	2.0	2.5	2.9	2.6
Tres Pueblos - Eloy	1.3	1.2	1.7	1.6
Williams Alliance	2.2	2.1	2.4	2.3
Yavapai County Substance Abuse Coalition	2.0	2.0	2.1	2.0

**Scale: 1 - 2 = On Target or Almost On Target; 2 -3 = Needs Work; above 3 indicates Danger Zone*

CSYD completed a coalition survey in May/June 2007; during that time, the Coalition Functioning Survey was not a required tool and coalitions could administer an instrument that they had already been utilizing to assess their coalition efforts. The survey did not include the same areas of measurement as the Coalition Functioning Instrument provided by PPP; therefore the results cannot be reported in the same format as the rest. The coalition survey completed by CSYD is a 26-item questionnaire that measured the perceptions of the coalition in the areas of substance abuse and coalition work and organization. Results are available as percentages of responses for each measure on the questionnaire. Results from the survey indicate the coalition can focus more efforts on activities such as including communities affected by substance abuse, recruitment of new members, improving coalition leadership, and building capacity.

d. Community Level Instrument (CLI) Outcomes

As part of the National Cross-site evaluation, community coalitions are required to complete the Community Level Instrument (CLI). The CLI is a two-part instrument that is completed through an online web-based system developed by the MayaTech Corporation. This instrument was developed by the Center for Substance Abuse Prevention (CSAP) for the SPF SIG project. All states, jurisdictions, and territories that are SPF SIG funded are required to complete this tool. The CLI collects a variety of information from the grantees on all five steps of the SPF to include cultural competency and intervention activities.

On June 5, 2007, the MayaTech Corporation trained PPP staff on the instrument and the web-based system. Once trained, PPP staff were responsible for training the coalitions on the tool and web-based system. Coalition project coordinators were trained in August 2007 and January 2008.

During this annual report period, coalitions were asked to complete the CLI and report on activities that were conducted July 1, 2007 – December 31, 2007. The first round of the CLI data was due February 15, 2008 and all 14 coalitions submitted data. The following information is a selection of data that was collected via the CLI.

Cultural Competency Policies and Practices

Coalitions were asked to indicate from a list what formal, written policies and practices were in place in their organization to address cultural competence. The majority of coalitions indicated they have formal, written policies and practices in the areas of: training and staff development, language and internal and external communication, and service approach (see Table 26).

Table 26: Organizational Cultural Competency Polices and Practices

Area	Percent
Organizational administration (e.g., purchasing, contracting)	39%
Board representation (e.g., board recruitment, board leadership)	23%
Training and staff development	62%
Language and internal and external communication (e.g., availability of interpreters, document avoid derogatory language)	62%
Service approach	54%
Evaluation design	23%
Data collection (qualitative and quantitative)	46%
Other	0%
We are aware that cultural competence is an issue but we have not developed formal, written policies yet or these policies are currently being developed	23%
Don't know	0%
Not applicable	15%

Note: Respondents could select more than one answer.

The CLI asked grantees to indicate from a list how cultural competency policies and/or practices are monitored within the organization and if contract agencies are held to the same standards. Half of the grantees did not respond to this question and 25% indicated that cultural competency compliance is monitored twice a year or more often by a director, executive or administrator. When asked if contract agencies were held to the same standards with regard to cultural competence, 38% indicated yes and the other grantees did not respond to this question. See Table 27 for more information.

Table 27: Organizational Monitoring of Cultural Competency Policies and Practices

Area	Percent
Compliance is not monitored at all	19%
Compliance is monitored once a year or less frequently by a director, executive or administrator	
Compliance is monitored twice a year or more often by a director, executive or administrator	25%
Compliance is monitored once a year of less frequently by someone other than a director, executive or administrator	0%
Compliance is monitored twice a year or more often by someone other than a director, executive or administrator	0%
Don't know if compliance is monitored or don't know how compliance is monitored	0%
Missing – some grantees did not answer this question	44%

Community Awareness Efforts

The CLI asked grantees to report on community awareness efforts that had occurred between July and December 2007. These efforts included raising awareness of substance abuse problems in the community, the types of substance abuse problems/issues for which they are raising awareness, the community members/groups that have been targeted for awareness efforts, and the activities conducted to raise awareness. Almost all (92%) of the grantees stated they focused their community awareness efforts on: substance use rates or trends, consequences related to substance use, intervening variables associated with substance use and consequences, and coordination among agencies (see Table 28). Grantees were also asked to discuss the types of community members and/or groups that their awareness efforts focused on. The majority of grantees indicated they focused their awareness efforts on: the general public, youth, media, and schools (see Table 29) for a list of all the groups and percentages).

Table 28: Community Awareness Efforts

Issue	Percent
Substance use rates or trends	92%
Consequences related to substance use, such as crashes or arrests for drunk driving	92%
Intervening variables associated with substance use and consequences	92%
Coordination among agencies	92%
Funding for substance abuse prevention	58%
Other	8%

Note: Respondents could select more than one answer.

Table 29: Community Awareness Target Populations

Community Members/Groups	Percent
General public	92%
Youth	92%
Parents/family/caregiver groups	83%
Business community	75%
Media (e.g., radio and television stations, newspapers and magazines)	92%
School(s)/school districts	92%
Youth serving organization(s) other than schools (e.g., Big Brothers/Big Sisters)	83%
Law enforcement agency/agencies	83%
Local or state courts	67%
Department of Justice	25%
State and/or local jails and prisons	42%
Faith-based organization(s) (e.g., churches or religiously affiliated charitable organizations)	75%
Civic or volunteer organization(s)(e.g., Kiwanis, Women's League, neighborhood associations)	67%
Healthcare professionals	67%
State, local, village or tribal government agencies	58%
Other* (Military/National Guard)	8%
Don't know	0%

(Note: Respondents could select more than one)

e. Tribal Capacity Project

Tribal Capacity Project

In August 2007, the GOCYF funded three additional tribal coalitions with SPF SIG carry-over funds and thus created the Tribal Capacity Project to include: the Navajo Nation, San Carlos Apache, and the Urban Indian Coalition of Arizona (serving urban Indians in Flagstaff, Phoenix, and Tucson, AZ). The Tribal Capacity Project grantees were only funded to complete the first three steps of the Strategic Prevention Framework (SPF): Assessment, Capacity Building, and Planning.

The three funded Tribal Capacity Cohort I grantees proposed to target specific populations in their Phase II applications:

- Navajo Nation is the largest American Indian reservation in the United States, with approximately 255,543 enrolled tribal members, of which 160,000 reside on the Navajo Nation. For the purposes of the SPF SIG, the proposed areas targeted include Piñon, Arizona and Halchita, Utah.

- The Urban Indian Coalition of Arizona is comprised of Arizona's three main urban area's Indian Centers, including Native Americans for Community Action, Inc. in Flagstaff, the Phoenix Indian Center in Phoenix, and the Tucson Indian Center in Tucson. These entities target urban Native youth, ages 9-21 in each of the three metropolitan areas.

- Located over 100 miles from the two main cities in Arizona, The San Carlos Apache Tribe has a total enrollment of 11,916; however 13,034 members live on the reservation and 1,593 live off the reservation.

The areas and populations specific to these grantees are detailed in Table 30 below. Population totals reflect the approximate number of Native Americans residing in each area.

Table 30: Tribal Areas and Population Estimates

Coalition	Geographic Area(s)	Population
The Navajo Nation	Communities of: Piñon, Arizona, Halchita, Utah	5,358
Urban Indian Coalition of Arizona	Cities of: Flagstaff, Phoenix, and Tucson, Arizona.	92,628
San Carlos Apache Tribe STEPP Coalition	Community of: The San Carlos Apache Tribe	11,916

f. Evaluation of Technical Assistance

During the past year, all coalitions received technical assistance from Pima Prevention Partnership. Table 31 below lists the areas of technical assistance provided and the number of coalitions that reported assistance in that area. Technical assistance was provided in an on-going fashion from PPP primarily using a combination of on-site visits, emails, and telephone contacts.

All of the coalitions (100%) indicated that they received technical support related to the SPF-SIG Phase III renewal application, environmental strategies, or strategic planning. Training related to the Community Level Instrument (CLI) was also common, with eight of the eleven coalitions (73%) receiving assistance in this area. In total, all of the coalitions (100%) received some form of technical assistance from PPP.

Table 31: Areas of Technical Assistance Received/Requested by Coalitions

Area of Technical Assistance	Number of Coalitions that Received/Requested TA from PPP
SPF-SIG Phase III renewal application assistance*	8
Identifying/developing environmental strategies	5
Strategic plan	2
Community Level Instrument (CLI) training/assistance	8
Coalition development	3
Reporting requirements	2
Sustainability	1
Grant writing assistance	1
Community readiness assessment	1
Survey/data evaluation	1
Cultural competency	1
Provided data	1
Holding a community forum	1
Prevention programming	1
Policy	1

The renewal application assistance provided by PPP was focused on revisions to coalition strategic plans and environmental strategies.

The majority of coalitions (73%) indicated that PPP has been responsive to all their requests for TA during the year, with some requests for services having been referred to other sources. These requests were for services outside the scope of PPP's contract, such as for local evaluation or community-level service provision. About half of the coalitions reported that the information provided to them by PPP was implemented or utilized (46%) and about one third of coalitions found the assistance to be" very useful" (36%).

In addition, seven coalitions (64%) reported receiving services from providers other than PPP ranging from private research and evaluation firms to individuals. The other service providers and areas of service are listed below

Table 32: Other Technical Assistance Providers

Other TA providers	
LeCroy & Milligan Associates, Inc.	The Behavioral Health Center of the Midlands (LRADAC)
DW McGarrity, Inc.	Governor's Office
Commotion Studios, LLC	R and R Partners
Community Anti-Drug Coalitions of America (CADCA)	St. Luke's Health Initiatives
Arizona Department of Health Services (ADHS)	Consolidated Services: Joanne Stucjus
Partnership for a Drug Free America	MayaTech Corporation
Andres Cano	County Attorney's Office
Regional Hospital	

Tables 33: Areas of Technical Assistance Received by Other Providers

Areas of Technical Assistance Received by Coalitions from Other TA providers:	
Evaluation services	Prevention/treatment programming
Evaluation plan development	Sustainability planning
Needs assessment	Community Level Instrument (CLI)
Logic models	Budgeting and programming
Strategic planning	Marketing
Survey analysis	Public relations
Coalition development	Website design
Holding community forums	Video Editing
Environmental strategies	Draw the Line Campaign

g. Conclusions and Recommendations

Conclusions

In Year Two after receiving SPF SIG funding, coalitions embarked on Step Four of the Strategic Prevention Framework, resulting in significant progress with conducting implementation activities in their second year of funding. Of most importance is the work coalitions carried-out to identify evidence-based policies, practices, and programs to implement as community-level interventions. Additionally, coalitions integrated initiatives based on State priorities, implementing the State Underage Drinking Committee Goals as well as the *Draw the Line* campaign in communities across Arizona.

SPF Step Four, Implementation, was initiated by all 11 coalitions during their second year of funding.

Strategic Plans Goals and Objectives Despite the fact that coalitions were not required to focus their efforts on planning during Year Two, the majority of coalitions (82%) revised the goals and objectives listed in their original strategic plans during the reporting period. As a result, a total of 63 goals were identified by 11 coalitions as part of theses revised strategic plans. All of the coalitions (100%) reported progressing on at least one strategic plan goal during Year Two.

Environmental Strategies The technical assistance the coalitions received from PPP during Year Two emphasized building coalitions' capacity to identify and implement environmental strategies. Over the course of the year, coalitions identified a total of 67 strategies, exceeding the total number of strategies they were required to identify. Additionally, all of the coalitions (100%) made progress on at least one environmental strategy during the reporting period. The most common types of environmental strategies reported by coalitions were related to public policy, public education/community awareness, and changing social norms regarding alcohol consumption.

State Underage Drinking Committee Goals Coalitions were also responsible for implementing the State UAD Committee goals at the community-level during Year Two. Of the ten (10) goals coalitions were required to address within their communities, progress was made on every one. Of note, all (100%) of the coalitions made progress on three specific goals: advocating through the media; seeking stable funding; and advocating for policy change.

Draw the Line Campaign In October 2007, the *Draw the Line* campaign was unveiled to the public by Governor Janet Napolitano. Campaign information and materials were made available to coalitions so that they could integrate the campaign with their organization's current efforts. As a result, the majority of SPF SIG coalitions (82%) distributed 8,331 *Draw the Line* materials. Additionally, some coalitions successfully mobilized an effort to translate the campaign materials into Spanish, therefore adapting the materials for communities with monolingual residents.

Additional Accomplishments in Year Two During Year Two, coalition members completed Coalition Function Instruments, providing a baseline assessment of coalition functioning. Results from these surveys indicate that coalitions demonstrate high levels of functioning in two critical domains of coalition functioning: *Synergy* and *Leadership Effectiveness.*

In Year Two, coalitions were also trained on the Community Level Instrument (CLI), as part of the National Cross-site Evaluation required of all SPF SIG grantees. Coalitions submitted community-level data regarding the five steps of the SPF through completing the CLI. Results from this data collection process indicate that the majority of coalitions have formal, written policies and practices in the areas of: training and staff development, language and internal and external communication, and service approach. Additionally, the majority (92%) of the grantees stated they focused their community awareness efforts on: substance use rates or trends, consequences related to substance use, intervening variables associated with substance use and consequences, and coordination among agencies.

Recommendations

Emphasize Environmental Strategies Coalitions made significant strides with identifying and implementing environmental strategies during Year Two. However, coalitions can continue to benefit from additional opportunities to increase their capacity for adapting programs and activities to reflect a greater understanding of true environmental strategies.

Include Cultural Competency in the SPF Process One of CSAP's requirements is that cultural competency is embedded in every step of the SPF process, but a systematic plan for how the coalitions can implement and accomplish culturally competent practices has not been completed. One such plan should include state agencies in collaboration with community coalitions to implement culturally competent practices throughout the state.

Provide Targeted Technical Assistance and Training for Identified Needs Coalitions have indicated a continued need for technical advice and training regarding specific issues such as sustainability, coalition development, environmental strategies, and social marketing. Future plans of the state should include these requests in the content of technical assistance and training provided to coalitions.

Coordinate Across Systems for Sustainability The efforts of community coalitions should be sustained into the future through the purposeful coordination and braiding of funding streams between the Governor's Office for Children, Youth and Families, Division for Substance Abuse Policy, the Arizona Department of Health Services, Division of Behavioral Health Services, and federal agencies.

VII. NOMS & Outcome Data at State and Community Levels

a. National Outcome Measures: Background

One of the requirements of SAMHSA is participation in the National Cross-Site evaluation that includes the collection of National Outcome Measures (NOMs) at the state and community levels. The NOMs were created to assess performance measurement and management in order to gauge SAMHSA's success in meeting its mission. The NOMs consist of ten measurable outcomes for three areas: mental health services, substance abuse treatment, and substance abuse prevention. The following table lists the NOMs measures and the data sources that are required to be collected for the SPF SIG.

Table 34: NOMs Measures and Data Sources

NOMs State-Level & Community-Level Data		
NOMs Measures	State-Level Data Source*	Arizona Community-Level Data Source +
Abstinence from Drug Use/Alcohol Abuse		
• 30-day Substance Use (nonuse/reduction in use)	Prepopulated*	Arizona Youth Survey
• Age of First Substance Use	Prepopulated*	Arizona Youth Survey
• Perception of Disapproval/Attitude	Prepopulated*	Arizona Youth Survey
• Perceived Risk/Harm of Use	Prepopulated*	Arizona Youth Survey
Increased/Retained Employment or Return to/Stay in School		
• Perception of Workplace Policy	Prepopulated*	Unknown at this time
• Substance Abuse-Related Suspensions and Expulsions	In the process of requesting data from the Arizona Department of Education[2]	
• School Attendance and Enrollment	Prepopulated*	Arizona Department of Education[2]
Decreased Criminal Justice Involvement		
• Alcohol-Related Car Crashes and Injuries	Prepopulated*	ADOT Crash and FARS data[1]
• Alcohol and Drug-Related Crime	Prepopulated*	UCR data from DPS for adult[2]
Increased Access to Services (Service Capacity)		
• Number of Persons Served by Age, Gender, Race, and Ethnicity	Aggregate of Community Data	Census data available online as well as individual coalition information [1]
Increased Retention in Service Programs – Substance Abuse		
• Total Number of Evidence-Based Programs and Strategies Employed	Aggregate of Community Data	CLI
• Percentage of Youth Seeing, Reading, Watching, or Listening to a Prevention Message	Prepopulated*	AYS for 2006 only[1]
Increased Social Support/Social Connectedness		
• Family Communication Around Drug Use	Prepopulated*	AYS from ACJC[1]
Cost-Effectiveness of Services		
• Services Provided Within Cost Bands – Universal (D and I), Selective, and Indicated	Not Required	

NOMs State-Level & Community-Level Data		
NOMs Measures	State-Level Data Source*	Arizona Community-Level Data Source +
Use of Evidence-Based Practices		
• Total Number of Evidence-Based Programs and Strategies Employed (same as Increased Retention, above)	Aggregate of Community Data	CLI
* Prepopulated unless a substitution is granted. Source is the same as for the SAPT Block Grant.		

1 = evaluation team is awaiting the data from state agencies.
2 = evaluation team is awaiting response regarding accessibility of data.

One component of the state-wide SPF SIG evaluation plan is to collect standardized data sets that could be used to measure outcomes and NOMs at both the state and community levels. The following data sources are utilized:

Uniform Crime Reporting (UCR) Data Sets

The UCR included a subset of data for drug possession and solicitation, as well as another subset for DUI arrests for both adults and juveniles. Adults were defined as those who were 18 years of age or older at the time of arrest. Conversely, juveniles were defined as arrestees between the ages of 8 and 18. The data sets available from the Department of Public Safety (DPS) were for 2002-2007. Unfortunately, the UCR data for these years was aggregated at the county level. Therefore, smaller communities such as the Creighton Unified School District, which represented Excelencia Drug Prevention Coalition, and Maryvale, representing Community Outreach Program Education (COPE), were not available. As a result the totals for Maricopa County were used as surrogates for these communities. This was also the case for the Williams Alliance within Coconino County.

Data Sources:

- Arizona Youth Survey
- CRASH and FARS
- Department of Education
- Department of Public Safety (Adults & Juvenile UCR data)

Arizona Youth Survey (AYS) Data

AYS data was available for 2002, 2004, 2006 and 2008. Responses to five NOMs by the SPF SIG cross site evaluation team were extracted from these surveys and adapted as outcome measures for juvenile substance usage. They were:

- Alcohol usage within the past 30 days
- Consuming five alcoholic drinks in a row within the last two weeks
- Marijuana usage within the last 30 days
- Methamphetamine usage within the last 30 days
- Non-prescribed prescription drug usage within the last 30 days

Although AYS data was reported at the county level, some smaller coalition data was supplied by the staff at the Arizona Criminal Justice Commission (ACJC) for the 2008 data set. Data for 2002, 2004 and 2006 were calculated from results published on ACJC web sites. It is anticipated that the evaluation team will request similar data extracts from ACJC for the final evaluation as well as subsequent reports. The following table details how data was parsed and caveats for UCR and AYS data for each of the Arizona SPF SIG funded communities.

b. Data Presentation and Analysis

The AYS and UCR data described above was organized into data points prior to the implementation of the SPF SIG program in Arizona, and data points during the implementation of the program. The AYS data is organized into 2002 and 2004 data points, which represent the period prior to the SPF SIG program, and 2006 and 2008 data points, which represent periods in time when the SPF SIG program was implemented. The UCR data was divided into 2002, 2003, and 2004 data points, representing the period prior to implementation, and data from 2005, 2006, and 2007, representing

periods in time during implementation. It is understood that this data configuration did not lend itself to statistical analysis or hypothesis testing. However, it was felt that visual inspection of the data could at least provide the evaluation team with observable trends indicating increases or decreases in crime and usage data prior to and during each coalition's prevention efforts. It is anticipated that this data, along with subsequent UCR and AYS data, will provide the evaluation team with sufficient data to develop appropriate analytical techniques to test causative hypotheses with the data from pre-and post-implementation for the final outcome evaluation.

c. Outcomes

The outcome trend data has been segregated into two sections: Adult and Juvenile. The Adult Outcomes section has been subdivided into drug-related and DUI arrests. The Juvenile Outcomes section is also subdivided into drug-related and DUI arrests along with AYS usage data. For example, the Juvenile Alcohol section contains both DUI arrest data as well as alcohol consumption in the last 30 days and binge drinking, i.e., consuming five or more alcohol drinks in a row within the last two weeks. The Juvenile Drug section contains the arrest data as well as the reported past 30 day usage of marijuana, methamphetamine, and prescription drugs.

For some NOMs outcome trends, the same trends appear for both SPF SIG and non-SPF SIG counties. One consideration is that each of these non-SPF SIG counties was also involved with the Arizona Anti-Methamphetamine Initiative, a SPF-model program based on community coalition development, which was also sponsored by GOCYF (although funded through the Arizona Parents Commission), through which participating counties received similar trainings, technical assistance, and access to state-wide meetings as did SPF SIG coalitions. Another consideration in interpreting this data is that the four non-SPF SIG counties (Apache, La Paz, Navajo, and Yuma) are among the least populated Arizona counties, whereas the SPF SIG program includes the two most densely populated Arizona counties of Pima and Maricopa.

Adult Outcomes

DUI Arrest Data

First, the total number of DUI arrests for all SPF SIG coalition counties were grouped into one SPF SIG data set which was compared to a data set for all non-SPF SIG counties (Apache, La Paz, Navajo, and Yuma). Figures 16 and 17 below display adult DUI arrests before and during implementation of SPF SIG. As can be seen by comparing these graphs, there has been a decreasing slope in the number of adult arrests for DUI for both the SPF SIG and non-SPF SIG counties. As discussed above, there may be extraneous variables that account for these fluctuations. There also appears to be an increase for both groups from 2006 to 2007, which may indicate no overall difference in the SPF SIG counties as opposed to non-SPF SIG counties. To adjust for this an additional graph of SPF SIG counties was generated with only the rural SPF SIG counties (see Figure 18 below).

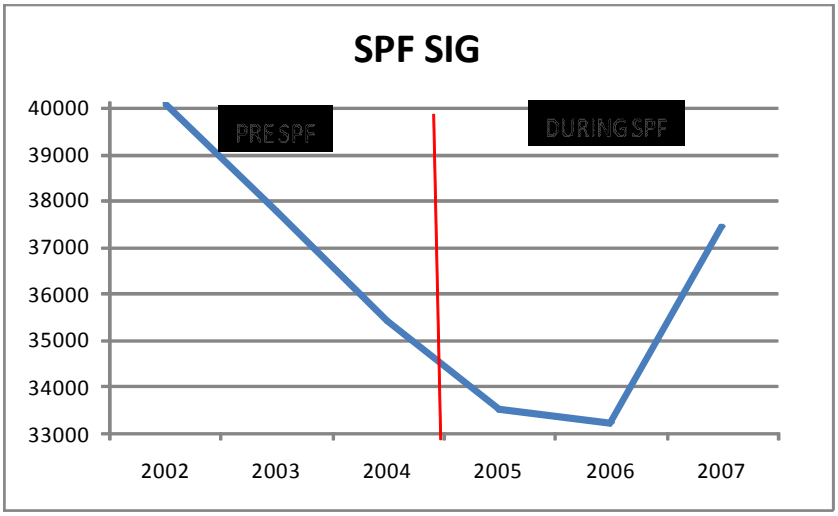


Figure 16: DUI Arrests-SPF SIG Counties

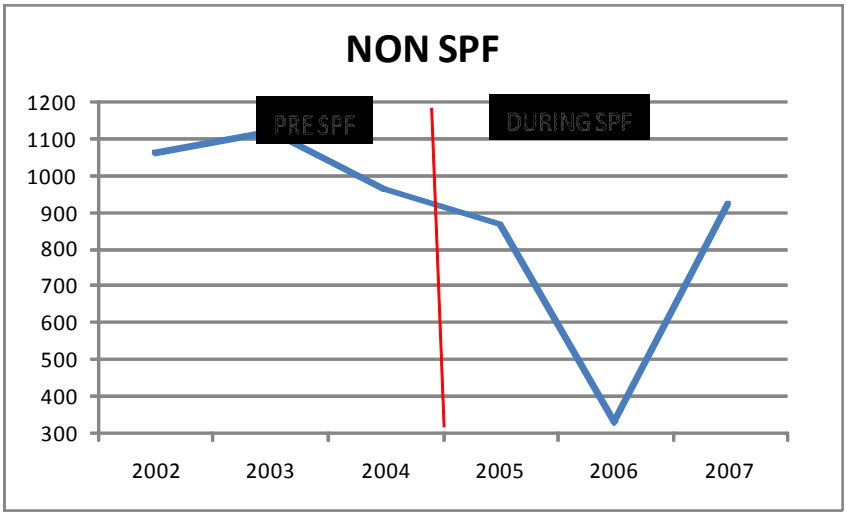


Figure 17: DUI Arrests-Non-SPF SIG Counties

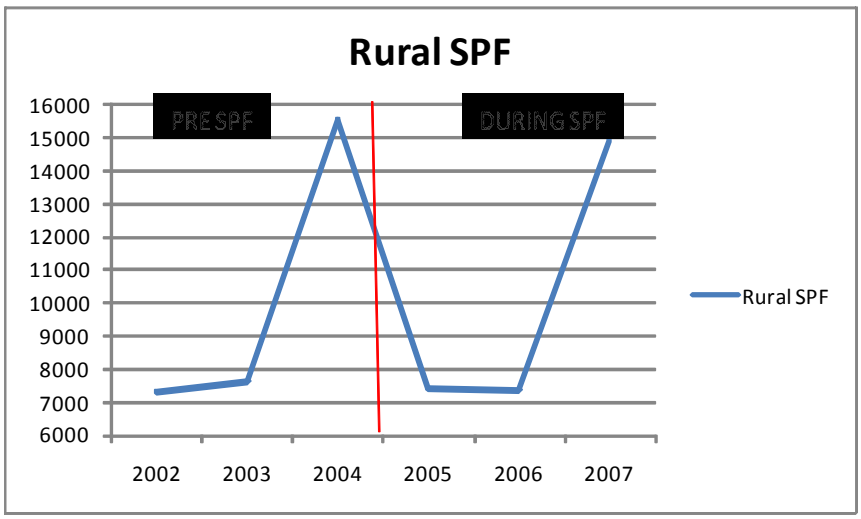
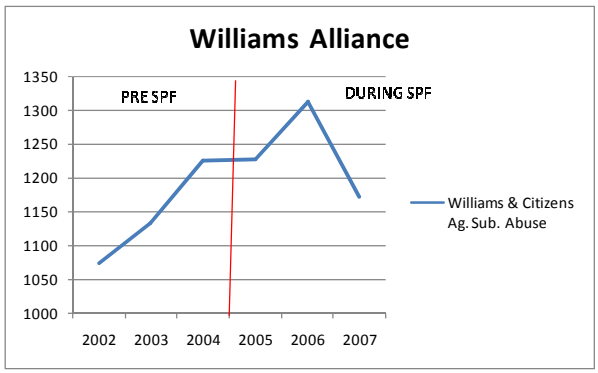


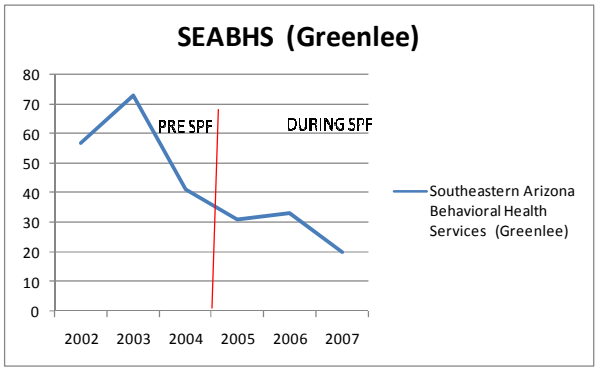
Figure 18: DUI Arrests-Rural SPF SIG Counties

Like the non-SPF SIG counties, the rural SPF SIG counties demonstrated a dramatic decrease in DUI arrests from 2004 to 2005. This was reversed from 2006 to 2007 with an increase similar to the number recorded for 2004. As discussed above, there may be extraneous variables that account for these fluctuations. In addition, DUI arrests trends between prior to the SPF SIG and during the SPF SIG were generated for each of the coalitions for which data was available. They have been grouped with those showing a decrease in DUI arrests during SPF SIG and those showing stable or increasing DUI arrests during SPF SIG and are represented graphically below in Figures 19 -.

Coalitions with Decreasing DUI Arrests

Two counties reported a continual decrease in DUI arrests prior to the SPF SIG implementation. Both Coconino and Greenlee counties showed a decrease in DUI arrests during the SPF SIG implementation. Coconino County arrests continued to increase until 2006 then dropped dramatically in 2007. The downward slope of the DUI arrests in Greenlee County began decreasing during 2004 and continued to decrease through 2007. Both of these counties did not report the increase in DUI arrests reported for both SPF SIG and non-SPF SIG aggregated county data.





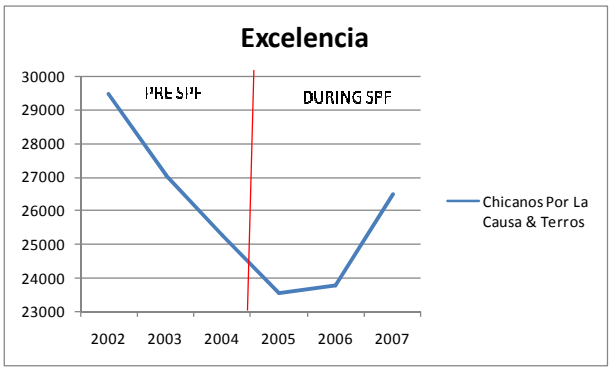
Figures 19 and 20: Williams Alliance and Coconino County Alliance Against Drugs (Coconino County); Southeastern Arizona Behavioral Health Services (SEABHS) (Greenlee County)

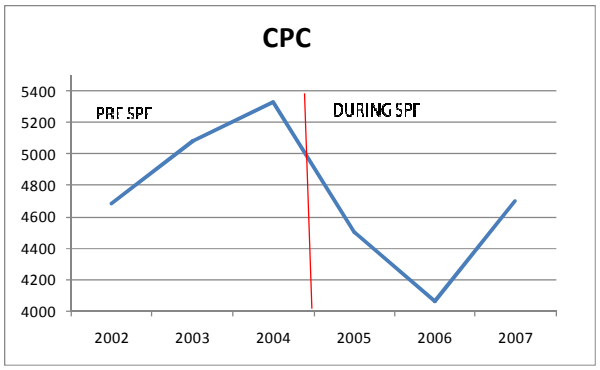
Coalitions with Increasing DUI Arrests

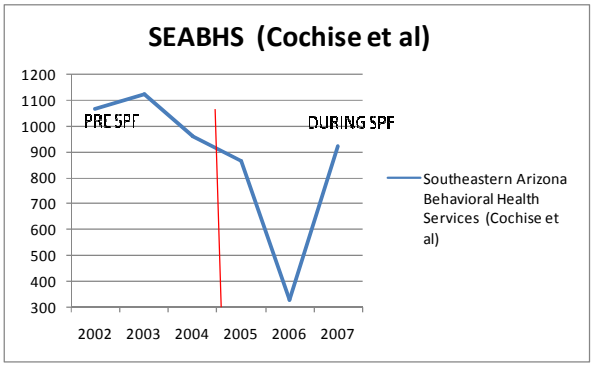
The remaining SPF SIG counties reported increases in DUI arrests. They were:

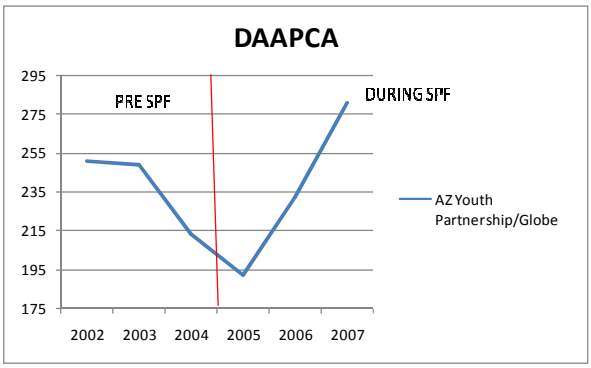
- Maricopa County
- Pima County
- Cochise County
- Gila County
- Pinal County
- Yavapai County

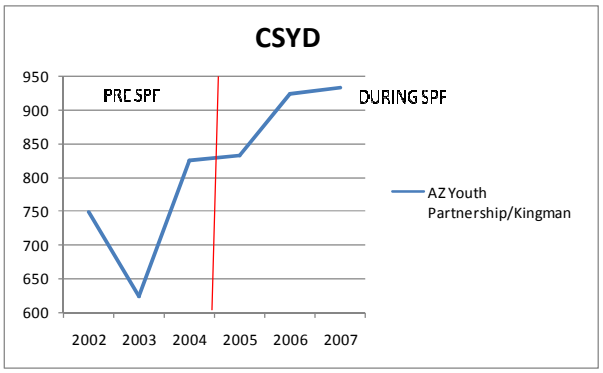
Figures 21-28 below reveals that adult DUI arrests continue to increase since inception of the SPF SIG. It would be spurious to conclude that the prevention programs in these coalitions were responsible for these trends. Most likely there are extraneous variables which account for this increase. The most obvious may be increases in enforcement of DUI laws. For example, during 2004 and 2005 there were two statutory DUI changes. The first was implementation of extreme DUI for blood alcohol levels of .15 or greater; and the second was a decrease in blood alcohol from 1.00 to .80 to define DUI. Coupled with this was a statewide emphasis on DUI task forces. In other words, the increase in DUI arrests could be product of increased enforcement as opposed to more people actually drinking and driving or failure of the SPF SIG initiatives in these communities.

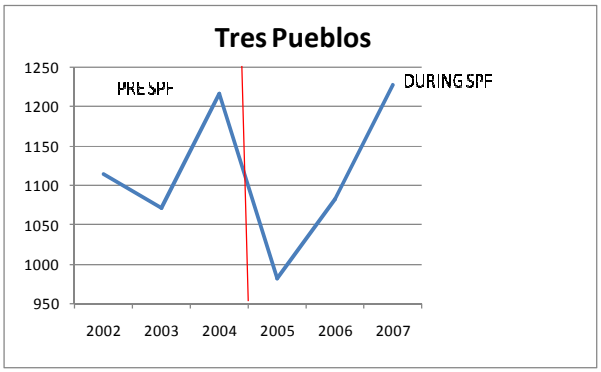


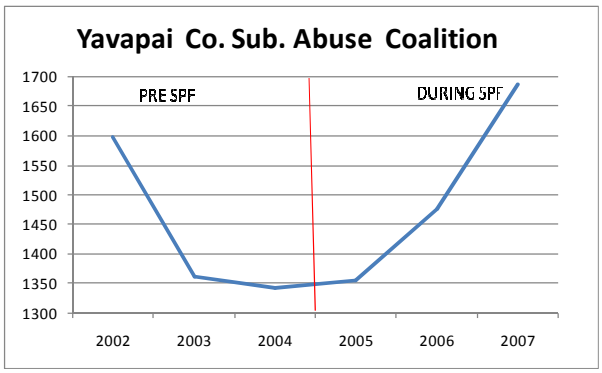












Figures 21-28: SPF SIG Adult DUI Arrests

Drug related arrests

Arrests for sales and solicitation of controlled substances were summed with arrests for drug possession to form the composite of adult drug arrests. The totals for each coalition county were also summed to form a composite of SPF SIG and non-SPF SIG number of arrests. These are graphically displayed in Figures 29-30 below.

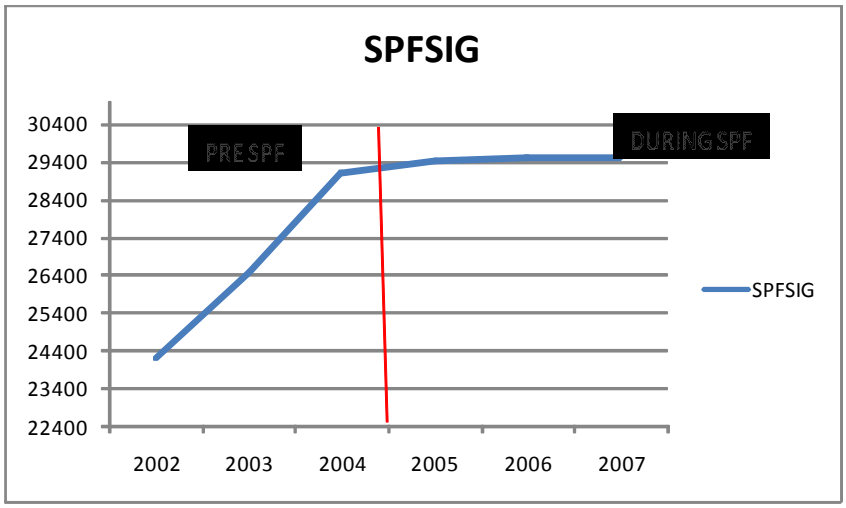


Figure 29: SPF SIG Coalitions Drug-Related Arrests

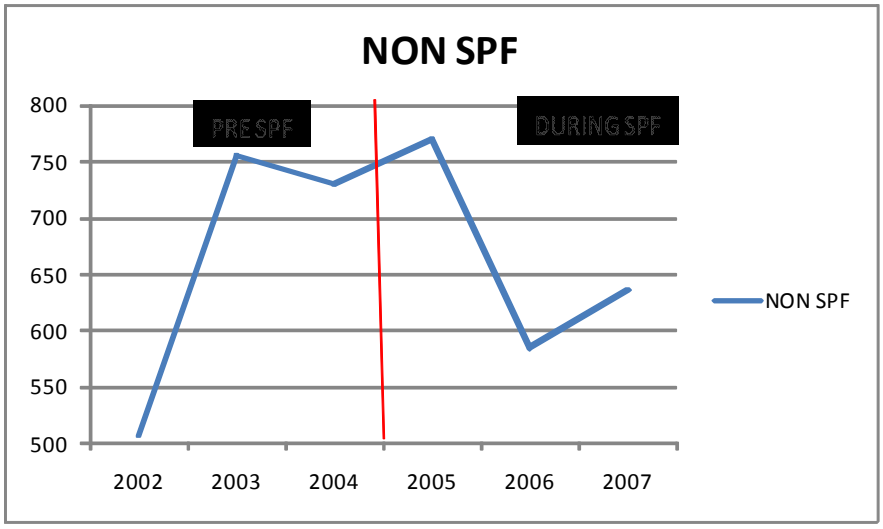


Figure 30: Non-SPF SIG Coalitions Drug-Related Arrests

Comparison of these two graphs reveals a different arrest pattern between the SPF SIG and non-SPF SIG data. The number of drug arrests prior to SPF SIG appears to have increased for both groups of data. The SPF SIG counties maintained a consistent arrest rate of approximately 29,000 per year; however, the non-SPF SIG counties recorded a decrease in arrest rates through 2005 and 2006 with a slight increase for 2007. Although the slopes of these lines differ, it must be understood that the SPF SIG counties included both Pima and Maricopa. Those counties were factored out of the SPF SIG data to better understand the differences in adult drug arrests between the SPF SIG and non-SPF SIG counties (see Figure 31 below).

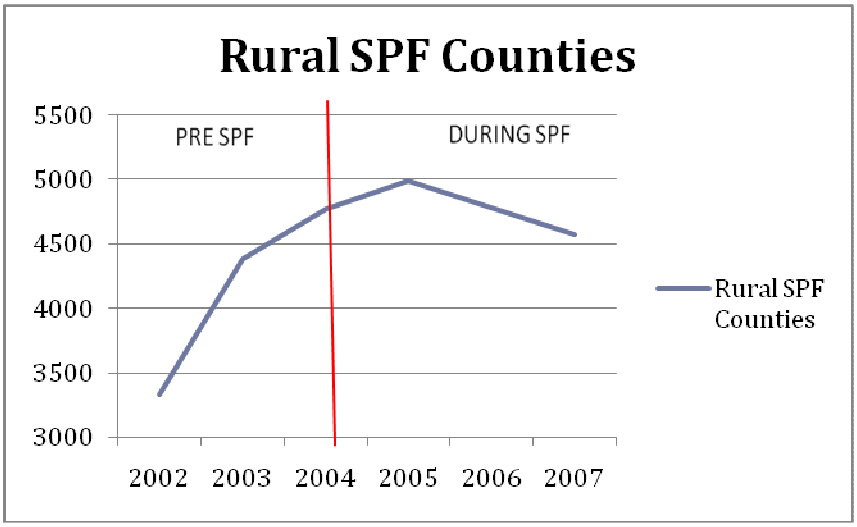
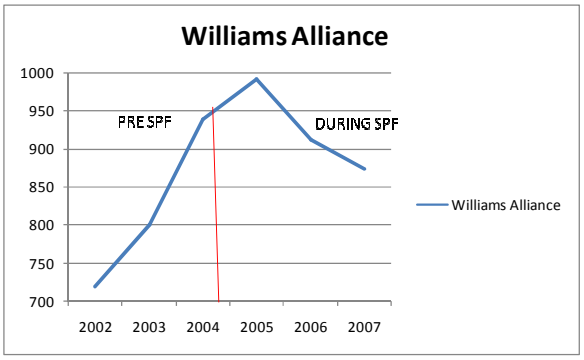


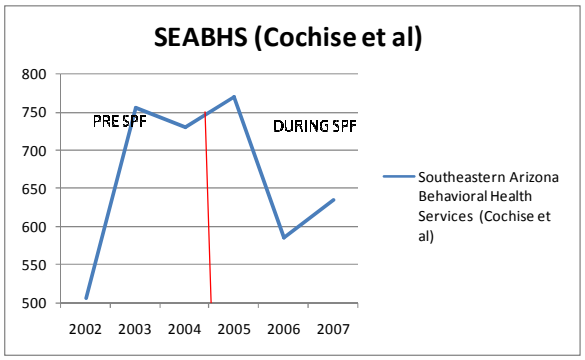
Figure 31: Rural SPF SIG Counties Drug-Related Arrests

As with the non-SPF SIG counties, the SPF SIG rural counties also demonstrated a decrease in the number of adult drug arrests from 2005 through 2007 with no corresponding increase recorded in 2007. To better understand these trends, data for each coalition was plotted and are displayed below. The coalition data has been organized into those counties that displayed a decrease in adult drug arrests and another grouping for coalitions that displayed an increase in arrests.

Coalitions with decreasing adult drug arrests

There were seven coalitions that reported decreasing trends after implementation of the SPF SIG initiative.





Figures 32-33: Williams Alliance and Coconino County Alliance Against Drugs (Coconino County); Southeastern Arizona Behavioral Health Services (SEABHS) (Greenlee County)

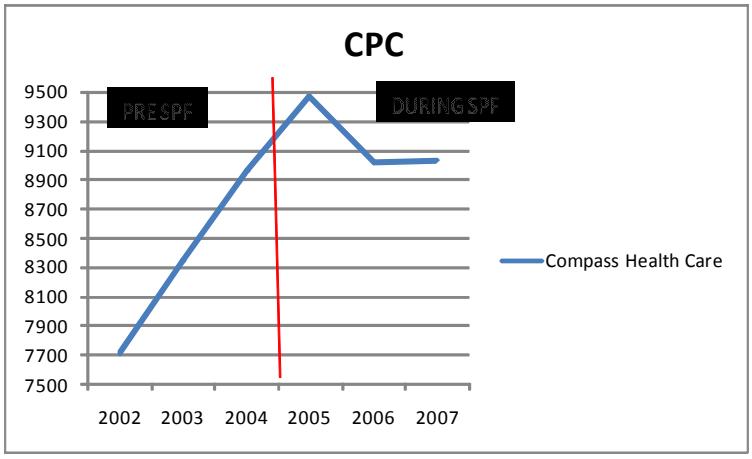


Figure 34: Community Prevention Coalition (Pima County)

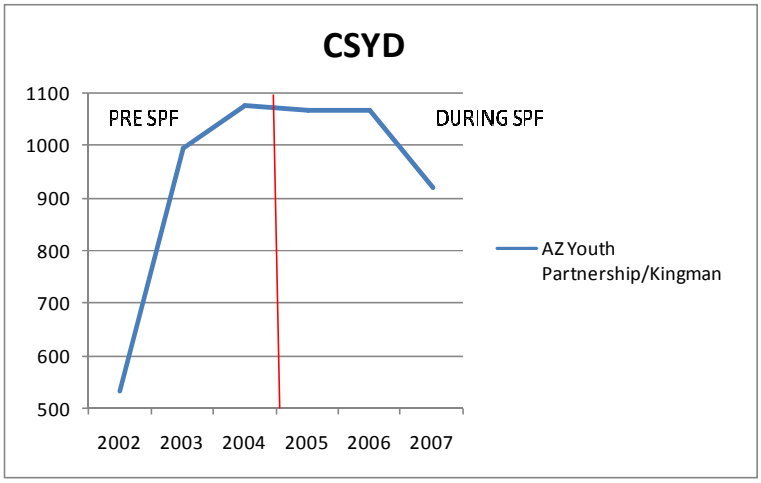


Figure 35: Coalition for Successful Youth Development (Mohave County)

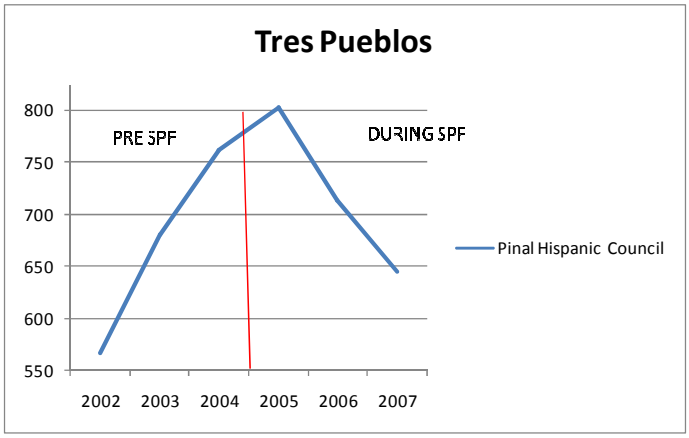
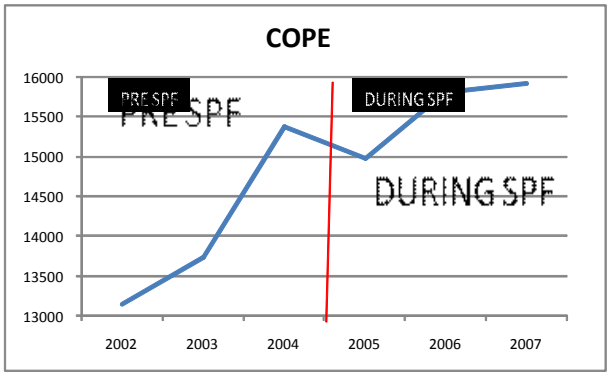


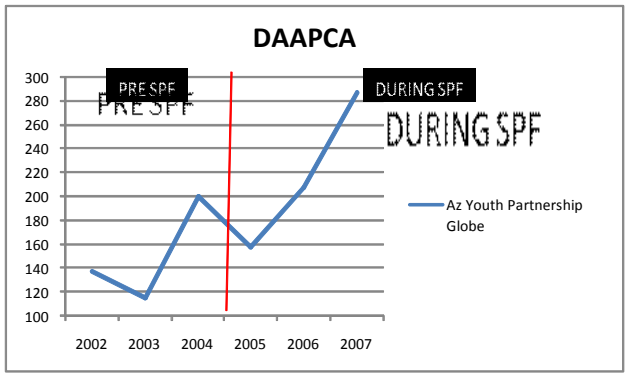
Figure 36: Tres Pueblos (Casa Grande, Coolidge, and Eloy Counties)

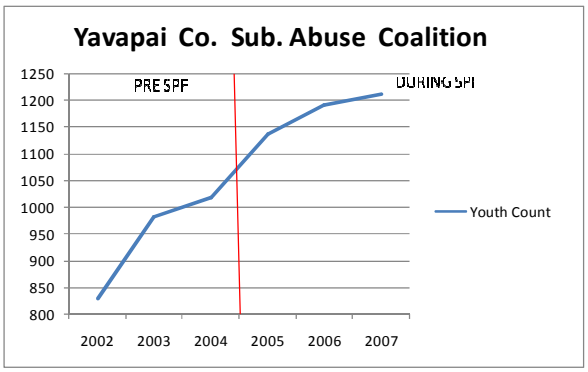
It is understood that this is a preliminary visual analysis. These decreases will be further analyzed with subsequent analyses such as proportions tests and calculation of the geometric or harmonic means for the final evaluation of outcome data. Regardless, it may be encouraging to observe that the majority of these coalitions have reported decreasing trends in adult arrests for drug solicitation of possession.

Coalitions with decreasing adult drug arrests

The remaining coalitions reported an increase in adult drug arrests after implementation of the SPF SIG implementation. These were:







Figures 37-39: Coalitions with Decreasing Adult Drug Arrests

There were dramatic increases in arrests for these three counties; Maricopa (COPE and Excelencia)) Gila (DAAPCA), and Yavapai. Again it must be emphasized that these are preliminary results based on visual data. Subsequent analyses will be developed to more precisely deduce the contribution of lack of contribution the SPF SIG initiative in these communities had on these arrest rates.

Adult Conclusions

The increases and decreases observed above provide some promising evidence that there may be a significant relationship between SPF SIG implementation and fluctuations in adult arrests for alcohol and drugs. Most likely, there are intervening variables which at this time have not been accounted for that contributed to both the trends in this data as well as differences between SPF SIG and non-SPF SIG counties pre-and post-SPF SIG implementation. Because of this, the evaluation team plans on creating a combination of qualitative and quantitative analytical techniques to teas out the contributing effect of SPF SIG programs on these phenomena. Updates on this process will be provided in the 2009 monthly reports.

Juvenile Outcomes

As with the adult data, the juvenile outcome data has been organized into two main sections. The first section titled Alcohol contains trend data for juvenile DUI arrest and reported rates of alcohol consumption by juveniles in the 8th, 10th and 12th grades. The second titled *Drugs* contain juvenile arrests for drug solicitation and possession followed by self usage of marijuana, methamphetamine, and prescription drugs.

Juvenile DUI Arrests

The total DUI arrests for juveniles were summed for SPF SIG counties versus non-SPF SIG counties. Those results were:

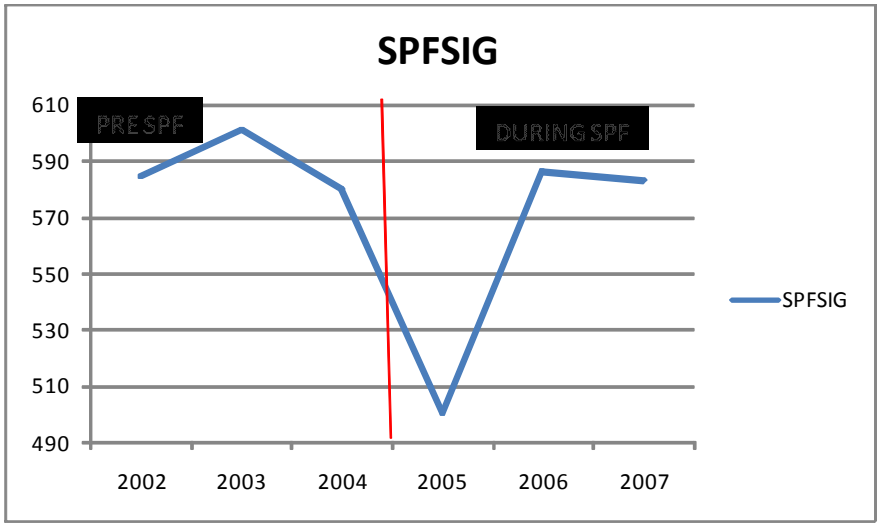


Figure 40: SPF SIG Juvenile DUI Arrests

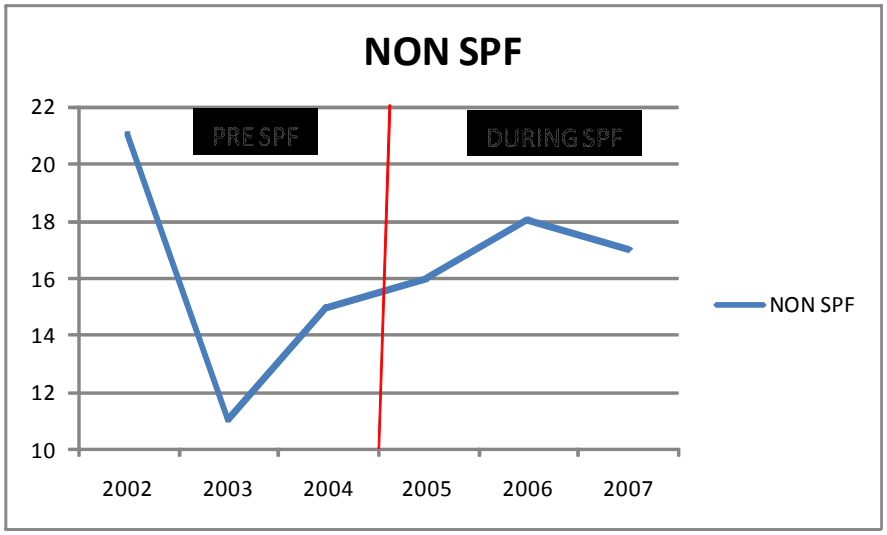


Figure 41: NON-SPF SIG Juvenile DUI Arrests

The non-SPF SIG counties show an increase from 2003. The magnitude of the number of arrests however remained small. There was a decrease in juvenile DUI arrests through 2005 and a dramatic increase from 2005 which continued through 2006 and 2007. Again it should be pointed out that the SPF SIG counties included Pima and Maricopa. When these were factored out, the trend in juvenile arrests was:

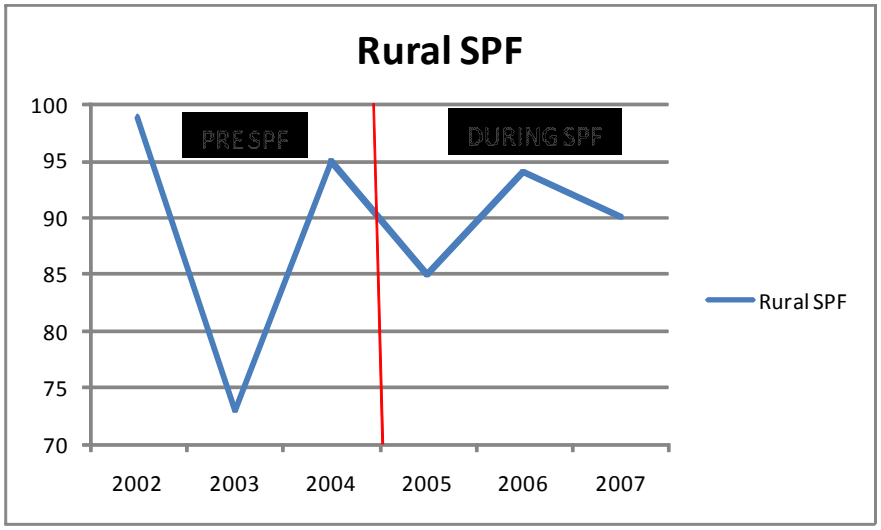
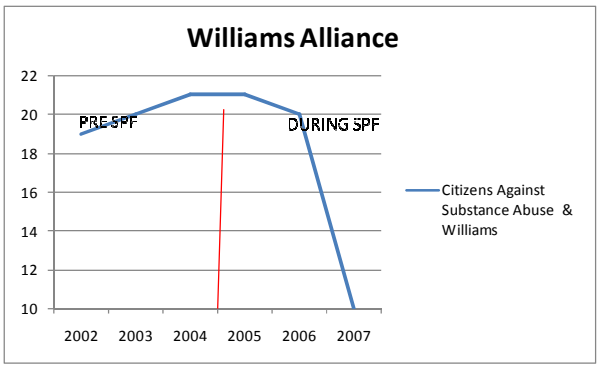


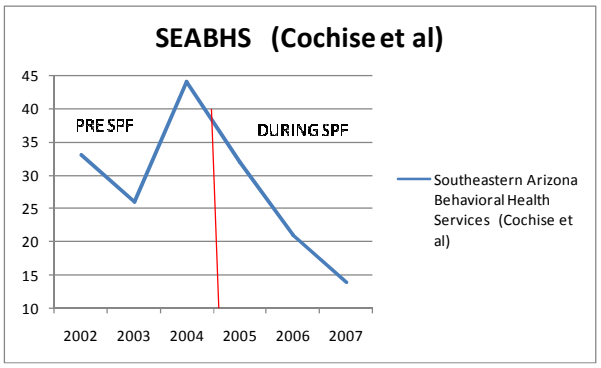
Figure 42: Non-SPF SIG Juvenile DUI Arrests (without Pima and Maricopa Counties)

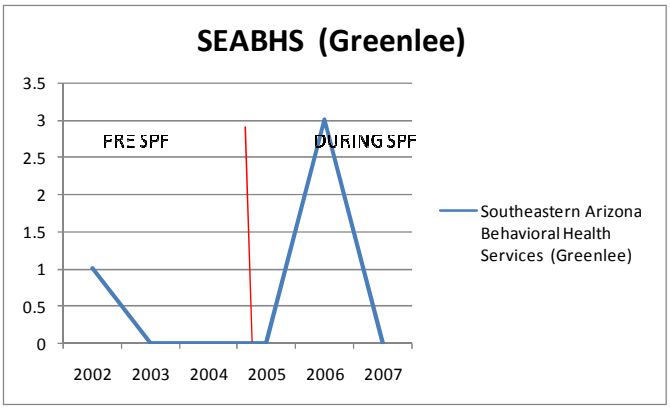
There were random fluctuations from year to year, however the overall trends observed in the non-SPF SIG rural counties was similar to the rural SPF SIG counties. Based on these observations, it was concluded that there was very little difference between the SPF SIG and non-SPF SIG counties for juvenile DUI arrests. To further investigate this phenomenon, trends in individual SPF SIG counties juvenile arrests were plotted and segregated into those coalitions which demonstrated a decrease in juvenile DUI arrests and those that demonstrated an increase in these arrests.

Coalitions with Decreasing Juvenile DUI Arrests

Three out of the nine counties used for this analysis reported decreases in juvenile DUI arrests.





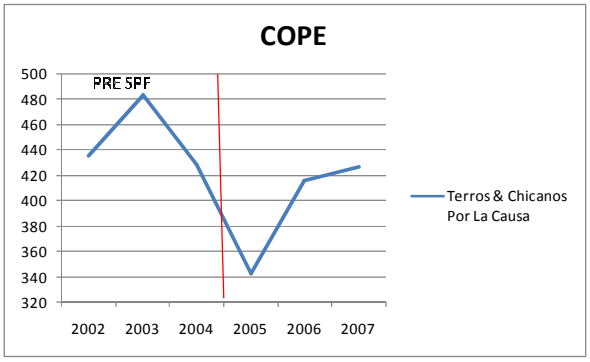


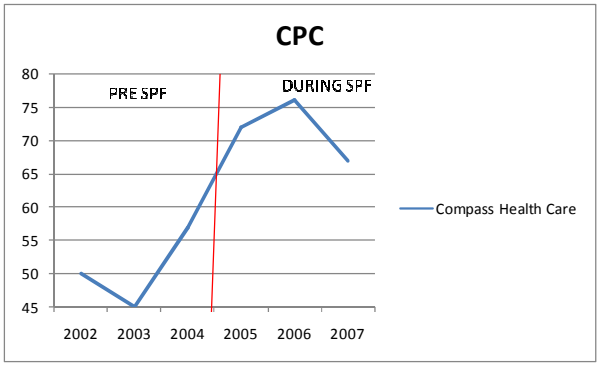
Figures 43-45: Counties Reporting Decreases in Juvenile DUI Arrests

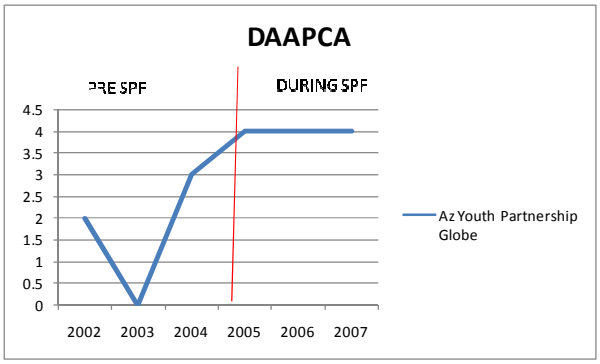
There were dramatic decreases in juvenile DUI arrests in southeastern by both coalitions represented by the Southeastern Arizona Behavioral Health Services (SEABHS). This decrease was also reflected in Northern Arizona, with decreases in Coconino County which represents both the coalitions in Flagstaff and Williams (CCAAD and Williams Alliance).

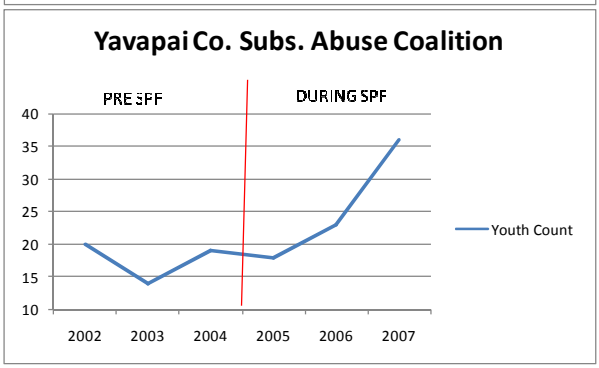
Coalitions with Increasing Juvenile DUI Arrests

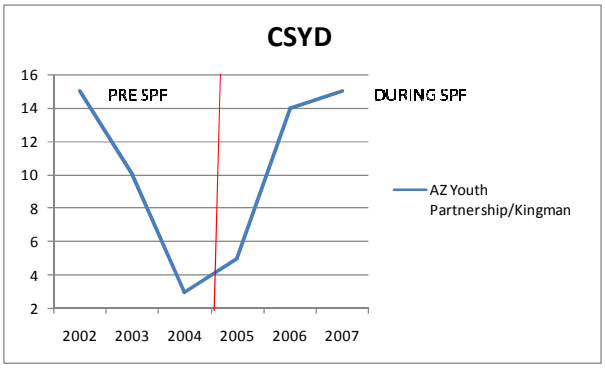
Even though there were some decreases in DUI arrest, the remaining counties demonstrated an overall increase in juvenile DUI arrest. They were:

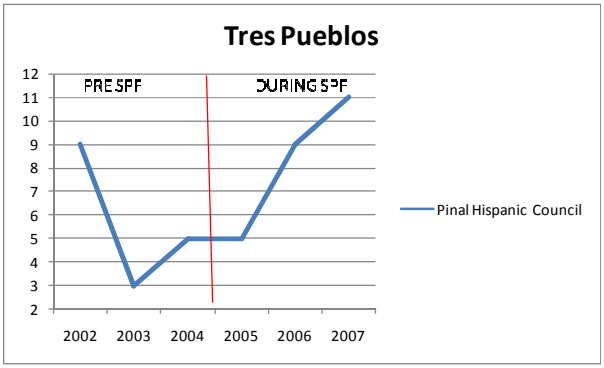












Figures 46-51: Counties Reporting Increases in Juvenile DUI Arrests

These increases were for both large (Pima and Maricopa) and small counties. This indicates that there may be a qualitative difference in the efforts between these two sets of coalitions, i.e., SEABHS and their approach to reducing juvenile DUI arrest versus other coalitions.

Juvenile Self-Report of Alcohol Consumption

Two items from the Arizona Youth Survey were used to assess the differences, if any, between coalitions with regard to juvenile alcohol consumption. These were:

- Have you consumed alcohol within the past 30 days?
- Binge drinking defined as: Have you consumed 5 or more alcoholic drinks in one session within the past two weeks?

The AYS data was such that it could be parsed into smaller units of analysis. Where appropriate that data is reported.

30 Day Alcohol Usage

This chart below (Figure 52) illustrates an overall decrease in reported 30-day alcohol consumption across the four administrations of the AYS. Tres Pueblos however recorded a slight increase in 30-day alcohol usage from 2006 to 2008. The decreases for each coalition for 30-day alcohol usage are included in Appendix E of this report.

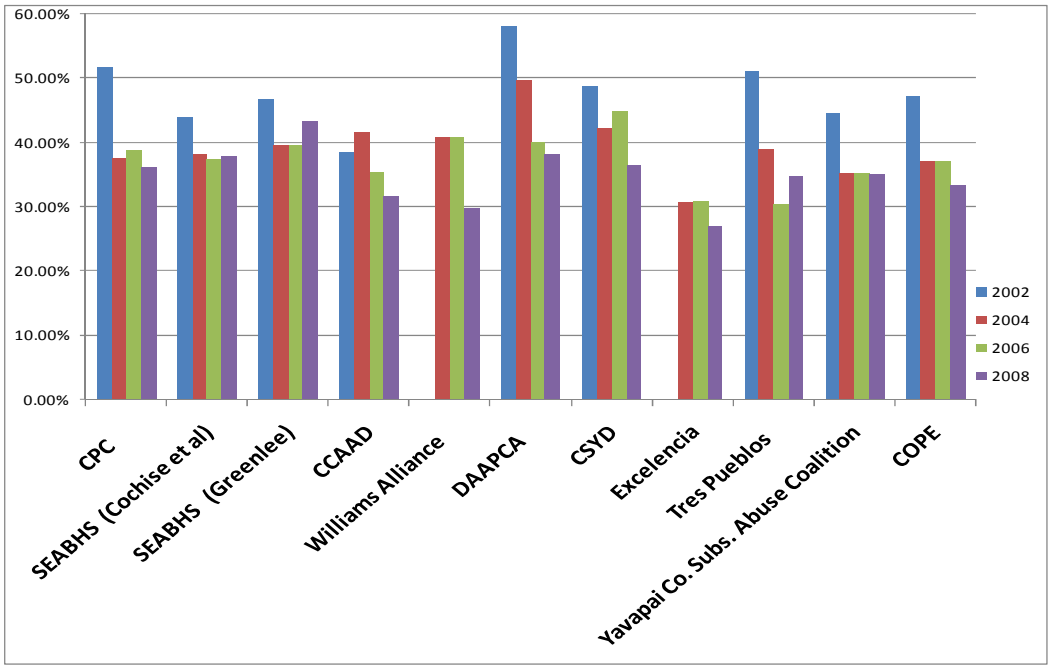


Figure 52: Decrease in Reported 30-Day Alcohol Consumption

Binge Drinking

Another measure of juvenile alcohol consumption was the rate (i.e. percentage of juveniles per coalition) who reported that they had consumed 5 or more alcoholic drinks in one session within the last two weeks. The trend for this measure was:

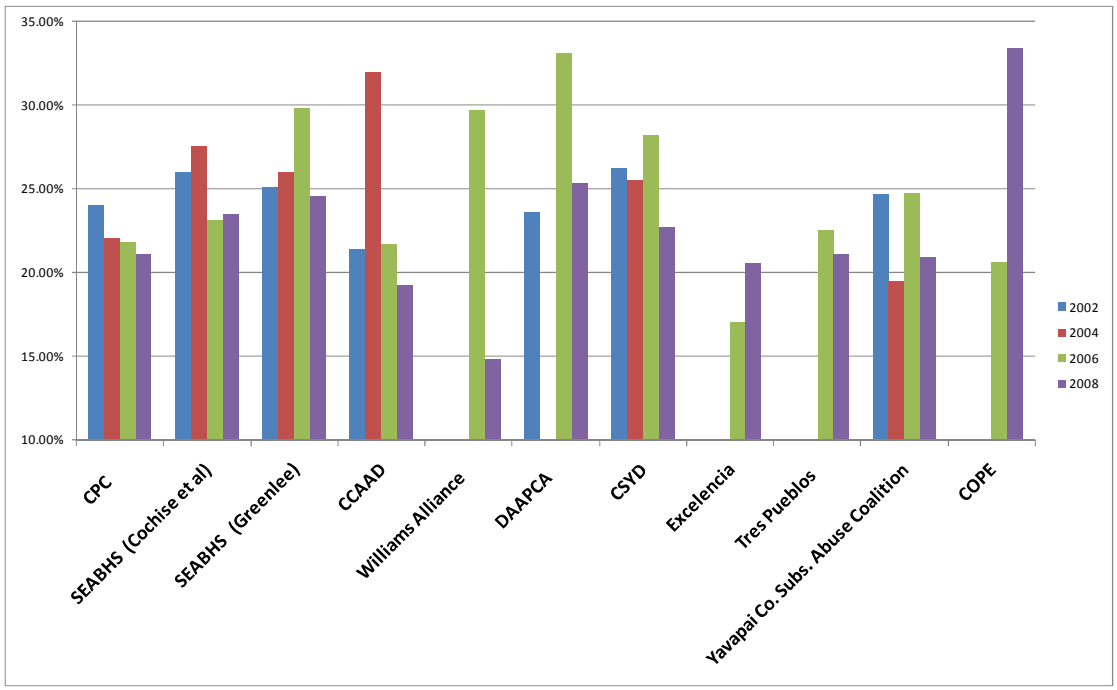


Figure 53: SPF SIG Juvenile Binge Drinking

As can be seen from the figures above, there was a decline in juvenile bring drinking for most of the coalitions from 2002 to 2008, with the exception of Excelencia and COPE. The individual coalition percentages for binge drinking are included in Appendix E of this report. Both of these coalitions are located in Maricopa County and the evaluation team plans to examine these percentages in the coming year.

Juvenile Alcohol Consumption Conclusions

With a few exceptions, the overall trend in juvenile arrests for DUI as well as self-reporting of alcohol consumption appears to have decreased since SPF SIG implementation. The visual inspection of this data and these trends implies that one of the causative factors associated with these trends is the coalition efforts to reduce self-report of juvenile drinking, as well as drinking and driving. As with the adult data the evaluation team plans on developing more rigorous analytical techniques to test the causal link, if any, between these trends and the individual coalition prevention efforts.

Drug Usage

One of the most consistent themes for the SPF SIG coalitions is prevention of juvenile drug usage. In an attempt to measure the relative impact of these efforts, two sets of drug usage outcome data are presented below. The first is juvenile arrest data for drug solicitation and possession followed by reported usage of three substances: marijuana, methamphetamine, and prescription drugs.

Juvenile drug arrests

Both solicitation and possession arrests were summed to form a composite arrest score per coalition. Following this drug arrests for SPF SIG counties were summed as well as non-SPF SIG counties. These sums are presented in Figures 54-55 below.

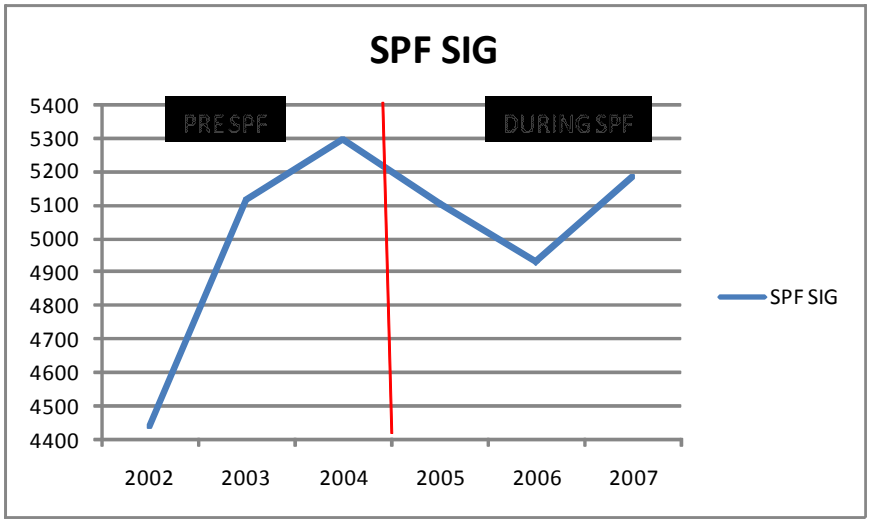


Figure 54: SPF SIG Solicitation/Possession Arrests

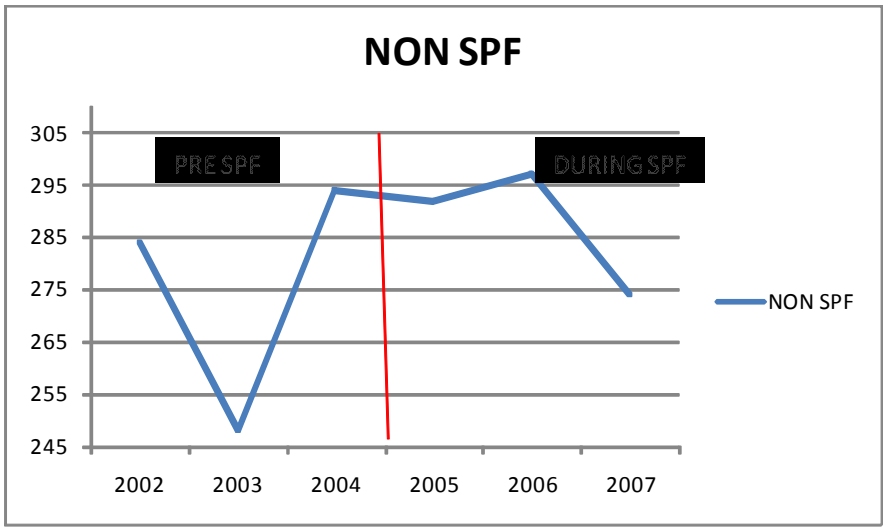


Figure 55: Non-SPF SIG Solicitation/Possession Arrests

Both groups of counties revealed an increase in drug arrests from 2003 through 2005. The SPF SIG counties revealed a decrease in these arrests from 2005 to 2006 followed by an increase in 2007. Because Pima and Maricopa were including in this total, it was felt that a more valid comparison between SPF SIG and non-SPF SIG would be to limit the SPF SIG to more rural SPF SIG counties. Figure 56 illustrates that data below.

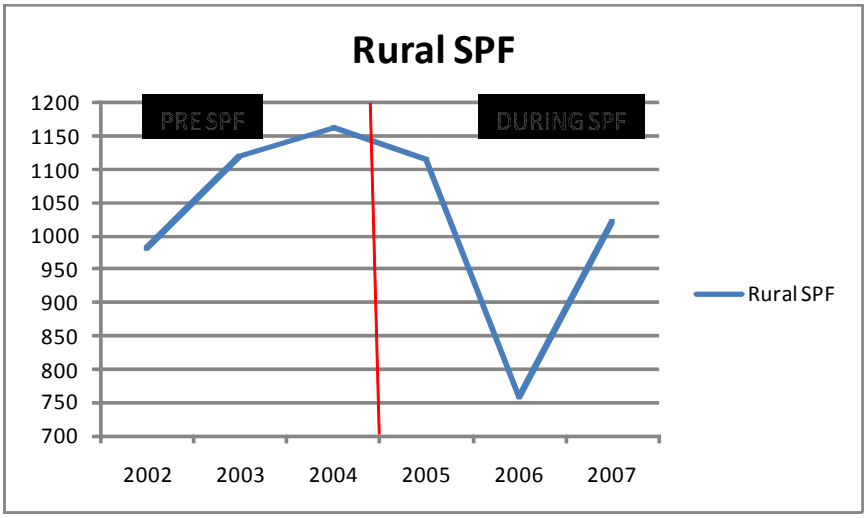
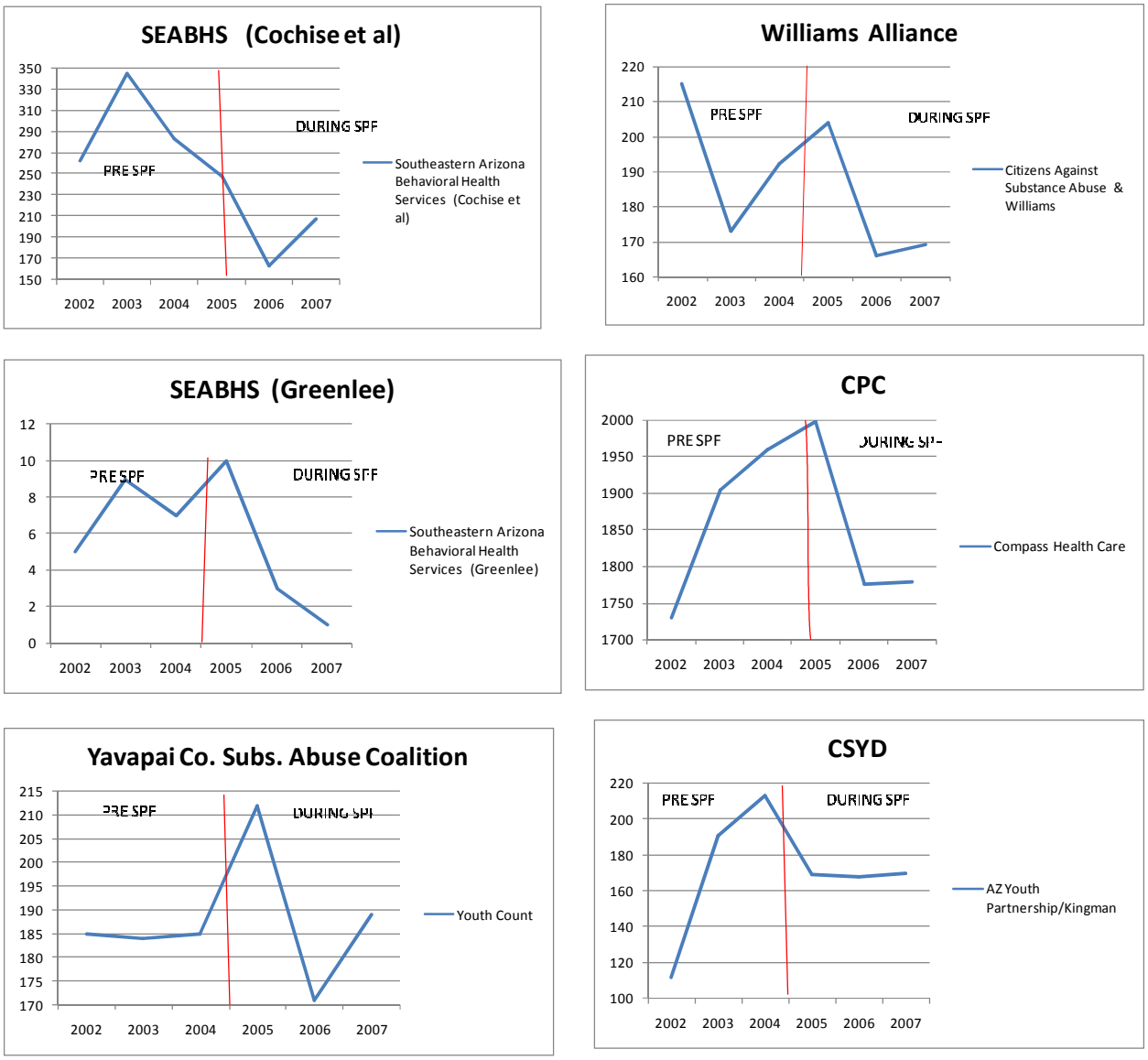


Figure 56: Rural SPF SIG Solicitation/Possession Arrests

When the rural SPF SIG arrests were compared to the rural non-SPF SIG it was noticeable that the SPF SIG rural counties demonstrated a dramatic decrease in arrests when compared to the non-SPF SIG rural counties. This was followed by an increase to approximately the 2002 level. Even with this increase, it appears that there may be a difference in this indicator between SPF SIG and non-SPF SIG counties.

In addition to this, comparison trends were plotted for each coalition county. They are organized into coalition counties which demonstrated a decrease in juvenile drug arrests and coalition counties that demonstrated an increase in these arrests.

Coalitions with Decreasing Juvenile Drug Arrests

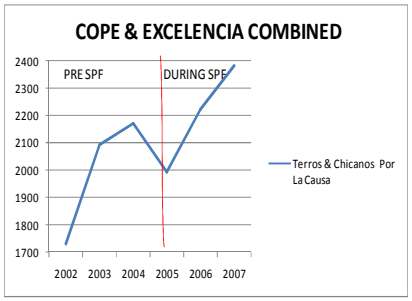


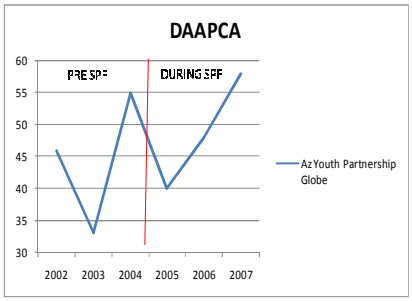
Figures 57-62: Coalitions with Decreasing Juvenile Drug Arrests

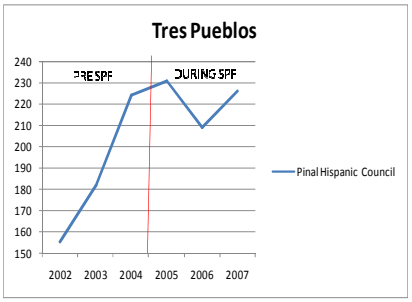
Clearly, the rate of juvenile arrests for drugs decreased for these six county coalitions. The most dramatic decrease occurred in southeast Arizona. Both coalitions represented by the SEABHS demonstrated decreases after implementation of the SPF SIG initiative.

Coalitions with Increasing Juvenile Drug arrests

Three coalitions did not demonstrate a decrease in juvenile drug arrest. Rather, the trend was an increase in these types of arrest. The data for these coalitions is included in Figures 63-65 below.







Figures 63-65: Coalitions with Increasing Juvenile Drug Arrests

As can be seen from the figures above, the rate of juvenile drug arrests appeared to increase after implementation of the SPF SIG drug prevention programs. Of these, COPE and Excelencia was represented by complete enumeration of the Maricopa County arrest data. At this time, it is unknown if this pattern is also representative of the relatively small coalitions. The evaluation team plans on developing methodologies to tease out the arrest rates for these smaller areas. The same is not true for Globe and Pinal Counties. Both of these revealed a dramatic increase in juvenile drug arrests. Further analysis will be conducted to determine if indeed this is a valid indication of these coalitions juvenile drug arrest outcome.

Juvenile Drug Arrest conclusions

Even though additional analysis of this data is planned, it does appear that there has been an impact on juvenile drug arrests prior to and after the SPF SIG implementation. The exceptions are COPE, Excelencia, DAAPCA, and Tres Pueblos. Subsequent analysis is planned that will include an additional data point for 2008 as well as more precise analytical techniques for the final evaluation.

Juvenile Self-Report of Drug Usage

Three indicators were selected as outcome measures of juvenile drug usage. These were: marijuana, methamphetamine, and prescription drugs. These were selected because they are also used in the NOMs and they represent the most-used substances by juveniles.

Self-Reported Juvenile Marijuana Usage

The following graph (Figure 66) indicates a consistent decrease in 30-day marijuana usage, with the exception of Excelencia. They reported an increase in 2008 greater than the rate recorded for 2004. This increase is a very small percentage, from approximately 8 % to about 8.5 %.

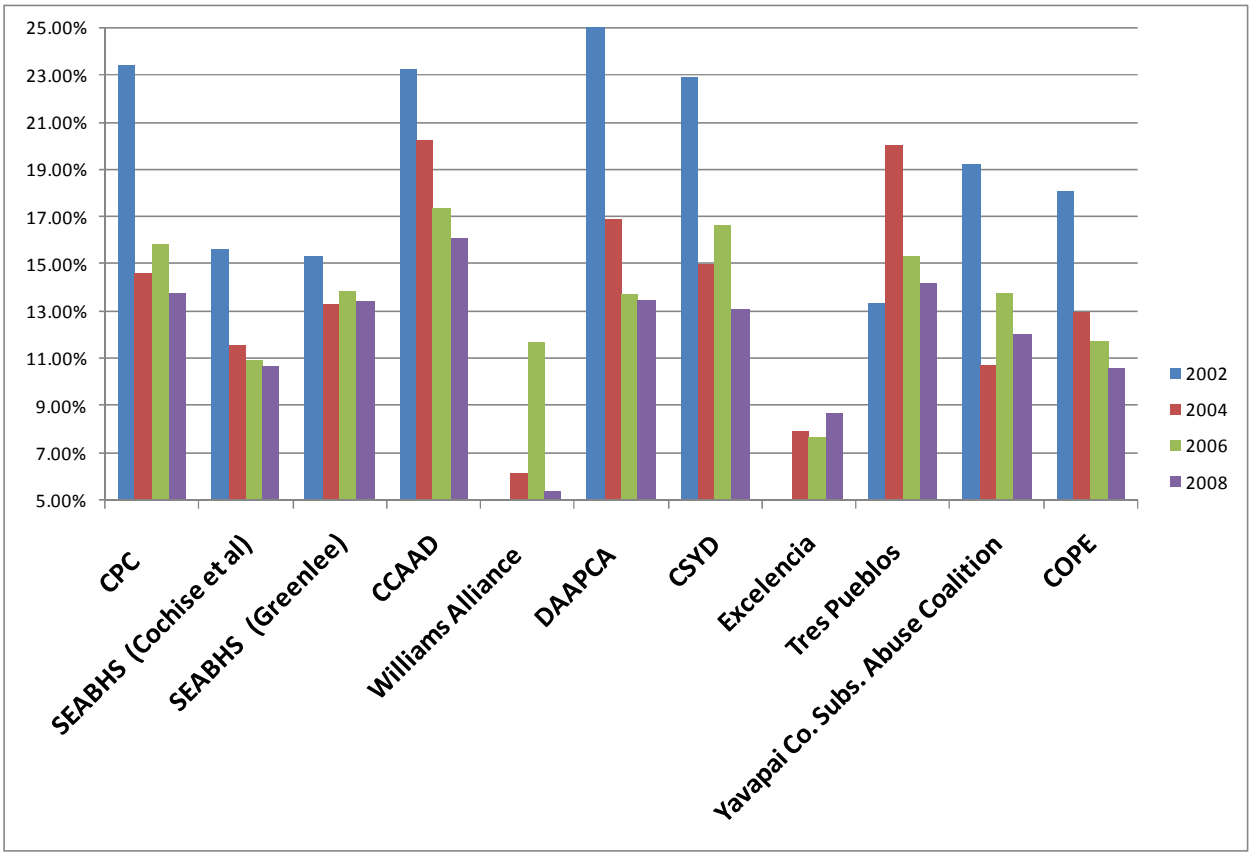


Figure 66: 30-Day Marijuana Usage

Regardless of this small increase it is encouraging to note that there is a reported decrease in marijuana 30-day usage for the SPF SIG coalitions. See Appendix E for each coalition's results.

Self-Reported Juvenile Methamphetamine Usage

The overall rate of meth usage has been decreasing since 2004. This trend is reflected in the SPF SIG coalition data reported in Figure 67 below.

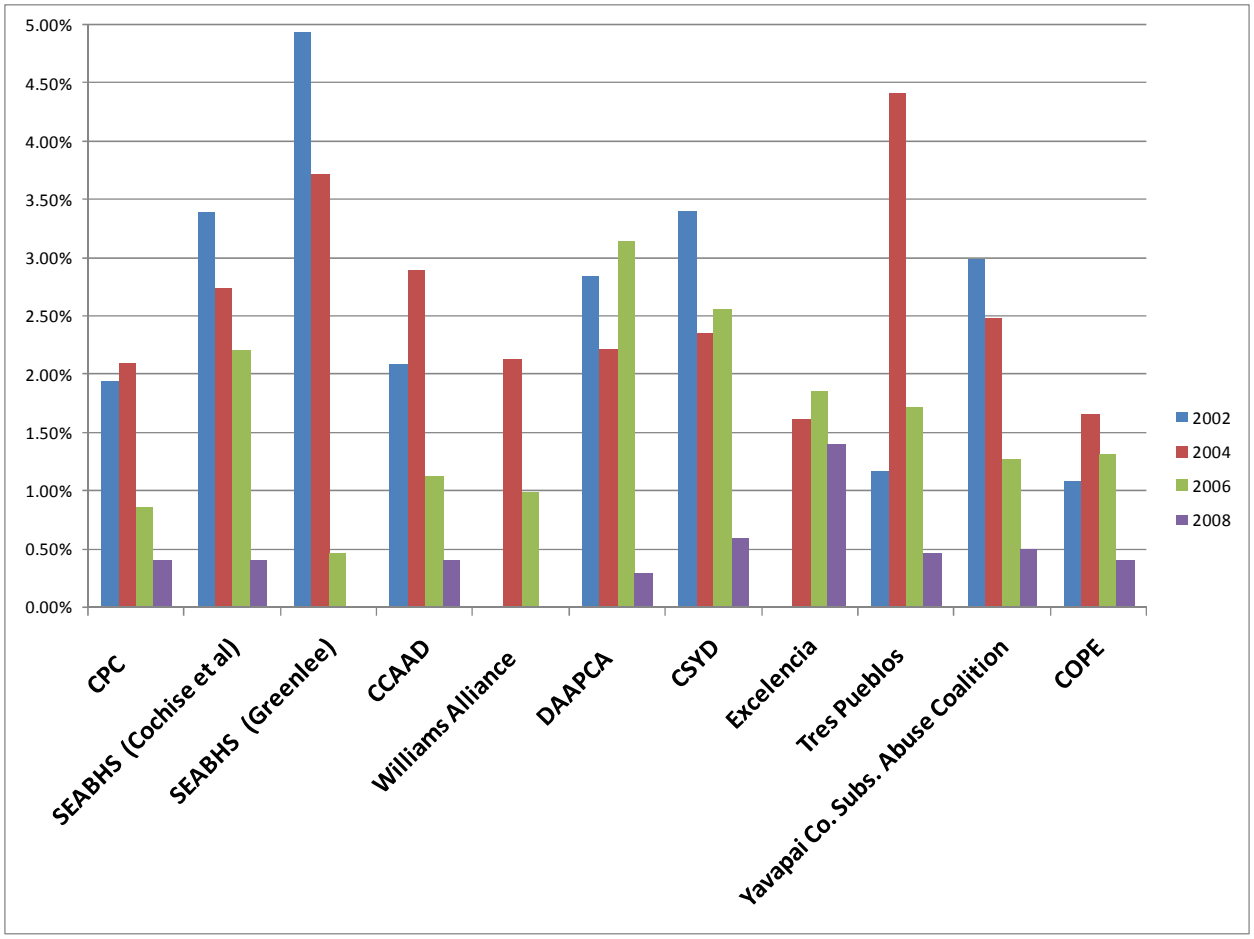


Figure 67: Juvenile Methamphetamine Usage

The positive trend for all SPF SIG coalitions is that methamphetamine usage appears to be decreasing (See Appendix E).

Self-Reported Juvenile Prescription Drug Usage

Unlike methamphetamine and marijuana usage, there is a dramatic increase in self-reported prescription drug usage. This increase is illustrated in Figure 68 below.

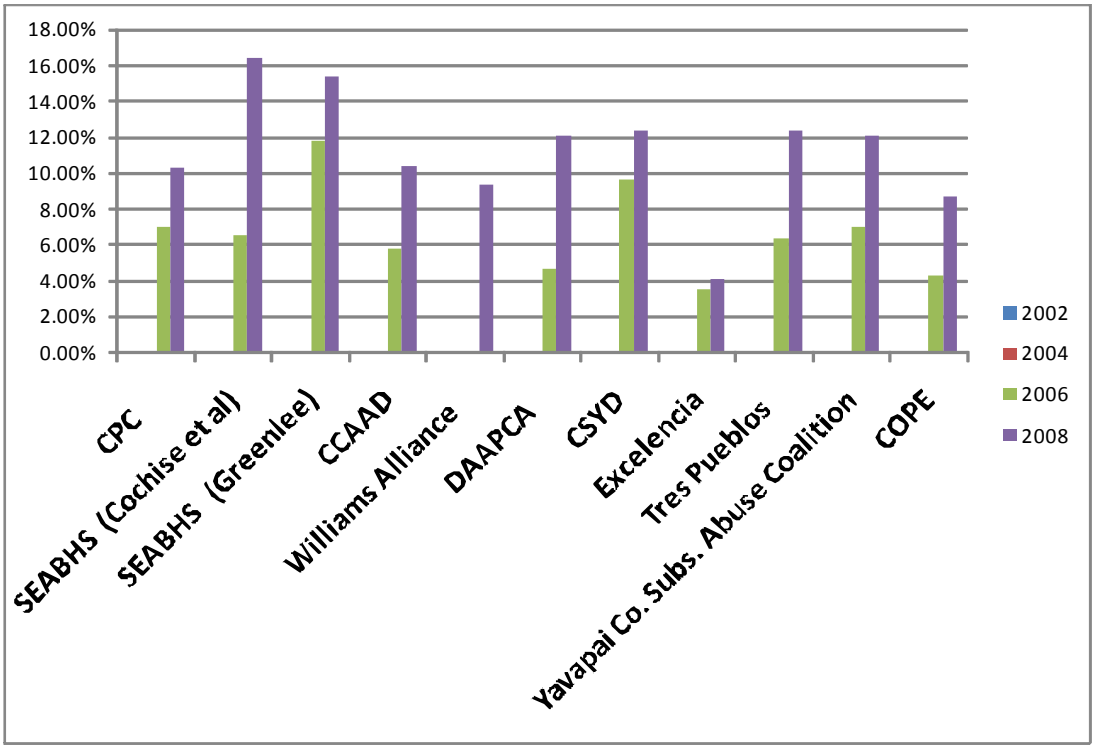


Figure 68: SPF SIG Solicitation/Possession Arrests

Clearly, there has been a dramatic increase in self-reported prescription drug usage among 8th, 10th and 12th graders (see Appendix E). This trend is not isolated to the SPF SIG coalitions. The ACJC reports an increase across the state (http://azcjc.gov/sac/ays.asp). One possible explanation for this increase may be the way in which the question was phrased for the 2008 administration of the AYS.

Juvenile Drug Usage Conclusions

The aforementioned data reveals positive changes in the both drug arrests and reported drug usage for juveniles since inception of the SPF SIG in these Arizona communities. There has been an overall decrease in juvenile arrests for drug offenses. This is supported with the marked decrease in reported usage of marijuana and methamphetamine. The exception is the increase in prescription drugs. As stated above, these are preliminary conclusions based on aggregate data; however there does appear to be some impact of the prevention programs implemented by SPF SIG coalitions with regard to drug arrests and usage. Subsequent analysis is planned that will include an additional data point for 2008 as well as more precise analytical techniques for the final evaluation.

National Outcome Measures (NOMS) Conclusions

Overall, there were decreased numbers of adult and juvenile arrests as well as decreases in self-reported juvenile usage of alcohol and drugs for most coalitions between the periods prior to and and during SPF SIG implementation. The following chart contains a summary of these changes for the nine (9) outcome variables: adult DUI arrests, adult drug arrests, juvenile DUI arrests, juvenile alcohol consumption, juvenile binge drinking, juvenile drug arrests, juvenile marijuana use, juvenile meth use, and juvenile prescription drug use.

Table 35: NOMS Preliminary Outcome Summary

Coalition	Adult DUI Arrests	Adult Drug Arrests	Juvenile DUI Arrests	Juvenile Alcohol Con.	Juvenile Binge Drinking	Juvenile Drug Arrests	Juvenile Marijuana	Juvenile Meth	Juvenile Prescription Drug
Compass Health Care	+	-	+	-	-	-	-	-	+
Southeastern Arizona Behavioral Health Services (Cochise et al)	+	-	-	-	-	-	-	-	+
Southeastern Arizona Behavioral Health Services (Greenlee)	-	-	-	-	-	-	-	-	+
Citizens Against Substance Abuse	+	-	+	-	-	-	-	-	+
Williams Alliance/Williams USD	-	-	-	-	-	-	-	-	+
AZ Youth Partnership/Globe	+	+	+	-	-	+	-	-	+
AZ Youth Partnership/Kingman	+	-	+	-	-	-	-	-	+
Chicanos Por La Causa	+	+	+	-	+	+	+	-	+
Pinal Hispanic Council	+	-	+	-	-	+	-	-	+
Youth Count	+	+	+	-	-	-	-	-	+
Terros	+	-	+	-	+	-	-	-	+
Gila River Health Care									
Phoenix Indian Center				Data Not Available					
Navajo Nation									
San Carlos Apache									

- = decrease in count or % reporting from pre-SPF SIG to During SPF SIG

+ = increase in count or % reporting from pre-SPF SIG to During SPF SIG

Through data collected for the NOMs, it appears that SPF SIG initiatives in these communities are preventing increases in self-reported usage of alcohol, including binge drinking, marijuana, and meth usage. The same is not true for prescription drugs. None of the coalitions appear to be preventing an increase in prescription drug usage. At this time, it is unclear if these increases are an artifact of the way in which the question was posed for the 2008 AYS or if this represents a real increase in juvenile usage of prescribed drugs. Further analysis will be conducted to test the veracity of this conclusion.

Overall, arrest rates for both juvenile and adult DUI does not appear to be decreasing. Rather, the trend in many of these communities (nine for adult arrests and eight for juveniles) is an increase in DUI arrests. It is unclear if this increase is an artifact of resurgence in DUI enforcement and changes in DUI statutes or an increase in the numbers of juveniles and adults who drink and drive. Again, further analysis of this data, coupled with qualitative documentation of enforcement, will be conducted to answer this question in the final evaluation report. Drug arrest rates appear to be declining from prior to the SPF SIG when compared to the time to during SPF SIG implementation. Only three out of the 11 (27%) communities report an increase in adult and juvenile arrests for drug solicitation and or possession.

It must be remembered that the above conclusions are based on observation of trends in historical data as opposed to rigorous statistical analysis. The above provides some insight into the effects of the SPF SIG prevention efforts but does not present conclusive evidence of a causal link between the decreases cited above and SPF SIG prevention efforts. The evaluation team will continue to collect data and apply appropriate statistical analysis to test the causative and correlative hypothesis between SPF SIG prevention implementation and fluctuations in the outcome measures.

VIII. Conclusions

Accomplishments - State Level

At a state level in Year Four, Arizona successfully implemented all five steps of the Strategic Prevention Framework, resulting in significant outcomes for the enhancement of state substance abuse prevention infrastructure. Highlights included:

- ✓ **The Arizona Substance Abuse Partnership (ASAP) exceeded its mandate for quarterly meetings, and demonstrated high levels of member agency engagement:**
  Building upon the successful creation of ASAP in Year Three, state level implementation of the SPF SIG was integrated into a structured and comprehensive effort to address substance abuse issues through the coordinated efforts of state prevention, treatment, and enforcement agencies.

- ✓ **Data driven decision making, planning, and policy development were formalized and institutionally supported through ASAP resulting in cross-systems collaboration and significant outcomes**:
  Data driven decision making was a 2008 ASAP Strategic Focus Area, resulting in numerous improvements to state data systems infrastructure. The State Epidemiological Outcomes Workgroup continued to inform planning efforts at both the state and community levels with current substance abuse data. The Emerging Issues Subcommittee was formed to track the newest trends in substance use statewide. Formal mechanisms such as the establishment of ASAP Strategic Focus Areas, Executive Action Briefings, and the PIJ-SAP supported data driven planning, financial stewardship, and accountability for outcomes.

- ✓ **The state increased coordination with and funding for tribes:**
  Through the efforts of ASAP member agencies, tribes became increasingly involved in coordinated law enforcement efforts and intelligence sharing. The GOCYF successfully contracted eight tribal coalitions to implement the SPF.

- ✓ **State agencies and communities increased their use of evidence based practices:**
  Far more evidence based practices were reported in Year Four than in previous years. The GOCYF encouraged and supported the use of evidence based practices through technical assistance provision and funding requirements.

- ✓ **The state increased accountability for measurable outcomes:**
  Executive Action Briefings and annual outcome reports required of ASAP and its committees focused on public accountability and reporting of progress and outcomes. New requirements for quarterly reporting of standardized benchmark data were instituted with all GOCYF funded community coalitions.

Accomplishments - Community Level

In Year Two after receiving SPF SIG funding, coalitions initiated Step Four of the Strategic Prevention Framework, resulting in significant progression during their second year. Accomplishments included:

- ✓ **Coalition functioning was assessed:**
  In Year Two, coalitions completed Coalition Functioning Instruments in order to determine how well coalition members are able to work together to address the coalition's goals. Results from the surveys indicate that coalitions demonstrate high levels of functioning in two critical domains of coalition functioning: *Synergy* and *Leadership Effectiveness.*

- ✓ **Coalitions addressed the State Underage Drinking Prevention Committee goals at the community level:**
  All coalitions made progress on three specific goals: advocating through the media; seeking stable funding; and advocating for policy change. *Draw the Line* materials were translated into Spanish for expanded use in more Arizona communities.

- ✓ **Community coalitions across Arizona implemented environmental strategies to reduce substance abuse:**
  Coalitions exceed expectations by identifying 67 environmental strategies for implementation and all coalitions report progressing on at least one strategy during the reporting year.

- ✓ **Community substance use prevention coalitions were strengthened or created across the state:**
  Participating Arizona SPF SIG coalitions report improvements in the community-level prevention infrastructure, in comparison to the previous reporting year. Social Network Analysis reveals that the network is larger and more connected among its members. This means that all members are collaborating and sharing resources and information with higher numbers of other members within the network.

- ✓ **NOMs data indicates that the SPF SIG initiative is having an impact in Arizona communities:**
  Through data collected for the NOMs, it appears that the SPF SIG coalition efforts are preventing increases in self-reported usage of alcohol, including binge drinking, marijuana, and meth usage. Overall, there were also decreased numbers of adult and juvenile arrests as well as decreases in self-reported juvenile usage of alcohol and drugs for most communities with SPF SIG coalitions between the periods prior to and during SPF SIG implementation.

IX. Recommendations

Recommendations

The Year Four evaluation of the Arizona SPF SIG shows that the five steps of the Strategic Prevention Framework—Needs Assessment, Capacity Building, Strategic Planning, Implementation, and Evaluation—were successfully implemented in Arizona at a state level. The following recommendations are indicated in order to sustain the positive changes made to date:

1. Develop sustained efforts among members of the SPF SIG social network: This should be accomplished, in part, through a combination of consistent funding, institutionalized practices and structures, and positive outcomes by all members of the network at state and local level.

2. Further increase collaboration and the sharing of resources and information among members of the SPF SIG social network: This can be accomplished through state and regional meetings and conferences, coordinated information sharing efforts, and continued training and workforce development efforts made available to substance abuse prevention organizations throughout the state.

3. Create a state transitional plan for the sustainability of the Strategic Prevention Framework community coalition efforts in Arizona: Funding for Arizona coalitions under the SPF SIG initiative concludes in the fall of 2010. As illustrated in the community level section of this report, SPF SIG coalitions have matured, stabilizing in membership, structure, and the implementation of evidence based and environmental strategies. Formal efforts should be made to transition SPF SIG coalition efforts into the ADHS SAPT block grant funded prevention system to maintain their progress and build on current successes.

4. Ensure that unspent SPF SIG carry over funding is expended to further build the state's capacity to respond to substance abuse issues in Arizona: The forthcoming Year Five marks the last of the five years of the SPF SIG initiative. Unspent funds should be allocated to build community capacity using the SPF model in high need and low capacity communities that have not benefitted from SPF SIG funds thus far.

5. Emphasize Environmental Strategies: Coalitions made significant strides with identifying and implementing environmental strategies during Year Two. However, coalitions can continue to benefit from additional opportunities to increase their capacity for adapting programs and activities to reflect a greater understanding of true environmental strategies.

6. Include Cultural Competency in the SPF Process: One of CSAP's requirements is that cultural competency is embedded in every step of the SPF process, but a systematic plan for how the coalitions can implement and accomplish culturally competent practices has not been completed. One such plan should include state agencies in collaboration with community coalitions to implement culturally competent practices throughout the state.

7. Provide Targeted Technical Assistance and Training for Identified Needs: Coalitions have indicated a continued need for technical advice and training regarding specific issues such as sustainability, coalition development, environmental strategies, and social marketing. Future plans of the state should include these requests in the content of technical assistance and training provided to coalitions.

8. Coordinate Across Systems for Sustainability The efforts of community coalitions should be sustained into the future through the purposeful coordination and braiding of funding streams between the Governor's Office for Children, Youth and Families, Division for Substance Abuse Policy, the Arizona Department of Health Services, Division of Behavioral Health Services, and federal agencies.

X. Acknowledgements

Pima Prevention Partnership would like to thank and acknowledge the following groups for their collaboration and cooperation with the Arizona SPF SIG Initiative:

- Arizona Criminal Justice Commission
- Arizona Department of Health Services, Division of Behavioral Health Services
- Arizona Governor's Office for Children, Youth, and Families, Division for Substance Abuse Policy
- Arizona Governor's Office of Highway Safety
- Arizona State Epidemiological Outcomes Workgroup
- Arizona Substance Abuse Partnership
- Arizona Underage Drinking Prevention Committee
- Department of Public Safety

APPENDIX A: Methodology of the Social Network Analysis

Methodology of the Social Network Analysis

Underage drinking prevention was selected as a proxy for substance abuse prevention efforts in the state because it was identified as a priority area for the Arizona SPF SIG, mandated for all funded community coalitions, and emphasized at a state level by the Arizona Underage Drinking Prevention Committee. A baseline was developed for the state by identifying and describing the network of coalitions and state agencies working to prevent underage drinking in Arizona for the year leading up to July 2006, a point in time just prior to the SPF SIG funding of community coalitions. A second assessment was conducted for the year leading up to July 2008. The baseline network to be analyzed was bounded by identifying state-level agencies and community-level coalitions with a programmatic emphasis to reduce underage drinking at the time of the study. Arizona state agencies were included in the study if they were members of the new Arizona Underage Drinking Prevention Committee organized by GOCYF. Additional state agencies, for-profit health care organizations (Regional Behavioral Health Authorities (RBHA)), and state-level national advocacy organizations (Arizona SADD and Arizona MADD) were included following telephone interviews with several state agency contacts identified on the committee. For the 2008 analysis, additional state-level agencies were added based on their participation in the Arizona Underage Drinking Prevention Committee. Pima Prevention Partnership was re-categorized as a state-level agency instead of as a community-based prevention coalition, as it had been for the 2006 analysis, due to its role as a state-contracted evaluator and technical assistance provider to other members within the network.

For the 2006 baseline, community-based prevention coalitions were identified for inclusion in the study if they met two criteria: 1) they were an Arizona grantee of the Drug Free Community Support Program under the federal Substance Abuse and Mental Health Agency (SAMHSA), which requires significant proof that participating organizations are active non-profit, substance abuse prevention coalitions involved in local community mobilization; and 2) they received a mini-grant ($1,000) from SAMHSA and participated in community town halls to prevent underage drinking during the period of January through April 2006. In 2008, additional coalitions were included if they 1) were Arizona SPF SIG grantees, which were required to carry out UAD prevention efforts; or 2) were coalitions carrying out UAD prevention activities and were listed as current Drug Free Communities Support grantees, Weed and Seed grantees, or in the CADCA (Community Anti Drug Coalitions of America) Registry.

For the 2008 analysis, 44 organizations meeting the above criteria were included, increasing the size of the network 37.5% over the 2006 cohort of 32 organizations. These organizations formed the bounded network in the 2008 analysis, sub-grouped into the four categories of state agency, state-level advocacy organization, for-profit health organization (RBHA), and non-profit community-based prevention coalition. Additional organizations qualified for inclusion, but were unavailable at the time the interviews were being conducted. Each organization was contacted by telephone and key informants were identified who could speak to that organization's involvement with underage drinking prevention activities.

Each key informant was asked to provide information regarding organizational relationships with a list of all the other participating organizations in the study, for a total of 43 other organizations (the 44 total coalitions minus themselves). The structured interviews collected quantitative data on the exchange of resources, collaboration, and the exchange of information. Questions and scoring have been modeled on similar questions used in several studies looking at interorganizational relationships within similar state-wide networks (Krauss, Mueller & Luke, 2004. Kwait,Valente & Celentano, 2001. Singer & Kegler, 2004). Resources were defined as funds, staffing, or facilities. Collaboration was defined as any significant interaction toward a common goal, excluding, for example, casual interactions at the same meeting or event. Information was defined as any relevant and significant form of information exchange as defined by the key informant.

The structure of this network was determined primarily through analysis of *centrality* and *density* scores of five different measures of network functioning—Providing Resources, Receiving Resources, Collaborating, Providing Information, and Receiving Information—using UCINet 6.178 software.

APPENDIX B: List of All Network Members Analyzed

List of All Network Members Analyzed

Organization	Category	Location
ACJC – Arizona Criminal Justice Commission	State agency	Phoenix
ADE – Arizona Dept. of Education	State agency	Phoenix
ADHS-BHS – Arizona Dept. of Health Services, Div. of Behavioral Health Services	State agency	Phoenix
ADHS-BPHS – Arizona Dept. of Health Services, Div. of Public Health Statistics	State agency	Phoenix
AOC – Arizona Office of the Courts	State Agency	Phoenix
APRC – Arizona Prevention Resource Center	State agency	Phoenix
AzDLLC – Arizona Dept. of Liquor License and Control	State agency	Phoenix
AZIHE – Arizona Institutions of Higher Education	State Agency	Tucson
DES – Dept. of Economic Security	State agency	Phoenix
DPS – Dept. of Public Safety	State agency	Phoenix
GOCYF-DSAP – Governor's Office of Children, Youth and Families, Div. of Substance Abuse Policy	State agency	Phoenix
GOHS – Governor's Office of Highway Safety	State agency	Phoenix
MADD – Arizona Mothers Against Drunk Driving	State-level advocacy organization	Phoenix
SADD – Arizona Students Against Destructive Decisions	State-level advocacy organization	Phoenix
AJC – Adelante Juntos Coalition	Non-profit community-based prevention coalition	San Manuel
CGA – Casa Grande Alliance	Non-profit community-based prevention coalition	Casa Grande
CPSA – Community Partnership of Southern Arizona	For-profit health organization	Tucson
EGAAD – Eloy Governor's Alliance Against Drugs	Community-based prevention coalition	Eloy
Excelencia – Excelencia Drug Prevention Community Coalition	Community-based prevention coalition	Phoenix
CASA – Citizens Against Substance Abuse	Community-based prevention coalition	Flagstaff
CYSD – Coalition For Successful Youth Development	Community-based prevention coalition	Kingman
CPC – Community Prevention Coalition	Community-based prevention coalition	Tucson
KWS – Kino Weed and Seed	Community-based prevention coalition	Tucson
GRIC – Gila River Indian Coalition	Community-based prevention coalition	Sacaton
GCAMC – Graham County Anti-Meth Coalition	Community-based prevention coalition	Safford
ICAN	Community-based prevention coalition	Chandler
Marana NW – Marana Northwest Community Partnerships Coalition	Community-based prevention coalition	Marana
NARBHA – Northern Arizona Regional Behavioral Health System	For-profit health organization	Flagstaff
Tempe – City of Tempe	Community-based prevention coalition	Tempe
PIC – Phoenix Indian Center	Community-based prevention coalition	Phoenix
CCSAC – Coconino County Substance Abuse Coalition	Community-based prevention coalition	Flagstaff
COPE – Community Outreach Prevention Education Coalition (Terros)	Community-based prevention coalition	Phoenix
PPP – Pima Prevention Partnership	Community-based prevention coalition	Tucson
PCTCAPT – Pima County-Tucson Commission on Addiction Prevention and Treatment	Community-based prevention coalition	Tucson
SEABHS – Southeastern Arizona Behavioral Health Services, Inc.	For-profit health organization	Sierra Vista
SCCMTF – Santa Cruz County Meth Task Force	Community-based prevention coalition	Nogales

SPI –Scottsdale Prevention Institute	Community-based prevention coalition	Scottsdale
Amistades Substance Abuse Prevention Coalition	Community-based prevention coalition	Tucson
YCSAC – Yavapai County Substance Abuse Coalition	Community-based prevention coalition	Prescott
WHEEL – The WHEEL Council	Community-based prevention coalition	Phoenix
Magellan Health Services	For-profit health organization	Phoenix
Williams Alliance	Community-based prevention coalition	Williams
WVC – West Valley Coalition to Prevent Underage Drinking	Community-based prevention coalition	Glendale
Cenpatico Behavioral Health	For-profit health organization	Phoenix

APPENDIX C: Coalition Functioning Survey

Coalition Survey

This questionnaire asks questions about different aspects of your coalition. It will take about 15 minutes to complete. The questionnaire allows you to express your opinions and provide information about your experiences anonymously—your name is not attached in any way to the responses you give. By answering the questions, you will help your coalition learn about its strengths and weaknesses, and about steps your coalition can take in order to improve the collaboration process. The answers that people in your coalition give will be used to generate a report for your partnership. Only the people in your coalition will have access to this report.

There are no right or wrong answers to the questions. Thoughtful and honest responses will give your coalition the most valuable information. Please answer every question. Most of the time, you will be allowed to check only one answer per question.

This survey is adapted from the Partnership Self-Assessment Tool developed by the Center for the Advancement of Collaborative Strategies in Health (CACSH). It is available online and free of charge through CACSH at The New York Academy of Medicine with funding from the W. K. Kellogg Foundation. More information is available at www.partnershiptool.net.

If you have any questions about the survey, please contact the SPF SIG Evaluation Team, at Pima Prevention Partnership at 1-866-476-5777 or SPFSIG@thepartnership.us.

Survey instructions

Please mark only ONE response for each question, unless otherwise stated. Please make sure to complete ALL questions. Make sure your answers are marked clearly and if you need to erase an answer, please make sure that your correct answer is marked clearly.

Thank you for your time and participation!

Synergy

Please think about the people and organizations that are participants in your coalition.

Question	Extremely well	Very well	Somewhat well	Not so well	Not well at all
By working together, how well are the partners able to identify new and creative ways to solve problems?	○	○	○	○	○
By working together, how well are these partners able to include the views and priorities of the people affected by the coalition's work?	○	○	○	○	○
By working together, how well are these partners able to develop goals that are widely understood and supported among partners?	○	○	○	○	○
By working together, how well are these partners able to identify how different services and programs in the community relate to the problems the coalition is trying to address?	○	○	○	○	○
By working together, how well are these partners able to respond to the needs and problems of the community?	○	○	○	○	○
By working together, how well are your partners able to implement strategies that are most likely to work in the community?	○	○	○	○	○
By working together, how well are these partners able to obtain support from individuals and organizations in the community that can either block the coalition's plans or help them move forward?	○	○	○	○	○
By working together, how well are these partners able to carry out comprehensive activities that connect multiple services, programs, or systems?	○	○	○	○	○
By working together, how well are these partners able to clearly communicate to people in the community how the coalition's actions will address problems that are important to them?	○	○	○	○	○

Leadership

Please think about all of the people who provide either formal or informal leadership in your coalition.

Please rate the **total effectiveness** of your coalition's leadership in each of the following areas:

Question	**Excellent**	**Very good**	**Good**	**Fair**	**Poor**	**Don't know**
Taking responsibility for the coalition	○	○	○	○	○	○
Inspiring or motivating people involved in the coalition	○	○	○	○	○	○
Empowering people involved in the coalition	○	○	○	○	○	○
Communicating the vision of the coalition	○	○	○	○	○	○
Working to develop a common language within the coalition	○	○	○	○	○	○
Fostering respect, trust, inclusiveness and openness in the coalition	○	○	○	○	○	○
Creating an environment where differences of opinion can be voiced	○	○	○	○	○	○
Resolving conflict among partners	○	○	○	○	○	○
Combining the perspectives, resources and skills of partners	○	○	○	○	○	○
Helping the coalition be creative and look at things differently	○	○	○	○	○	○
Recruiting diverse people and organizations into the coalition	○	○	○	○	○	○

Administration and Management

Now, we would like you to think about the administrative and management activities in your coalition. Please rate the effectiveness of your coalition in carrying out each of the following activities:

Please rate the effectiveness of your coalition in:

Question	**Excellent**	**Very good**	**Good**	**Fair**	**Poor**	**Don't know**
Coordinating communication among partners	○	○	○	○	○	○
Coordinating communication with people and organizations outside the coalition	○	○	○	○	○	○
Organizing coalition activities, including meetings and projects	○	○	○	○	○	○
Applying for and managing grants and funds	○	○	○	○	○	○
Preparing materials that inform partners and help them make timely decisions	○	○	○	○	○	○
Performing secretarial duties	○	○	○	○	○	○
Providing orientation to new partners as they join the coalition	○	○	○	○	○	○
Evaluating the progress and impact of the coalition	○	○	○	○	○	○
Minimizing the barriers to participation in the coalition's meetings and activities (e.g., by holding them at convenient places and times, and by providing transportation and childcare)	○	○	○	○	○	○

Non-financial Resources

A coalition needs non-financial resources in order to work effectively and achieve its goals.

For each of the following types of resources, to what extent does your coalition have what it needs to work effectively?

Question	… of what it needs					
	All	Most	Some	Almost none	None	Don't know
Skills and expertise (e.g., leadership, administration, evaluation, law, public policy, cultural competency, training, community organizing)	○	○	○	○	○	○
Data and information (e.g., statistical data, information about community perceptions, values, resources, and politics)	○	○	○	○	○	○
Connections to target populations	○	○	○	○	○	○
Connections to political decision-makers, government agencies, other organizations/groups	○	○	○	○	○	○
Legitimacy and credibility	○	○	○	○	○	○
Influence and ability to bring people together for meetings and activities	○	○	○	○	○	○

Optional Satisfaction Survey

The following section is optional for you to complete. Please determine if you are already gathering this information with another survey that your coalition currently uses. If you do not have an instrument currently in use which measures the level of satisfaction of your coalition members, proceed to the next section. Please be sure to have all your coalition members complete this section (or leave it blank) based on your current data collection practices.

Satisfaction with Participation

A. How satisfied are you with the way the people and organizations in the coalition work together?
- ○ Completely satisfied
- ○ Mostly satisfied
- ○ Somewhat satisfied
- ○ A little satisfied
- ○ Not at all satisfied

B. How satisfied are you with your influence in the coalition?
- ○ Completely satisfied
- ○ Mostly satisfied
- ○ Somewhat satisfied
- ○ A little satisfied
- ○ Not at all satisfied

C. How satisfied are you with your role in the coalition?
- ○ Completely satisfied
- ○ Mostly satisfied
- ○ Somewhat satisfied
- ○ A little satisfied
- ○ Not at all satisfied

D. How satisfied are you with the coalition's plans for achieving its goals?
- ○ Completely satisfied
- ○ Mostly satisfied
- ○ Somewhat satisfied
- ○ A little satisfied
- ○ Not at all satisfied

E. How satisfied are you with the way the coalition is implementing its plans?
- ○ Completely satisfied
- ○ Mostly satisfied
- ○ Somewhat satisfied
- ○ A little satisfied
- ○ Not at all satisfied

The survey is complete. Please return it to the facilitator.

Thank you very much for your time and input in completing this survey.

APPENDIX D: Coalition Quarterly Report

SPF SIG QUARTERLY REPORT

Please provide information from the previous quarter. Once your report has been completed, please send a copy of the completed report with attachments to Briana Kreibich, Program Administrator for GOCYF at bkreibich@az.gov and Lisa Teyechea, with Pima Prevention Partnership at lisateyechea@thepartnership.us. Please keep a copy of the report that is submitted for your records.

Coalition Name:
Email address of person(s) completing quarterly report:

Quarterly reporting period you are reporting:

X	Quarter
	Quarter 1 (October, November, December)
	Quarter 2 (January, February, March)
	Quarter 3 (April, May, June)
	Quarter 4 (July, August, September)

Coalition Development, Maintenance, and Outreach Activities

For any "Draw the Line" related activities please report on those activities separately in the "Draw the Line" section below.

Activity	Yes/No	Number
Held a community forum/town hall	☐ **Yes** ☐ **No**	*# of persons who attended*:
Description/Results *Topic(s) of forum/town hall*:		

Activity	Yes/No	Number
What resulted from conducting forum/town hall?		
Received training	☐ **Yes** ☐ **No**	*# of coalition members receiving training*:
Description/Results *Describe training*: *What resulted from receiving training?*		
Conducted a training	☐ **Yes** ☐ **No**	*# of persons trained*:
Description/Results *Describe training*: *What resulted from conducting this training?*		
Partnered with local agency or organization	☐ **Yes** ☐ **No**	*# of agencies/organizations partnered with*:
Description/Results *What type(s) of agency/organization did you partner with?* *What was the nature of this partnership?*		

Activity	Yes/No	Number
What resulted from this partnering?		
Internet	☐ **Listservs** ☐ **websites or links** ☐ **mass emails**	*# of listservs*: *# of websites/links*: *# of mass emails:*
Description/Results *Listservs*: *Websites/links:* *Mass emails:*		
Media (TV, radio, newspaper ads/articles, public service announcements, press release(s))	☐ **TV** ☐ **Radio** ☐ **Newspaper ads/articles** ☐ **PSA's** ☐ **Press release(s)**	*# of TV spots*: *# of Radio spots*: *# of Newspaper ads/articles*: *# of PSA's*: *# of Press release(s):*
Description/Results *TV spots:* *Radio spots:* *Newspaper ads/articles:* *PSA's:* *Press release(s):*		
Education/Health fairs	☐ **Education fair** ☐ **Health fair**	☐ *Education fair* *# of people who visited the table, talked with, etc.:*

Activity	Yes/No	Number
		# of informational materials distributed: ☐ *Health fair* *# of people who visited the table, talked with, etc.:* *# of informational materials distributed:*
Description/Results *Describe the fair:* *What resulted from participating in this fair?*		
Other	☐ **Yes** ☐ **No**	*# of other activities conducted:* *# of people reached through other activities:*
Description/Results *Describe other:* *What resulted from conducting this other?*		

"Draw the Line" Activities

Activity	**Yes/No**	**Number/Type**	**Description**
Distributed informational materials	☐ **Yes** ☐ **No**	*English language materials:* ☐ ***brochures #_____*** ☐***fliers #_____*** ☐***fact sheets #_____*** ☐***posters #_____*** *Spanish language materials:* ☐ ***brochures #_____*** ☐***fliers #_____*** ☐***fact sheets #_____*** ☐***posters #_____*** *Other language materials:* ☐ ***brochures #_____*** ☐***fliers #_____*** ☐***fact sheets #_____*** ☐***posters #_____***	*What resulted from distributing these materials?*
PSA's	☐ **Yes** ☐ **No**	*PSA's*: ☐ ***radio #_____*** *# of people potentially reached by PSA's:* ☐***TV #_____*** *# of people potentially reached by PSA's:* ☐***other (describe):*** ***#_____*** *# of people potentially reached by PSA's:*	*What resulted from the PSA's*?

Activity	**Yes/No**	**Number/Type**	**Description**
Utilized the *DrawYourLine.com* website	☐ **Yes** ☐ **No**	*Frequency of use of website:* ☐ ***less than monthly*** ☐***monthly*** ☐***weekly*** ☐***more than weekly***	*How was information from website utilized*:
Conducted presentations	☐ **Yes** ☐ **No**	☐*Presentations with "Draw The Line" as **primary** topic #_____* *# of people attending presentations:* ☐*Presentations with "Draw The Line" **included with other topics** #_____* *# of people attending presentations:*	*Describe presentation:* *What resulted from conducting these presentations?*
Used/hosted traveling exhibit	☐ **Yes** ☐ **No**	*# of people who viewed the exhibit*:	*Describe:* *What resulted from hosting or using the exhibit*?
Collaboration with community partner/business	☐ **Yes** ☐ **No**	*# of partners/businesses collaborated with*:	*Describe collaboration*: *What resulted from the collaboration?*
Other	☐ **Yes** ☐ **No**	*# of other activities conducted:* *# of people reached through other activities:*	*Describe other activities:* *What resulted from these activities?*

Evaluation and Data Collection Activities

Does your coalition have an evaluator contracted?	☐ **Yes** ☐ **No**	If yes, who?
Did you collect any data during this quarter?	☐ **Yes** ☐ **No**	If yes, please describe the *type* of data you collected, the *purpose* of collecting this data, and *where you received* this data from:
Did you assess community needs this quarter?	☐ **Yes** ☐ **No**	If yes, how? (examples include: collected data not previously collected before, conducted key informant interviews, conducted focus groups)
Have you used any *new* data to modify or change goals and objectives listed in your strategic plan?	☐ **Yes** ☐ **No**	If yes, please describe:

Addressing Strategic Plans Goals and Objectives

Based on information included in your strategic plan, please complete the table below, providing information on the progress that has been made in addressing your stated goals and objectives. In the table please address the "Status" of achieving your goals: if you have **not started** addressing the goals explain why; if you are **in progress** of achieving this goal tell us the steps you are taking towards progress and measureable outcomes. If you have completed the goal, list all measureable outcomes that are the final result of your actions.

Goals	Status	Activities conducted to meet goals or Explanation if no activity	Measureable Outcomes
	☐ Have not started ☐ In Progress ☐ Completed		
	☐ Have not started ☐ In Progress ☐ Completed		

* measureable outcome means that you are able to provide evidence that the outcome was or was not achieved.

Environmental Strategies

Based on information included in your strategic plan, please complete the table below, providing information on the progress that has been made in implementing the environmental strategies you identified. In the table please address the "Status" of implementing these environmental strategies: if you have **not started** these strategies explain why; if you are **in progress** of these strategies tell us the steps you are taking towards progress and measureable outcomes. If you have completed the goal, list all measureable outcomes that are the final result of your actions.

Strategy	Status	Activities conducted to implement strategy or Explanation if no activity	Measureable Outcomes*
	☐ Have not started ☐ In Progress ☐ Completed		
	☐ Have not started ☐ In Progress		

Strategy	Status	Activities conducted to implement strategy or Explanation if no activity	Measureable Outcomes*
	☐ **Completed**		

* measureable outcome means that you are able to provide evidence that the outcome was or was not achieved.

Underage Drinking Committee Outcome Activities

In the table below, please provide information on the progress that has been made in underage drinking outcomes. In the table please address the "Status" of the progress: if you have **not started** addressing these outcomes explain why; if you are **in progress** of addressing these outcomes tell us the steps you are taking towards progress and measureable outcomes. If you have completed an outcome, list all measureable outcomes that are the final result of your actions.

Goals	Status	Activities conducted to meet goals or Explanation if no activity	Measureable Outcomes*
Reduce point of sale advertising	☐ **Have not started** ☐ **In Progress** ☐ **Completed**		
Recognize responsible merchants	☐ **Have not started** ☐ **In Progress** ☐ **Completed**		

Goals	Status	Activities conducted to meet goals or Explanation if no activity	Measureable Outcomes*
Restrict drinking in public places	☐ **Have not started** ☐ **In Progress** ☐ **Completed**		
Support comprehensive health education	☐ **Have not started** ☐ **In Progress** ☐ **Completed**		
Publicize enforcement efforts	☐ **Have not started** ☐ **In Progress** ☐ **Completed**		
Advocate through the media	☐ **Have not started** ☐ **In Progress** ☐ **Completed**		
Seek stable funding	☐ **Have not started** ☐ **In Progress** ☐ **Completed**		
Advocate for policy change	☐ **Have not started** ☐ **In Progress** ☐ **Completed**		
Refuse alcohol sponsorship of community events	☐ **Have not started** ☐ **In Progress** ☐ **Completed**		
Identify and disperse underage drinking parties	☐ **Have not started** ☐ **In Progress** ☐ **Completed**		

* measureable outcome means that you are able to provide evidence that the outcome was or was not achieved.

Cultural Competency

Activity	Yes/No	Number	Description/Results
Did your coalition sponsor and/or organize any youth-centered activities this quarter?	☐ **Yes** ☐ **No**	*# of people in attendance*:	*If yes, describe activity*: *What resulted*?
Did members of your coalition attend any youth-centered activities this quarter?	☐ **Yes** ☐ **No**	*# of members who attended activity*:	*If yes, describe activity*: *What resulted*?
Did your coalition sponsor and/or organize any tribal activities this quarter?	☐ **Yes** ☐ **No**	*# of people in attendance*:	*If yes, describe activity*: *What resulted*?
Did members of your coalition attend any tribal activities this quarter?	☐ **Yes** ☐ **No**	*# of members who attended activity*:	*If yes, describe activity*: *What resulted*?
Did your coalition conduct any cultural competency trainings?	☐ **Yes** ☐ **No**	*# of people in attendance*:	*If yes, describe training*: *What resulted*?
Did members of your coalition attend any cultural competency trainings?	☐ **Yes** ☐ **No**	*# of people who attended training*:	*If yes, describe training*: *What resulted*?
Other activities attended as they relate to cultural competency	☐ **Yes** ☐ **No**	*# of members who attended activity*:	*If yes, describe activity*: *What resulted*?
Other activities conducted as they relate to cultural	☐ **Yes** ☐ **No**	*# of people in attendance*:	*If yes, describe activity*:

competency			*What resulted*?

Technical and Evaluation Assistance

Briefly list below the technical and/or evaluation assistance that was requested or received by PPP during this quarter.

Type of TA Provided by PPP
1.
2.
3.
4.
5.

Briefly list below the technical and/or evaluation assistance that was received from another provider during this quarter.

Type of TA Provided	Provider
1.	
2.	
3.	
4.	
5.	

Please describe any TA requests that were not received, or you still need help with:

Challenges and Successes

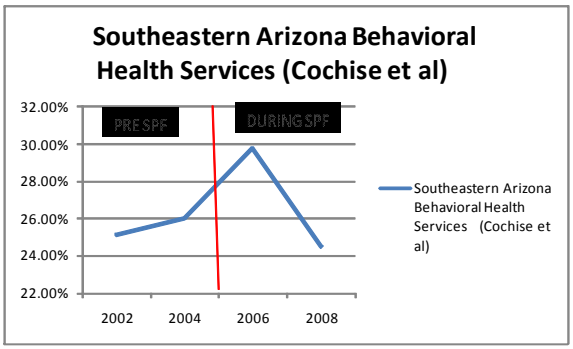
Please describe in this section any significant challenges or accomplishments that were experienced by your coalition related to **implementation** of the SPF SIG or **evaluation** during this quarter. You may include examples of your efforts, such as newspaper articles or other media efforts.

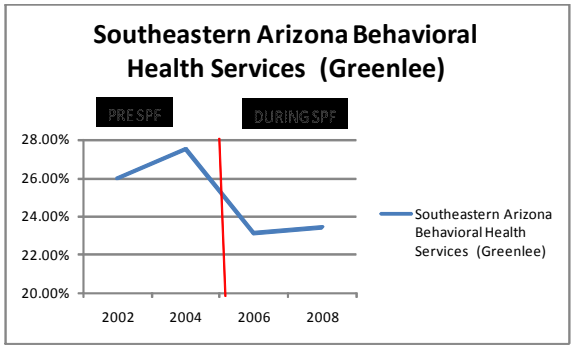
Challenges

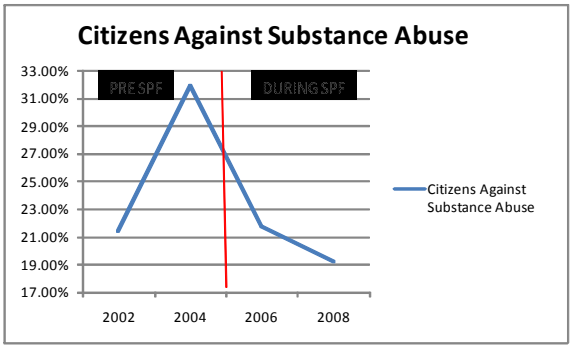
Successes

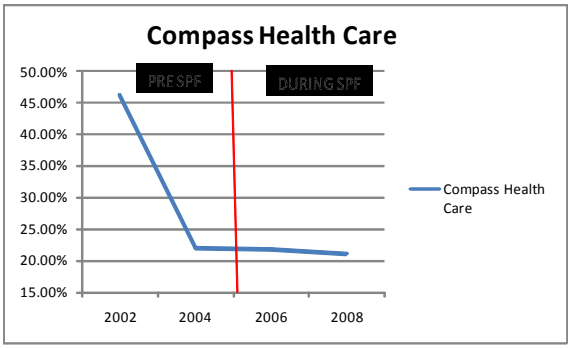
APPENDIX E: NOMS Data for SPF SIG Coalitions

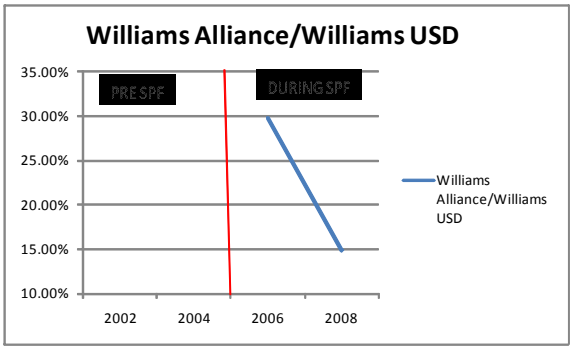
Juvenile 30 day usage of alcohol per coalition

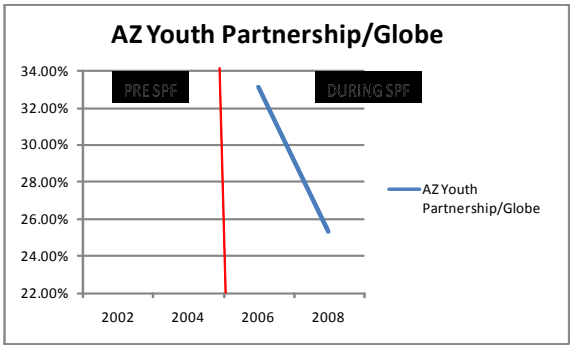


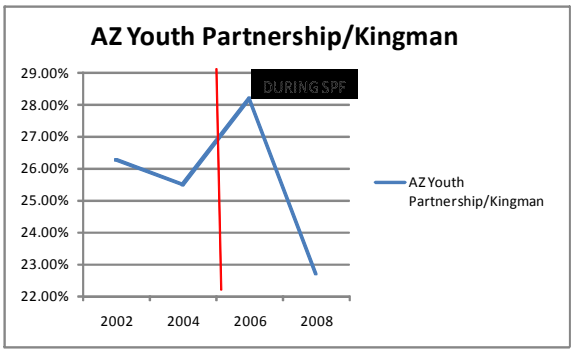


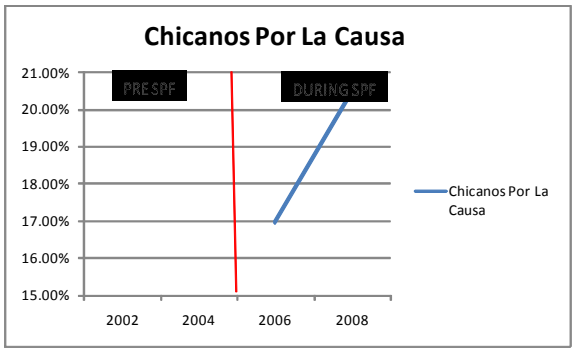


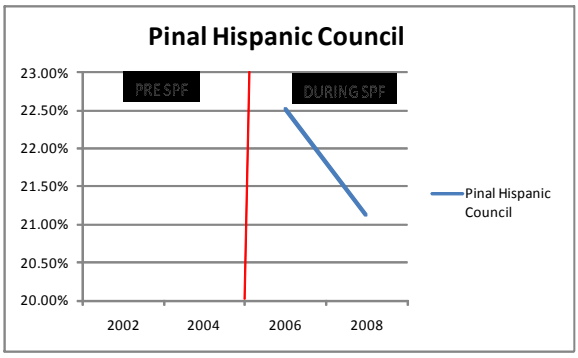


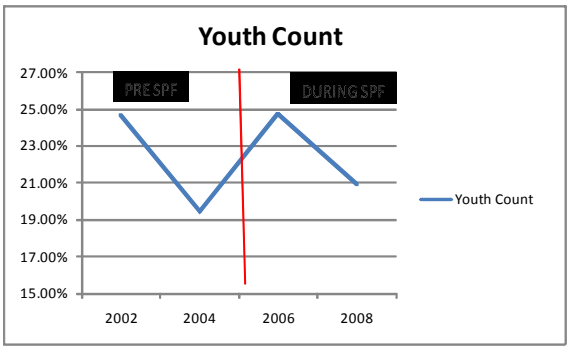


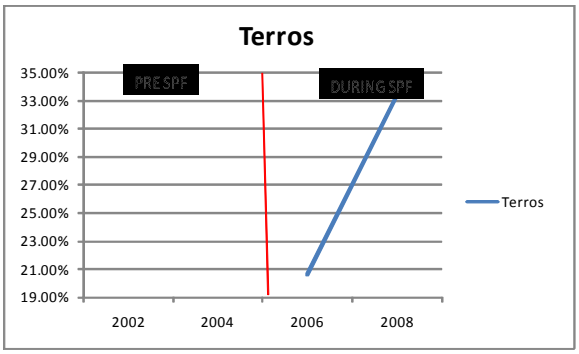



AZ Youth Partnership/Kingman
29.00%
28.00%
27.00%
26.00%
25.00%
24.00%
23.00%
22.00%
2002
2004
2006
2008
DURING SPF
AZ Youth Partnership/Kingman

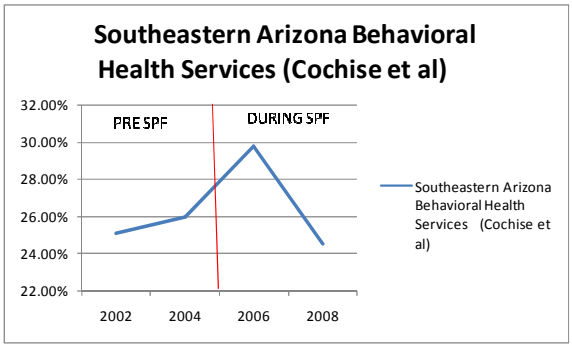

Chicanos Por La Causa
21.00%
20.00%
19.00%
18.00%
17.00%
16.00%
15.00%
2002
2004
2006
2008
PRE SPF
DURING SPF
Chicanos Por La Causa

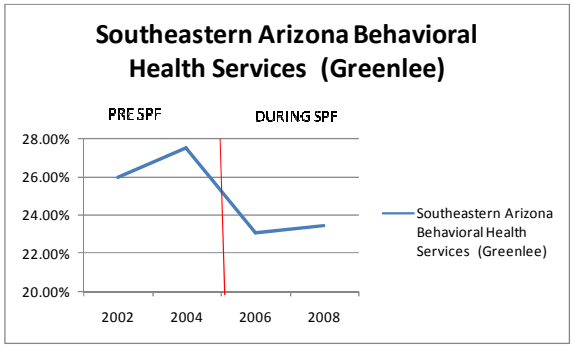

Pinal Hispanic Council
23.00%
22.50%
22.00%
21.50%
21.00%
20.50%
20.00%
2002
2004
2006
2008
PRE SPF
DURING SPF
Pinal Hispanic Council

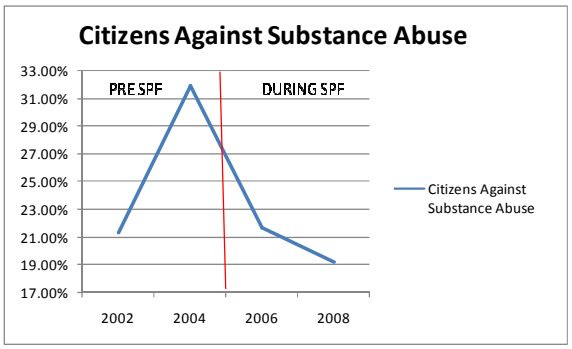

Youth Count
27.00%
25.00%
23.00%
21.00%
19.00%
17.00%
15.00%
2002
2004
2006
2008
PRE SPF
DURING SPF
Youth Count

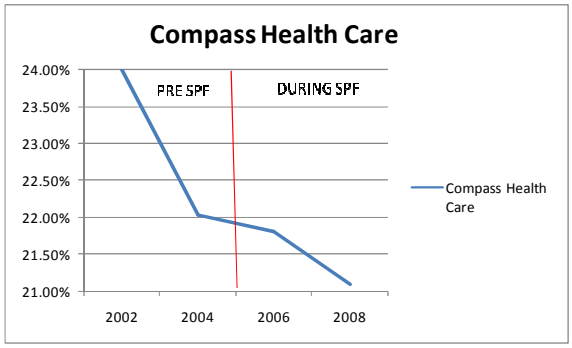

Terros
35.00%
33.00%
31.00%
29.00%
27.00%
25.00%
23.00%
21.00%
19.00%
2002
2004
2006
2008
PRE SPF
DURING SPF
Terros

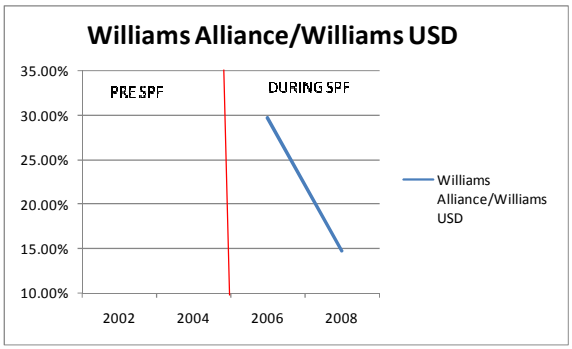
Juvenile Binge drinking

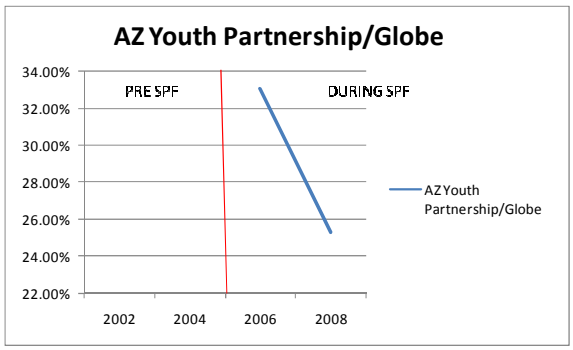


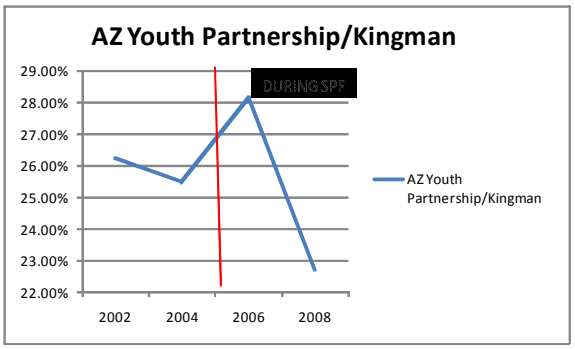


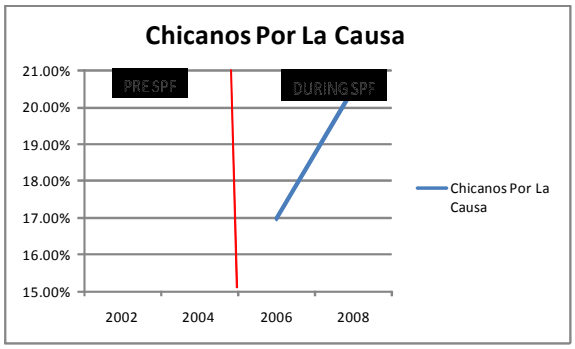


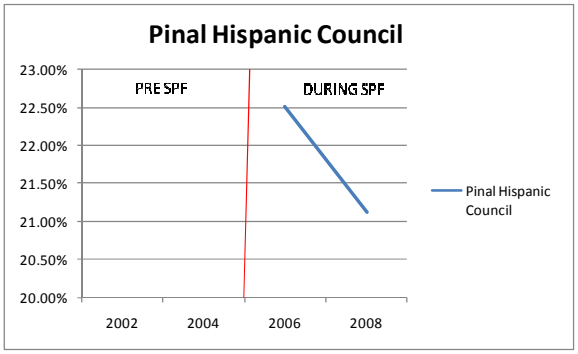


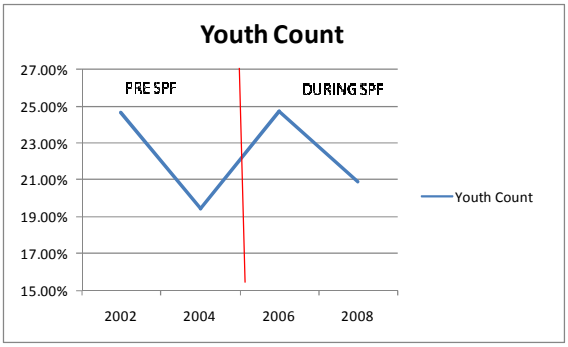


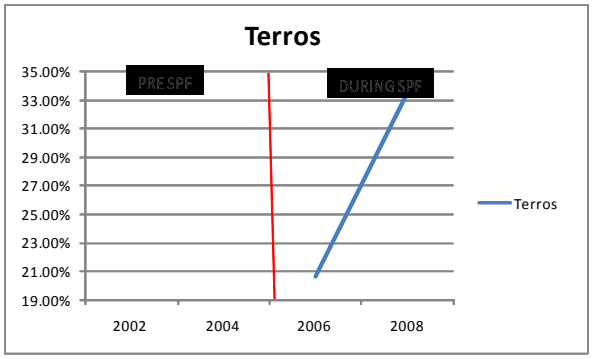



AZ Youth Partnership/Kingman
29.00%
28.00%
27.00%
26.00%
25.00%
24.00%
23.00%
22.00%
DURING SPF
2002
2004
2006
2008
AZ Youth Partnership/Kingman

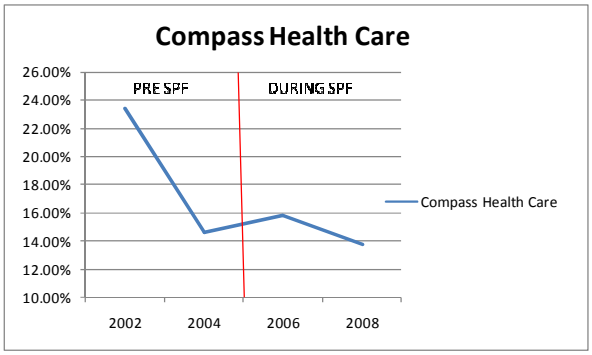

Chicanos Por La Causa
21.00%
20.00%
19.00%
18.00%
17.00%
16.00%
15.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Chicanos Por La Causa

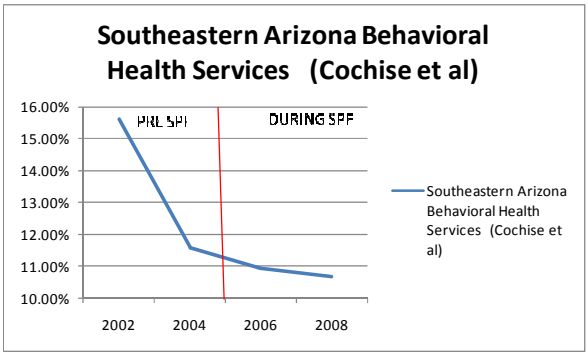

Pinal Hispanic Council
23.00%
22.50%
22.00%
21.50%
21.00%
20.50%
20.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Pinal Hispanic Council

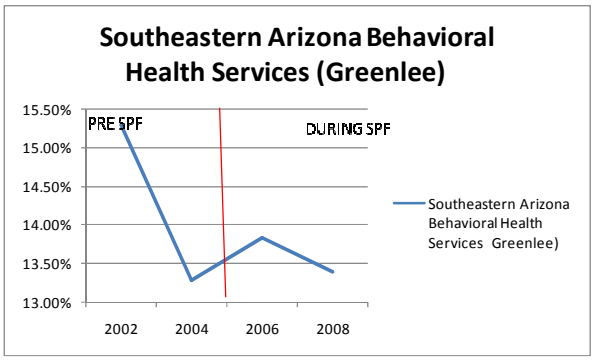

Youth Count
27.00%
25.00%
23.00%
21.00%
19.00%
17.00%
15.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Youth Count

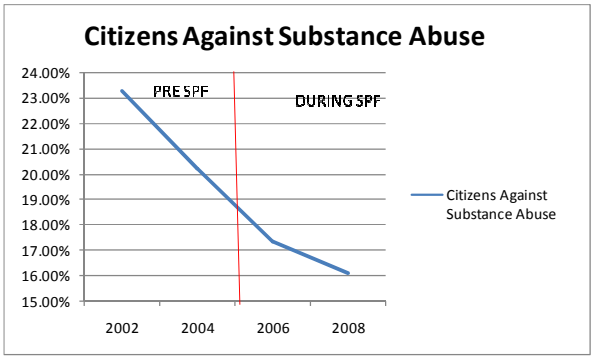

Terros
35.00%
33.00%
31.00%
29.00%
27.00%
25.00%
23.00%
21.00%
19.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Terros

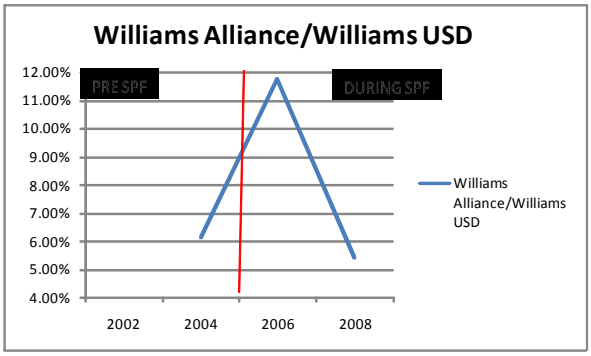
Juvenile Marijuana Usage

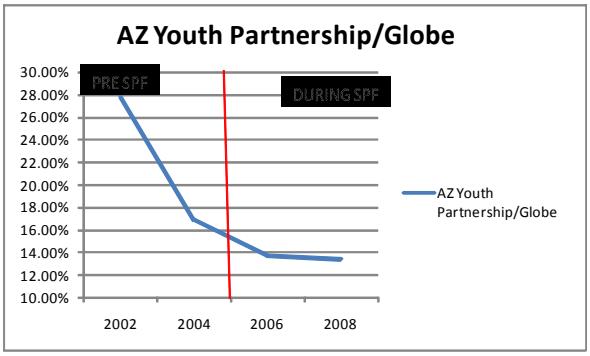


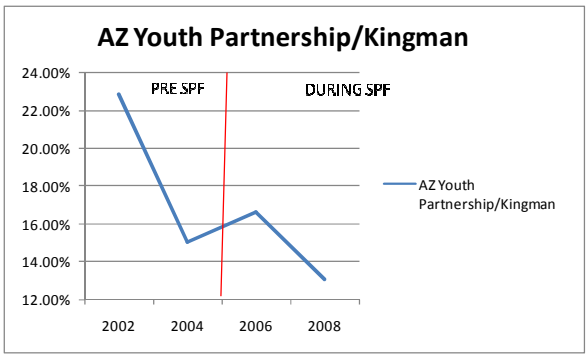


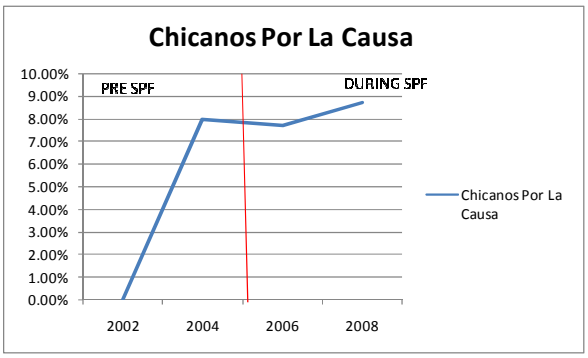


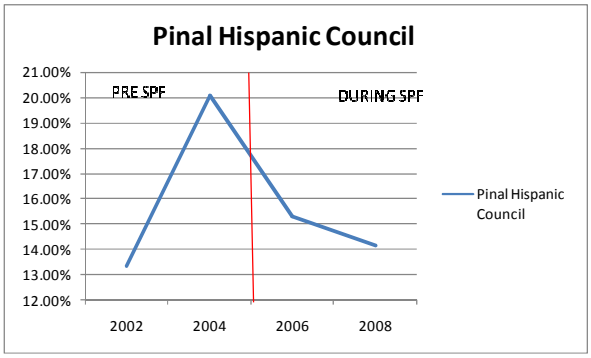


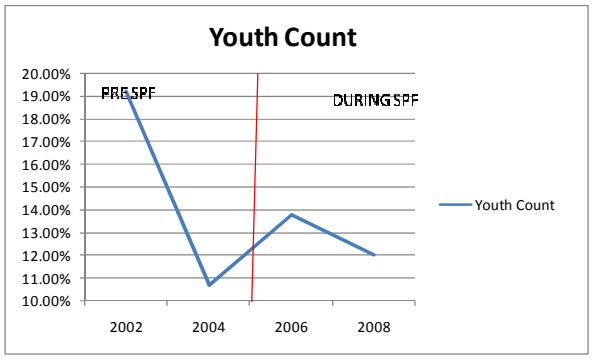


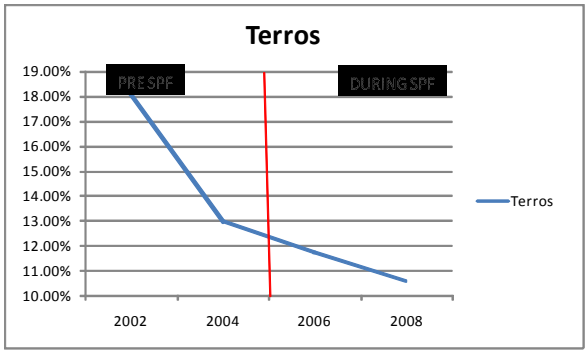



AZ Youth Partnership/Kingman
24.00%
22.00%
20.00%
18.00%
16.00%
14.00%
12.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
AZ Youth Partnership/Kingman

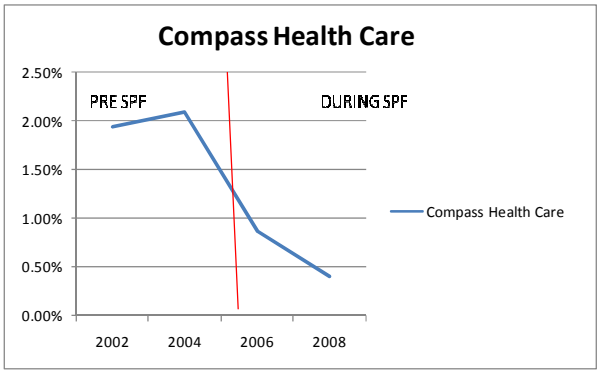

Chicanos Por La Causa
10.00%
9.00%
8.00%
7.00%
6.00%
5.00%
4.00%
3.00%
2.00%
1.00%
0.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Chicanos Por La Causa

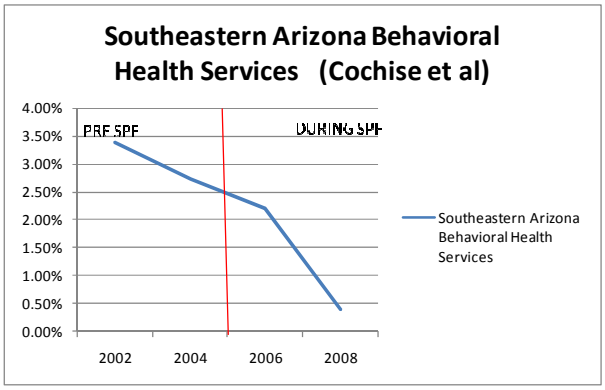

Pinal Hispanic Council
21.00%
20.00%
19.00%
18.00%
17.00%
16.00%
15.00%
14.00%
13.00%
12.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Pinal Hispanic Council

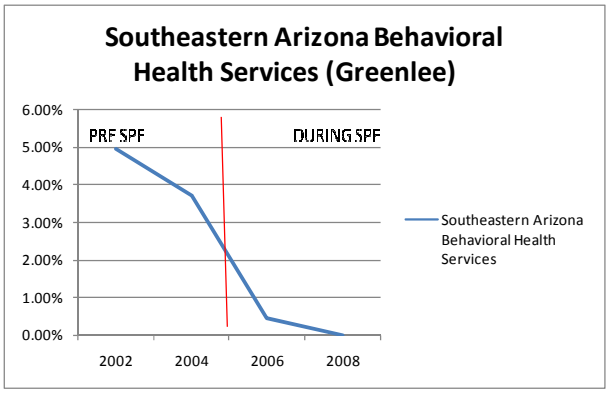

Youth Count
20.00%
19.00%
18.00%
17.00%
16.00%
15.00%
14.00%
13.00%
12.00%
11.00%
10.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Youth Count

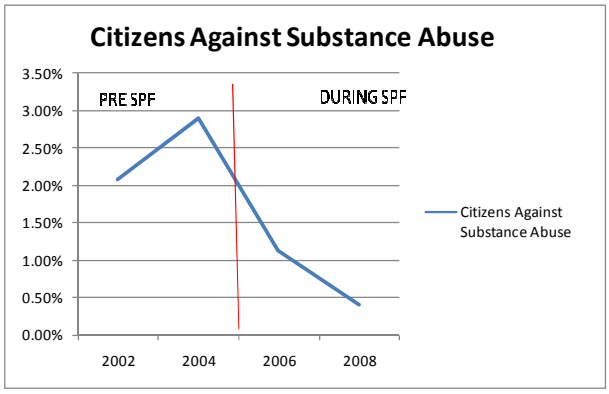

Terros
19.00%
18.00%
17.00%
16.00%
15.00%
14.00%
13.00%
12.00%
11.00%
10.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Terros

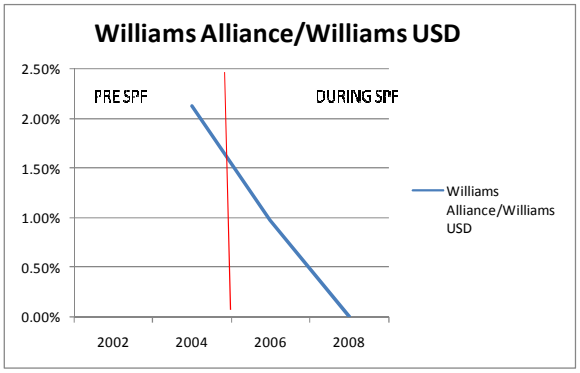
Juvenile Meth Usage

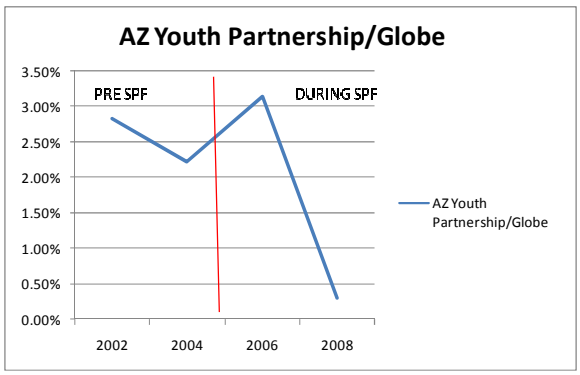


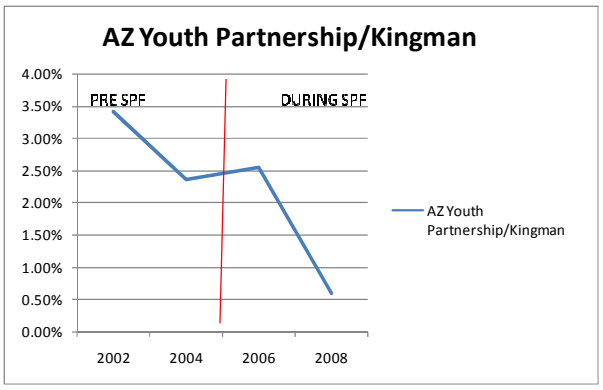


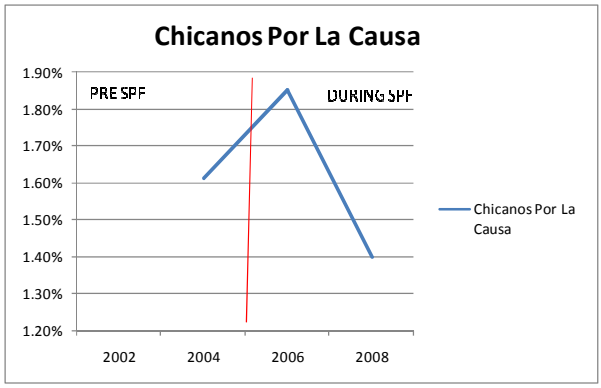


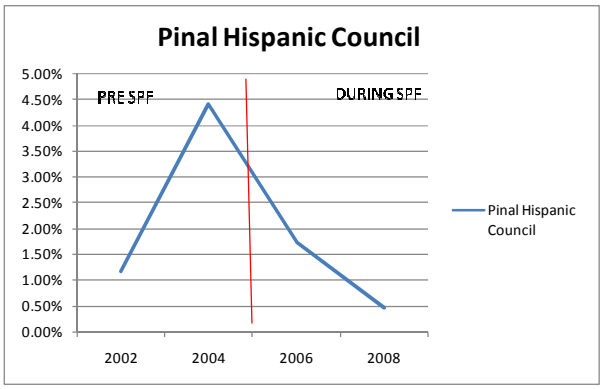


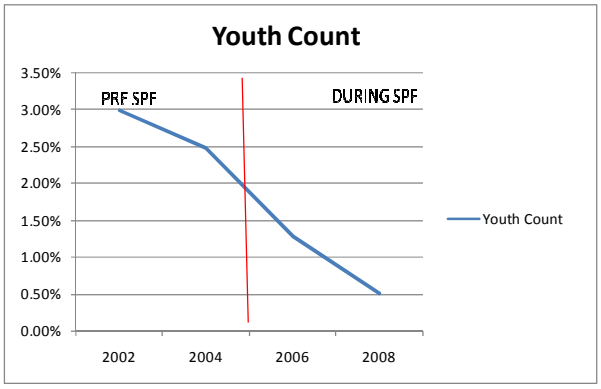


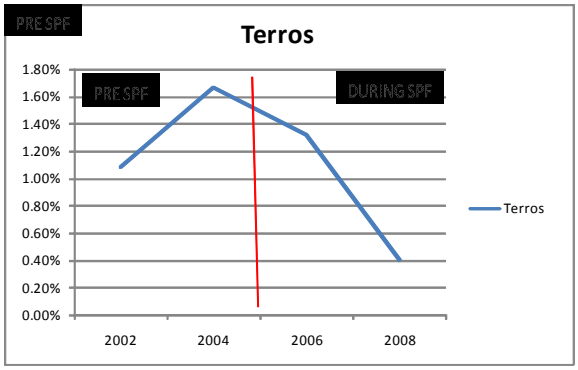



AZ Youth Partnership/Kingman
4.00%
3.50%
3.00%
2.50%
2.00%
1.50%
1.00%
0.50%
0.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
AZ Youth Partnership/Kingman

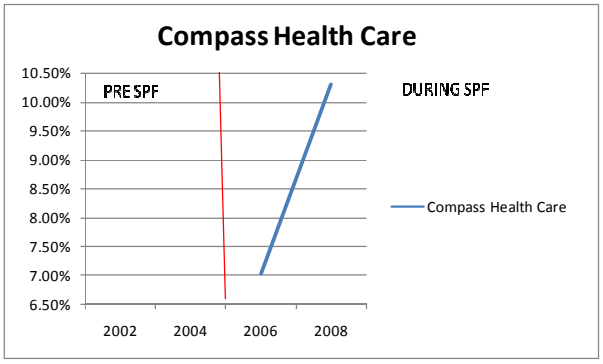

Chicanos Por La Causa
1.90%
1.80%
1.70%
1.60%
1.50%
1.40%
1.30%
1.20%
PRE SPF
DURING SPF
2002
2004
2006
2008
Chicanos Por La Causa

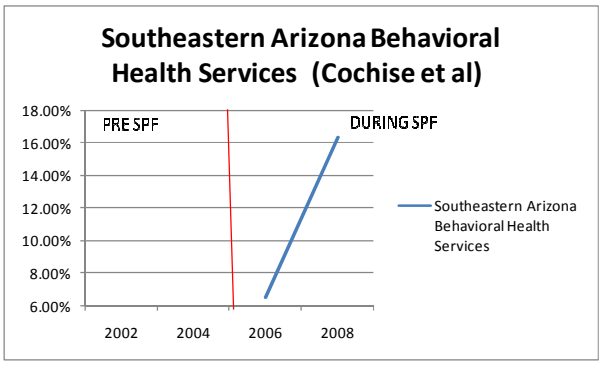

Pinal Hispanic Council
5.00%
4.50%
4.00%
3.50%
3.00%
2.50%
2.00%
1.50%
1.00%
0.50%
0.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Pinal Hispanic Council

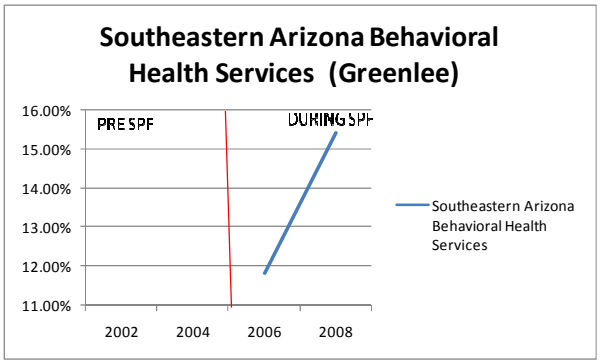

Youth Count
3.50%
3.00%
2.50%
2.00%
1.50%
1.00%
0.50%
0.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Youth Count

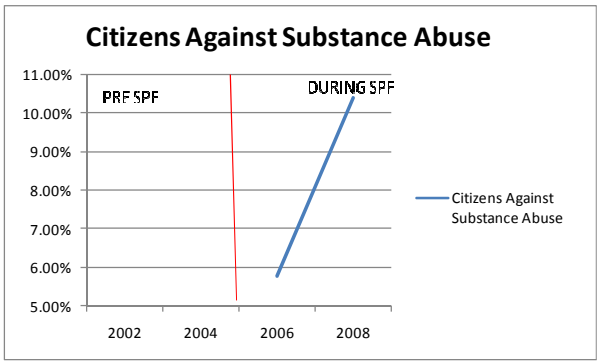

PRE SPF
Terros
1.80%
1.60%
1.40%
1.20%
1.00%
0.80%
0.60%
0.40%
0.20%
0.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Terros

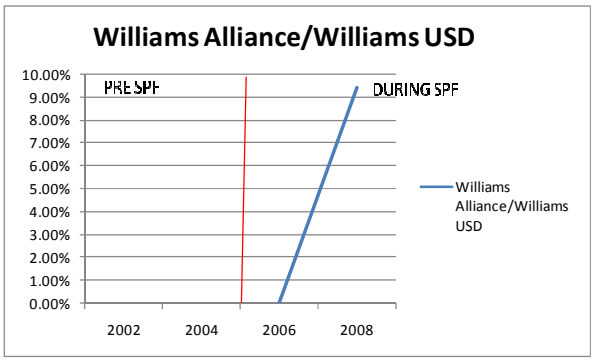
Juvenile Prescription Drug Usage

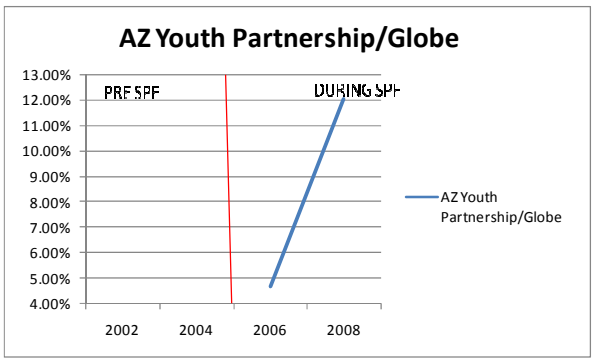


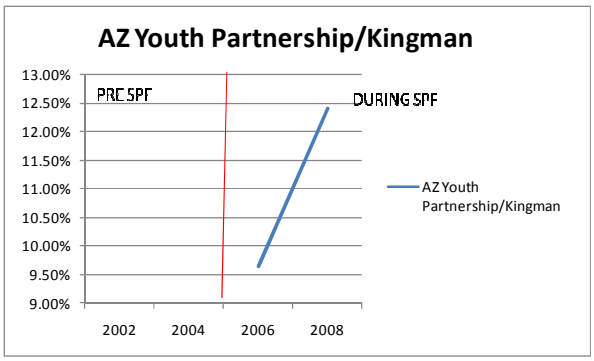


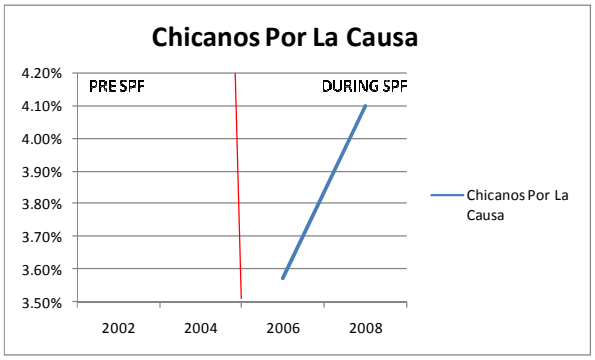


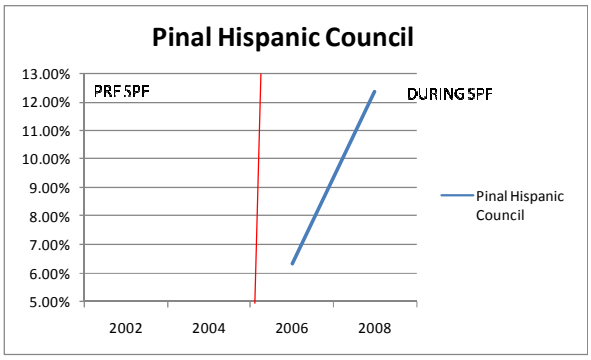


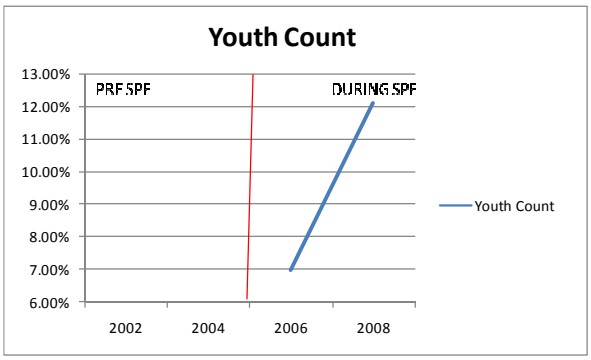


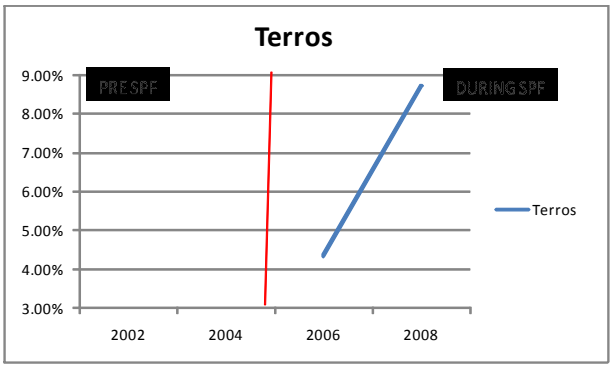



AZ Youth Partnership/Kingman
13.00%
12.50%
12.00%
11.50%
11.00%
10.50%
10.00%
9.50%
9.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
AZ Youth Partnership/Kingman


Chicanos Por La Causa
4.20%
4.10%
4.00%
3.90%
3.80%
3.70%
3.60%
3.50%
PRE SPF
DURING SPF
2002
2004
2006
2008
Chicanos Por La Causa


Pinal Hispanic Council
13.00%
12.00%
11.00%
10.00%
9.00%
8.00%
7.00%
6.00%
5.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Pinal Hispanic Council


Youth Count
13.00%
12.00%
11.00%
10.00%
9.00%
8.00%
7.00%
6.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Youth Count


Terros
9.00%
8.00%
7.00%
6.00%
5.00%
4.00%
3.00%
PRE SPF
DURING SPF
2002
2004
2006
2008
Terros