

**The County of Marin  
Department of Health and Human Services  
Division of Alcohol, Drug and Tobacco Programs**

**Evaluation and Sustainability Plan  
for the  
Reduction of Binge Drinking  
and  
Related Community Problems Among Youth  
Aged 12 years to 25 years**

PROGRAMS**Evaluation Design for State Incentive Grant to Reduce Binge Drinking**

M. K. Associates, a health and social science consulting firm located in Larkspur, California will perform the evaluation. M.K. Associates has over 15 years of experience conducting public health evaluations at the local state and federal levels. M.K. Associates staff have demonstrated their ability to perform high level qualitative as well as quantitative evaluations for the Center for Substance Abuse Prevention, Center for Substance Abuse Treatment, and the State Department of Alcohol and Drug Programs. M.K. Associates staff has worked extensively with drug and alcohol programs throughout the state including the evaluation of a number environmental prevention programs.

**Case Study Design**

A single case study design will be used to evaluate the coalition and funded contractor's efforts to reduce binge drinking in Marin County. The overall evaluation design will include both process and outcome evaluation components, and the coalition (which includes the work of the funded contractors) will be the 'unit of analysis'. Evaluators believe that a case study design is the most compelling way to tell the story of the coalition's efforts to use environmental strategies to reduce binge drinking in Marin County. "The essence of a case study, the central tendency among all types of case studies, is that it tries to illuminate a decision or set of decisions: *why* they were taken, *how* they were implemented, and with *what result*".<sup>1</sup> (Schramm, 1971) The case study design will follow the basic outline indicated below.

- Description of the problem being addressed (binge drinking and related community problems)
- Description of the body attempting to undertake the change (coalition/funded contractors)
- Description of the strategies implemented to achieve the desired outcomes
- The results of the strategies (outcomes achieved)
- Challenges encountered during implementation and the strategies used by the coalition and funded contractors to address these challenges
- Lessons learned

**Process Evaluation**

The process evaluation will provide a detailed description of project implementation, including challenges encountered and strategies developed and implemented to address them. The process evaluation will also seek to answer the "who", "what", "how many" types of questions, describe project "inputs" and provide a richness of information and understanding about the project "outputs/outcomes" not possible with an outcome evaluation alone. A process evaluation is a critical piece of an evaluation of environmental prevention efforts. While an outcome evaluation can report on the number of alcohol policies passed, the degree of, and effect of enforcement of these policies, a process evaluation will describe the viewpoints of key stakeholders throughout project implementation.

Process evaluation will be collected using several methods. Evaluation staff will attend SIG Collaborative meetings, interview key staff and stakeholders periodically, and review program documents. Insights developed during the process evaluation will be shared with

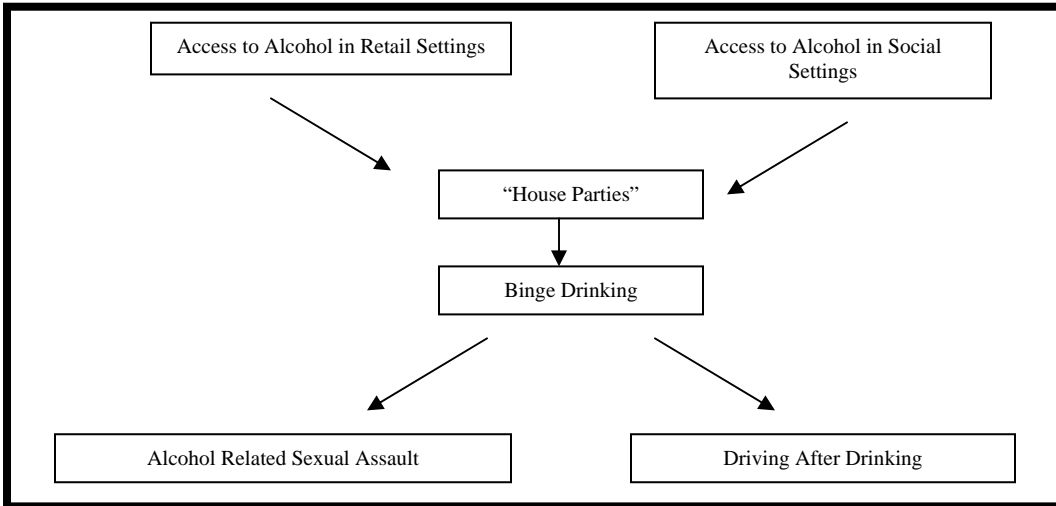
<sup>1</sup> Schramm, W. (1971, December). Notes on case studies of instructional media projects. Working paper, Academy for Educational Development, Washington D.C.

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county staff, funded contractors and SIG Collaborative members as a way of guaranteeing continuous project improvement.

**Outcome Evaluation**

The framework below establishes the connections between the causes and consequences of binge drinking for the SIG grant implementation in Marin County, all of which will be measured in the evaluation.



**Outcomes Based on the Needs Assessment**

The outcomes listed below coincide with those in the logic model submitted in the Prevention Plan and will be tracked as part of outcome evaluation.

Short-Term/Intermediate Outcomes	Key Environmental Strategies	Data Source	Frequency of Collection	Organization Responsible
<b>Marin Youth Have Easy Access to Alcohol in Retail Settings</b>				
<b>Long-term Outcome:</b> Reduce by 50% the number of alcohol establishments that sell to underage persons <sup>2</sup>				
<i>Sources: Police data from compliance checks; Marin Youth Health Advisory Council (MYHAC) Access Survey</i>				
Increase in the implementation of RBS best practices and policies	Implement at least three RBS trainings annually to specialized audiences	Satisfaction with training and intention to implement RBS policies <i>Source: Training Evaluations</i>	Following each training	Bay Area Community Resources
	Create and /or update policies and practice standards at alcohol serving/selling establishments	Implementation of RBS policies <i>Source: Key informant follow-up interviews with selected servers and sellers</i>	Quarterly	M. K. Associates

<sup>2</sup> Compliance checks are being conducted as part of the County Prevention Strategic Plan, but results from those efforts will be used to measure this outcome in the SIG Strategic Plan.

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Short-Term/Intermediate Outcomes	Key Environmental Strategies	Data Source	Frequency of Collection	Organization Responsible
Increased awareness of laws and penalties for providing alcohol to underage youth	Conduct media advocacy/public relations activities to ensure wide coverage of efforts and information	Number of media stories <i>Source: Community newspapers, radio, TV</i>	On-going; quarterly summary reports	ADTP O'Rorke, Inc.
		Parent/Adult awareness of issues related to binge drinking <i>Source: Parent University Survey</i>	Year 2	M.K. Associates
<b>Marin Youth Have Easy Access to Alcohol from Friends and Family</b>				
<b>Long-term Outcome:</b> Reduce by 50% the number of third-party transactions of alcohol to underage persons <i>Sources: Police data from Shoulder Tap Operations; MYHAC Access Survey</i>				
Increase in the number of shoulder tap operations	Conduct at least 6 shoulder tap operations annually	Number of third-party violations <i>Source: law enforcement</i>	Quarterly	Enforcement Grantees
Increase in awareness by adults to not purchase alcohol for youth	Create/augment policies in at least two communities that establish or enhance conditions discouraging underage access to alcohol from friends and family	Passage of new or augmented policies targeting third party transactions <i>Source: Review of town records</i>	Annually	YLI: Alcohol Policy Alliance
Increase in awareness of laws and penalties for providing alcohol to underage youth	Media campaign targeted at third-party transactions/house parties	Number of Media placements <i>Source: Media- print, T.V.</i>	Annually	O'Rorke, Inc.
<b>Significant Binge Drinking for Marin Youth Occurs at Underage Drinking Parties</b>				
<b>Long-term Outcome:</b> Reduce by 30% the number of parties which are identified by police and involve underage/binge drinking <i>Sources: Police data; MYHAC Access Survey</i>				
Passage of at least two social host ordinances	Create/augment at least two social host ordinances/policies	New or augmented policies <i>Source: Review of town records/Town Clerks</i>	Annually	YLI: Alcohol Policy Alliance
Reduce the number of parties that involve underage youth as reported by law enforcement	Media campaign on third party transactions/house parties	Number of media stories to discourage teen parties where underage binge drinking occurs, and on social host ordinance <i>Source: Media placements-print, T.V.</i>	Quarterly	O'Rorke, Inc.

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Short-Term/Intermediate Outcomes	Key Environmental Strategies	Data Source	Frequency of Collection	Organization Responsible
	Increased data collection on house parties through local law enforcement	Police data <i>Source: Computerized incident tracking system</i>	Quarterly	Enforcement Grantees
	Conduct media advocacy/public relations activities to ensure wide coverage of efforts and information	Number of media stories <i>Source: Review of local newspapers</i>	On-going; quarterly summary reports	ADTP, O'Rorke, Inc.
<b>Marin Youth are Experiencing Alcohol Related Violence and Sexual Assaults</b>				
<b>Long-term Outcome:</b> Reduce by 30% the number of alcohol-related sexual assault incidents involving 12-25 year olds as established by baseline data from local law enforcement				
<i>Sources: Police data; County court data; Community Violence Solution's Classroom Survey</i>				
Increase awareness of issues related to binge drinking, e.g. sexual assault	Conduct at least two social norms campaigns	Campaign materials/surveys	On-going	YLI: Breaking the Link
Passage of three new or augmented policies on alcohol-related sexual assault	Engage at least three schools to create/augment policies	Number of new or augmented policies re: alcohol-related sexual assault <i>Source: Review of school records/School Principals</i>	Annually	YLI: Breaking the Link
	Create county-wide policy for addressing incidents	Review of County records <i>Source: County Clerk</i>	Annually	YLI: Breaking the Link
Increase knowledge of the connection between binge drinking and sexual assault	Conduct media advocacy/public relations activities to ensure wide coverage of efforts and information	Number of media stories <i>Source: Review of local newspapers</i>	Annual	ADTP
Increase available data documenting connection between alcohol and sexual assaults	Increased data collection on alcohol related- sexual assault through local law enforcement	Police data <i>Source: Computerized incident tracking system</i>	Quarterly	Enforcement Grantees
<b>Marin Youth are Driving after Drinking</b>				
<b>Long-term Outcome:</b> Reduce by 30% the number of youth (16-25 years of age) involved in alcohol related crashes				
<i>Sources: Police data; Place of Last Drink Survey</i>				

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<b>Short-Term/Intermediate Outcomes</b>	<b>Key Environmental Strategies</b>	<b>Data Source</b>	<b>Frequency of Collection</b>	<b>Organization Responsible</b>
Increase in the number of sobriety checkpoints	Conduct at least 5 sobriety checkpoints annually	Number of sobriety checkpoints <i>Source: Computerized incident tracking system</i>	Quarterly	Enforcement Grantees
Decrease in number of youth found to be intoxicated at sobriety checkpoints		Sobriety checkpoint results <i>Source: Law enforcement tracking system</i>	Quarterly	
Increase awareness of laws and penalties related to youth DUI	Media campaign on youth DUI	Media placements <i>Source: Media (print, T.V.)</i>	Quarterly	O'Rorke, Inc.
	Conduct media advocacy/public relations activities to ensure wide coverage of efforts and information	Number of media stories <i>Source: Review of local newspapers</i>	On-going; quarterly summary reports	ADTP
Decrease the number of youth arrested for driving after drinking	Develop and implement Place of Last Drink Survey for youth <18yrs	DUI arrests <i>Source: Law enforcement</i>	Annually	Enforcement Grantees
		Place of Last Drink Survey <i>Source: Drinking Driver Program</i>	Quarterly	M. K. Associates

Together, coalition members and evaluators have purposely chosen outcomes that we believe can be measured during the grant period. We have tried not to rely solely on data available at the state level or from the California Healthy Kids Survey because data from these sources are often unavailable for the time periods addressed in a particular grant. Instead we have selected outcomes that are already available locally or that we believe can be obtained locally and in a timely manner.

The County of Marin contracted out services in four of the five environmental strategy areas of the SIG Prevention Plan: Responsible Beverage Server Training, Alcohol Policy Development/Change, and Media Advocacy and Social Norms Change. Recipients of these contract awards were required to submit an evaluation plan as part of their Scope of Work. Copies of those plans are included in the Appendix A. The contractor evaluation plans will be measuring program progress and effectiveness on the grant activities. M.K. Associates will work with the Contracted providers to compile the results of those plans into the overall SIG Project Evaluation Plan and connect them with the appropriate project objectives.

PROGRAMS**Methods**

Evaluators will use a variety of methods to evaluate Marin's SIG Plan including:

- Participant observation
- Document review
- Tracking secondary data indicators
- Surveys
- Key informant interviews
- Content analysis

M.K. Associate's evaluators are conducting two-levels of evaluation in order to coincide with the SIG Plan. The SIG Prevention Plan has five major outcomes and evaluators will monitor these indicators on an annual basis.

1. Reduce by 50% the number of alcohol establishments that sell to underage persons
2. Reduce by 50% the number of third-party transactions of alcohol to underage persons
3. Reduce by 30% the number of youth involved in alcohol-related crashes
4. Reduce by 30% the number of parties which are identified by police and involve underage binge drinking
5. Reduce by 30% the number of alcohol-related sexual assault incidents

**Task Plan**

During the SIG Project period, evaluators will undertake the following tasks:

- Meet with providers and County staff to assist them in development of their logic models, review measurement tools and discuss any evaluation challenges.
- Meet quarterly with contractors to discuss progress and strategize on ways to address any challenges.
- Measure SIG collaborative functioning on annual basis through collaboration survey.
- Track long-term indicators on annual basis (DUI rates, sales to minors, third-party transactions that provide alcohol to minors, alcohol related traffic crashes, parties reported to police that involve underage drinking).
- Conduct content analysis of print media of Marin Community newspapers including: Pt. Reyes Light, Ross Valley Reporter, Mill Valley Herald, Ark, News Pointer, Novato Advance, Twin Cities Times, Marin Scope, and Pacific Sun. (County ADTP is tracking Marin Independent Journal newspaper articles and radio and TV).

The analysis will track:

- 1) Increased awareness of laws and penalties for providing alcohol to underage youth,
  - 2) Awareness of issues related to binge drinking and sexual assaults, and
  - 3) Awareness by adults to not purchase alcohol for youth.
- Conduct follow-up interviews with random sample of selected RBS trainees (sellers and servers) on a quarterly basis to assess the extent to which RBS policies have been implemented or augmented.
  - Attend SIG collaborative meetings, work groups, and Board of Supervisors and/or City Council meetings where alcohol policies are going to be voted on.
  - Administer an annual survey to parents attending Parent University to assess their attitudes regarding: perception of harm of binge drinking, attitudes toward allowing

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underage youth to drink in their homes, awareness of penalties for providing alcohol to underage youth, etc.

- Extract data from the three grantees reports for incorporation into case study including:
  - ✓ Compliance check results
  - ✓ Sobriety check points results
  - ✓ ABC Sales to Minors violations
  - ✓ Place of Last Drink Survey results
  - ✓ RBS Training evaluations results
  - ✓ Number of alcohol-related policies passed (social host ordinances, alcohol-related sexual assault, etc.)

**Collaboration with State-Wide Evaluation**

In addition to providing a local evaluation of the implementation of Marin's State Incentive Grant (SIG) to Reduce Binge Drinking, the proposed evaluation will support and augment the statewide cross-site evaluation by: 1) assuring that all data required by the statewide evaluation team will be collected in an accurate and timely manner; and 2) participating in all technical assistance and training activities designed to support statewide evaluation activities.

PROGRAMS**Sustainability Plan**

In the development of the Sustainability Plan we looked at a number of factors that together create an environment in Marin County which promotes a focus on the issues of binge drinking and related community problems for youth and young adults beyond the duration of the State Incentive Grant (SIG) project period.

In summary, these factors include:

1. The Prevention Plan itself contains elements which promote sustainability and long-term change
2. Prevention of binge drinking and related community problems continues to be a community concern
3. Collaborative organizations are making binge drinking a priority
4. Increased funding opportunities exist based on demonstrated results from model programs
5. The factors affecting binge drinking and its consequences are pervasive and of an on-going nature
6. Research and evidence-based practice support a new way to look at underage and binge drinking

**Mission**

*To mobilize the Marin community to reduce binge drinking through social norm changes, policy development, enforcement efforts, education, media, and community and grassroots organizing.*

**Vision**

*A healthy and safe community free from binge drinking and the problems it creates.*

**The Prevention Plan itself contains elements which promote sustainability and long-term change**Media

Through training in media advocacy, the plan aims to create a network of media savvy individuals and organizations which are capable of delivering messages on binge drinking and its related consequences over the long-term. Through this increased capacity, the plan allows for not only an increase in media attention to the issue in the short-term period of the grant, but also into the future as organizations continue work which focuses on binge drinking.

Enforcement

New local and County police trained in conducting compliance checks serves to increase the capacity for conducting such operations in the long-term by creating a cadre of law enforcement officers capable of conducting the operations. Additionally, as officers are exposed to environmental prevention and proven enforcement strategies, they are more likely to continue to advocate within their own departments and professional fields for the continuation of these types of efforts.

Responsible Beverage Service

By training Managers/Owners in Responsible Beverage Service, the plan aims to create an increase in management level staff in alcohol serving/selling establishments who are aware of the laws and responsibilities in serving/selling alcohol, and willing to prioritize the issue for their establishments and employees.

PROGRAMSCollaboration

Through the Alcohol and Other Drug Prevention Collaborative<sup>3</sup>, the plan aims to promote sustainability through enhanced collaboration between agencies. This is accomplished through education and training in prevention and capacity building with organizations to encourage and promote the use of environmental prevention strategies in their on-going work. By laying the foundation for organizations to understand and apply evidence-based strategies, it increases the likelihood that they will continue to select those as effective options in the future.

Policies

When policies are passed on the local and county level they not only impact youth in the present, but for as far into the future as the policy remains in place. This creates a sustainable way for communities to address the issue of binge drinking and its related consequences regularly and specifically with enforcement and penalties that are consistent over the long-term. In this manner, youth, enforcement and community leaders begin to change the old norms around youth drinking being inevitable and too large of a problem to address by creating new expectations through consistent action and application of the law.

Strategic Planning

Through the Prevention Strategic Plan, the Alcohol and Other Drug Prevention Collaborative will continue to operate and involve partner organizations under the SIG long after the grant period has ended. Through the work of the Prevention Strategic Plan, organizations who participated in the SIG can serve as role models for the successful implementation of strategies, demonstrate measurable change which advances the Strategic Plan and serve as mentors for other non-funded organizations who are also learning to engage in the work of environmental prevention.

<p><b>Prevention of binge drinking and related community problems continues to be a community concern</b></p>
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The Marin County Prevention Plan for the Reduction of Binge Drinking and Related Community Problems among Youth Aged 12 Years to 25 Years is one among many strategic steps in the Marin County Strategic Plan for Alcohol and Other Drug Prevention. The Prevention Strategic Plan identified four “Priority Areas” for Prevention for Marin County and served as a blueprint for the reallocation of financial and other resources across the County. The plan, which encompasses the period 2004-2009, contains numerous programmatic and systemic changes to the work of prevention which supports a focus on binge drinking and the utilization of environmental prevention strategies over the long-term.

Priority Area 1: Access to Alcohol and Other Drugs

With its five year focus on the numerous sources of access for youth, emphasis on policy change and community mobilization, this Priority Area will permanently change the landscape for local communities and law enforcement in their response to youth access. The initial plan, combined with resources from the SIG Project will create a landscape of policies, training,

<sup>3</sup> The AOD Collaboration functions as the SIG Collaborative.

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regular enforcement activity and community collaboration which will allow local communities and organizations to continue the work of reducing access within their own internal resources.

Priority Area 2: Pro-Alcohol Marketing and Promotion Influences

Through policy change which restricts alcohol marketing to youth, increased media literacy education and enforced compliance with state and local laws, this Priority Area promotes the sustainability of the SIG Project through attention called to the irresponsible marketing practices of the alcohol industry, a number of which promote and encourage excessive drinking. By passing policies and increasing the ability of individuals to identify and analyze media, critical tools are placed in the hands of individuals and communities which allow for the reduction of alcohol marketing aimed at youth and young adults over the long-term.

Priority Area 3: Systemic Capacity for Prevention

Through the on-going collection of data and the increased use of evidence based practices, coordination of organizations and public support of prevention programming, this Priority Area promotes sustainability by creating a system of organizations intervening on the problem of binge drinking, coordinating and sharing resources all within the context of public support.

An important addition in this Priority Area is the focus on Problem Identification and Referral related to alcohol use. This component is critical, especially for a percentage of youth who are binge drinking at rates which represent a diagnosable alcohol problem. Through the implementation of this work sustained change in the rates of binge drinking are possible among youth who are resistant to prevention and intervention messages since their issues with alcohol abuse stem from addiction rather than peer pressure or marketing tactics.

Priority Area 4: Norms and Awareness of Alcohol and Other Drug Issues

Sustainability due to successful work in this Priority Area is likely the most critical when it comes to the issue and nature of binge drinking. By changing youth and adult perceptions of the harm of binge alcohol use, both on the individual and community level, a stage is set for young adults to use alcohol more responsibly and for youth to conceptualize of the harm of alcohol in ways similar to that of tobacco or other drug use.

Overall, the Strategic Plan's focus on measurable outcomes allows the Marin County Division of Alcohol, Drug and Tobacco Programs (ADTP), communities and organizations to have an on-going "yardstick" by which to measure the magnitude of change actually occurring across the County. This will allow for on-going adjustments and augmentation to assure that long-term change is actually occurring.

In addition, the Governor's Strategic Plan to Reduce Binge Drinking provides a context within which to continue to evaluate our work and serves as a barometer for the depth and magnitude of change that needs to occur across the State. The plan also carries the weight of the Governor's office which allows communities and organizations to prioritize the issue on an on-going basis.

**Collaborative organizations are making binge drinking a priority**

In Marin County, the Prevention Strategic Planning process and SIG planning year have provided a compilation of a wealth of information on underage and binge drinking, the factors that contribute to the problem and the consequences of illegal use and abuse of alcohol by youth

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and young adults. This process has stimulated the thinking of numerous community not-for-profit organizations who continue to increase programming and the collection and analysis of local data to inform prevention efforts.

*Select Program Collaborators and Their Roles for Sustainability*  
Advisory Board on Alcohol and Other Drug Problems (ADAB)

The ADAB has committed to on-going policy advocacy through the leveraging of relationships with the County Board of Supervisors as well as local and state elected officials. The ADAB has also increased their ability to conduct media advocacy and serve as spokespersons on issues important to binge drinking prevention.

Canal Ministry

This organization, located in the predominantly Latino “Canal” area of San Rafael has committed to assisting the overall project and participating organizations with connections to and outreach with the Latino community.

Center Point, Inc.

As a “treatment” organization, Center Point had not previously involved youth in leadership roles within Prevention activities in the County. The youth involved in the project are working to educate and mobilize their peers to continue to participate in Environmental Prevention activities within the County. Currently, youth are involved in the SIG Project, the PlayFair collaborative to reduce alcohol sponsorship at the Marin County Fair and in the planning and implementation of the California Prevention Collaborative Summit as part of the youth track subcommittee. Center Point has committed to continuing to involve youth in their treatment programs in prevention initiatives so that the voice of this often underrepresented group of youth, and the unique strategies they present, can continue to be heard.

College of Marin

As a non-residential setting, the college staff and students have participated in prevention initiatives in only tangential ways in the past. Currently, through a cooperative agreement with the County Division of Public Health, we are reaching out, first to the football team and then to other teams and clubs to engage and educate students on the issues of binge drinking and especially its related consequences. Already, one of the football team players has requested to be involved as a youth leader in the Alcohol and Other Drug Prevention Collaborative and is willing to reach out to other teams and students at College of Marin. Additionally, our relationship with the Police Chief of the college, who is also the head of the Police Chief’s Association of Marin County, has helped to leverage the involvement of the majority of law enforcement agencies in the work of environmental prevention, specifically around compliance checks and should tap operations. Chief Lacy has committed to working with ADTP over the long-term to continue to work with the Marin County Chiefs of Police to make the prevention of underage drinking an on-going priority.

Community Violence Solutions & Huckleberry Youth Programs

Since the inception of the Prevention Strategic Plan and into the SIG Planning Year, these organizations have steadily built capacity in Environmental Prevention strategies. Currently,

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these two organizations have partnered with the Youth Leadership Institute for the Breaking the Link Collaborative which focuses on youth-led efforts to use Environmental Strategies to prevent alcohol-related sexual assault. These organizations are committed to continuing this collaboration after the SIG Project period and are researching new funding sources on an on-going basis.

Healthy Marin Partnership

The Partnership made a focus on binge drinking a major priority in their latest Community Needs Assessment which was just released in the Spring of 2005. Preparations have already begun for the group to re-convene for the next community process, which includes a focus on tracking implementation of the previous Needs Assessment and Plan. The shift in this year's Needs Assessment from a focus on the consequences of unhealthy lifestyles (e.g. heart disease, cancer) to the more "upstream" focus on environmental factors and causes of ill health (e.g. obesity, binge drinking) has created a significant shift in the focus and attention of the healthcare community first onto environmental factors and then onto Environmental Strategies to address those issues.

Marin County Division of Alcohol, Drug and Tobacco Programs

Through our Prevention Strategic Planning process, seeking new grant opportunities and continued work in the field, ADTP is committed to the on-going focus on the prevention of binge drinking, the use of environmental strategies and the continued capacity building of our provider organizations.

Marin County Office of Education/ School/Law Enforcement Partnership

MCOE is currently a grantee under the overall Prevention Strategic Plan in Marin County, focusing primarily on media literacy efforts. MCOE recently convened several community forums for professionals and parents on the issue of alcohol-related sexual assault in response to a recent incident involving a local high school student. As a follow-up to that forum, MCOE developed and brought on-line a new website dedicated to information and resources on the prevention of sexual assault. MCOE is committed to on-going education and information dissemination on this topic and others as they relate to underage drinking and its consequences.

Novato Police Department

This particular community police department, which has extensive previous and current experience in Environmental Prevention strategies has agreed to serve, on an on-going basis, as a resource for other local police departments that wish to initiate or expand their enforcement efforts in the prevention of binge drinking and related consequences. They have agreed to provide technical assistance, samples of previous work and personnel for "ride-alongs" to other local departments as they begin the process of conducting compliance checks, shoulder-tap operations, party-patrols and DUI checkpoints with an emphasis on youth.

O'Rorke, Inc.

O'Rorke has agreed to continue to leverage media partnerships and opportunities throughout the grant period and beyond to advance the environmental prevention message and

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opportunities to youth and adults to hear about opportunities in their local communities. O’Rorke has also offered to attempt to engage larger media partners and create a more significant impact of our efforts by connecting the activities and intent of the SIG projects in the greater Bay Area. By pitching stories which discuss efforts from various Counties, O’Rorke believes that a deeper and more sustained impact can be created.

The Marin Institute

The Marin Institute has committed to on-going training, technical assistance, and support to organizations and communities focusing on policy work related to binge drinking. As the Marin Institute is a national resource contained in Marin County, this is a valuable asset in sustainability of the focus on Environmental Strategies.

**Increased funding opportunities exist based on demonstrated results from model programs**Current Funding Sources

ADTP will be working with each of the organizations under the SIG Project to coordinate this stream of funding with other sources which together make up the Prevention Strategic Plan. Due to the similar nature of work between these grant streams, we believe that we will be able to create a “whole that is greater than the sum of its parts.” In addition, we will work with the overall Department of Health and Human Services to seek and leverage opportunities for local foundations and other grantmaking entities to support the work of Environmental Prevention strategies.

Potential Funding Sources*Federal*

The Substance Abuse and Mental Health Services Administration recently augmented its Safe and Drug Free Schools and Communities grants to require a component which focuses on underage drinking. This type of progress is beginning to be considered and mirrored in other grant streams as well. This type of change positions communities and organizations currently working on the implementation of evidence-based strategies to move quickly and compete successfully for future funding since they have the skills and experience to implement further work around this issue.

*State*

Through our unique collaborations and evidence-based approaches to the prevention of binge drinking we hope to position Marin County as a state leader in the application of environmental strategies on the County and local level. Currently, our successful work to date has led to other opportunities, such as serving as the host site for the California Prevention Collaborative Statewide Summit. We hope to continue to leverage those and other statewide opportunities, such as grants directly to law enforcement from the Department of Alcoholic Beverage Control, grants to Counties from the Office of Traffic Safety and grants to enhance early identification and access to treatment which builds on the focus on prevention under the SIG Project.

Foundation/Other

Currently, several national foundations, such as the Robert Wood Johnson Foundation (RWJF), the Pew Charitable Trust and others have grantmaking programs that could be potential

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funding sources for a continued focus on addressing binge drinking and related community problems. RWJF's priority areas for funding which include *Addiction Prevention and Treatment* and their *Independent Grants* portfolios support work of a similar nature. Pew's *Health and Human Services* portfolio also offers some opportunities for alcohol policy work.

The County ADTP and the Alcohol and Other Drug Prevention Collaborative will continue to research funding opportunities on an on-going basis throughout the project and identify successful project components and organizations which may be most competitive for grant funds.

**The factors affecting binge drinking and its consequences are pervasive**

Underage drinking, and more specifically, binge drinking and its related consequences are not new issues. The use and misuse of alcohol has been with us since the beginning of its invention thousands of years ago, but the dramatic and immediate consequences of its misuse, especially among young people has received successively increasing attention since the drinking age was lowered to 18 years in the 1960's and then raised back to 21 years in the 1980's.

Drawing from numerous data sources and the experiences of dozens of organizations and individuals, the backbone of the SIG Prevention Plan is a set of factors and consequences documented by local data and the experiences of prevention and treatment practitioners in Marin County.

The Needs Assessment documents that these factors and consequences (see box at right) are pervasive in the community and in the experience of youth and young adults.

Although significant progress can begin to be made within the timeframe of the grant period, it will take sustained action over time to begin to see the magnitude of change in these factors that reduce binge drinking from the status of #1 drug problem for youth and young adults. As organizations and individuals who participated in the Planning Year have continued to increase their knowledge and experience around binge drinking and the proven evidence-based strategies at the community level, they have become acutely aware of the pervasive nature of the problem and the need for sustained action over time. This continuing education and training has assisted individuals and organizations in reframing the problem of binge drinking based on real, local data and preparing for the long-term commitment of evidence based strategies in environmental prevention. Organizations are beginning to accept that short-term, individually focused interventions are not sufficient in scope and intensity to attack the pervasive nature of binge drinking. This "sea change" is creating significant momentum among the members of the Alcohol and Other Drug Prevention Collaborative and is laying the foundation for additional strategy implementation, data collection and funding opportunities.

Factors affecting binge drinking

- Marin Youth Have Easy Access to Alcohol in Retail Settings
- Marin Youth Have Easy Access to Alcohol from Friends and Family
- Significant Binge Drinking for Marin Youth Occurs at Underage Drinking Parties

Consequences of Binge Drinking Among Youth and Young Adults

- Marin Youth are Experiencing Alcohol-Related Violence and Sexual Assaults
- Marin Youth are Driving after Drinking

**Research and evidence-based practice support a new way to look at underage and binge drinking**

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As new studies, federal reports and Congressional bills focus on underage drinking, there is a growing recognition of the need to view this as a significant health issue among young people. A number of new reports and studies, all published within the past three years, are beginning to demonstrate the impact of alcohol on adolescents and the strategies which are successful in addressing the problem.

The local impact of this new research is significant. Communities, organizations and individuals are now equipped with a new set of facts and tools that provide a solid scientific basis for engaging in environmental prevention work around binge drinking and its related consequences. This research promotes sustainability, because it helps organization move beyond programming which “sounded like a good idea” to programming that is evidence-based and longer-term in nature. Additionally, the research provides a rallying point for those engaged in the work of environmental prevention because it describes the real, serious and immediate impacts of teen drinking, especially binge drinking in contrast to prior research which documented problems with alcohol only in the long term (e.g. lifetime liver damage). This research helps organizations to better make the case with communities and youth that the issue of binge drinking needs to be addressed not only immediately, but on an on-going basis at the community level and in as many areas of community control as possible (e.g. policy, enforcement, anti-alcohol messaging, norm change, etc.).

Some examples of this research, which relate to the overall objectives of the SIG Project include new information and findings on:

Alcohol and the Adolescent Brain

In a summary of a decade of research on the adolescent brain, the American Medical Association has reported that alcohol use takes a greater toll on adolescent brain development and health than any other age group. Findings included that adults would have to drink twice as much as adolescents to suffer the same damage. Further, the AMA reports that “adolescent drinkers scored worse than non-users on vocabulary, visual-spatial and memory tests and were more likely to perform poorly in school, fall behind and experience social problems, depression, suicidal thoughts and violence.”

Alcohol and Girls

According to the National Household Drug Survey from the Substance Abuse and Mental Health Services Administration (SAMHSA), alcohol use for girls rose to be equal to that of boys during the mid to late 1990’s. Since 2000, that number has now risen to surpass that of boys, according to the Leadership to Keep Children Alcohol Free, with 38% of girls versus 34% of boys age 12-17 reporting drinking.

Institute of Medicine Report on Underage Drinking

The landmark report entitled, “Underage Drinking, A Collective Responsibility”, which was published through a joint venture between the National Research Council and the Institute of Medicine examined the landscape of underage drinking in America and made recommendations for a national solution to the problem. The report focuses on the essential role that all adults play in reducing youth access to alcohol and the implementation of policies and proven practices to address the issue. Among its 29 recommendations, the report called for a national media campaign focused on adults, raising alcohol excise taxes, reducing alcohol marketing directed at youth and increasing compliance with state minimum age drinking laws. In response to this

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report, Congress introduced legislation in the 108<sup>th</sup> congressional session which would implement the components of the Institute of Medicine (IOM) report, called the STOP Underage Drinking Act (H.R. 4888 in the House and S. 2718 in the Senate).

NIAAA Recommendations on College Drinking

This report was one of the first to focus heavily on the consequences of drinking, specifically for college students. Impacts on academics, social relationships and the physical toll alcohol takes on the body were reviewed and a strategic set of tiered recommendations were compiled for colleges and universities. Since the publication of this report, numerous institutions of higher learning have begun to change old programs and implement new ones based on the levels of effectiveness described in the report.

**Methods and Timeline**

The following activities will be conducted as a part of the Sustainability Planning Process over the next two years of the SIG Project. Measurable outcomes are also included.

Activity	Outcomes	By When	Organizations Involved
On-going communication and resource sharing with CARS and other SIG County Coordinators	Number of leads/resources obtained	On-going	ADTP, CARS, SIG Coordinators
Formation of a Sustainability Workgroup within the Marin County AOD Prevention Collaborative	Number of individuals/organizations involved in the workgroup	By 12/31/05	AOD Collaborative members
	Recommendations/opportunities created by the workgroup	By 4/30/05	Workgroup members
Provision of training and technical assistance to contracted organization on the issue of sustainability	Number of hours of training; Satisfaction with training	On-going	ADTP, Marin Institute
	Number of hours of technical assistance	On-going	ADTP, Marin Institute
Monitoring Federal, State and Foundation funding opportunities to seek continued funding prior to the end of the SIG grant period	Number of grant opportunities obtained	Annually	ADTP and Contracted Providers
	Number of grants submitted and awarded by ADTP or contracted organizations	Annually	ADTP and Contracted Providers
Disseminate evaluation results on an on-going basis to key stakeholders to engage their support for sustainability	Number of summaries/evaluation reports disseminated	Annually	ADTP and Contracted Providers
	Number of key stakeholders engaged to support SIG outcomes	Annually	ADTP and Contracted Providers

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## Appendix A

# Evaluation Plans Developed and To Be Implemented by SIG Contracted Providers

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# Youth Leadership Institute Alcohol Policy Alliance

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**YOUTH LEADERSHIP INSITUTE – ALCOHOL POLICY ALLIANCE EVALUATION PLAN**

YLI’s Evaluation Department has designed a dynamic evaluation plan to track, analyze, and report on all program outcomes. The evaluation plan will use the same benchmarks annually to measure change due to program activities over the course of three years. Program evaluation will involve qualitative and quantitative data collection activities. All objectives will be measure for Years 1-3 unless otherwise indicated.

YLI has an internal Research and Development Department, described in the narrative above. In addition to internal evaluation activities, the department partners with the statewide FNL system and individual counties to conduct evaluations and to provide technical assistance and to provide training and capacity-building around engaging young people in evaluation activities. Through its internal and external work, the department has developed two evaluation instruments that are used annually with all of YLI’s program participants and which will be administered to the youth council members in this project. These evaluation tools (described in more detail below) will be used along with those noted in the evaluation plan that follows.

**YLI’s Youth Development Survey**

One component of YLI’s evaluation plan is administration of YLI’s validated youth development survey. Our goal with all of our youth boards and councils is to provide a setting characterized by the supports and opportunities that research has linked to positive developmental outcomes, as well as problem prevention outcomes. To this end, our staff utilizes a set of five evidence-based standards of practice that align well with the features of a positive developmental setting defined by a recent longitudinal study conducted by the National Academy of Sciences (Eccles and Gootman, 2003). The standards articulate YLI’s commitment to provide settings that give youth the following supports and opportunities:

1. A safe environment;
2. Opportunities for skill development;
3. Opportunities to develop meaningful relationships with peers and adults;
4. Opportunities for advocacy and leadership; and
5. Opportunities to engage with their school and/or community.

YLI designed a survey to measure the extent to which youth experience these five practices and has validated it with the support of a consultant from UC Berkeley’s School of Social Welfare. All of our program participants complete the youth development survey in the spring of each year. Results will be reported in the quarterly reports.

**YLI’s Skills and Knowledge Pre/Post Test**

YLI has also developed a skills and knowledge pre/post test to measure the change in key skills and knowledge areas over the course of the program year, typically from the fall to the late spring. Given our mission of youth leadership development, some of the areas are standard leadership skills and other items vary from program to program to reflect the specific focus of a youth council. For example, the APA youth council pre/post test will include items related to social norms. Results will be reported in the quarterly reports.

**Goal #1:** Address irresponsible alcohol service/sales practices that create health/safety problems for young people.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 1.1:</b> By December 1, 2005, the Youth Leadership Institute (YLI) will have established a new Prevention Youth Council—the Alcohol Prevention Alliance (APA)—consisting of 10 to 15 high-school and college-age individuals. The APA will advocate for new policies or policy enhancements that promote youth and young adult health by reducing irresponsible alcohol sales/service practices and curtailing social access to alcohol (i.e., underage drinking parties).
<b>PERFORMANCE INDICATORS</b>	Outreach conducted; Prevention youth council recruited
<b>SUCCESS CRITERIA</b>	Diverse prevention youth council established
<b>METHOD OF MEASUREMENT</b>	Level of outreach conducted; Demographics of prevention youth council reflect those of community; Prevention youth council members understand the purpose of the council
<b>DATA SOURCES</b>	List of presentations delivered; Presentation handouts; Meeting minutes; Sign-in sheets; Community/campus-specific data to compare with demographics of participants; Orientation

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	evaluations
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation Results will be provided on ongoing basis.
<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 1.2:</b> By February 28, 2006, at least 75 percent of the APA members will report increased understanding of environmental prevention and policy approaches to reducing alcohol-related problems.
<b>PERFORMANCE INDICATORS</b>	APA youth council skills and knowledge related to environmental prevention and policy; APA youth council members conduct interviews with key informants
<b>SUCCESS CRITERIA</b>	At least 75% report an increase in these key knowledge and skills areas; at least 10 interviews with key informants conducted
<b>METHOD OF MEASUREMENT</b>	Training evaluation forms; review of interview logs and summaries
<b>DATA SOURCES</b>	Training evaluation forms; training materials; sign-in sheets; interview transcripts and summaries
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation Results will be provided on ongoing basis.
<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 1.3:</b> By June 30, 2006, the APA will develop a policy brief on policy-level approaches to addressing problems created by irresponsible sales/service practices.
<b>PERFORMANCE INDICATORS</b>	Youth Council members' knowledge and understanding of environmental prevention strategies, social norms, data analysis and interpretation, meeting planning, media advocacy and public speaking; community forums and stakeholder meetings implemented; policy brief developed; media outreach conducted
<b>SUCCESS CRITERIA</b>	75% of youth council members report developing knowledge and skills in key areas noted above; key stakeholders engaged in policy effort through forums and meetings; policy brief developed and disseminated widely; media coverage of the APA's activities
<b>METHOD OF MEASUREMENT</b>	YLI's pre/post test; tracking data analysis and findings; tracking participation in meetings and forums; tracking meeting and forum outcomes; tracking media coverage
<b>DATA SOURCES</b>	Program records; pre/post tests; data and findings summaries; sign-in sheets; summary of forum proceedings; stakeholder meeting transcripts; training evaluations; completed policy brief; completed press release and media coverage/clips
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.
<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 1.4:</b> By September 30, 2007, the APA will have led successful advocacy for one community policy—at the city, county or college-campus level—to address irresponsible service/sales of alcohol. Policy options might include, but are not limited to, zoning ordinances (Conditional Use Permit, e.g.) that establish standards of sales and operation for alcohol outlets; mandated Responsible Beverage Service training for new or existing outlets; reduced hours of alcohol sales; restrictions or moratoria on new alcohol outlets; and restrictions on alcohol sales at public events
<b>PERFORMANCE INDICATORS</b>	Level of participation and interest generated by events held with students and adults; amount of media coverage; community and student awareness of policy campaign
<b>SUCCESS CRITERIA</b>	Raised community awareness and understanding of the issue; media coverage of issue and/or campaign; one new community policy approved
<b>METHOD OF MEASUREMENT</b>	Review of meeting agendas, testimony and minutes; Event and meeting evaluations; event and meeting materials; event and meeting sign-in sheets; Media outreach tracking; tracking policy progress through meeting minutes of decision-making bodies
<b>DATA SOURCES</b>	Sign-in sheets; publicity materials for events and meetings; evaluation forms; press coverage

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	and clips; press releases; meeting agendas and minutes; written testimony and fact sheets from presentations; copies of policies and ordinances; meeting minutes of decision-making bodies
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 1.5:</b> YLI will integrate APA's efforts into broader prevention efforts in Marin County through consistent contact and collaboration with ADTP.
<b>PERFORMANCE INDICATORS</b>	Level of participation of APA participants in other efforts
<b>SUCCESS CRITERIA</b>	APA participants will collaborate with and contribute to other efforts
<b>METHOD OF MEASUREMENT</b>	Meeting agendas and minutes; sign-in sheets
<b>DATA SOURCES</b>	Program records; meeting agendas and minutes
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

**Goal #2:** Address alcohol-related problems concerning underage drinking parties, especially through targeting non-commercial (i.e., social) sources of alcohol for youth.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 2.1:</b> By June 30, 2006, the APA will develop a policy brief on policy-level approaches to addressing underage drinking parties and social sources of alcohol. (Recruitment and training of the APA were described under Objectives 1.1 and 1.2, above.)
<b>PERFORMANCE INDICATORS</b>	Youth Council members' knowledge and understanding of environmental prevention strategies, social norms, data analysis and interpretation, meeting planning, media advocacy and public speaking; community forums and stakeholder meetings implemented; policy brief developed; media outreach conducted
<b>SUCCESS CRITERIA</b>	75% of youth council members report developing knowledge and skills in key areas noted above; key stakeholders engaged in policy effort through forums and meetings; policy brief developed and disseminated widely; media coverage of the APA's activities
<b>METHOD OF MEASUREMENT</b>	YLI's pre/post test; tracking data analysis and findings; tracking participation in meetings and forums; tracking meeting and forum outcomes; tracking media coverage
<b>DATA SOURCES</b>	Program records; pre/post tests; data and findings summaries; sign-in sheets; summary of forum proceedings; stakeholder meeting transcripts; training evaluations; completed policy brief; completed press release and media coverage/clips
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 2.2:</b> By September 30, 2007, the APA will have led successful advocacy for one new community policy—at the city, county or college-campus level—to address problems related to teen drinking parties and social access to alcohol. Policy options might include, but are not limited to: social-host liability ordinances; response-fee ordinances; alcohol-outlet-free buffer zones around college campuses; and social norms and public awareness campaigns.
<b>PERFORMANCE INDICATORS</b>	Level of participation and interest generated by events held with students and adults; amount of media coverage; community and student awareness of policy campaign
<b>SUCCESS CRITERIA</b>	Raised community awareness and understanding of the issue; media coverage of issue and/or campaign; one new community policy approved
<b>METHOD OF MEASUREMENT</b>	Review of meeting agendas, testimony and minutes; Event and meeting evaluations; event and meeting materials; event and meeting sign-in sheets; Media outreach tracking; tracking policy progress through meeting minutes of decision-making bodies
<b>DATA SOURCES</b>	Sign-in sheets; publicity materials for events and meetings; evaluation forms; press coverage and clips; press releases; meeting agendas and minutes; written testimony and fact sheets from presentations; copies of policies and ordinances; meeting minutes of decision-making bodies
<b>REPORTING</b>	Reports will be completed quarterly.

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<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.
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PROGRAMS

# Youth Leadership Institute Breaking the Link

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**YOUTH LEADERSHIP INSITUTE – BREAKING THE LINK EVALUATION PLAN**

YLI’s Evaluation Department has designed a dynamic evaluation plan to track, analyze, and report on all program outcomes. The evaluation plan will use the same benchmarks annually to measure change due to program activities over the course of three years. Program evaluation will involve qualitative and quantitative data collection activities. All objectives will be measure for Years 1-3 unless otherwise indicated.

YLI has an internal Research and Development Department, described in the narrative above. In addition to internal evaluation activities, the department partners with the statewide FNL system and individual counties to conduct evaluations and to provide technical assistance and to provide training and capacity-building around engaging young people in evaluation activities. Through its internal and external work, the department has developed two evaluation instruments that are used annually with all of YLI’s program participants and which will be administered to the youth council members in this project. These evaluation tools (described in more detail below) will be used along with those noted in the evaluation plan that follows.

**YLI’s Youth Development Survey**

One component of YLI’s evaluation plan is administration of YLI’s validated youth development survey. Our goal with all of our youth boards and councils is to provide a setting characterized by the supports and opportunities that research has linked to positive developmental outcomes, as well as problem prevention outcomes. To this end, our staff utilizes a set of five evidence-based standards of practice that align well with the features of a positive developmental setting defined by a recent longitudinal study conducted by the National Academy of Sciences (Eccles and Gootman, 2003). The standards articulate YLI’s commitment to provide settings that give youth the following supports and opportunities:

- A safe environment;
- Opportunities for skill development;
- Opportunities to develop meaningful relationships with peers and adults;
- Opportunities for advocacy and leadership; and
- Opportunities to engage with their school and/or community.

YLI designed a survey to measure the extent to which youth experience these five practices and has validated it with the support of a consultant from UC Berkeley’s School of Social Welfare. All of our program participants complete the youth development survey in the spring of each year.

**YLI’s Skills and Knowledge Pre/Post Test**

YLI has also developed a skills and knowledge pre/post test to measure the change in key skills and knowledge areas over the course of the program year, typically from the fall to the late spring. Given our mission of youth leadership development, some of the areas are standard leadership skills and other items vary from program to program to reflect the specific focus of a youth council. For example, the Breaking the Link youth council pre/post test will include items related to social norms.

**Goal #1:** Promote youth social norms that reduce alcohol-related sexual assault in Marin County.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 1.1:</b> By November 15, 2005, YLI, CVS and HYP will have identified two school-sites—high schools and/or colleges/universities—in Marin County to target with social norms campaigns concerning alcohol-related sexual assault.
<b>PERFORMANCE INDICATORS</b>	Two schools have committed to participate
<b>SUCCESS CRITERIA</b>	Both schools have demonstrated readiness to participate
<b>METHOD OF MEASUREMENT</b>	Meeting minutes, sign-in sheets, memoranda of understanding
<b>DATA SOURCES</b>	Meeting minutes, sign-in sheets, list of target schools, memoranda of understanding
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation Results will be provided on ongoing basis.

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<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 1.2:</b> By February 28, 2006, YLI and its partners will have recruited a Breaking the Link Youth Council, comprising 5 to 8 young people at each of the two initial target campuses, to lead the social norms campaigns.
<b>PERFORMANCE INDICATORS</b>	Diverse group of participants recruited
<b>SUCCESS CRITERIA</b>	Participants reflect their school populations
<b>METHOD OF MEASUREMENT</b>	Recruitment logs; Sign-in sheets
<b>DATA SOURCES</b>	Program records; campus-specific data to compare with demographics of participants; Print-outs of Web pages
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation Results will be provided on ongoing basis.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 1.3:</b> By September 2006, the Breaking the Link Youth Council will have surveyed 9th-11 <sup>th</sup> grade students at each of the two target schools about their views on alcohol consumption and sexual assault, in order to gauge prevailing perceptions at these schools.
<b>PERFORMANCE INDICATORS</b>	Youth Council members' knowledge and understanding of environmental prevention strategies, social norms, alcohol-related sexual assault and survey methodology; Survey completion; Survey developed; Level of survey distribution
<b>SUCCESS CRITERIA</b>	75% of youth council members report developing knowledge and skills related to environmental prevention strategies, social norms, alcohol-related sexual assault and survey methodology; Student-friendly and high quality survey instrument developed; At least half of the student population at target schools complete surveys
<b>METHOD OF MEASUREMENT</b>	Training evaluations; Training materials; Training sign-in sheets; YLI's pre/post test; Completed student survey; Number of surveys completed relative to school/campus population
<b>DATA SOURCES</b>	Program records; training evaluations; survey data entry management logs
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 1.4:</b> By February 28, 2007, the Breaking the Link Youth Council members and adult allies at the two target schools will implement social norms campaigns focused on reducing alcohol-related sexual assault
<b>PERFORMANCE INDICATORS</b>	Youth Council members' understanding of data analysis and interpretation and social norms about alcohol-related sexual assault; amount of media coverage; community and student awareness of social norms campaign; student interest in participating in campaign
<b>SUCCESS CRITERIA</b>	75% of youth council members report developing knowledge and skills related to data analysis and interpretation and social norms campaign development; youth-friendly and high quality social norm message campaign disseminated widely; media coverage of issue and/or campaign; raised community awareness of the issue; raised student awareness of and interest in the campaign
<b>METHOD OF MEASUREMENT</b>	Training evaluations; Training materials; Training sign-in sheets; YLI's pre/post test; Campaign dissemination checklist; White Paper completion and dissemination checklist; Media outreach tracking; Focus groups with students
<b>DATA SOURCES</b>	Program records; training evaluations; media and white paper dissemination logs; YLI's pre/post test; focus group transcripts
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

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**Goal #2:** To create educational communities in Marin—at high schools and colleges—that more effectively prevent and respond to the problem of alcohol-related sexual assault.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 2.1:</b> By March 1, 2007, YLI will have recruited 5 to 8 additional young people for the Breaking the Link Youth Council. These new participants will have come from a third target school-site (the first two target school sites are those that will have conducted the social norms campaign, described under Goal #1.). All three campuses will be targeted for new or augmented policies concerning alcohol-related sexual assault.
<b>PERFORMANCE INDICATORS</b>	Third school site is identified; Diverse group of participants recruited; Youth council participants' knowledge of school-based policy solutions to alcohol-related sexual assault
<b>SUCCESS CRITERIA</b>	Third school site has demonstrated readiness to participate; new group reflects the school site population; 75% of youth council members from all three sites report developing knowledge and skills related to school-based policy
<b>METHOD OF MEASUREMENT</b>	Memorandum of understanding; Orientation evaluations; Orientation materials; Sign-in sheets
<b>DATA SOURCES</b>	Program records; orientation evaluations; orientation materials; Print-outs of Web pages
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 2.3:</b> By March 31, 2007, at least 75 percent of Breaking the Link Youth Council members will report that they have an increased understanding of environmental prevention, alcohol-related sexual assault and policy advocacy.
<b>PERFORMANCE INDICATORS</b>	Youth council participants' reported knowledge and skills related to school-based policy solutions to alcohol-related sexual assault
<b>SUCCESS CRITERIA</b>	75% of youth council members from all three sites will report developing knowledge and skills related to school-based policy
<b>METHOD OF MEASUREMENT</b>	Curriculum materials; Training sign-in sheets; Training evaluation questionnaires; YLI's pre/post test
<b>DATA SOURCES</b>	Program records; training evaluations; YLI's pre/post test
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 2.4:</b> By September 30, 2007, each of the three target school-sites will have implemented at least one new policy focused on preventing alcohol-related sexual assault and improving response to such incidents.
<b>PERFORMANCE INDICATORS</b>	Policies at three school sites identified; policy advocacy activities carried out
<b>SUCCESS CRITERIA</b>	Youth council members report increased knowledge and skills in the area of policy advocacy; Three school site policies will be implemented
<b>METHOD OF MEASUREMENT</b>	YLI's pre/post test; Meeting agendas and minutes; decision-making body minutes; sign-in sheets; meeting materials; communication logs; media tracking; training sign in sheets; training evaluation questionnaires
<b>DATA SOURCES</b>	YLI's pre/post test; Program records; meeting agenda and minutes when policy was approved; training evaluations
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

**Goal #3:** Engage youth in advocacy to improve county-level policy concerning alcohol-related sexual assault.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 3.1:</b> By October 2006, YLI will have worked with the Breaking the Link Youth Council and their adult allies to identify and propose two county-level policy options that could be used to address alcohol-related sexual assault. (Recruitment of the Breaking the Link Youth Council is described under Goals #1 and #2, above.)
<b>PERFORMANCE</b>	Two county-level policies identified; research and feasibility activities carried out

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<b>INDICATORS</b>	
<b>SUCCESS CRITERIA</b>	One promising policy identified; policy and advocacy strategies identified and summarized in a memo
<b>METHOD OF MEASUREMENT</b>	Meeting agendas and minutes; sign-in sheets; memo document completed
<b>DATA SOURCES</b>	Program records; memo document
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 3.2:</b> YLI will engage the Breaking the Link Youth Council in successfully advocating for at least one county-level policy by September 30, 2007, that improves response, services or support for alcohol-related sexual assault.
<b>PERFORMANCE INDICATORS</b>	Policy advocacy activities carried out; policy implemented
<b>SUCCESS CRITERIA</b>	Youth council members report increased knowledge and skills in the area of policy advocacy; media coverage of issue; One county-level policy implemented
<b>METHOD OF MEASUREMENT</b>	Meeting agendas and minutes; sign-in sheets; training materials; training sign-in sheets; training evaluations; media tracking; YLI's pre/post test; minutes of decision making bodies
<b>DATA SOURCES</b>	Program records; meeting agenda and minutes when policy was approved; written recommendations to the Marin County Board of Supervisors; written testimony; press coverage of presentations and recommendations; media tracking log; training evaluations
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

<b>OBJECTIVE TO BE MEASURED</b>	<b>Objective 3.3:</b> YLI and its partners will integrate Breaking the Link into broader prevention efforts in Marin County through consistent contact and collaboration with ADTP.
<b>PERFORMANCE INDICATORS</b>	Level of participation of Breaking the Link members in other efforts
<b>SUCCESS CRITERIA</b>	Breaking the Link participants will collaborate with and contribute to other efforts
<b>METHOD OF MEASUREMENT</b>	Meeting agendas and minutes; sign-in sheets
<b>DATA SOURCES</b>	Program records; meeting agendas and minutes
<b>REPORTING</b>	Reports will be completed quarterly.
<b>DISSEMINATION</b>	Evaluation results will be provided on ongoing basis.

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# O'Rorke, Inc

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<b>OBJECTIVE TO BE MEASURED</b>	By September 30, 2007, decrease by 30% the number of youth who report drinking and driving.
<b>PERFORMANCE INDICATORS</b>	Rates of youth who report drinking and driving will decrease.
<b>SUCCESS CRITERIA</b>	By the end of the first grant year, anticipated change will include media saturation and greater awareness of the high rates of DUIs among youth. By the end of the program, anticipated change will come from youth and parents. Through greater awareness of enforcement activities and the consequences of drinking and driving, the rate of teens DUIs will decrease. For parents, greater awareness youth DUI rates and consequences – such as accidents/death/loss of license – will motivate them to talk to other parents and be more involved and aware of their child’s activities.
<b>METHOD OF MEASUREMENT</b>	Collection of paid and earned media coverage, including print, radio and television news hits and advertisements. Also, community attendance at press and other media events will be tracked.
<b>DATA SOURCES</b>	Media coverage; data collection from collaborating partners including law enforcement and SIG contractors.
<b>REPORTING</b>	Track media coverage of particular issues, including binge drinking, house parties, youth access to alcohol from social sources, DUIs, sexual assaults and other underage drinking issues; analysis increase/decrease of coverage from past years; and work with evaluators and other contractors to develop informal public opinion polls and surveys to gauge awareness levels.
<b>DISSEMINATION</b>	Improvements in behavior changes and gaps in awareness or involvement will be identified and recommendations will be made accordingly.

<b>OBJECTIVE TO BE MEASURED</b>	By September 30, 2007, reduce by 30% the rate of alcohol-related sexual assault incidents as established by baseline data from local law enforcement.
<b>PERFORMANCE INDICATORS</b>	Rates of alcohol-related sexual assault incidents will decrease.
<b>SUCCESS CRITERIA</b>	<p>Marin adults, especially parents, must grasp and understand the extent of the consequences of underage and binge drinking – namely of sexual assaults. Most parents and youth do not see a clear correlation between alcohol and sexual assaults; therefore, create greater awareness of the alcohol-related sexual assaults is a key factor in deeming the program successful.</p> <p>By the end of the first grant year, anticipated change will include media saturation and greater awareness of alcohol-related sexual assaults among both Marin parents and youth. By the end of the program, anticipated change will involve the general Marin public, including all adults, youth, educators, elected officials and the community to recognize the sexual assaults as a major consequence of underage and binge drinking; and among youth, teen girls will be empowered to discuss, plan and avoid the threat of sexual assaults, particularly when attending parties.</p>
<b>METHOD OF MEASUREMENT</b>	Collection of paid and earned media coverage, including print, radio and television news hits and advertisements. Also, community attendance at press and other media events will be tracked.

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<b>DATA SOURCES</b>	Media coverage; data collection from Sexual Assault contractors; and potentially, on-campus surveys and opinion polls.
<b>REPORTING</b>	Track media coverage of particular issues, including binge drinking, house parties, youth access to alcohol from social sources, DUIs, sexual assaults and other underage drinking issues; analysis increase/decrease of coverage from past years; and work with evaluators and other contractors to develop informal public opinion polls and surveys to gauge awareness levels.
<b>DISSEMINATION</b>	Messages/tactics that penetrate parents' and youth's denial and move them to action will be recommended to continue beyond the lifespan of the SIG program; areas that will need further investigation and probing will be tracked; and improvements in behavior changes and gaps in awareness or involvement will be identified and recommendations will be made accordingly.

<b>OBJECTIVE TO BE MEASURED</b>	By September 30, 2007, reduce by 30% the number of parties which are identified by police and involve underage/binge drinking.
<b>PERFORMANCE INDICATORS</b>	Rates of youth access to alcohol will decrease, particularly from social sources and at house parties.
<b>SUCCESS CRITERIA</b>	<p>Marin adults, especially parents, must move away from feelings of denial, inevitability and rationalization to feelings of acknowledgement and understanding and most importantly, a willingness and desire to talk about their child and Marin youth binge drinking trends.</p> <p>By the end of the first grant year, anticipated change will include media saturation and greater awareness of youth access and house parties issues that begin to impact stakeholders, community leaders and city and county officials to pass policies. By the end of the program, anticipated change will come mostly from parents, who feel empowered by greater awareness of youth access and binge drinking issues to take action to protect their youth by not hosting parties and talking to other parents about not hosting parties.</p>
<b>METHOD OF MEASUREMENT</b>	Collection of paid and earned media coverage, including print, radio and television news hits and advertisements. Also, community attendance at press and other media events will be tracked.
<b>DATA SOURCES</b>	Media coverage; data collection from SIG contractors, the county and law enforcement; public opinion polls (pending timing/funding).
<b>REPORTING</b>	Track media coverage of particular issues, including binge drinking, house parties, youth access to alcohol from social sources, DUIs, sexual assaults and other underage drinking issues; analysis increase/decrease of coverage from past years; and work with evaluators and other contractors to develop informal public opinion polls and surveys to gauge awareness levels.
<b>DISSEMINATION</b>	Messages/tactics that penetrate parents' denial and move them to action will be recommended to continue beyond the lifespan of the SIG program as well as areas that will need further investigation and probing.