

**2015 National Exemplary Awards for
Innovative Substance Abuse Prevention Programs, Practices and Policies
APPLICATION COVER SHEET**

1. Has this intervention been submitted for an Exemplary Award in previous years? [Circle one]
Yes No
2. What is the primary target for this program, practice or policy? [Circle one]
Individual School-Based Family/Parent Peer/Group
Workplace Environmental/Community-Based Other
If Other, explain: _____

PROGRAM INFORMATION

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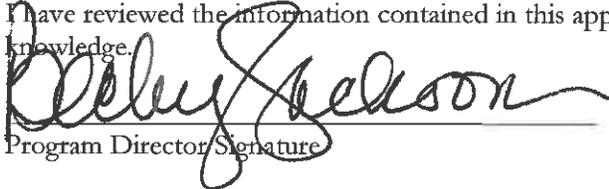
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I have reviewed the information contained in this application and certify that it is accurate, to the best of my knowledge.


Program Director Signature

9/18/15
Date

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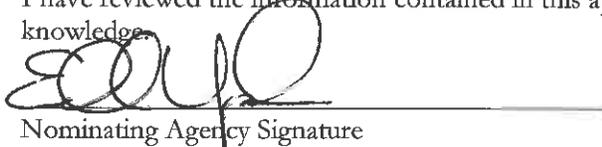
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9/11/15
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ABSTRACT

Since 2006 ICAN has operated grassroots evidence-based prevention programs that have deterred neighborhood kids from involvement in risky behaviors. *ICAN Be the Change* is our award-winning prevention initiative. Through this initiative ICAN has made a substantial difference in preventing youth substance abuse in a defined target area. *ICAN Be the Change* operates in the City of Chandler, Arizona-- although our focus is almost exclusively on zip code 85225. In this area, youth and families experience significant poverty and other risk factors, such as easy drug and alcohol access and high rates of usage, exposure to violence and family conflict, low community attachment and commitment to school, and favorable attitudes towards use/abuse.

This initiative focuses on prevention of underage drinking, marijuana abuse, and illegal use of prescription drugs through four proven program components: (1) ICAN's youth development and prevention programming, offered in the target area after school and during the summer. These programs use professionally trained staff and evidence-based life skills and prevention-focused curricula for kids age 5-18 years. (2) Parent support and education groups, including substance abuse awareness and training in Strengthening Multi-Ethnic Families & Communities. (3) Community leadership and mobilization training for youth and adults, and monthly community service work. (4) Youth, parent/adult, and (substantial) community involvement in the Chandler Coalition on Youth Substance Abuse (CCYSA). The CCYSA uses the Strategic Prevention Framework process to determine and address community needs.

Several key factors distinguish *ICAN Be the Change* from other prevention programs, such as:

- A focus on a specific geographic area where kids face significant risk factors that increase the likelihood of involvement in substance abuse. The target population is predominately Hispanic and poor.
- Extensive involvement among targeted youth and adults in community prevention activities. In fact, youth comprise 40% of participants in CCYSA activities in the community.
- Significant commitment and involvement from the City of Chandler, including City Council, the Fire Department, Housing Department, Chandler Police Department and Chandler Unified School District (CUSD). Police involvement has included weekend ride-alongs with ICAN youth leaders to recruit kids at risk, and party patrol, shoulder tapping, and other environmental strategies conducted alongside ICAN youth. The CUSD provides space for *ICAN Be the Change* activities at local junior highs, provides nutritious snacks and meals at ICAN to encourage youth attendance, and actively participates in the CCYSA. Most noteworthy, CUSD opened a unique charter high school at ICAN to engage high-risk teens from the neighborhood into self-paced learning supplemented with ICAN's prevention programs.
- Our comprehensive independently-conducted evaluation practice allows us to measure our effectiveness at all four levels of the initiative, including successful outcomes achieved by ICAN's prevention-focused after-school programming, parent/family program, youth/parent community service work, and CCYSA.

Evaluation results reveal that an average of 80% of youth attending prevention programming at ICAN report improvements in the critical protective factors and social competencies proven to reduce the likelihood of substance abuse. Additionally, 88% of ICAN youth report improved ability to say "no" to what they know is wrong, including resisting involvement in alcohol and drugs. *ICAN Be the Change* has also made a positive impact on youth substance abuse in the community, including successfully reducing signage that makes alcohol/substance abuse seem appealing to youth, reducing the likelihood that adults will purchase alcohol for youth, reducing party citations, and reducing alcohol use in the past 30-days among 10th graders.

ICAN Be the Change has been recognized by the National Association of Social Workers (2009 *Citizens of the Year Award*--the NASW's first award bestowed on youth) and supported financially at the national level through Drug Free Communities since 2011, at the state level by the Arizona Governor's Office since 2010 and at the County level through the Regional Behavioral Health Authority since 2007. In a strong show of support, for over a decade the City of Chandler has confidently and continuously invested time and financial resources in ICAN programs operating under the *ICAN Be the Change* umbrella.



PROGRAM NARRATIVE

A. PHILOSOPHY

What is the mission statement or rationale of the program? ICAN was founded in 1991 by long-time City of Chandler resident Henry Salinas. Concerned over the safety of neighborhood children who were left to fend for themselves outside of school hours, Henry began to offer free after-school care and structured activities to deter kids from neighborhood dangers and risks. Henry lived in Chandler's poorest community—zip code 85225, where in certain blocks over half the households live in deep poverty. Resident families could not afford traditional childcare, and their children were without opportunities that could help them get ahead in school—and in life. Henry's program evolved into ICAN—today one of Chandler's most prominent nonprofit agencies, the only accredited nonprofit in the city, and a well-recognized leader in quality youth development and prevention programming serving over 1,300 kids age 5-18 years each year. ICAN's mission is to provide free, comprehensive programs that empower youth to be productive, self-confident and responsible members of our community.

We refer to our prevention practice as ICAN Be the Change. It includes a focus on youth, parents, families, and community, encompassing structured curriculum-based prevention programming for youth delivered during our after-school/summer programming, parenting education and family strengthening activities, youth/adult leadership and community mobilization training, and the Chandler community's sole prevention council: the Chandler Coalition Against Youth Substance Abuse (CCYSA). This comprehensive approach is proven to produce better outcomes than a singularly focused program (Battistich et al, 1997). *ICAN Be the Change* works in a high-risk Chandler community to deter youth from involvement in underage drinking and illegal use of marijuana and prescription drugs. *ICAN Be the Change* has been recognized by the National Association of Social Workers (2009 *Citizens of the Year Award*--the NASW's first award bestowed on youth) and supported financially at the national level through Drug Free Communities since 2011, at the state level by the Arizona Governor's Office since 2010 and at the County level through the Regional Behavioral Health Authority since 2007. Additionally, for over a decade the City of Chandler has confidently and continuously invested time and financial support in ICAN programs operating under the *ICAN Be the Change* umbrella.

What is the philosophy or conceptual framework on which it is based? Our approach is based on an understanding that reducing risk and increasing protective factors reduces or prevents alcohol and other drug abuse in individuals, families, and communities. ICAN Be the Change programming adheres to the CSAP's Strategic Prevention Framework as a process to guide the design and implementation of our strategies. Regular community needs assessments build ICAN's understanding and identification of risk and protective factors, which helps determine what can be done to prevent problem behavior and promote healthy development among children, teens, and young adults. This allows ICAN to select the most appropriate evidence-based programs and strategies to reduce or prevent substance abuse, by focusing our resources on reducing those risk factors specific to their community. Independently conducted evaluations help us to gauge our progress in youth substance abuse prevention.

How does the program's philosophy reflect a "no illegal or high-risk use" message for alcohol and drugs for ATOD prevention programs? ICAN's consistent messaging calls for no use of any illegal drug and no illegal use of any legal drug. We begin with the assumption that all young people are at risk of substance use—if not abuse. We believe that only abstinence is safe. Our prevention goal is to encourage youth never to initiate the behavior. This is evidenced in the Chandler Coalition on Youth Substance Abuse (CCYSA) vision statement: Chandler will be a safe and healthy, drug-free community where opportunities exist for youth to achieve their fullest potential. Our *ICAN Be the Change* initiative encourages teens to be the change among their peers--e.g, promote no illegal or high-risk use, and adults to influence change in other adults by educating other adults and by eliminating youth access to alcohol and drugs. This message is reinforced through our work in the community, including the creative use of PSAs through Pandora Radio, such as "4 out of 10 Chandler teens who use prescription drugs to get high report they are getting them from the medicine cabinet



of family and friends. Remember that legal does not mean safe. Keep your meds locked up. The Chandler Coalition on Youth Substance Abuse encourages you to BE THE CHANGE!" In an effort impact the entire community CCYSA was the driving force in Chandler's recently approved Social Host Ordinance, which is among the first such ordinances in Arizona and holds adults responsible for allowing underage drinking and illegal substance use.

B. NEEDS ASSESSMENT

What epidemiological data and/or other information are available in the community that led to the establishment of this particular program? We conduct a biennial, intensive Community Needs Assessment to more precisely plan, implement, and evaluate youth development and prevention interventions. This process includes gathering data through a number of community members and sources, and a study of epidemiological data including:

- **U.S. Census** reports for community demographics
- **Arizona Youth Survey (AYS)**, administered by the Arizona Department of Public Safety and sponsored by the Arizona Criminal Justice Commission. The AYS is a statewide survey that measure the prevalence and frequency of substance abuse by youth, as well as their attitudes toward substance abuse. The Arizona Criminal Justice Commission's Statistical Analysis Center conducts a biennial Arizona Youth Survey. This survey is administered to a statewide survey population of 8th, 10th, and 12th grade students attending public and charter middle and high schools throughout Arizona. It encompasses all 15 counties; however AYS data are also available by city or zip code to aid in local planning strategies and program development. The Arizona Youth Survey uses the Risk and Protective Framework to guide prevention efforts aimed at reducing youth problem behaviors.
- **Survey data and focus group input** from youth and adults, including community and faith organizations, residents, ICAN members, school administrators, health practitioners, city government, and law enforcement
- **Outcome reports from ICAN programs**
- **Crime and juvenile delinquency data** from local law enforcement and juvenile courts
- **Data from the Chandler Unified School District** including attendance, academic achievement, dropout rates, and behavioral issues
- **Community health indicators** reported by the Chandler Regional Medical Center

We maintain a constant pulse on community conditions through the needs assessment, the results of which provided direction and focus to the planning process of all *ICAN Be the Change* programs and strategies. Results from the needs assessment guide us in the selection of evidence-based prevention curricula for our after-school/summer prevention program, and were instrumental to the formation of the CCYSA. During a 2005 assessment-related focus group, teen participants pointed out that alcohol was viewed as a rite of passage in the community and they wanted to do something about it: thus CCYSA was founded.

What type of analysis has been conducted to clarify and articulate the scope and nature of the substance abuse problem in the community? We follow a systematic, rational process for collecting and analyzing community needs assessment data to determine the needs of the target area/population. For substance abuse prevention, the assessment process allows us to identify the risk and protective factors operating in the target area that are predictive of substance use and related problem behaviors. We collect and analyze substance abuse indicators and trends (3-5 years) including alcohol, marijuana, and prescription drug prevalence and underage use; availability; how, when, and where use occurs; and social norms findings; and compare this data to City of Chandler, Maricopa County, and state-wide trends. We repeat the assessment process every two years to monitor and measure target area demographics and indicators related to education (attainment, attendance, and performance), substance abuse (underage use, availability, antisocial behaviors reported by the school district and police department), healthy lifestyle, and available community resources.



This information is used to inform policy and program planning with the goal of reducing those risk factors, while enhancing protective factors to positively impact the problem behavior. The data also provide a baseline for monitoring the effects of programs and community efforts to address the problem behaviors.

What are the sound long- and short-term planning processes that include a needs assessment and reflect a research base? We use research-based principles to help guide our thinking, planning, selection and delivery of substance abuse prevention programming under the *ICAN Be the Change* umbrella. Our formal planning process involves assessing needs and community resources on a biennial basis, creating and implementing annual strategic plans which include specific strategies to prevent youth substance abuse, motivating and supporting the community to take action, and evaluating the impact of our work. The aforementioned assessment data provide a rich foundation from which programs can be planned, measured and evaluated in their responsiveness to community need. Through this assessment process we're able to identify the specific drug problems in the community, identify and build on existing resources, develop short-term goals relevant to implementation of research-based prevention strategies, project long-term objectives, and establish benchmarks to evaluate the success of our prevention strategies.

We focus Annual Strategic Plan goals and objectives around the Center for Substance Abuse Prevention (CSAP) prevention strategies are used as a framework in the development of Annual Strategic Plan goals and objectives. For example, strategies include information dissemination, prevention education, alternative activities, environmental strategies, community-based processes, and identification and referral. Our current objectives are detailed in the response to [Section E](#). As a next step in the community planning process, we work on building capacity. For example, we develop the CCYSA's capacity to conduct its work in the community through leadership and community mobilization skill-building. We facilitate monthly Youth Peer Leadership and Adult Peer Leadership training and provide opportunities for youth and adults to practice these skills through service work in the community. We also work to strengthen our staff's capacity to deliver evidenced-based prevention programming for enrolled youth, through monthly and annual skills training for employees. ICAN Prevention Specialists learn how to deliver evidence-based curricula, how to promote positive behavior in youth participants, and how to apply culturally responsive approaches. ICAN staff and CCYSA members are actively involved in the assessment, planning and implementation steps.

What actions were taken to involve representatives of the target population(s) in program planning and implementation to ensure that the program is responsive to their needs? This planning process engages the full CCYSA membership. They share a passion for improving youth well-being through the prevention and reduction of youth substance abuse in the target area. Members include 27 truly dedicated individuals representing 13 sectors: Parent, Youth, Law Enforcement, Local Government, Civic/Volunteer, Schools, Youth-Serving Organizations, Business, Healthcare, Faith-Based, Media, Other Organizations Involved in Reducing Substance Abuse, and Community Volunteers. With these partnerships CCYSA pools the abilities, expertise and resources of numerous stakeholders to positively impact youth well-being in the target area. The involvement of multiple partners also helps the CCYSA to maintain a collaborative climate, which enable members to work together to accomplish goals, impacts and outcomes. These individuals have contributed a combined total of over 74 years' service to the community as a CCYSA member!

Their effectiveness is demonstrated through an impressive list of achievements, including but not limited to:

- Implemented a street outreach program conducted alongside Chandler Police (2009)
- Implemented a bi-annual Town Hall conducted with City Council, various City of Chandler Departments, and community organizations for the purpose of educating the community on youth substance abuse (2010)
- Implemented merchant "compliance checks" (2011)
- Implemented "tabling" events where Coalition members promote CCYSA and engage members of the public (2012)
- Partnered with the Arizona National Guard to gain and distribute substance abuse education/prevention material (2012)



- Initiated Pandora internet radio advertisements promoting substance abuse prevention/education with over 500,000 total “impressions” and 1,855 individual clicks (2013)
- Promoted CCYSA and youth substance abuse prevention through advertisements displayed at local movie theaters (2013)
- Launched the “Be the Change” campaign, which empowers people of all ages to make a positive impact in their community by working to prevent underage drinking and reduce youth access to alcohol (2012)
- Collaborated with the Chandler Unified School District to teach substance abuse prevention to students during the school day (2014-present)
- Social Host Ordinance passed Chandler City Council (2015)

Teen members are fully integrated into the CCYSA governance, planning, and implementation efforts, and every Public Meeting agenda includes a youth-led component. An average of 25 teens (members and volunteers) regularly attend Coalition meetings and events. They participate in Coalition strategies, field trips, activities, discussions, and community service projects. In fact, teens comprise 40% of Public Meeting attendees on a regular basis.

Teens are well prepared for CCYSA involvement, as we offer twice-weekly Peer Leadership Training to help develop the necessary skills to engage in advocacy and community mobilization and to recruit other teens, analyze and respond to school and local needs, plan and implement projects, perform public speaking, and facilitate meetings. CCYSA teens are empowered to take ownership of their community and develop skills they can apply to future academic and professional work. ICAN’s Leadership Training components and the considerable involvement of teens in CCYSA leadership and activities are consistent with evidence-based practices for effective community-based coalitions. This significant teen involvement creates a continuous pipeline for future CCYSA leadership, and uniquely positions the CCYSA for continued success.

C. POPULATION(S) SERVED

What target population(s) does the program serve? Describe its norms, values, beliefs, practices, socioeconomic characteristics, risk and resiliency factors, cultural considerations, unique or special needs, and whether the program is community-wide or focuses on a specific population.

ICAN Be the Change targets youth and families living in the City of Chandler’s poorest community. Chandler is a prominent suburb of Phoenix in Maricopa County, Arizona, and has a population of over 250,000 (US Census Bureau, 2015). Since the early 1990’s Chandler has experienced exponential growth, ranking among the fastest-growing cities in the country. Much of this growth was attributed to its transformation from an agricultural town to a high-tech industrial city with companies such as Intel, Avnet, and Microchip located within. City residents are well-educated and maintain median house-hold incomes of \$71,083 (American Community Survey, 2013). In spite of these advantages, poverty “pockets” exist, like zip code 85225.

ICAN Be the Change strategies focus primarily on zip code 85225, where unique local conditions fuel the substance use problem. Over 70,000 residents live in 85225. More than 21,000 are youth (under age 19). Over 50% of residents are ethnic minorities--predominantly (40%) Hispanic, and over half of those are foreign-born. The target group experiences grinding poverty, a multitude of risk factors, and very few opportunities to break free from this devastating cycle. Over 25% of youth live in poor households compared to 13% in Chandler, and overall, 17% of households in 85225 live in poverty compared to only 9% of households city-wide (American Community Survey, 2013). Certain neighborhoods have up to 72% of households with low income (City of Chandler, 2014). Among youth and families enrolled at ICAN, over 80% lives in deep poverty, earning under \$25,000 annually, and 82% of the children qualify for free/reduced lunch.

The data demonstrate that local conditions in 85225 are far more severe than those faced by youth and families in Chandler or even Maricopa County. Beyond the grinding poverty, targeted youth face numerous risk factors that are linked to alcohol, tobacco, marijuana, and prescription drug use problems, including lack of basic essentials, poor academic achievement, lack of affordability/access to preventative health care, issues of acculturation and family conflict, as well as high usage rates, easy access to substances, and favorable



attitudes towards use. Alcohol, marijuana and prescription drug use among targeted youth in the past 30 days is reported at rates that exceed those in Chandler and Maricopa County by 33% to 54% (Arizona Youth Survey, 2014). More than half of youth (grades 8-12) report alcohol use in their lifetime while nearly one in five (17%) report illegal use of prescription drugs: rates are lower in Chandler and Maricopa County. An additional intervening variable includes social and retail availability: youth have access to alcohol and drugs through retailers, at events and at private residences. Lack of parental supervision is a contributing factor.

More alarming, youth (grades 8-12) in 85225 *do not perceive the risk of harm* when trying alcohol or marijuana to the extent reported in Maricopa County or the City of Chandler. Additionally, when examining youth (grades 8-12) perceptions of parental or peer disapproval of use, youth in 85225 report *parental and peer attitudes favorable to drug use* at greater rates than do youth in Maricopa county or the city of Chandler. Thus, youth substance use is perceived as normal or typical.

ICAN's most recent Community Needs Assessment finds that among youth in 85225; 80% are living in extreme poverty; 40% will not graduate high school or achieve their GED; 40% will go to bed hungry at night and 80% will be using drugs or alcohol by age 12 to cope with the harsh realities they face. Joining gangs becomes a more viable choice than high school graduation in the community we serve. Clearly, youth are in the midst of an environment where substance use problems, delinquency, violence, teen pregnancy and dropping out of school are normal and acceptable. A summary of risk and protective factors includes:

Risk Factors	Protective Factors
<ul style="list-style-type: none"> •Involvement with alcohol, marijuana, and prescription drug abuse (easy access and high rates of usage) •Exposure to violence and family conflict •Low community/school commitment and achievement •Favorable attitudes towards use/abuse 	<ul style="list-style-type: none"> •Connectedness to adults outside the family •Social competencies and problem-solving skills •School and community connectedness •Positive social orientation

With no other options for prevention support in 85225, *ICAN Be the Change* programs are increasingly crucial to ensuring the safety and healthy development of targeted youth.

What was done to recruit and retain members of the targeted population into this program? The target population (youth and adults) is recruited through an intentional process that begins with engaging youth in ICAN's after-school programming; then involving their parents and family members in our parent/family programs, inviting the entire family to participate in community service work and prevention awareness, and ultimately fully involving youth, family members, and other community representatives in CCYSA. This progressive approach has been extremely effective for recruiting the target group in *ICAN Be the Change* activities.

We use specific, proven strategies to recruit the targeted population. Our staff conducts street outreach through ride-alongs with Chandler Police; this method allows us to engage high risk youth and their siblings in prevention efforts before it's too late. City of Chandler courts, schools, public housing programs, and community- and faith-based organizations actively refer youth in need. Families rely on ICAN for the community's only affordable, safe, and structured year-round youth development programs, as these services are offered entirely free of charge--including instruction in evidence-based curriculum, daily nutritious snacks and meals, and daily transportation. While youth attend ICAN outside of school hours, we use this opportunity to teach core social competencies and violence and substance abuse prevention. We also teach leadership skills and involve youth in monthly community service work. Starting at age 13, this monthly service work involves participation in the CCYSA. As kids become more involved in the community, they begin to form a stronger attachment and want to help address community issues.

After our Community Needs Assessment identified an alarming trend in drop-out rates among teens in 85225; we launched Hill Academy at ICAN – a high school offered at ICAN's Youth Center in partnership with the Chandler Unified School District. Hill Academy targets teens who are at risk of or have already dropped out of school, and involves them in self-paced learning to encourage high school graduation.



Students also receive instruction in ICAN's evidence-based life skills and prevention curriculum as part of the school day, and participate in community service work and additional teen programming (including CCYSA) after school. Not only is Hill Academy a model public/private partnership and cost effective solution to reducing the community's dropout rate; it has been a highly effective strategy to engage high-risk teens in our successful prevention programming.

As ICAN youth grow older, they become less likely to participate. In 85225, teens are expected to help support the family's economic needs by getting a job as early as possible—this makes it less likely that they will attend ICAN or CCYSA activities or complete high school. To retain youth as they reach a critical life stage; we offer paid internships at ICAN and assist teens to prepare for transitioning for adulthood with college and career readiness training. Teens can become trainees and instructional aides at ICAN, thereby setting a positive example for younger kids in attendance. We also encourage their continued involvement in *ICAN Be the Change* activities including taking on leadership roles within CCYSA as a method to build volunteer skills and strengthen their resumes and college applications.

Parents initially participate through a prerequisite program orientation as part of ICAN enrollment process. At this orientation parents learn about weekly and monthly parent education groups and family social/bonding activities. As parents become involved in these activities they are exposed to youth substance abuse awareness and prevention skills. Parents also join their child(ren) in community service work. Ultimately, we're able to expand adult involvement in a broad array of *ICAN Be the Change* activities.

Thus, ICAN's after-school and summer programming becomes the initial strategy for involving youth and parents. Kids build resilience and learn how to avoid involvement in substance abuse. Parents see positive changes in their kids, and they want to become involved. Eventually entire families participate and become highly effective and passionate leaders in promoting a healthy and drug-free community for its youth.

How is the staff trained in the cultural patterns of the program's target population(s)? ICAN staff learn the cultural patterns of the target population and acquire skills for delivering culturally responsive services through intensive new-hire training and an ongoing practice of refresher training, monthly professional development, and program evaluation. Our new-hire orientation encompasses over 40 hours of training that addresses: community demographics; Hispanic/Latino family, culture, and society; Needs Assessment findings; Instruction based on *A Framework for Understanding Poverty-a Cognitive Approach* by Ruby K. Payne, Ph.D.; as well as substance abuse awareness; evidence-based curriculum-specific training; and cultural competency. CCYSA staff and members attend an 8-hour annual cultural competency training, Chandler gang awareness training, drug awareness, attendance at CADCA's annual week-long conference which offers many workshops focused on cultural patterns, and other trainings that are offered throughout the year. In total, CCYSA members receive over 65 hours of training per year.

What has been done to ensure cultural competency in the program? Our culturally responsive practices help to ensure that the needs of all community members are identified and addressed. At ICAN, we actively recruit staff that reflect the community served and promote cultural competence among staff through targeted training described above. ICAN program staff is 33% ethnic minorities and/or bilingual (English/Spanish). Program curricula, materials, delivery methods, and evaluation practices are designed with attention to the target population's cultural needs, customs, and language preferences. We conduct all youth program orientations in English and Spanish to ensure parents have a full understanding of requirements. We also use nationally recognized, evidence-based curricula including **Botvin's Life Skills Training**, **Second Chance**, **PATHS**, **Too Good for Drugs and Violence**, and **Strengthening Multi-Ethnic Families and Communities**, which are proven effective in geographically diverse cities among children, teens, and adults who vary in ethnic/racial makeup and socioeconomic status. Spanish language supplements and instruction are available, and materials are provided in English and Spanish. Family social activities are offered in English and Spanish and include activities that recognize cultural preferences, such as celebration of holidays and traditions of our Hispanic members.



The CCYSA membership includes residents from diverse sectors and community organizations that serve or are led by diverse populations, with particular focus on youth engagement. Prevention strategies include culturally and linguistically responsive approaches such as involvement of the target population in planning and conducting coalition activities, translating outreach materials into Spanish, use of Spanish media outlets for delivery of media messages, bilingual community education sessions, and intentional involvement of local businesses that target Hispanic residents. We also involve Spanish-speaking residents in the Community Needs Assessment process using surveys translated into Spanish and bilingual focus groups, to ensure the authentic voice of the community is represented.

D. BUILDING CAPACITY

How does your program relate to the community's overall prevention strategy and/or systems?

Our *ICAN Be the Change* initiative is the sole community-based prevention effort operating in the City of Chandler. ICAN is the community's sole youth development and prevention program using evidence-based practices, and CCYSA is the city's only prevention-focused coalition. CCYSA includes involvement from City government and serves as the primary body for translating youth substance abuse prevention goals into on-the-ground strategies that target the City's highest risk/need community.

Since its start in 2006, the CCYSA has become the recognized leader in the City of Chandler for prevention activities related to alcohol and substance abuse. In 2007 the group was identified as the only Chandler mobilization/development initiative committed to underage drinking, in a city-wide human services needs assessment conducted by the Williams Institute for Ethics and Management. Because of CCYSA's rich and impactful nine-year history, there has been no need for the formation of other prevention coalitions and CCYSA has successfully retained and grown its membership. The Coalition conducts on an annual basis over 45 activities designed to increase awareness of the risks of youth substance abuse and decrease the likelihood of youth involvement in substance abuse. CCYSA follows the Strategic Prevention Framework to drive decision-making.

How does your program support and make use of collaboration and linkages, especially with Federal, State, or local organizations? Include information on agency/program involvement with the community's local substance coalition, if such an entity exists.

Together, ICAN and CCYSA have developed and maintained over 100 formal relationships with state, regional, city, and local organizations to form a collaborative effort to determine and use the best strategies to promote a healthy, drug-free community for youth and families in our target area. As the only organized, community-based prevention initiative in Chandler, our work supports the City of Chandler's interest in reducing youth substance abuse and supporting the development of healthy families and communities—particularly for our target area.

ICAN operates as the fiduciary agent for the CCYSA and staffs the Coalition. CCYSA start-up financing was provided to ICAN by the Arizona Department of Behavioral Health Services to build the necessary infrastructure and initiate activities that impact youth substance abuse in the target area. Over the years, additional financial support from the Drug Free Communities grant, the Arizona Governor's Office, the Arizona Department of Health Services, the Regional Behavioral Health Authority, the City of Chandler, and other private and in-kind resources from local foundations and businesses, has allowed for the expansion of *ICAN Be the Change* activities.

Because of our lengthy history of delivering high-impact youth development programs in the target area, we find that community representatives—particularly City government, the school system, and local organizations, are eager to participate in the needs assessment process as well as help plan and carry out prevention strategies to promote positive change in the community. In a typical one-year period 100% of CCYSA sector representatives/partners participate in some combination of monthly public meetings and/or Coalition activities. Through a long-standing partnership with the Chandler Police Department, we have benefitted from significant involvement from law enforcement, such as undercover police officers who participate in CCYSA Shoulder Tapping and Covert Underage Buying projects. Similarly, a 20+ year



partnership between ICAN and the Chandler Unified School District provides us with school representation as well as access to students and families in the target area, and space at school facilities for *ICAN Be the Change* activities. Our partnerships with other groups have also expanded over the years. These partners—such as the Chandler Fire Department, Parks and Recreation, Housing Department, and City Council, local domestic violence shelters, health care providers, and businesses—contribute to our mission by attending meetings/events, serving as guest speakers and subject matter experts, assisting with needs assessment and planning, and conducting outreach such as hosting tabling events and distributing flyers and posters.

Recent achievements show our success in collaborating with State, City and local organizations:

- Implemented a street outreach program conducted alongside Chandler Police (2009-present)
- Held a joint bi-annual Town Hall with Chandler City Council, various city Departments, and community organizations to educate the community on youth substance abuse (2010)
- Partnered with the Arizona National Guard JCNTF (Joint Counter Narco-Terrorism Task Force) to gain and distribute substance abuse education/prevention material (2012)
- Collaborated with the Chandler Unified School District to operate Hill Academy at ICAN, provide free, nutritious snacks and meals to kids at ICAN, and provide classroom space allowing ICAN to teach substance abuse prevention to students at various schools during the school day (2014)
- Led the development and approval of Arizona's first Social Host Ordinance passed Chandler City Council earlier this year (2015)

In our newest state collaboration, we're working with the Arizona Governor's Office, Department of Health Services, Criminal Justice Commission (among others) to serve as one of Maricopa County's first organizations to implement *Arizona's Rx Drug Misuse and Abuse Initiative Toolkit*. The toolkit offers five specific strategies to reduce prescription drug abuse, including reducing acquisition, promoting responsible prescribing and dispensing, involvement of law enforcement, increasing public and patient awareness, and enhancing assessment, access, and referral to treatment

What community outreach strategies do you employ? As noted above our outreach strategies target are designed to engage youth, families, and community members in ICAN programs and CCYSA activities. They involve activities conducted by our staff and coalition members, as well as conducted by partners who are committed to our mission and goals. These strategies include:

- The Chandler Education Foundation educates teachers and parents on ICAN and CCYSA services
- City law enforcement and courts refer youth and families to ICAN
- The Chandler Unified School District notifies ICAN of high-need schools and students so that we can follow up with targeted outreach strategies
- City Police invite ICAN staff to participate in ride-alongs and conduct street outreach at night to identify and recruit high-risk youth
- CCYSA information is posted (in English and Spanish) at locations frequented by the target population, such as local grocery stores, restaurants, and schools
- We recruit youth, parents, and other members of the community at community and school events
- We facilitate Town Halls and community education sessions to build awareness on substance abuse in the community and for recruitment purposes

We also conduct outreach and build awareness through the use of social media, including a CCYSA website, Facebook, Twitter, and videos developed by the youth and posted on YouTube. Additional channels selected by CCYSA members and include Pandora Radio and local Spanish media. A 2014 study conducted by the Pima Prevention Partnership confirms that the community's awareness of the Coalition has successfully increased: **56% of community residents surveyed reported familiarity with CCYSA**. This represents a 24% increase in community awareness compared to prior year survey results.

What type of grassroots participation is included in your program?



We have a good history of mobilizing the community around a common vision and mission for addressing various issues related to substance abuse. The fact that ICAN and the CCYSA are grassroots organizations enhances our credibility and effectiveness. *ICAN Be the Change* strategies experience widespread support and active involvement from community member who share a common interest. Members often become involved after attending a CCYSA event or ICAN program. Typically, they are the very individuals who are impacted personally by substance abuse in the community—such as a parent fighting substance abuse in the home, a teacher who struggles in a school environment where many of the students are active users, a health practitioner who responds to substance abuse crises in the emergency room, or a police officer who encounters issues relating to substance abuse on the street each day. Grassroots representation in *ICAN Be the Change* activities includes teens, parents, teachers, government officials, police officers, volunteers, service providers, business owners, health providers, pastors, and media representatives who live and/or work in Chandler. We rely on the power and unrelenting passion of local residents, businesses, government, and community agencies to make a difference in the community.

CCYSA's diverse membership and ICAN staff work together to conduct the Community Needs Assessment, determine Strategic Plan goals and objectives, build capacity to accomplish those objectives, engage additional community members, and measure the effectiveness of our results. These individuals make phone calls, label envelopes, walk door-to-door to educate residents and businesses, organize their friends and relatives, expand our presence in social media, put up signs and posters, volunteer at community events, and in countless other ways make a great personal sacrifice to create a healthier community. Together we engage, inform, and affect prevention efforts in City of Chandler in a bottom-up approach. Our collective work increases public participation, empowers local residents, and fosters a sense of community ownership.

E. STRATEGIC PLANNING

What are the goals and objectives of the program? *ICAN Be the Change* is focused on the prevention of underage substance abuse because substance experimentation is not a rite of passage; it is a community health issue that deteriorates the future potential of youth and their families. Our primary goal is to reduce youth substance abuse in the community. Our objectives include the following:

1. Increase community involvement/connectedness. Strategies include but are not limited to: offering youth leadership opportunities at ICAN and within CCYSA; offering youth-led community service activities that also welcome family member involvement; increasing youth and sector representative involvement in CCYSA activities; creating recruitment and retention/succession plans for all sectors; and keeping City representatives informed on *ICAN Be the Change* success/impact and discussing issue statements on youth substance abuse.
2. Expand CCYSA capacity to reduce substance abuse. Strategies include but are not limited to: increasing coalition membership; offering leadership training to youth and adults to prepare them for involvement; developing the coalition's capacity through trainings, education, and collaboration; and increasing visibility of the coalition and prevention activities and services offered in the community
3. Improve youth and family resilience to avoid substance abuse. Strategies include but are not limited to: providing Strengthening Multi-Ethnic Families workshops, parenting skills training, and parent support groups aimed at improving family functioning; helping parents and families learn how to communicate the risks and effects of drug abuse, and set clear boundaries for their youth; providing evidence-base prevention curricula for youth attending ICAN's after-school/summer programming; and providing supervised, fun drug-free activities for youth in the target area.
4. Reduce availability/access by youth. Strategies include but are not limited to: assisting Chandler police with distributing prescription drug lockboxes, holding drug disposal events and take-back programs, and conducting party patrol; shoulder tapping to increase retailer's knowledge of the hazards of promoting or selling alcohol to youth and reduce merchandise that promotes marijuana or synthetic drug use; reducing promotion of alcohol and tobacco advertising in the target area; reducing availability of alcohol to youth in homes and from social sources such as parents, older siblings and other adults; and implementing the *Arizona Rx Drug Misuse and Abuse Initiative Toolkit* to reduce prescription drug availability/abuse.



5. Decrease attitudes favorable to underage drinking and drug use. Strategies include but are not limited to: offering community education and public forums; promoting the Social host ordinance and conducting shoulder tapping at local retailers; holding and attending community events; distributing information door-to-door, through printed materials and partners and at local businesses; promote substance abuse prevention and no illegal use messaging through social media and PSAs; and raising parents' awareness of youth's beliefs that parents favor substance use and how this influences their youths' behaviors.

How do the goals and objectives directly respond to the information and epidemiological data gathered from the needs assessment? The Center for Substance Abuse Prevention (CSAP) suggests that the proposed strategies have the greatest potential to reduce and prevent substance abuse by reducing risk and increasing protective factors. As discussed, underage drinking and drug abuse rates are disproportionately higher in zip code 85225 than the City and County as a whole. The selected strategies are designed to produce a change in the various influences affecting underage drinking and drug abuse in the focus area, specifically addressing the risk factors of: *involvement with alcohol, marijuana, and drug abuse (easy access and high rates of usage), low neighborhood and school attachment, exposure to violence and family conflict, favorable attitudes among peers and adults, and low perceived risk of use.* These risk factors are consistent with themes found in our Community Needs Assessment.

Specifically, by increasing knowledge/awareness of the issue and current resources among parents, residents, and youth; decreasing accessibility/availability through enforcement; engaging community members in addressing the issue of youth substance abuse; and providing alternative activities to offset the attraction of alcohol and prescription drug abuse, the likelihood of underage substance abuse greatly decreases.

How many members of the population are expected to be reached and in what timeframe? *ICAN Be the Change* strategies will directly involve 1,300 youth and 300 parents (living in the target area) over the course of a year, and we anticipate reaching an additional 100,000+ community members through community education, participation in a meetings, community events, and through media outreach.

What mechanisms are in place to ensure long term program sustainability? Sustainability boils down to maintaining positive outcomes in our prevention efforts. We strive to build and maintain capacity at the agency, coalition, and community level through:

1. **Strong leadership at ICAN and CCYSA** with the ability to plan, carry out and maintain prevention interventions. Our leadership at ICAN and CCYSA take responsibility for the success of *ICAN Be the Change* initiatives and rally the appropriate level of resources and community support to accomplish our objectives and make a positive and measurable impact in the community. CCYSA maintains a clearly delineated structure, mission, Strategic Plan, and member roles and responsibilities as well as appropriate staff support helps to prevent confusion or disengagement among members.
2. **Leveraged resources through significant community involvement.** This includes key community stakeholders who are well-positioned to eliminate barriers to our efforts, and members that are part of the affected population. We use a strategic process to involve the "right" partners and members: first, on a regular basis we determine whether we have the necessary skills, expertise, and resources in place, then we identify the organization(s) or individual(s) that may have the needed skills/resource, and we cultivate a relationship with that individual/organization for recruitment and retention purposes.
3. **Diversity of financial support.** This involves growing our base of renewable financial support from a variety of sources. We maintain a strategic funding plan that includes funding strategies for ICAN programs and the CCYSA. ICAN's board of directors and CCYSA members are involved in fundraising strategies that seek investment from variety of sources including government, private foundations local businesses, event revenue, and individual contributions to further our capacity.
4. **Strong and continuous member and stakeholder involvement.** ICAN and CCYSA works to strengthen the capabilities and retain members and partners. We take specific steps to involve youth in leadership roles and regular activities, in as their involvement is critical to sustaining the CCYSA and impacting the community for the long term. New leadership is both allowed and encouraged to develop. We draw on our community partnerships to increase membership. Accomplishments of staff and



coalition members are recognized and celebrated through promotion at Public Meetings, using social media channels, and updates in CCYSA's e-blast, distributed to over 400 recipients each month. We also retain members by providing direct support and frequent training, respecting their time by making meetings efficient and activities well-organized, and involving them in meaningful activities where they can make a direct/immediate impact. The fact that the Coalition has been in existence since 2006 is one indication that members are engaged and feel valued.

5. **Promoting our successes in the community.** Continued use of media and members to inform the community and City government of the substance abuse issues faced in the community and the work of the coalition is vital. As we increase community awareness of the problem—and our success in addressing the problem—we're able to contribute more to reducing substance abuse and increasing the well-being of youth and families in the target area.

F. IMPLEMENTATION

What makes this program innovative? *ICAN Be the Change* is unique in many aspects, including its specific focus on a defined, high-risk community and target population. We benefit from significant involvement of community members, including youth and families who live in the target area. Residents are actively involved in being the change in their community. In particular, youth comprise more than 40% of participants in *ICAN Be the Change* activities, including taking on leadership roles in CCYSA.

Our progressive process for engaging the target population is also unique: we initially recruit youth and parents through enrollment in ICAN's evidence-based programs and community service activities. Parents become more interested in the community problems affecting their children's wellbeing and get active in *ICAN Be the Change* strategies, which reinforces what kids are learning at ICAN. Kids and parents participate together in community service work which increases their attachment to the community and provides positive activities that do not involve drugs or alcohol. They receive training to prepare for involvement in leadership roles at CCYSA and they truly become change agents in their community. Their strong commitment to preventing the issues that impact youth substance abuse inspires significant involvement from other partners—most notably the City of Chandler.

Another aspect of program innovation is significant commitment and participation from City representatives – including their dedication of time, expertise, and participation in CCYSA, and financial support of ICAN's evidence-based prevention training for youth and parents. In particular, significant involvement from the Chandler Police and Chandler Unified School District (CUSD) distinguishes this program from similar efforts in other communities. Chandler Police actively lead or are involved in environmental strategies including evening ride-alongs, shoulder tapping, and party patrol, in CCYSA membership, and maintain a weekly presence at ICAN's Youth Center. CUSD provides access to students and school facilities, data on substance abuse indicators in Chandler schools, CCYSA membership, free meals and snacks delivered to youth at ICAN, and hosts Hill Academy at ICAN high school to successfully engage at-risk teens.

What distinguishes this program from similar programs, strategies, or practices? Please describe any innovative and unique features that respond to changing community needs, new developments, new population(s) or any other adaptation. What distinguishes this program from others is the integration of an evidence-based youth development and prevention program that serves youth in the target area outside of school hours. Keeping kids safe at ICAN after school and during the summer is just one aspect of preventing their involvement in substance abuse; another is their exposure to age-specific evidence-based curricula proven to improve social competency, resistance skills, positive peer and adult relationships, and increased school and community commitment/attachment. This component prepares children for later involvement in community service work and community-based prevention strategies.

Additionally, our comprehensive evaluation practice allows us to measure our effectiveness at all four levels of our *ICAN Be the Change* initiative, including successful outcomes achieved by ICAN's prevention-focused after-school programming, parent/family program, youth/parent community service work, and CCYSA.



How does the program operate? Describe in detail and identify all features critical to implementation. Include the program's scope, intensity, and duration. The two primary components under *ICAN Be the Change* are ICAN youth and family programs (operating since 1991), and CCYSA (operating since 2006). ICAN serves children (5-18 years) in programs that operate after-school and during the summer, taking full advantage of timeframes when kids in low income communities are at the greatest risk for involvement in negative behaviors. Enrollment periods are at the start of the fall, spring, and summer sessions. Parents must attend a prerequisite orientation where they learn about attendance expectations and the full range of programs—including parent support groups and prevention education and Strengthening Multi-Ethnic Families training. ICAN youth are provided with free transportation throughout the year and with daily nutritious snacks and meals to increase the likelihood of attendance. Activities are organized in age-specific groups and facilitated by professionally trained Prevention Specialists who teach the following evidence-based curricula: (1) Too Good for Drugs and Violence for children in K-5th grade; (2) Second Step social skills and violence prevention training for grades 6–8; (3) Botvins Live Skills Training for grades 9–12; (4) Gender-specific social support groups including Boy's Council and Girls Circle for grades 4–12; and (5) Promoting Alternative Thinking Strategies (P.A.T.H.S) training for grades K-5. These activities are supplemented with other programming focusing on healthy lifestyles, structured recreation, academic support, life skills, violence prevention, and teen college and career readiness programs.

We maintain a rigorous evaluation process conducted three times annually by an independent evaluator using survey tools that are designed around the nationally recognized Colorado Trust Toolkit for Youth Development. The evaluation process measures results for youth and parent programs.

At age 13 ICAN youth begin to participate in monthly community service activities, including the CCYSA. Parents are encouraged to attend these activities with their children; this forms the basis for a strong and well-sustained CCYSA membership. ICAN offers leadership and community mobilization skills training to prepare the youth and their family members for involvement in community substance abuse prevention strategies. The CCYSA maintains a clearly defined organizational structure that delineates roles for leaders and members, relationships among members and staff, responsibilities of members and workgroups, reporting channels, meeting frequency and format, and legal and fiscal lines of authority. The CCYSA leadership includes an Executive Board and an Executive Teen Board. Structured Public Meetings and prevention activities are conducted on a monthly basis. Annual Meetings are held in June to elect Officers, review strategic plan progress, and hear reports of committees, Officers, and executive leadership. Attendance and minutes are recorded and maintained for each meeting. CCYSA's Annual Strategic Plan is designed based on biennial needs assessment data collected by ICAN and CCYSA, and an annual review of progress from the year before. Prevention strategies are based on the Center for Substance Abuse Prevention (CSAP) prevention framework including information dissemination, prevention education, alternative activities, environmental strategies, community-based processes, and identification and referral. ICAN's structured evaluation process measures CCYSA's impact in the community.

Who is involved in conducting the activities (volunteers, staff, others)? At the leadership level, ICAN's Board of Directors and management team guide and support the work of ICAN and CCYSA. Management staff focus on furthering the capacity of *ICAN Be the Change* programs to achieve desired results and sustaining these programs for as long as there remains a community need. Our Chief Programs Officer is accountable for the success of ICAN and CCYSA. ICAN Prevention Specialists are professionally trained to deliver evidence-based curriculum at ICAN using positive youth development practices and serving as healthy role models for youth in the community. ICAN's Youth Programs Coordinator provides staff support to the CCYSA. Volunteer involvement from families and other community representatives is significant at ICAN and throughout CCYSA activities. Over 1,000 volunteers generously contribute an average of 18,000 hours of time annually towards furthering the success of ICAN and the CCYSA. The CCYSA leadership structure includes an Executive Board and an Executive Teen Board. The Executive Board is comprised of 7-10 Officers, including the President, Vice President, Secretary, Fiduciary Agency (ICAN) Staff, Parent Advisor, the Executive Teen Board (President, Vice President, and Secretary), and Past President.



How does implementation address the cultural needs of the target population? We recognize that the more we value the community, respect its diversity, carefully listen to what the community has to say about its needs, hopes, and strengths, and involve the community as full partners in our prevention strategies, the more likely the community will adopt these strategies. We're able to be sensitive and responsive to the cultural needs of the target population through implementation of our strategies in several ways: we build staff and volunteers' knowledge of/sensitivity to the cultural nuances of the target population through rigorous training. Also, during implementation, we involve staff, CCYSA members, and volunteers (who have backgrounds similar to those of the target population and/or who live in the community of focus) in leadership and decision-making roles. In particular, we involve youth and parents as full partners in identifying needs and designing, implementing, and evaluating the effectiveness of *ICAN Be the Change* strategies. We encourage full family involvement as families offer a positive source of cultural strength as well as information and support. The participatory, collaborative partnerships with the community provide valuable input on culturally responsive implementation and fully participate in our prevention activities. We recognize that cultural competence is an ongoing process, and we're committed to maintaining cultural responsiveness as a contributing factor to program sustainability.

What is the infrastructure/support system used to implement this program? ICAN serves as the fiscal agent to and provides staff and financial resources in support of the initiatives of *ICAN Be the Change*. ICAN's Board of Directors is the authority over ICAN and CCYSA programs, partnerships, facilities, staff, and funding. ICAN provides the infrastructure/support needed to implement *ICAN Be the Change* prevention programs and strategies, including facilities, administrative support for human resources, staff training and development, contract and grant management, information technology, data tracking systems, and program evaluation.

Describe the program's ability to effect community-wide change: At what scale or level is outreach conducted? Does it succeed in changing community norms? Is there adequate capacity to elicit community-wide change? Our priority is Chandler zip code 85225, and our outreach and mobilization efforts are focused almost entirely on this target area. Our environmental strategies seek to influence the attitudes and behaviors in the community concerning the acceptability of youth substance abuse. A key strategy is limiting access and availability of alcohol, marijuana, and prescription drugs specifically for those who are underage. Examples of activities include party patrol and shoulder tapping (at locations where alcohol is sold). Since these activities are conducted jointly with CCYSA youth and Chandler Police, we're able to maintain adequate capacity to elicit change in the target area. We also work with Chandler Police and local businesses to reduce signage that makes alcohol seem appealing to youth, and offer a recognition program for businesses who comply with local ordinances and that help distribute stickers and other CCYSA information. Our information distribution strategies seek to educate the community on youth substance abuse and change community norms—this work is conducted almost exclusively by CCYSA members. Finally, we focus heavily on communications campaigns that target a youth audience, using many social media tools that are popular among youth. For example, we make creative use of Pandora advertisements and YouTube videos which are created by and for youth. This form of “edu-tainment” is a particularly useful strategy that uses media messages that both entertain and educate, and presents a special opportunity to affect norms before they are fully set. CCYSA youth members create videos promoting CCYSA and communicating the risks of youth substance abuse, and post the videos on YouTube (<https://www.youtube.com/user/CCYSACHANDLERAZ>) while also blasting links through Facebook and Twitter. These videos have well over 3,000 “hits” on YouTube.

Thus far, through our partnerships and committed CCYSA members, we have been able to sustain adequate capacity to carry out these strategies, and evaluation results indicate that we're succeeding in changing community norms, as evidenced by decreasing alcohol use in the past 30-days among 10th graders, decreasing the number of adults willing to purchase alcohol for a minor, and decreasing the likelihood of youth substance abuse at parties (see impact results detailed on pages 17-18).



What is the number of individuals in the community, and what percent of these individuals were impacted through the implementation of this program? Over 70,000 residents live in the targeted 85225 zip code. Our 2014 Community Norms survey (administered annually to local residents by CCYSA) found that 56% of respondents reported that they were familiar with CCYSA. In 2014 over 300 residents responded to this survey. We also maintain documentation on the number of individuals reached through our prevention efforts. The number reached in 2014 is equivalent to 25% of the 85225 population.

What aspects or elements of the program can be replicated or adapted to other sites? For prevention efforts focused on a specific population or target area, most if not all of the program elements can be replicated. This includes structured prevention-focused youth development programs offered outside of school hours, engagement of youth and families in community service work that is prevention-focused, and integration of a community coalition that involves a much larger community representation in supporting the well-being of youth in the community through research-based prevention strategies. The selected prevention curricula and coalition strategies can be adapted to the specific age or cultural aspects of the targeted population, such as kids in rural areas or inner-city immigrant youth.

G. EVALUATION

What are the major outcomes, impacts, and changes accomplished due to this program? We are looking for measures and data that demonstrate impact. Youth participants in our after-school and summer prevention programming demonstrate improvement in the protective factors that are so critical to preventing their involvement in substance abuse, and parents/adult family members report closer family ties, and improved understanding of and ability to discuss substance abuse at home and with their children. Our independent evaluation results for 2014-2015 include the following for ICAN youth age 8-18 years:

- 79% of youth improved their grades and school, interest in learning, participation in class, and ability to get along better with teachers and peers.
- 80% reported feeling a stronger sense of self, feel more confident about learning new things, feel they can make a difference, and feel confident at handling whatever comes their way.
- 82% get along better with others, work better in teams, and demonstrate improved leadership skills.
- 78% have built a positive relationship with adult role models at ICAN

Among older ICAN youth age 13-18:

- 80% improved their ability to plan ahead, set goals, make good decisions, solve problems, talking openly about their feelings, and resolving conflict without violence.
- 79% increased their time volunteering or helping others in the community, feel more important to the community, have a stronger connection with the community and feel better about themselves as a result.
- 88% reported improved ability to say “no” to what they know is wrong, including resisting involvement in alcohol, drugs, violence, and fighting.

Among participating ICAN parents/adult family members:

- 69% have increased their involvement with their children in prevention activities, and 68% have used at least one environmental strategy to prevent substance abuse in the target area.
- 100% feel they are better able to talk with their kids about the risks of underage drinking and drug abuse
- 96% have learned the risks of giving youth the perception that drinking/drug use is acceptable.
- 100% are more aware of the risks of youth substance abuse

Specifically, parents note as a result of participating in parent program at ICAN that they learned where to get assistance to help their children from drinking or taking drugs and how to talk to their children about alcohol and drug use, and as a family they participated in activities to help prevent under-age drinking and drug use.

The impact of CCYSA’s focus on the community includes: (1) **Increased community awareness of prevention activities in the community.** In 2014 more than half (56%) of respondents reported being familiar with CCYSA—a 25% increase from the year before. (2) **A decline in signage that encouraged youth substance abuse:** Signage in the target area decreased by 50% between 2007 and 2014. (3) **A decline**



in adults willing to purchase alcohol for a minor: In Q1 of 2014/15, 15% of adults agreed to buy alcohol for a minor; this represented a decline from 20% in Q1 of the prior year. (4) **A decrease in alcohol consumption among 10th graders (in 85225) in the past 30-days:** from 33% in 2010, to 28% in 2014. And (5) **a decrease in the number of party citations** issued by our joint ICAN/Chandler Police party patrol, from Q.1 2014 to Q2 2015.

What evidence can be used to support the answer described above? ICAN's independently conducted program evaluation process collected and reported the above-listed outcomes for ICAN youth and parents. The evaluator collects outcome data using age-specific surveys administered three times annually. Collected data is documented, tallied, analyzed, and reported back to our staff and Board of Directors in detailed evaluation reports prepared after each evaluation period. Additionally, our partner Pima Prevention Institute collects additional data on CCYSA's impact on the community, specific to increased community awareness, reduced signage, and shoulder-tapping (adults willing to purchase alcohol for a minor) results. Data on reduced 30-day alcohol use among 10th graders was reported in the 2010 and 2014 Arizona Youth Survey.

How do the outcomes relate to the program's goals and objectives? Our outcomes show that we're making tremendous strides towards accomplishing our goal of reducing youth substance abuse in the community, and we're addressing the risk factors that lead to substance abuse. With increased sense of self, improved social skills, and better resiliency, youth participants are more likely to resist involvement in drugs, alcohol, tobacco, or other forms of delinquency, and deal more effectively with conflict at home, school, or in the community. At the school level, academic difficulty and low attachment and commitment to school places youth at greater risk for substance abuse and other risky behaviors. Increasing youth participants' authentic connections with positive peer and adult role models leads to increased community connectivity and decreased risk for involvement in substance abuse. Community impact was evidenced by increased awareness of CCYSA activities; this is important as it is an indicator of the effectiveness of our environmental strategies and makes it possible to engage more community members in these strategies, thus changing community norms regarding the acceptability of youth substance abuse. Shoulder tapping (to educate adults who agree to purchase alcohol for a minor), and party patrol results show that we're accomplishing our objectives for reducing youth access to alcohol.

How do the results derived from the evaluation meet the needs for which the program was designed? There is sufficient research evidence to confirm that carefully designed preventive interventions can improve adolescent health and decrease problem behaviors, including the use of alcohol and other drugs. The key is finding the right individual, family, school, and community-level interventions. We strive to ensure that strategies are balanced and able to produce changes for specific at-risk groups within the target area. The proposed strategies are intentionally selected and designed to change the knowledge, beliefs and attitudes of the youth and families in the focus area. Our results show that *ICAN Be the Change* strategies are effective at building the protective factors in youth, families, and the community that are so critical to preventing youth substance abuse. Our unique combination of classroom and community-based activities are appropriately supporting youth, parents, families, community members, and City government. We are producing a change in the environmental influences affecting underage drinking and drug abuse in the focus area. Specifically, by increasing the knowledge/awareness of the issue and resources available to parents, youth, and the community; decreasing accessibility/availability through enforcement; engaging community members in addressing the issue; and providing alternative activities to offset the attraction of alcohol and prescription drug abuse, the factors that affect underage substance abuse greatly decrease.

H. PROGRAM MANAGEMENT

What resources are available to the program, and how is the program able to maximize or optimize the resources available to it? As a primary focus of ICAN, the initiative is supported by strong leadership through ICAN's management team and Board of Directors, and with human resources support, appropriate accounting and fiscal controls, data management, program evaluation, staff supervision, and staff training and



development resources provided by ICAN. Financial resources include dedicated funding from Drug Free Communities, the Office of Juvenile Justice Delinquency Prevention, Arizona Governor’s Office, City of Chandler, Arizona Department of Health Services (Regional Behavioral Health Authority), and various private foundations and corporations with a strong history of investing in our prevention initiative. The Chandler Police Department encourages Police to be actively involved in project activities during work hours. CCYSA members work with ICAN to identify additional resources and opportunities to sustain and expand the initiative through other sources of funding. Additionally, CCYSA maintains a Board of Directors and committee structure that provides focused support to carry out the strategic plan and to maximize resources in support of its mission through additional relationships in the community. In addition to having the appropriate resources in place in terms of financial, organizational structure, controls, development, evaluation, and oversight, we also believe that ICAN's accreditation status through the National Council on Accreditation drives a continuous focus on quality. Accreditation status means that ICAN demonstrates the capacity, commitment, and competence to support high-quality prevention programming, and as such, the community is more willing to participate in and help to sustain the programs operating under this initiative.

What systems are in place to help ensure effective communication and coordination among program staff and administration, consumers/clients, the media, policymakers, and others?

ICAN maintains a comprehensive internal/external communications plan which supports communication and coordination among staff/administration, participants, media, government representative, partners, and other members of the public. Our Communications Coordinator takes responsibility for maintaining frequent and effective communication within and outside of ICAN. Internal communication processes include weekly meetings between managers and direct reports, and monthly department and all-staff meetings, where we share information and coordinate prevention activities across the organization. CCYSA committees and members meet on a monthly basis and coalition members keep ICAN staff informed through regular interaction. ICAN staff meets frequently with City of Chandler representatives to keep them informed on substance abuse trends, risks, and our prevention successes in the target area. We recently implemented Automatic Data Processing (ADP), which is an online portal used by staff to communicate with one another outside of email and instant messenger. Using ADP, staff can post articles, photos, (etc) to keep everyone up to date. Additionally, monthly e-blasts are distributed across the community by our Communications Coordinator and press releases are used frequently to keep the public informed on new substance abuse policies and practices. We also use targeted communications approaches that are proven effective for youth. As mentioned, Facebook posts and prevention-oriented videos created by our youth and posted on YouTube are our most effective channels for relaying prevention information to a younger audience.

I. PROGRAM BUDGET & NARRATIVE

Revenue		Amount	Expenses		Amount
Contributions, Gifts & Grants		\$858,884	Salary & Related		\$1,394,580
Program & Contract Revenue		\$881,169	Contract Service		\$149,118
Investment Income		\$0	Non-personnel		\$289,480
Special Events		\$483,500	Facility & Equipment		\$160,607
Other Income		\$7,527	Travel & Conference		\$11,582
			Other Expenses		\$225,713
Total Revenue		\$2,231,080	Total Expenses		\$2,231,080

Budget Explanation: As mentioned, primary revenue sources include federal, state, and city grant funds as well as additional income for ICAN's prevention programming through fundraising events and individual donations. "Program and contract revenue" is from income generated by contract services, while "other income" is from our operating reserve. Staff salary and related expenses are the majority of program expenses. "Contract Services" expenses encompass payroll service, accounting fees, professional evaluation



fees, professional fees, and program subcontracts. "Non-personnel expenses" are program operating costs including office supplies, program supplies, snack program expenses, and postage/shipping/printing/copying. "Facility and equipment" costs relate to maintaining ICAN's Teen Center where the majority of activities take place. "Travel and Conferences" expenses relate to staff training and development, while "other expenses" include non-employee related insurance, membership dues, continued education/training, automobile, fundraising, community relations, bank fees, and credit card machines.

J. ORGANIZATION CHART

