

Implementing CMCA in Portland, ME: *Successes & Lessons Learned*

21 Reasons Coalition
Medical Care Development, Inc.
August 2008



About us



Substance Abuse Prevention Projects



Field project: 21 Reasons

- Based on CMCA model program – Communities Mobilizing for Change on Alcohol
- Uses community organizing to strengthen community policies, enforcement and attitudes to reduce youth access to alcohol.

www.21reasons.org



Training & TA: MESAP

- Training, technical assistance, and tools for communities to translate into practice the latest research in environmental prevention.
- Informed by real-life lessons from our field project, 21 Reasons.



Today's presentation:

1. How has Portland, ME used the CMCA model?
2. What kinds of strategies has the group implemented, and what are the results so far?
3. What are some key lessons learned from the process?



Warm-up & Introductions

Share with the person sitting next to you:

- Name & where you're from
- Knowing what you know so far about CMCA...

What is one question you have about how the CMCA model works in real life?





Part 1

How has Portland, ME used
the CMCA model?

Portland, ME

- Population: 63,000 (census.gov)
- Demographically distinct from surrounding areas and the state as a whole.
- Poverty level double that of the rest of the county.
- Homeless population: 2,400
 - 60% diagnosed with mental illness or substance abuse
 - 25% youth.



Portland, ME, cont.

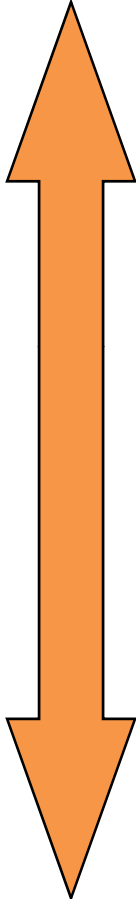
- Point of entry for refugees for 3 decades
- Double proportion of minorities of the rest of Maine
- 52 spoken languages
- One-quarter of Portland Public Schools enrollment is made up of students for whom English is not their primary language





http://farm2.static.flickr.com/1191/747820987_8f9f47bdc3.jpg

CMCA Process

- 
- **Step 1: Assess the community.**
 - **Step 2: Create a core leadership group.**
 - **Step 3: Develop a plan of action.**
 - **Step 4: Build a mass base of support.**
 - **Step 5: Implement the action plan.**
 - **Step 6: Evaluate efforts.**
 - **Step 7: Maintain and institutionalize efforts.**

From Wagenaar, A.C., Gehan, J.P., Jones-Webb, R., Toomey, T.L., Forster, J.L. (1999).
Communities Mobilizing for Change on Alcohol: Lessons and results from a 15-
community randomized trial. *Journal of Community Psychology*. 27(3):315-326.



CMCA in Portland, ME:

- CMCA project started 2003 in response to community tragedy
- Step 1: Lots and lots of 1x1 meetings!
- Partnership with PD started 2004
 - Took almost a year to get the first meeting with the Chief



One-on-Ones

The foundation of CMCA

- Serve 3 purposes at once:
 - **Assessment of community concerns, priorities, & readiness**
 - **Education of key leaders**
 - **Recruitment (Strategy Team & general support)**
- CMCA trainers recommend doing at least 100 in the first year—regardless of the size of your community.



Key stakeholders and leaders

- ❑ Law enforcement (police, sheriff, corrections, district attorney's office...)
- ❑ Public officials
- ❑ Businesses—including alcohol retailers
- ❑ Youth and parents
- ❑ Civic & religious organizations
- ❑ Schools
- ❑ Service providers (prevention, treatment, social services...)



Portland Assessment:

- 1 x 1 meetings!
- Door-knocking
- Student Survey data
- Law enforcement data
- Alcohol advertising survey
- Community forums



Complementary activities:

- As part of initial recruitment process, we also used projects to bring people on board:
 - Sticker Shock with youth orgs
 - Media advocacy: letters, op eds, editorial board meetings
 - Youth Alcohol Prevention Week (April)
 - City Council Resolution



Coalition history:

- Action Team began meeting monthly in fall of 2004 with all key sectors represented.
- Action Planning process: winter '04
- Federal Drug-Free Communities grant started October 2005 (now in year 3).



ACTION PLAN Priorities:

□ Strengthen ENFORCEMENT

- 8 out of 10 of Portland teens claimed they would NOT be caught by police if they drank alcohol in their neighborhood (2004 MYDAUS)

□ Reduce AVAILABILITY

- 7 out of 10 Portland high schoolers reported that alcohol is “easy” or “very easy” to get (2004 MYDAUS).



ACTION PLAN Priorities, cont.

□ Strengthen **NORMS**

- Only half of Portland teens believed that adults in their community think underage drinking is “very wrong” (MYDAUS 2004).

□ Increase **PARENTAL MONITORING**

- Less than half (46%) of Portland teens believed that they would be caught by their parents if they drank alcohol without permission (MYDAUS 2004).





Part 2

What kinds of strategies has the group implemented, and what are the results so far?

Strategy: INCREASE
ENFORCEMENT

2004-present

Strategy: Increase enforcement

- Relationship-building with Chief of Police
- Meetings with supervisors
- Data tracking & reporting
 - → accountability and awareness



Strategy: Increase enforcement

- Officer Training (in partnership w/
Coalition & DA's office)
 - Why it's important
 - Maine Model Policy
 - What the DA's office needs to prosecute



Strategy: Increase enforcement

- Media advocacy
 - Editorials, Op Eds, Letters to the Editor
- Press conference collaboration with Sherriff's Office & District Attorney
 - Taking a public stand





Press Conference, Spring 2005



Strategy: Increase enforcement

- Funding overtime details for party patrols (2005)
- Party patrols integrated into regularly scheduled details by Evening Directed Patrol (2007)



Complementary strategies

- Sticker Shock
- Parent PSA's
- City Council Resolution
- Youth Alcohol Prevention Week



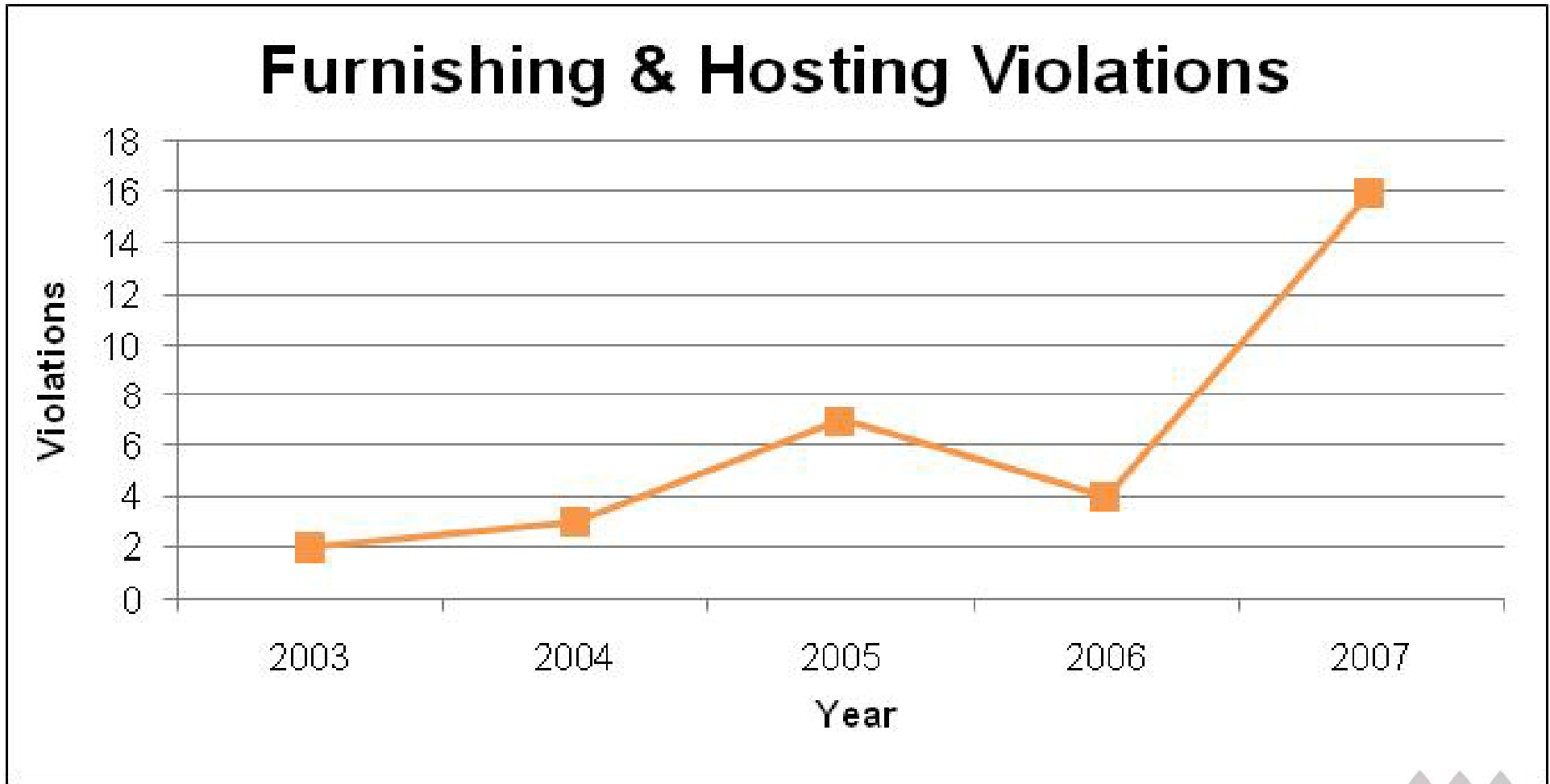
Results: Minor in Possession



Portland Police Department



Results: Furnishing alcohol to a minor or a place for minor to consume alcohol



Portland Police Department



RESULTS: Student Survey Data

2004 and 2006 MYDAUS, grades 6-12

- **ENFORCEMENT**

“I would be caught by police”

↑ from 22% to 27%

- **AVAILABILITY:**

“Alcohol is very hard to get”

(high school)

↑ from 15% to 20%



RESULTS: Student Survey Data

2004 and 2006 MYDAUS, grades 9-12

- **PARENTAL MONITORING**

“I would be caught by my parents”

↑ from 46% to 50%

- **NORMS:**

**“Adults in my community think
underage drinking is very wrong”**

no change (52%)



RESULTS: Student Survey Data

2004 and 2006 MYDAUS, grades 6-12

↓ **30-day alcohol use**

• **36% to 31%**

↓ **2-week binge drinking**

• **20% to 17%**

↓ **all other substances**



Continued evaluation

- Was there policy change & culture change at the PD?
 - Today, party patrols are not something “extra”—They are regularly scheduled as part of the ongoing efforts of evening directed patrol.
 - All sworn officers required to participate in 21 Reasons underage drinking enforcement training.



Continued evaluation

- Is youth perception of enforcement, parental monitoring, and difficulty of alcohol access continuing to increase?
 - Waiting for MYDAUS 2008...



Strategy: STRENGTHEN
NORMS & PARENTAL
MONITORING

2004-present

Strategy: Strengthen norms & parental monitoring

- Media advocacy – Op Eds, Editorial Board meetings
- Parent media campaign
- Closely tied to enforcement strategies



Strategy: Strengthen norms & parental monitoring

- **Parent media campaign**
- Parallel to Maine Office of Substance Abuse campaign
- Focus on brain science and concrete actions for parents to take
- Television, newspaper, and online ads
- Over time, changed “tone” to reflect feedback from parents...



Strategy: Strengthen norms & parental monitoring

Original ad sample:



Parents, do you know?

“There is no such thing as ‘safe’ underage drinking. Furnishing alcohol to minors is a crime punishable with fines up to \$2,000 and a year in jail.” Stephanie Anderson, D.A.


Please, be smart. Take a stand.

No alcohol until they’re 21.

Join us! Call 773-7737 or visit portlandcmca.org.

Strategy: Strengthen norms & parental monitoring

Original ad sample:



Parents, do you know?


**“Kids who drink are more likely to be depressed and have a higher risk of academic failure.”-Mary Jo O’Connor
Superintendent, Portland Public Schools**

**Please, be smart. Take a stand.
No alcohol until they’re 21.**

Join us! Call 773-7737 or visit portlandcmca.org.

Strategy: Strengthen norms & parental monitoring

New ad samples:



“Get to know my friends. I like it when you take an interest.”

21 reasons

to prevent underage drinking.
...what's your reason?

There are things we can do!
Call 773-7737 or visit www.21reasons.org



Strategy: Strengthen norms & parental monitoring

New ad samples:



Strategy: Strengthen norms & parental monitoring

New ad samples:



RESULTS: Student Survey Data

2004 and 2006 MYDAUS, grades 9-12

- **PARENTAL MONITORING**

“I would be caught by my parents”

↑ from 46% to 50%

- **NORMS:**

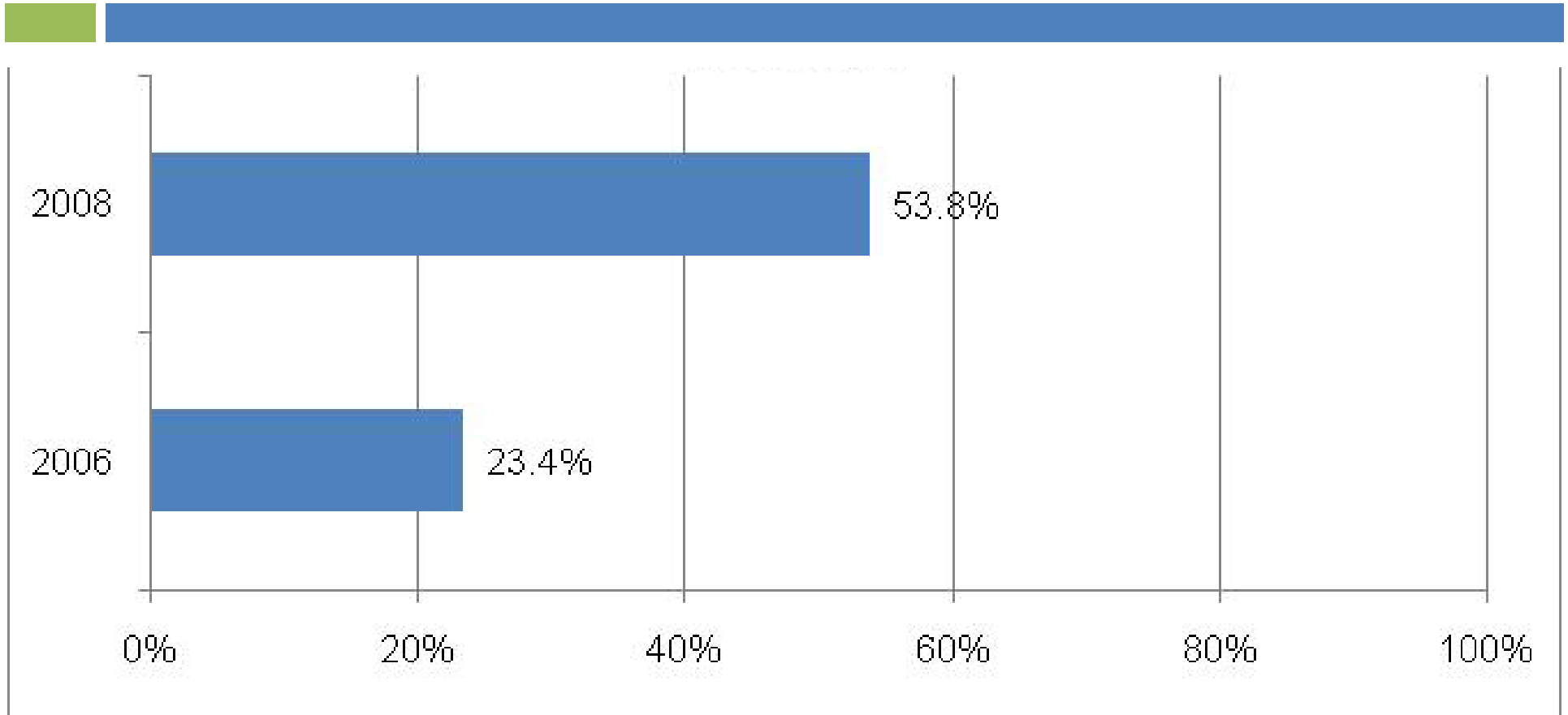
“Adults in my community think underage drinking is very wrong”

no change (52%)



RESULTS: Parent Survey

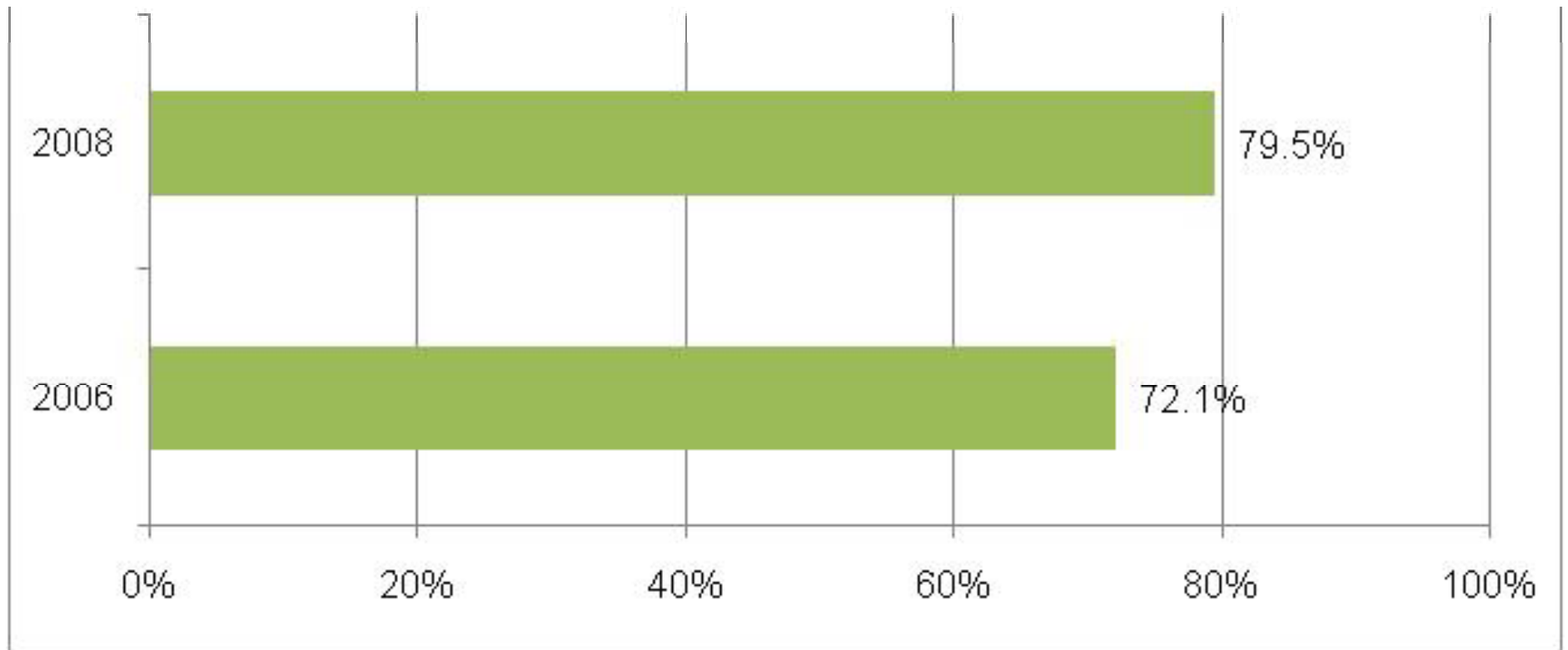
2006 and 2008 random phone survey



“Strongly Disagree” with the statement, “My job isn’t to prevent them from drinking. Rather, it is to teach them to drink responsibly.”

RESULTS: Parent Survey

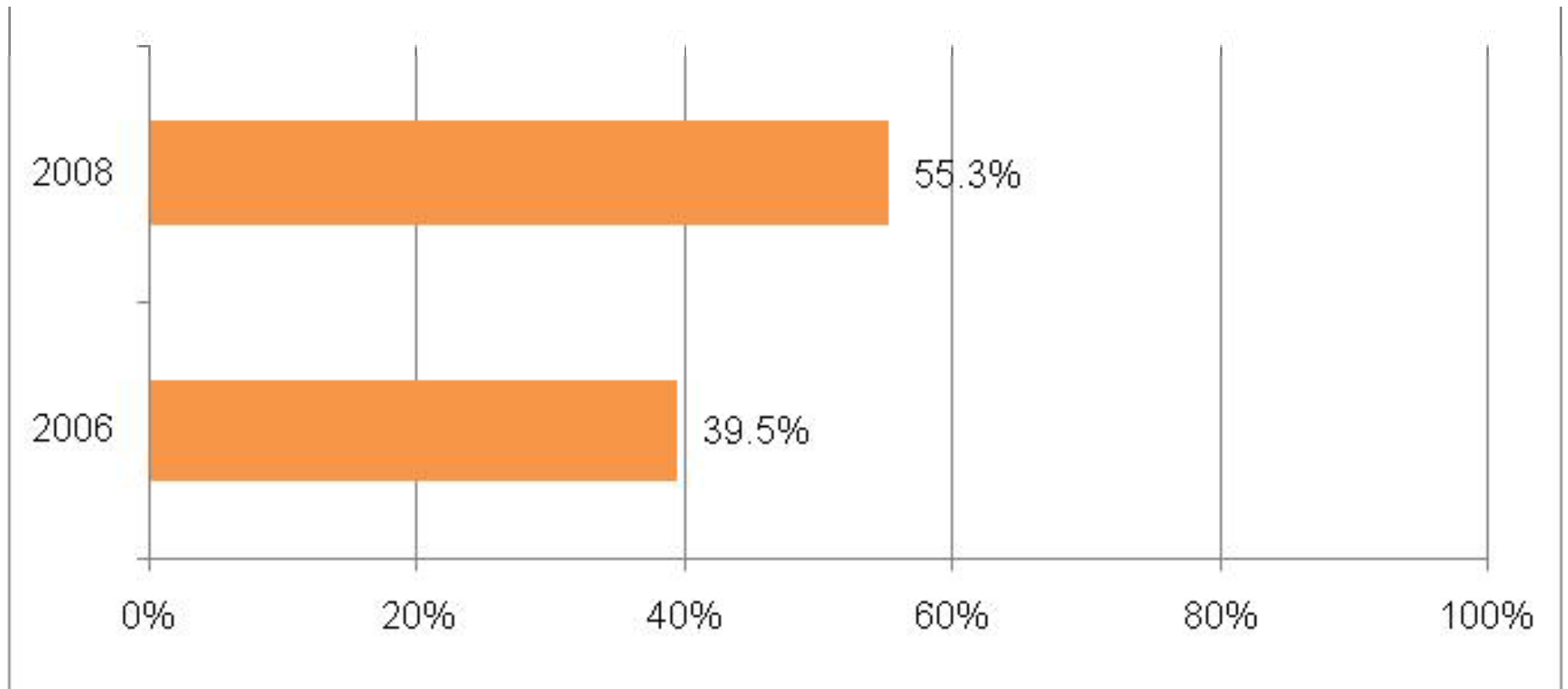
2006 and 2008 random phone survey



**“No” to the question,
“Are there any circumstances under which you would allow
your teen’s friends to drink in your home?”**

RESULTS: Parent Survey

2006 and 2008 random phone survey



“As a parent, I feel that I have the ability to influence my teen’s choices about alcohol.”

Strategy: REDUCE RETAIL
ACCESS

2006-present

Strategy: Reduce Retail Access

- No enforcement had happened since 2003, when Maine BLE ended.
- Retail compliance checks by Portland PD began in 2007.
- Backlash from local officials and business owners:
 - “Why are they doing this?” “Not fair!”
 - “What protocol are they using?”



Strategy: Reduce Retail Access

- 1x1 advocacy with local officials to gain support for enforcement efforts
- Testimony at public hearings to support enforcement efforts
- Media advocacy: Op Ed, letters
 - Publicize enforcement to increase deterrence
 - Increase Council & community support for compliance checks



Results: Compliance Checks

- Round 1: 57% non-compliance
- Round 2: 36% non-compliance
- Round 3: 10% non-compliance

More recently:

- ...6/21/08: 47% non-compliance
- ...7/25/08: 8% non-compliance

2008 youth survey will tell us whether we have achieved a further decrease in the percentage of youth who believe alcohol is easy to get.



Strategy: Reduce Retail Access

- Retailer Outreach & Education
 - Certified Seller/Server Training
 - CardME Pilot program
 - Responsible Bar Owner's Agreement
 - Liquor Licensee Application Insert with Best Practices & Recommendations



Strategy: Reduce Bar Density

- ❑ In spring of 2006, 21 Reasons was appointed to Mayor's task force to address public safety issues in downtown district.
- ❑ We offered many research-based recommendations, & bar density was one that got task force support





http://graphics.boston.com/bonzai-fba/Globe_Photo/2007/01/25/1169753414_1371.jpg

Strategy: Reduce Bar Density

- **Research** to analyze the problem and develop proposal that fits community needs & readiness:
 - What does the research recommend?
(no clear #)
 - What we know from local data? **1 bar for every 11 households!**
 - What will the community accept? **100 ft.**



Strategy: Reduce Bar Density

- **Outreach** to mobilize community members
- **Partnership** between key stakeholders to move it forward
 - Police Department
 - Downtown Bar Owner's Association
 - Downtown District
 - Community members



Strategy: Reduce Bar Density

- **Media advocacy** (Op Eds, news interviews) to educate the public and promote the policy change
- **Education of decision-makers**
 - Lots of 1x1 contact to get Councilors on board
 - Testimony from 21 Reasons, community leaders, & bar owners at many, many public hearings...



Success!

After nearly a year of work (and votes **against** it by both the Planning Board & Public Safety Committee), local ordinance was passed by City Council to require minimum 100 ft. dispersal requirements for new bars.



But wait...

- With new membership on the City Council, efforts are underway to repeal the ordinance.
- Working 1 x 1 with allies on the Council to make sure concerns and questions are addressed with the most up-to-date information.



Part 3

- What have we learned from the CMCA model?
- What have we learned from our own experience in Portland?

Lessons from CMCA...

■ **Recruit supporters one by one.**

- “The heart of organizing is careful building of interpersonal relationships, one-by-one. ...[P]ay careful attention, particularly in the beginning stages..., to making contact with as many individuals as possible. These initial contacts, usually called ‘one-on-one interviews,’ help ensure a diversity of representation and a more accurate understanding of the issues that need to be addressed” (Wagenaar et al, 1999).



Lessons from CMCA...

- **Combine top-down & bottom-up approaches:**
 - **Top-down:** Focus on evidence-based policy changes.
 - **Bottom-up:** Use community organizing to plan and implement strategies tailored to your community needs.



Lessons from CMCA...

- **Use the media—a lot!**
 - **Use media advocacy** to increase support for your strategies.
 - **“Earned” media (i.e. free!)** from press releases, press conferences, letters to the editor, and Op Eds can be more effective than paid media in achieving your policy change objectives.



Lessons from CMCA...

- **Be clear about purpose:**
 - **Reducing access and availability** (i.e. the supply side, not the demand side) through policy & environmental change.
 - **Targeting adults** (not youth!) because adults control the supply of alcohol, and adults control the environment.



Lessons from CMCA...

- **Tailor to different audiences.**
 - Recognize that different sectors have different priorities, concerns, and motivations to come on board.



Portland lessons:

- **“Evidence-based” doesn’t equal “how-to”—and that’s okay.**
 - Use latest available research to identify strategies according to local needs.
 - Translate into practical application based on community readiness.



Portland lessons:

- **It really does boil down to 1 x 1 relationships.**
 - Even though focus is community environment, 1x1 is how it happens.
 - This includes the press, partner agencies, and elected officials.
 - Befriend individuals at several different levels in the organization, in case of leadership transitions!



Portland lessons:

- **Reputation matters.**
 - Do they know who you are and what you stand for? (both as an individual and an organization)
 - Can they remember your name? (21 Reasons vs. Portland Communities Mobilizing for Changing on Alcohol!)



Portland lessons:

- **Remember: Alcohol is a sensitive topic.**

- What is the tone of your message?

- Even if you don't mean to, your message may be perceived as accusatory or self-righteous— Not good!

- It's helpful when the message comes from a teen voice, voice of research/science, or \$\$\$ rationale.



Portland lessons:

- **It ain't over when it's over.**
 - How will the new policy be communicated, evaluated, and maintained?
 - Prepare for leadership transitions—at police department, city government, local news outlets, and partner agencies.



Resources & samples

Online at www.21reasons.org:

- 21 Reasons brochure
- Opinion Editorials: bar density, compliance checks
- City Council Resolutions: Youth Alcohol Prevention Month
- Responsible Bar Management Guidelines
- City Liquor License Brochure
- and more!



21
reasons



21 Reasons & MESAP

Medical Care Development, Inc.

107 Elm Street #300

Portland ME 04101

(207) 773-7737

www.21reasons.org

- Erica Schmitz, Director: eschmitz@mcd.org
- Jo Morrissey, Asst. Project Director: jmorrissey@mcd.org
- Emily Wolff, Asst. Project Director: ewolff@mcd.org

