



SAYNO Strategic Plan

June 2005 - June 2010

SAYNO In The Montgomery Area, Inc.

Approved by the SAYNO Board of Directors

July 2005

SAYNO VISION STATEMENT

To become and be recognized locally as a major collaborative leader and provider of substance abuse prevention and awareness services for the greater Montgomery area.

INTRODUCTION

1. The Substance Abuse Youth Networking Organization (SAYNO) in the Montgomery Area, Inc., originated in 1988 as an all-volunteer organization as the result of several factors. One, a comprehensive community needs survey was done by the United Way in 1987 that showed drug abuse among youth was the number one problem as perceived by the people of Montgomery; two, an initiative by the Montgomery Area Community Foundation identified the most pressing problem concerning youth as drug abuse; and three, in a Community Foundation survey, prevention and treatment service providers expressed a strong desire for a central point for coordination and sharing of knowledge of anti-drug programs (but falling short of a "drug czar" with power to direct an overall community-wide program).

2. The availability of resources was an immediately apparent problem, as SAYNO fell just short of receiving a major private foundation grant and also a large federal grant. In 1990, SAYNO became incorporated, received 501 (c)(3) tax exempt status, and was able to hire a full time executive director in 1992. Initial major funding support was from the State of Alabama through the Governor's High Risk Youth Grant Program. As state funding dried up, other funding sources were developed, i.e., the United Way in 1993, the City of Montgomery in 1995, private donations, and various one-time grants. Subsequently, as SAYNO expanded its services, it became eligible for funding from a number of fee-for-service grants, including the Alabama Children's Trust Fund, the Montgomery Public School System, and as a sub-contractor to the Lighthouse Counseling Center of Montgomery, which receives funding from the Alabama Department of Mental Health and Mental Retardation. Even so, funding has become increasingly difficult to obtain as various funders find their sources of funding reduced, in turn. Meanwhile, the cost of doing business continues to go up.

SAYNO MISSION STATEMENT

Mission Statement. SAYNO's current Mission Statement, last updated in 1996, is as follows:

"The mission of SAYNO is to advocate a drug-free society, to promote a community-wide coalition, and to build grass-roots collaborative programs

to address substance abuse and related social ills in the Montgomery area, particularly among youth."

This mission statement directs SAYNO to address not only substance abuse problems, but also other related social ills, such as gangs and youth violence. It has become increasingly clear that these problems are interrelated and can be most effectively addressed through the same approaches used to prevent drug and alcohol abuse. From a national perspective, SAYNO appears to be on the track advocated by the federal government (Office of National Drug Control Policy, or ONDCP) and national non-profit advocacy groups (Community Anti-Drug Coalitions of America, or CADCA), i.e., that community-wide coalitions are the most effective means to fight the demand side of the drug war, violence, school drop-outs, teen pregnancy, etc.

SAYNO PROGRAMS AND SERVICES

3. SAYNO administers a number of public awareness and education programs and activities, summarized as follows:

CARE (Community Assistance Revitalization Education) Program. This program, founded by SAYNO in 1993, is currently active in the King Hill and Floyd neighborhoods. It has been employed with varying degrees of success in other Montgomery area high risk neighborhoods, as well. Additional neighborhood CARE programs are in discussion. This "grass roots" program serves at-risk youth, their families and the neighborhood with a variety of programs and services.

Annual Montgomery Area Red Ribbon Week Campaign. Red Ribbon Week is an annual nation-wide campaign begun in 1984 to promote and celebrate the advantages of living a drug-free life style. SAYNO originally coordinated the campaign state-wide as a sub-contractor of the Governor's Office. IN 1996, SAYNO began coordinating the campaign for the greater Montgomery Area.

Annual Kids & Kops Day and Deputy Dave Day. This is an activity created by, and unique to SAYNO to promote better communications, cooperation, understanding and respect between Montgomery youth and local law enforcement. With the support of the Montgomery Police Department, the first Kids & Kops Day was held in October 1992 and became a Red Ribbon Week activity. Deputy Dave's Day is a similar program first begun five years ago for residents in the Ramer community and surrounding area in South Montgomery County. Like Kids & Kops day, it provides a variety of games, displays, prizes, and other attractions for kids and their families. Deputy Dave Day is coordinated by the Montgomery County Sheriff's Office and SAYNO.

Parent To Parent 2000. SAYNO is certified to conduct and offers its Parent To Parent Program 2000 to schools, churches, clubs, etc. "P2P" is an education awareness/prevention program developed specifically for parents to help prevent substance abuse and other high risk behaviors by their children. It consists of eight 25 minute videos with individual participant workbooks. A semi-structured half-hour discussion period is conducted following each video. It is an established and well-proven series that attendees invariably find very worthwhile. Even so, community interest in this program remains very low, and the program has been largely inactive for two years, although the Parent To Parent videos and materials are used for other programs, as well.

Fathers Work Program. SAYNO contracted with Trenholm State Technical College to provide a substance abuse component for Trenholm's Fathers Work Program, which continued for two years and which was well received and very successful. However, there was no funding to continue the program at Trenholm. We will continue to explore other similar opportunities with other providers.

SAFY. A similar initiative, Specialized Alternatives for Families and Youth (SAFY) is currently in development to provide substance abuse component education to foster parents. SAYNO is also a leader in networking efforts in the community and serves on a number of working groups, task forces, service committees, and related initiatives.

Prevention, Presentations and Displays. SAYNO also provides prevention presentations and displays for clubs, schools, churches and groups, and at various public events. SAYNO additionally provides consulting and referral services on a confidential basis to all desiring or requiring such assistance.

4. SAYNO published its first strategic plan in 1991, and updated it in 1996, 1999, and 2004. Community conditions and needs continue to evolve and change, which drive a need in turn for plan revision and update. This new plan addresses our revised strategic focus and direction.

SITUATION ANALYSIS

The complexion of the Montgomery community has changed in several respects in recent years, with implications that affect SAYNO directly. A SAYNO strategic planning round table discussion identified socio-economic trends impacting the greater Montgomery area, and by extension, SAYNO, include:

- Gangs
- Single parent households
- Absence of desirable male role models for at-risk youth

- Continuing community racial tensions
- Extremely low levels of funding for public education
- Overcrowded jails and prisons
- Continuing racial demographic shift (“white flight”) in Montgomery
- Poverty
- Limited State and local government funding
- Projected community growth and expansion
- Significant continued growth of the Hispanic community in greater Montgomery

A mixed economy has resulted in reduced funding and increased competition for funding for the non-profit community generally. In addition, there has been a significant increase in the number of non-profit agencies– currently over 250– now operating in Montgomery.

There is increased demand by funders for greater accountability of funds provided to non-profits, government agencies and the United Way have put increased emphasis on funded agencies to show measurable achievement/ improvement through expenditure of funds to impact the social ill that agency addresses. Moreover, programs must satisfy specific criteria, e.g., be science-based, to include clearly defined and meaningful outcome– as opposed to output-- measurement and evaluation criteria, i.e., achievements that show specific measurable improvement for a given objective.

Likewise, state authorities in substance abuse treatment and prevention have been working for several years to raise the standards for professionalism in the substance abuse career field. This has resulted in the recent establishment and application of enhanced education, training, and performance standards and criteria that providers must meet in order to continue to qualify for recognition, eligibility, funding, and certification. SAYNO is now certified by the Alabama Department of Mental Health and Mental Retardation as Provider of Prevention Services. Moreover, the Director is likewise certified as a preventionist by the Alabama Alcohol and Drug Abuse Association (AADAA).

The increase in non-profit (and now faith-based) agencies, in concert with reduced available funding, has led funders to demand other efficiencies, including streamlining of operations for increased operational effectiveness and optimum use of limited resources, as well as meaningful collaborative effort among agencies with similar interests. This has generated, in turn, a process of review and revision of criteria that providers must meet in order to continue to qualify for funding.

Demographically, Montgomery is also evolving. Montgomery and the five-county River Region is growing. New industrial growth has created new jobs and is continuing to attract more residents. Projections predict significant continued growth over the next twenty years. Montgomery’s Hispanic population is growing, and the black/white ratio

has shifted. Montgomery's Black population has continued to grow as rural Blacks continue to move to the city, while whites continue to move to outlying counties ("white flight"). Montgomery planners are addressing this shift and long range development plans are now in effect which encompass a five county – the River Region – area, with an emphasis on inclusiveness for improvement of services and quality of life region-wide. Key issues remain: the need for improvement of public education, increased economic development, and dealing with ongoing intractable problems. Of these, substance abuse, crime, and violence remain the primary concern of the community.

Some problem priorities have remained essentially unchanged. Successive community needs surveys conducted approximately every three years since 1987 by the Montgomery Community Council have concluded consistently and repeatedly that the number one problem impacting the Montgomery community is substance abuse by youth. This trend was once again affirmed by results published in the most recent community needs assessment, published in March 2004. This problem spawns and aggravates a number of other problems, in turn, including teen pregnancy, gangs, juvenile crime, school drop-outs, etc. However, the substance abuse problem itself has become more complex. So-called club and date-rape drugs have been introduced to the Montgomery drug scene.

Designer drugs continue to proliferate, as "ecstasy" and its many variants impact the community. The rise of the methamphetamine lab phenomenon in Alabama in just the past few years has now impacted the greater Montgomery area. Less than five years ago, only 65 so-called "meth labs" were uncovered by law enforcement authorities state-wide. By last year, this number had increased to several hundred, to include a significant and growing number in the River Region five-county area. Meth is incredibly dangerous and addictive, and it now poses a significant– possibly the primary– threat to Montgomery. Marijuana likewise remains a significant and increasingly popular drug, and the growing national trend calling for decriminalization and legalization could also become a factor in our region. An additional consideration in this regard is the potential impact of our changing demographics and what changes that may bring about in substance abuse. In other regions of the nation, for example, methamphetamine is a significant problem among elements of the Hispanic community. It remains to be seen whether this pattern will impact our area, as well. A further discussion of this issue is available at the SAYNO Prevention Plan, (May 2005).

Analysis of the Community We Serve.

In general, the entire Montgomery area population is considered at risk for substance abuse. Factors which impact our community include:

A lack of parental involvement and supervision of youth is a common problem and a significant contributing factor to adolescent substance abuse. Single parents, poverty,

families where both spouses work, shift work, divorce, and families split by multiple and competing activities external to the family aggravate this situation. In many single parent families, there is an absence of a strong and positive male role model for youth.

Poverty impacts substance abuse in several respects. Poverty-stricken people are often more likely to turn to substance abuse as a form of escape from their personal dilemmas. They may turn to trafficking in illegal substances as a form of income. Alternatively, they may also turn to crime as a source of revenue to support their drug use. They may be more tolerant and accepting of substance abuse behaviors. They are more likely to experience feelings of hopelessness, abandonment and despair. For these reasons (and more) trafficking of illegal substances is typically concentrated primarily in poverty-stricken neighborhoods.

Declining family and societal values. Much of contemporary media promotes a theme of self-indulgence, doing what feels good, and a decline in respect for traditional sources of authority. Substance abuse is downplayed as a form of high risk behavior, and in some cases is promoted as a form of harmless recreation and acceptable behavior. Many parents appear to be unaware of the seriousness and immediacy of risks and consequences of substance abuse, both for themselves and their children.

The increased availability of more and stronger types of drugs also aggravates efforts to curtail abusive substance-related behaviors. Moreover, the increasing ambiguity over the question of decriminalizing and legalizing certain forms of substance abuse- most notably, marijuana- also adds to the growing confusion as concerns what is acceptable and dangerous, and what is not.

Other societal ills that impact the greater Montgomery area are closely inter-related and aggravate efforts to reduce substance abuse. These are often multi-generational and include illiteracy, teen pregnancy, gangs, crime, unemployment, inadequate medical care, apathy, racial bias, etc.

The Substance Abuse Education, Awareness and Prevention Operational Environment in Montgomery.

SAYNO is one of several community service agencies that provides education, awareness and prevention services to the Montgomery community. But SAYNO is unique in a number of respects. It was the first to develop youth and family-oriented “broad brush” prevention programs that work within the targeted community itself. As a community networking organization, SAYNO collaborates extensively with other service providers to develop and provide a variety of multi-agency programs and activities to serve the greater Montgomery area. Among others, these include Kids & Kops Day and the Red Ribbon Campaign.

SAYNO collaborates its efforts with a number of substance abuse agencies, at the same time competing with them for funding. Key among these are:

Council On Substance Abuse (COSA). This agency is larger than, and predates the founding of SAYNO. It has national affiliation with NCAAD and CADCA, among others. COSA has historically focused its efforts primarily on alcohol and tobacco, but also it participates in local task forces on teen pregnancy prevention, etc. Like SAYNO, it also provides literature and displays for community health fairs, and it sponsors certain annual youth awareness events, as well. COSA is also certified by the State of Alabama as a provider of prevention services. COSA is also active in promoting regulatory legislation at the State level regarding alcohol and tobacco sales. Its geographic area of responsibility is the greater Montgomery area. Most recently, SAYNO became a member of a community coalition developed by COSA in order to be able to compete for large federal grants.

Lighthouse Counseling Center. The Lighthouse has provided a variety of prevention services. The Lighthouse has one staff member charged with responsibility for these services, and is currently in the process of redesigning its prevention program. The Lighthouse is also certified by the State of Alabama as a provider of prevention services, and is a member agency of the River Region United Way. Its geographic area of responsibilities is the greater Montgomery area.

PASS Program (Prattville). The PASS Program (Peers Are Staying Straight) in Prattville is a fairly recent provider. It has established a youth court for drug offenders that works in concert with the Autauga County Family Court. It also established an incentive program to encourage youth to avoid substance abuse in return for issuance of a card that entitles participants to modest discounts at certain local businesses. PASS is not certified as a provider by the State of Alabama, but has applied for membership as a River Region United Way agency. PASS has operated in a somewhat independent mode, with little or no collaborative involvement with other providers.

Other Providers. In addition, many service provider agencies also conduct a variety of programs and activities relating to substance abuse.

Montgomery Public Schools. The Montgomery Public School System conducts the Safe And Drug-Free Schools Program, a Federal program mandated by the State of Alabama for all public school systems. This program has existed for many years, but in recent years has become somewhat of a “political football” and has been proposed for elimination annually, variously by the administration and the Congress. It is unknown whether the program will survive the current (FY 2006) Congressional budget review process; and, if it does, what form it may take. At present, the future of this program is in doubt.

Montgomery Job Corps Center. The Montgomery Job Corps Center maintains an internal substance abuse education awareness and prevention program, as well as a substance abuse counseling capability, which serves the student participants at the center. SAYNO has maintained an excellent working relationship with the Job Corps, to include its participation in Kids & Kops Day and Red Ribbon Week. SAYNO has also provided materials and presentations to Job Corps students.

DARE Program. The Montgomery County Sheriff's Office administers a DARE (Drug Abuse Resistance Education) program for the Montgomery County Middle School in Ramer. (The Montgomery Police Department discontinued its DARE Program for the city schools two years ago.)

Montgomery Public Housing Authority. The Montgomery Public Housing Authority formerly conducted substance abuse prevention activities for its residents, as supported by grant funding from HUD . However, HUD discontinued such funding a few years ago. While the housing authority maintains a "zero tolerance" policy for substance abuse by occupants, there is still a need for such programs. While funding is an unresolved issue, it none the less provides a potential opportunity for SAYNO to develop and provide programs on some sort of contractual basis in support of the Housing Authority.

Family Guidance Center of Alabama. The FGC provides counseling and awareness for families in an eleven county area. It also has a contractual arrangement with the Montgomery County Family Court for provision of services to families of youth involved in substance abuse.

Boys & Girls Clubs of Montgomery. This agency conducts an in-house education and awareness/ prevention program for program participants at its various facilities around Montgomery.

Faith-Based Providers. Faith-based providers are relatively new on the scene, both locally and nationally, as providers of both substance abuse treatment and prevention services. The Bush administration changed Federal policy a few years ago to make faith-based (churches) eligible for Federal funding in competition with other providers. While faith-based providers and programs must also be certified (e.g., by the Alabama Department of Mental Health and Mental Retardation) in order to qualify for DMHMR funding, the criteria they must meet are different and not as stringent as that required for agencies. To date, only a few faith-based providers have indicated an intent to compete for funding, but that list is growing, as word of available funding spreads.

SAYNO Operational Realities.

SAYNO's operation is impacted by a number of operational considerations and realities, summarized as follows:

SAYNO is a small agency with a paid staff of just two employees. As a community networking organization, SAYNO must rely on a network of volunteers and collaborative support via coalitions and other working groups to pursue its many programs and activities.

SAYNO operates on a small budget in an environment saturated with non-profit organizations competing for limited funding to support their many programs and activities. As such, fund-raising constitutes a significant requirement and commitment by the SAYNO staff and Board of Directors.

SAYNO is confronted by public indifference and parental apathy in many sectors of Montgomery society, to include denial of the seriousness of the threat that substance abuse poses to the community, especially its youth.

SAYNO is a certified provider of prevention services. It is required to use commercially developed, pre-packaged science-based prevention programs with specific measurable outcomes in order to qualify for funding from various funding sources.

SAYNO Opportunities- Strengths To Build On

Planning Programs and Events. SAYNO has a well-established reputation for planning, organizing and conducting programs, special events and other activities. The SAYNO CARE (Community Awareness Revitalization and Education) Program has been recognized nationally as an innovative program that addresses core issues in an original and effective manner. Kids and Kops Day, and more recently, Deputy Dave's Day, have been most successful and have gained wide recognition and respect in the greater Montgomery area. Red Ribbon Week has grown annually in scope and impact.

Community Awareness.

Community awareness is a critical factor in all SAYNO programs and activities, first as concerns substance abuse, its threats and consequences, as well as awareness of effective preventions and safeguard strategies. Secondly, community awareness is important regarding public recognition of SAYNO and its programs, activities, and services. Finally, community awareness of SAYNO is critical to securing funding to maintain and grow SAYNO programs and services.

Public awareness is a major priority and a key focus area for SAYNO. Activities like community health fairs, public awareness displays, etc., provide opportunities to promote substance abuse awareness to the greater public at large, and they likewise provide an opportunity to promote SAYNO to the general public, in turn. SAYNO annually participates in many such activities, most notably the Alabama National Fair. Even so, it is a constant challenge to generate public awareness of SAYNO, despite its several programs, activities, and promotional activities.

Collaboration/ Coalition Building.

Today, more so than ever before, funders are demanding that applicant agencies participate in formally established coalitions. Such coalitions are required by funders to operate by written agreement, using science-based programs and curricula with prescribed measurable outcomes. They are supposed to take a “systems” approach. Only in this manner, according to funders, can significant change/ improvement be achieved in countering the problems of substance abuse and other social ills.

SAYNO has long used collaboration and coalition-building to attain its program goals and objectives. But collaborative efforts to date have been largely informal. Likewise, SAYNO has not historically relied heavily on science-based programs. To remain competitive for funding, SAYNO must now go to a higher level of collaborative effort, and it has already begun increased use of science-based programs and materials.

Unified Prevention Plan

The Alabama Department of Mental Health and Mental Retardation, Substance abuse Services Division, has implemented a new program funding concept for Fiscal Year 2005-2006. To date, individual providers requesting funding from DMHMR were required to individually prepare contract proposals that outlined their respective prevention activities and requested funding support from DMHMR at the rate of \$60 per service hour provided. This procedure is no longer in effect.

Providers now must collectively pool their individual proposals in line-item budget format and submit them as a single proposal for a given “310 catchment area.” Our catchment area consists of four counties (Montgomery, Autauga, Elmore, and Lowndes) for which there are currently three certified providers (COSA, the Lighthouse and SAYNO). Providers must be certified by the State of Alabama. The Montgomery Mental Health Authority functions as the overseer of the application process. This requires considerable joint planning and compromise among established providers.

Funding for FY 2005-2006 remains unchanged from the previous year. TO date, SAYNO

has functioned as a sub-contractor under the Lighthouse. This procedure will continue for the coming year, during which SAYNO will pursue separate contracting status directly with DMHMR.

Funding.

As already noted, grant funding now requires applicants to meet higher standards. Moreover, science-based programs selected must have been designed for use in the same kinds of neighborhood settings, populations as that intended for applicant use.

Public awareness of SAYNO is a key element in SAYNO funding. Contributors generally support agencies that they are, first, aware of; and secondly, can see/ are shown that the agencies are making a significant difference in addressing important community issues and problems. SAYNO does address important issues impacting the greater Montgomery community, but public awareness of SAYNO and its respective programs needs significant improvement. While many may be aware of the Red Ribbon Week Campaign, for example, few seem to equate it with SAYNO or recognize it as a SAYNO initiative.

Measuring Results and Success.

In looking for results, funders are careful to distinguish “output” (e.g., number of prevention presentations, health fairs attended, or youth attending a Red Ribbon rally) to “outcome,” e.g., measurable reduction in under-aged youth using marijuana. Measuring outcomes in substance abuse prevention is at best problematic. True impact of prevention initiatives, especially as concerns youth, may not be seen for years. Moreover, it is difficult at best to attribute any measurable reduction in substance abuse by youth– weeks, months, or years later– to a specific SAYNO program or initiative. SAYNO will continue to look for practical ways to measure achievement in substance abuse prevention.

Recruiting Retaining and Using Board Members.

SAYNO has not experienced a problem with Board member retention, but cumulative routine attrition took its toll in 2004-2005, with the loss of approximately one third of the Board. This generated a new Board member recruitment initiative, which proved most successful. (SAYNO Bylaws separately specify that Board members should rotate after a three year term of service.)

Participation of Board members in SAYNO programs and activities has been limited and needs to be increased. Board members can and do participate as volunteers in activities like Kids & Kops Day, Red Ribbon Week, various CARE Program events, public awareness educational displays, and similar activities.

SAYNO Threats

Staff size.

SAYNO has a limited staff of just two paid full time employees– the Executive Director, and the Project Coordinator. Both are demanding full time positions that frequently involve evening and weekend commitment, in addition to regular work hours. A number of volunteers and other collaborative efforts also contribute greatly to SAYNO's overall program accomplishment. The CARE Program, Kids & Kops Day, Red Ribbon Week and more, rely heavily on such support to achieve success.

Even so, SAYNO's capability to increase its program output is limited significantly by its small staff. Establishing additional neighborhood CARE Programs, for example, could prove most challenging, given the demand of the agency's present workload. Acceptance of any additional or new programs must be considered carefully. An increase in staff size would increase agency capability, but it would also generate additional operating costs, an increase in office space requirements, office equipment and furnishings, etc. This would in turn generate a need for additional funding, already in short supply.

Any effort to increase the size of the staff would require careful planning and preparation, accordingly.

Decreased funding

As has already been noted, funding is increasingly difficult to generate in support of SAYNO programs and activities. It is increasingly apparent that SAYNO needs to develop a long term strategic funding perspective and plan, respectively. Funding has become increasingly difficult to obtain, and sources of funding have diminished in number, as well as amount of funding provided. This is clearly reflected in agency income, which has shown a decline annually in income for five successive years.

Several factors have contributed to this situation.

Contributors are faced with increased demands for funding by a growing number of non-profit agencies, at a time when deposits and stock market holdings are generating less income for grant-funding purposes.

Funders have become more demanding for measurable outcomes and use of science-based programs. What was formerly satisfactory and accepted for showing program impact and achievement no longer is.

Community needs surveys indicate that the substance abuse problem is still the number

one problem facing the greater Montgomery community. SAYNO has addressed this issue since 1988– why are we not seeing any progress?

Non-profit funding dynamics and ground rules are changing, and SAYNO needs to change with them in order to remain competitive. One key strategy in this respect is the establishment of a strategic funding planning committee. A second key may be to hire a full time grant funding researcher and grant writer to develop increased funding for SAYNO.

The Strategic Plan outlined on the following pages is meant to serve as a blueprint for SAYNO activities over the next five years. The strategies and goals outlined are to be carried out primarily within Montgomery County, with consideration for Autauga, Elmore, Lowndes, and Macon (Montgomery River Region) Counties as resources permit and the needs are expressed. This plan reflects our vision and can provide us with a flexible road map to logically and efficiently take the steps needed to reach our stated goals.

CRITICAL STRATEGIC ISSUES

- 1. **Public Awareness.** Increase public awareness/ public relations to make the SAYNO brand well known in the greater Montgomery area.
- 2. **Programs.** Provide programs and activities to facilitate individual and environmental changes with youth and residents.
- 3. **Funding.** Expand funding support from private and public entities.
- 4. **Outcomes and Results.** Research, develop and implement methods to set goals for individual programs and to measure success in meeting those goals.

STRATEGIES AND OPERATIONAL GOALS

CRITICAL STRATEGIC ISSUE 1. Public Awareness. Increase public awareness/ public relations to make SAYNO better known in the greater Montgomery area.

- Strategy 1.1 Develop a SAYNO Public Awareness Plan.
 - Goals 1.1.1 Develop a media relations concept of operations to pursue maximum media visibility and exposure of SAYNO, SAYNO programs, activities, etc.
 - 1.1.2 Prepare and submit articles for publication in appropriate local publications (e.g., Montgomery Parenting)
 - 1.1.3 Develop a SAYNO agency brochure.

- 1.1.4 Promote availability of SAYNO substance abuse displays for use at malls, schools, health fairs, etc.
- 1.1.5 Conduct a series of periodic mail-outs to churches, clubs, groups, schools, businesses, etc. promoting availability of SAYNO to conduct displays, give presentations, provide parenting programs, etc.
- 1.1.6 Develop a SAYNO website
- 1.1.7 Develop bumper stickers, pins, pencils, etc. for SAYNO Program publicity.

Strategy 1.2 Continue its role as community advocate to counter substance abuse and related problems.

- Goals 1.2.1 Include interrelated social problems in SAYNO substance abuse initiatives.
- 1.2.2 Research, develop, and prepare appropriate awareness materials concerning social problems (e.g., drop-outs, crime, violence, teen pregnancy, etc.) and their relationship to substance abuse, for use in presentations, media releases, articles and papers.
- 1.2.3 Incorporate interrelated social problem awareness in SAYNO programs and activities, as appropriate.
- 1.2.4 Network with other agencies to access resources, share information, develop joint programs, and pursue other collaborative efforts.
- 1.2.5 Participate in joint task force efforts, working groups, advisory boards, and other related activities that address those social problems which impact youth and are interrelated with substance abuse.
- 1.2.6. Renew publication of SAYNO's newsletter for interested organizations, individuals, and agencies.

Strategy 1.3 Expand and improve materials available through SAYNO.

- Goals. 1.3.1 Identify and stock relevant materials available through federal, state, and local government printing sources.
- 1.3.2 Maintain subscriptions to support SAYNO needs.
- 1.3.3 Maintain magazine and newspaper clippings, hand-outs, and other materials of interest to support SAYNO needs.
- 1.3.4 Continue to develop the SAYNO library.
- 1.3.5 Continue to develop a video library of materials for PSA's, presentations, group showings, etc.
- 1.3.6 Solicit local media support in developing audio and video PSA's.

CRITICAL STRATEGIC ISSUE 2. Programs. Provide anti-drug programs and activities to facilitate individual and environmental changes with youth and residents.

- Goals 2.1.1 Plan, coordinate, and conduct the annual Montgomery Area Red Ribbon Campaign.
- 2.1.2 Research, develop, and prepare appropriate substance abuse education awareness materials for use in presentations, media releases, articles and papers.
- 2.1.3 Increase presentations to groups, clubs, conferences, schools, churches, etc. to promote substance abuse awareness and prevention.
- 2.1.4 Increase media appearances, articles, and releases.
- 2.1.5 Provide substance abuse awareness information to other service providers, agencies, and other interested individuals.
- 2.1.6 Include advocacy in special events, e.g., Kids & Kops Day, CARE youth and community programs, etc.

- Strategy 2.2 Increase Youth Involvement.
 - Goals 2.2.1 Coordinate with other agencies (Girl Scouts, Boy Scouts, YMCA, Boys & Girls Clubs, DARE Program, Public Housing, CARE Program, etc.) to identify interested youth.
 - 2.2.2 Use youth volunteers in PSA production.
 - 2.2.3 Solicit youth suggestions and implement those that are reasonable and appropriate.

- Strategy 2.3 Support other agencies' on-going programs.
 - Goals 2.3.1 Network through the River Region (formerly Montgomery Area) United Way, SAYNO Board members, and other community agencies and sources to track other agency programs, projects and activities of interest to SAYNO.
 - 2.3.2 Participate in other agency programs that serve SAYNO goals, and/or which require SAYNO participation and support.

- Strategy 2.4 Identify/develop specific programs to aid CARE Program parents in promoting and instilling values in youth.
 - Goals 2.4.1 Survey CARE Program residents for desired/recommended parenting programs (e.g., parenting skills, violence prevention, substance abuse prevention)to promote family values and strengthen parenting skills.
 - 2.4.2 Identify and utilize programs available fromlocal community service

agencies that support the family and meet CARE Program needs.

2.4.3 Develop and conduct other dedicated programs to meet specific needs.

Strategy 2.5 Promote availability of SAYNO Parent To Parent 2000 Program.

Goals 2.5.1 Continue to promote availability of P2P via media, mail-outs, flyers.

2.5.2 Incorporate P2P in presentations, programs, activities.

Strategy 2.6 Develop and provide parenting programs.

Goals 2.6.1 Develop lesson plans for parenting programs. Explore opportunities for programs like Fathers Work, SAFY, etc.

2.6.2 Explore new methods to introduce and create awareness of SAYNO to parents at home.

Strategy 2.7 Continue and expand community networking activities.

Goals 2.7.1 Participate in youth-oriented community service programs and organizations to insure that substance abuse awareness and prevention are considered and included as part of the program's overall strategy.

2.7.2 Promote community coalition activity and support among community service agencies as concerns youth-oriented substance abuse awareness and prevention.

Strategy 2.8 Continue, expand, and refine the CARE Program.

Goals 2.8.1 Continue to develop and refine the CARE Program concept.

2.8.2 Identify at-risk neighborhoods that need, want, and can benefit from a CARE Program.

2.8.3 Improve methods to identify and recruit volunteers from across the community to support the CARE Program.

2.8.4 Improve methods to identify and recruit volunteers from within targeted neighborhoods to participate in the CARE Program.

2.8.5 Identify and secure programs and services available from community agencies to provide needed services and support for CARE Program neighborhoods.

CRITICAL STRATEGIC ISSUE 3. Funding. Expand funding support from private and public entities.

- Strategy 3.1 Increase sources of long term stabilized funding.
 - Goals 3.1.1 Establish a Fund-Raising Committee.
 - 3.1.2 Explore local corporate support.
 - 3.1.3 Maintain/expand City and County support.
 - 3.1.4 Maintain/ increase United Way funding support.
 - 3.1.5 Continue/expand local community fund-raising activities.
 - 3.1.6 Secure service contract with Alabama Dept of Mental Health
 - 3.1.7 Increase SAYNO funding portion of DMHMR Unified Prevention Plan contract

- Strategy 3.2 Pursue other grant funding opportunities.
 - Goals 3.2.1 Research national corporate sources.
 - 3.2.2 Research federal grant sources.
 - 3.2.3 Research state block grants.
 - 3.2.4 Research local grant opportunities.
 - 3.2.5 Orient program activities when appropriate to qualify for grant funding.
 - 3.2.6 Prepare and submit competitive grant applications.

CRITICAL STRATEGIC ISSUE 4. Outcomes and Results. Research, develop and implement methods to set goals for individual programs and to measure success in meeting those goals.

- Strategy 4.1 Research and develop library of Science-based Curricula and Materials
 - Goals 4.1.1 Identify and research sources of science-based curricula
 - 4.1.2 Select materials for use in various SAYNO programs and activities
 - 4.1.3 Develop specific goals and outcomes for programs
 - 4.1.4 Develop measurement instruments for outcome achievement
 - 4.1.5 Conduct and evaluate measurements to determine program effectiveness