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TEAMSPIRIT FINAL REPORT

A Training and Technical Assistance Plan for the TeamSpirit Program

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TEAMSPIRIT FINAL REPORT

DESCRIPTION OF THE PROJECT

Project Background

The TeamSpirit Program was originally developed under the auspices of the project, "The Introduction of Effective Systemwide Strategies to Combat Youth Drug and Alcohol Abuse," a cooperative agreement among OJJDP and NHTSA as joint funding agencies and the Pacific Institute (PIRE). NHTSA was interested in developing a prevention program that could be used as a youth component for the predominately adult-oriented TEAM program. TEAM is a NHTSA sponsored private/public coalition with a mandate to reduce irresponsible alcohol consumption at sports arenas and the consequent incidence of driving under the influence. TeamSpirit was developed as the TEAM youth component to respond to the need for community-based substance abuse prevention programs which address the factors that put young people at high risk for drug and alcohol abuse and the resulting impaired driving

The model was developed to include a youth leadership training conference and follow-up program activities. A national search was conducted of similar prevention projects. Materials from these programs were reviewed and program directors were interviewed. In addition, PIRE project staff participated in the Virginia Department of Education's Youth Alcohol and Drug Abuse Prevention Project (YADAPP), after which TeamSpirit is modelled.

Program development began early in 1988, with the expectation that the model would be pilot tested that summer in a city with an active TEAM (Techniques for Effective Alcohol Management) Coalition. Atlanta, Georgia was selected as the program's test site because it appeared to have the most established TEAM Coalition. By the time Atlanta was identified as the host site, only a few months were left in which to develop the program and organize the summer Leadership Training Conference. When the host site was unable to begin program planning immediately, a decision was made to postpone the pilot test until the summer of 1989. It was also decided to reopen the site selection process late in 1988.

TeamSpirit Demonstration in Dallas

During the subsequent site selection phase, Dallas, Texas was selected as the host site from among the cities with active TEAM coalitions. In the final analysis, the involvement of TEAM in this project was minimal. The local sponsor with which PIRE coordianted the effort was the Dallas Safety Council. TeamSpirit was piloted

in August, 1989 with the Leadership Training Conference at the University of Dallas in Irving, Texas. It was attended by 92 participants from 20 Dallas area high schools and one inner-city community center. According to reports from participants and staff, the Conference was a success. Conference evaluation forms from participants confirmed these reports. The program activities phase of the project got underway in Dallas, with individual TeamSpirit teams carrying out their planned prevention activities in their schools and community during the following school year. Although the original grant to demonstrate TeamSpirit did not include funds to evaluate the Dallas effort, we have collected some reports of activities conducted as a result of the Action Plans developed at the conference in Dallas:

- o Students created a display with drug and alcohol prevention information for parent conference night.
- One school started a Drug Free Club. One activity involved presenting skits to elementary youth.
- o TeamSpirit youths and others attended a ropes course together.
- o A group party was held at one member's house.
- o Students sponsored a rock radio station appearance at school where drug-free shirts and hats were distributed.
- o Signs and napkins are printed before every dance with "Don't Drink and Drive."

above list was collected by attempting to individual adult sponsors at each of the participating schools and the community center in Dallas. It is incomplete as there was no central coordinating agency that followed up on post-conference activities provided assistance to the School/Community Teams. The Drug and Alcohol Prevention Specialist for the Dallas Independent School District (DISD) who participated in the conference reports that the local TeamSpirit sponsor, the Dallas Safety Council, basically dropped out of participating in TeamSpirit after the 1989 Conference. She relates that the conference was an excellent experience for the youth, but that the DISD already provided a prevention education and skill building course for all students in the seventh grade and that each school has a prevention coordinator. Youth are recommended or volunteer for participation in a successful program called "Allied Youth" in which youth develop and conduct prevention activities. TeamSpirit did bring some additional youth on board and provided a wonderful bonding, sharing, and skill-building experience for them. students came away from the conference with many new ideas for fun drug and alcohol free activities. Without a coordinated follow-up

effort and a second annual TeamSpirit conference, however, momentum was lost. Some of the Action Plans developed at the conference and a TeamSpirit identity fell by the wayside.

Development of the TeamSpirit Manual

Much of the information and organizational materials in the TeamSpirit manual were derived from the experience gained in the course of demonstrating the program in Dallas. In addition, the manual reflects a considerable contribution from Virginia's YADAPP. The manual was published in January 1990 and is designed as practical guide for individuals, groups and communities interested in implementing a TeamSpirit Program. It is divided into eight chapters and has three appendices. The first three chapters discuss the TeamSpirit Program design and basic planning and organizational issues involved in developing the program in a community. The next four chapters focus on the Leadership Training Conference and give practical, detailed "how to" information. Finally, the last chapter provides an outline of post conference tasks. Appendix A includes sample documents derived primarily from the Dallas TeamSpirit demonstration. When a form, letter, or other type of document is described in the body of the manual, a reference to a sample is provided in page's side bar. (e.g., to the right of the text which discusses the role of the TeamSpirit Coordinator, is "Sample TeamSpirit Coordinator Job Description, Appendix A. Page 1". Appendix B contains the Curriculum Guide for the workshops conducted during the Conference. An outline is provided for each workshop topic, along with basic handout materials. It is assumed that whoever presents a workshop will have considerable experience with the topic presented and may have additional handouts and activities for their workshops. Appendix C is the actual contents of the conference notebook used at the Dallas Conference to be used as guide for adaptation to other TeamSpirit Communities.

THE TEAMSPIRIT MODEL

TeamSpirit was developed as a substance abuse prevention program for high school youth. It is designed to empower teenagers to take an active role in preventing drug and alcohol use and the resulting impaired driving by their peers. It is based on the belief that youth themselves can become a potent force in combatting substance abuse among other youth.

As explained above, the kick-off event for TeamSpirit is a summer Leadership Training Conference. Participants are teens leaders and their adult sponsors, who attend the conference in teams representing their schools or youth groups. After four days

of intense interactions and learning, each team develops Action Plans for organizing at least two prevention activities during the coming school year. A community TeamSpirit Coordinator provides support to the teams as they carry out their plans. The Coordinator also promotes joint activities for the teams, so they can maintain a common sense of purpose and identity.

In TeamSpirit, young people create and institute projects that they feel will work to counter drug use in their particular communities. Through these activities, TeamSpirit provides young people with the opportunity to strengthen their individual resolve and capacity to remain or become drug and alcohol-free. Its group structure allows youth to work together for positive change within their schools and communities.

TeamSpirit has two distinct phases: the Leadership Training Conference and the Program Activities phase. Together they build a program which involves young people in healthy, constructive activities throughout the year.

The Leadership Training Conference

The first phase of the program is a four day residential conference for between 100 and 200 youth and adult participants. During the conference, participants are busy from early morning until late evening. The schedule for each day is filled with general sessions, workshops, School/Community Team meetings, Color Team (small group) meetings, Action Planning, outdoor activities and entertainment. The purpose of the conference is to:

- o Strengthen natural leadership skills and other important life skills;
- o Bond participants together into cohesive teams;
- Provide pertinent, up-to-date information about substance issues;
- o Promote positive and fun alternative activities;
- o Help each TeamSpirit team to develop its own customized prevention plan.

Some of the key elements of the conference are as follows:

School/Community Teams. Conference participants attend in teams from local high schools and community youth groups. Each team should have between four and ten teenage members and one or two adult advisors.

Team Leaders. Ten to 15 outstanding youth serve as Team Leaders, performing special staff functions during the conference. They attend a day-long training seminar just before the conference.

Color Teams. Each participant belongs to a Color Team, in addition to belonging to a School or Community Team. Color Teams provide a small group setting where participants can feel comfortable to develop new friendships, share experiences, discuss topics of importance, and process the information presented in workshops and general sessions. Team Leaders facilitate these meetings.

Action Plans. Each School/Community Team develop Action Plans at the conference for at least two activities for the coming school year. The Action Plan is a detailed blue-print, which includes problem statements, goals and objectives, and a time and task chart.

Coordinator. The Coordinator manages the community-wide TeamSpirit Program. This person can be either a current employee of one of the sponsoring agencies or someone hired specifically for this position. The coordinator might be a substance abuse specialist with the local government or school district, or a teacher, counselor or community leader. Whoever it is should have these qualifications: experience working with young people; the ability to motivate youth and develop a positive, trusting rapport with them; a background in the area of substance abuse and impaired driving, and good organizational skills.

The Coordinator's responsibilities include: planning the Leadership Training Conference, managing the program budget, providing support to the TeamSpirit chapters, monitoring their progress, and organizing joint activities.

Program Activities

When school resumes, TeamSpirit team members carry out their Action Plans. Other young people join this process, expanding the program beyond the initial cadre of trained members.

Each local TeamSpirit chapter receives technical assistance from the Coordinator. The Coordinator contacts each team just before the school year begins, offering to help the group develop its membership and structure, and organize its first activity. During the year, the Coordinator continues to provide support as needed. In addition, he or she monitors the progress of each group in carrying out their Action Plans and collects information about their activities and other accomplishments.

The Coordinator is responsible for nurturing the community-wide TeamSpirit coalition as well as assisting the individual

groups. This can be done by organizing joint activities for all the local chapters. For example, there might be a winter weekend workshop, a picnic/barbecue, a trip to the state capitol or a dance. Another way to strengthen the bonds between groups is to circulate information about what each group is doing. A TeamSpirit newsletter can include accounts of the various group activities and of outstanding achievements of individual members. It can also include informative articles about a range of topics.

Finally, the Coordinator must lay the plans for the next Leadership Training Conference. This is done with the help of young people and adults who have participated in previous conferences.

Over time the TeamSpirit membership will expand, and the group identity will deepen. Each conference will build upon the experiences of past conferences. Graduates of previous conferences can serve as Team Leaders and even workshop presenters. They will bring with them their shared memories and a sense of the group's history, which can enrich the experience for all participants. Each succeeding year, TeamSpirit can become a stronger program.

The Participants

One early decision in the TeamSpirit planning process is the age group to target. A community may choose to recruit only high school aged youth who will be entering the ninth, through twelfth grades. It may decide to include younger adolescents—those entering the eighth grade. The decision should be based on the number of eligible youth of various ages, the comparative needs of the different age groups, and the existence of other prevention activities in the community.

Another basic decision involves the locale for recruitment. The schools are the most obvious and, in some respects, easiest place. Many adolescents spend a good deal of their free time either engaged in extra-curricular activities or in the company of school friends. Teachers and other school personnel can serve as adult advisors. The school provides a place for TeamSpirit teams to meet, plan activities, and even hold some events. The student body provides many potential group members. If the school chooses to support the program actively, it can provide an array of resources to help make the TeamSpirit activities fun and appealing.

In some communities, youth groups are strong and active organizations. These groups may be scout troops, boys or girls clubs, 4-H groups and the like, or they may be affiliated with community centers or churches. They may function as the primary unit for social activities in a particular community or for a particular segment of the youth population. If this is the case, it

makes sense to draw teams from these groups as well as from the schools.

Here are sample guidelines for participating school and community groups and eligibility criteria for adult advisors, youth participants and Team Leaders.

Participant Schools and Community Groups Should:

- o Recruit an agreed upon number of qualified youth;
- o Recruit qualified adult advisors; and
- o Recognize, encourage and support the activities of the TeamSpirit by:
 - -Allowing them to circulate information about planned activities and special events;
 - -Making a meeting room available on pre-approved days;
 - -Providing recognition or credit to adult advisors.

Adult Advisors Should:

- o Be concerned about the problem of substance abuse by young people;
- o Be known and liked by the students;
- o Participate fully in the Leadership Training Conference; and
- o Make a commitment to provide active support and guidance to the TeamSpirit group during the coming year.

Youth Participants Should:

- o Have demonstrated leadership potential;
- o Have the trust and respect of peers;
- o Be earning passing school grades; and
- o Have no serious emotional, disciplinary or substance abuse problems.

Youth Team Leaders Should:

- o Meet all youth participant guidelines;
- o Have completed prior course work or training in the area of substance abuse or leadership skills;
- o Attend a training seminar before the conference;
- o Act as a role model; and
- o Be willing to carry out assigned tasks during the conference.

How a Community Can Start its Own TeamSpirit Program

To launch TeamSpirit in a community, a sponsoring organization

or organizations need to come forward. Almost any organization might wish to sponsor the program, as prevention of youth substance abuse is in everyone's interest. Many public sector agencies at all levels of government have a mandate to address this problem. Agencies responsible for health, education, mental health, social service, transportation, law enforcement, justice, and housing could all justifiably assume sponsorship. In addition to these public agencies, a private agency such as a foundation, fraternal order or a local business might want to sponsor TeamSpirit.

One organization or agency may come forward with the interest, money and personnel required to develop TeamSpirit. It is likely, however, that more than one organization will provide the basic program resources. In this case, a Steering Committee should be created, composed of interested individuals from the agencies and organizations that wish to participate. The Steering Committee would become the decision-making body, charged with identifying resources, selecting a coordinator, and providing overall direction to the program.

Staff Resources

The number of staff needed for the program varies according to the activities that are conducted. Although the Coordinator has year-round responsibilities, he or she need not work full-time all year on TeamSpirit. For several months before the conference, however, the Coordinator does need to work full-time. In the month before the Conference, it is likely that at least two additional staff members will be needed to complete last minute tasks. Given a July conference date, 25-50% of the Coordinator's time from September through March should suffice.

Financial Resources

The Leadership Training Conference is the major program expense. Although the cost of such a conference will vary in different types of communities and parts of the country, it is likely to range between \$13,000 and \$18,000. This estimate includes participants' food and lodging, supplies, printing, snacks, t-shirts, small honorariums for a few guest speakers and a modest dance party. Since the most expensive item is food and lodging, the overall budget depends largely upon the number of participants and the charges for the facility.

During the Program Activities phase, TeamSpirit requires a limited amount of financial support. Program expenses include the Coordinator (part-time), a newsletter, and cost of hosting several joint activities for all School/Community group Teams.

Several sources may be tapped to provide additional funding for the program. It may be possible to use Federal Drug-Free Schools and Communities monies. These are grant-in-aid funds made available to the states either through a state educational agency or via a Governor's discretionary fund. The state highway safety agency may be willing to offer support, as may other state or local agencies involved with youth and/or substance abuse

Many other organizations and individuals in the community may be happy to donate money, services or specific items to the conference. They are often anxious to be part of worthwhile programs in the community.

PROJECT CONTINUATION

Following the completion of the Dallas demonstration and the TeamSpirit Manual, OJJDP and NHTSA funded the current project, "A Training and Technical Assistance Plan For the TeamSpirit Program" as a supplement to the "Promising Approaches for the Prevention, Intervention and Treatment of Illegal Drug and Alcohol Use Among Juveniles Project." The project was designed to assist three additional communities to initiate TeamSpirit programs.

Site Selection

Most of the initial contacts to potential TeamSpirit sites were made by Jim Wright of NHTSA. Three geographically and demographically diverse communities were selected in early 1990 to function as host sites based on their capacity to demonstrate the TeamSpirit model and then to disseminate it to other communities. The three communities selected to receive training and technical assistance to implement TeamSpirit in 1990 were: 1)Terrebonne Parish (Houma), Louisiana; 2)Worcester, Massachusetts; 3)Bismarck/Mandan, North Dakota.

Bureau of Indian Affairs Involvement

Early in this project, the Bureau of Indian Affairs (BIA) was in contact with NHTSA and PIRE regarding the participation of youth from Indian reservations in TeamSpirit. They sent a representative from Albuquerque (Dr. Juanita Cata, Area Education Program Administrator, Albuquerque) to the TeamSpirit Coordinator Training Workshop (described below) and verbally committed money to support training and technical assistance to an Indian community. The situation regarding the involvement of this fourth site constantly changed throughout the project. Staff changes occurred at BIA, so that the commitment of funds for technical assistance to PIRE was not forthcoming. Dr. Cata was still willing, however, to take a lead role in implementing TeamSpirit with a youth group in Albuquerque, under the auspices of the Albuquerque Area Tribal Coordinating Council (AATC).

A local planning group met and decided that the conference should be regional in scope, including Indian youth from several states. With the approval of project monitors, the TeamSpirit project director attended a planning meeting in Albuquerque despite the fact that no additional funding was provided to include this site. The project director assisted with the development of committees and task assignments at the meeting. She continued to provide a minimal level of technical assistance by linking site personnel with various local, state and national agencies and organizations that might offer support to the project. Many were interested and willing to help, but the plans kept changing as to the size of the conference, its location and date.

Subsequently, a serious conflict developed between the AATC leadership and the youth group and their leader. These two groups eventually split from one another, leaving the AATC without the young people, and the young people and their adult sponsor without funds. Both groups however, were still interested in pursuing the TeamSpirit model and both requested technical assistance from PIRE. The conflict between the two groups was never resolved. BIA chose not to side with either group, but expressed the need for a prevention program like TeamSpirit in all the BIA-sponsored high schools in the country. The AATC eventually sponsored their own substance abuse prevention and leadership conference for youth in November 1990 in Albuquerque. Participants from eleven states and from the Regional Treatment Center attended the conference which was funded by OJJDP, the Albuquerque Area Indian Health Board, the Health Service, BIA, and the National Crime Prevention Council. The conference planners used some of the sample forms provided in the TeamSpirit Manual to develop their own forms.

COORDINATOR TRAINING WORKSHOP

Each site sent two representatives to an intensive training workshop, constructed to teach them about purpose and design of the program and to help them plan their TeamSpirit start-up activities. PIRE staff, along with consultant Marla Coleman of the Virginia Department of Education, conducted the training on March 8-9, 1990 at the PIRE offices in Bethesda, Maryland.

The training workshop covered:

- o TeamSpirit Background & Development
- o Community Involvement
- o Problem and Needs Analysis
- o The TeamSpirit Model
- o Action Planning
- o Discussion-Site Specific Plans
- o Participant Recruitment
- o Dallas TeamSpirit Video
- o TeamSpirit Program Manual

- o Resources
- o Program Monitoring
- o Conference Evaluation
- o Discussion

Participants apparently enjoyed the training and were anxious to initiate conference planning and fundraising activities in their communities.

In order to make it possible for sites to send key people to this workshop with very short notice, the Office of Substance Abuse Prevention (OSAP) provided travel costs for seven of the participants.

TECHNICAL ASSISTANCE

Throughout the next approximately twelve months, PIRE staff provided technical assistance to the sites on a wide range of topics. Technical assistance was provided via phone, mail, fax, and personal site visits.

Technical assistance included:

- o Providing information about funding sources at the state and local levels, e.g., Drug-Free School and Communities funds and Governor's Highway Safety funds. Letters of support were also prepared to document involvement.
- o Assembling drunk driving statistics for one site.
- o Assistance in selecting nationally known speakers.
- o Assistance in adapting the curriculum to meet local needs.
- o Soliciting prevention materials (fact sheets, activities ideas, bumper stickers, key chains, etc.) from several different national sources to be sent to each site for their conference resource tables.
- Assistance in locating local PRIDE performing teams.
- o Participating in planning meetings on site. This assistance included helping to consolidate the planning efforts by meeting with community members, assisting with the development of committees and task assignments, dealing with turf issues among the steering committee, visiting schools and meeting with students, meeting with superintendents of schools, and travelling to the

conference site for the purpose of planning logistics.

- o Responding to requests for special assistance and help in solving unanticipated problem situations.
- o Reviewing draft conference agendas and offering suggestions to improve the pace and balance of agenda.
- o Supplying additional materials for workshops.
- o Serving as on-site conference staff assisting with tasks as needed. At one site, a special training sessions on Action Planning was developed for Team Leaders.
- o Participating in post-conference debriefings.
- o Providing on-going assistance and ideas to coordinators as they build school and community team activities.

SITE DEVELOPMENTS

Terrebonne Parish, Louisiana

Sponsors

The Bayou Cane Volunteer Fire Department, Firefighters Against Drugs, and Terrebonne Parish School District took the lead role in TeamSpirit in Houma. The Chief of the Bayou Cane Volunteer Fire Department, Jerry Gautreaux, spearheaded the effort. He is a charismatic and energetic community activist who has made a commitment to the success of TeamSpirit. Two Drug Free Schools counselors for the Parish, Marue Souldier and Trish Eides were also very instrumental in conducting TeamSpirit. Other organizations involved organizations included the Parish Red Ribbon Campaign Committee, local and state MADD organizations, and an Emergency Nurses C.A.R.E. organization

Chief Gautreaux identifies alcohol as the main drug of abuse in this middle class community of 103,000. There are no Open Container laws in the state and adults are resistant to no-alcohol messages. The community has drive-through daiquiri bars and frequent community fairs where alcohol is served in abundance. The Chief initially preferred to pitch TeamSpirit as a drug-free only project, but later successfully took on the challenge of the alcohol and drug-free theme. Of special note were two successful alcohol-free community fairs--something that had never been done before in this community.

Project Planning

The community response to TeamSpirit in Houma was extremely positive. Local agencies, clubs and private individuals rallied to support the project. A community-wide coordinating body was established with committees. A public relations campaign was developed along with an organized fundraising effort. Given the short time line between the coordinator training workshop and the conference, however, the fundraising effort was difficult. In the end, the Fire Department paid for most of the conference expenses. Fortunately, donations for the second annual TeamSpirit conference were much easier to collect.

Conference

The Terrebonne Parish TeamSpirit Conference took place August 13 through 15th at a retreat center just outside of Houma, Louisiana. All together, 108 students attended the three-day training event. The age span of the participants was broad--from seventh graders to eleventh graders. They represented five public high and junior high schools and one private school. In addition, one participant came from Belgium, two from France and two from French Canada, all of whom lent an international flavor to the Conference.

Functioning as Team Leaders was a select and enthusiastic group of students from nearby Nicholls State University, who had experience as members of the University's Drug and Alcohol Abuse Prevention Teams.

The actual kick-off for the conference happened a day before the Conference start, when a local bank threw a special reception for all conference participants, planners, backers and any other interested community members. There was an excellent turn-out of youth and their parents, many of whom came to get a better idea of what and who their children were getting involved with. Elaborate banana splits and other types of sundaes were offered. From first hand reports, the event was a success.

Although the conference had to be shortened to 2 1/2 days (the curriculum calls for 3 1/2 days), the conference was packed with activities. It proved to be exciting, educational, and fun for the youth and adults who participated. This Conference, perhaps more than any other, was very much a multi-aged event. Most of the meals were provided, cooked and served by volunteer members of the local Republican Women's Club. These women not only saw to the dietary needs of the participants, but became active participants themselves. They had a wonderful time and learned a great deal from the Conference content. At the same time, they offered their own special friendships and perspective to the younger participants. Many other community members who helped in the

planning and fund-raising stages of the program attended workshops and events. The local sheriff was present throughout the conference. Part of his responsibility was to supervise a work crew of three jail prisoners, who were assigned clean-up tasks as part of their sentences.

Post Conference De-Briefing

At the post-conference de-briefing, the following recommendations were made for the next conference:

- o The workshop sessions had too many participants (over 50). They should be kept to a maximum of 30 per session.
- o More extensive training needs to be provided in Action Planning, starting the first day of Conference and continuing throughout.
- o While staff felt that the range of ages worked well, they did feel that the Conference could have had more participants; an ideal number would be 200 youth.

Results/Activities

The Terrebonne Parish site coordinators report an abundance of activities involving TeamSpirit conference participants. TeamSpirit clubs have formed in each of the nine junior or high schools. There are between 800-900 members in the clubs. They meet on a monthly basis and have the support of their adult advisors. Coordinators report a ripple effect to all 22,000 students in the school system. In addition, hundreds parents are effected and involved in some of the activities. Thus far, TeamSpirit activities in Terrebonne Parish include:

- o Marching in the Red Ribbon Parade, wearing TeamSpirit caps;
- o Sponsorship of an Alcohol Awareness Month;
- o A meeting with student representatives from other youth drug prevention clubs such as REACH to form a youth drug and alcohol free "PACT";
- Operating the soft drink concession booth at the Red Ribbon Fair. TeamSpirit kids also competed as a group in Fair games and activities;
- o TeamSpirit graduates act as "ambassadors" to community groups such as the Chamber of Commerce and Parish Council

to explain TeamSpirit and ask for support. The Parish Council subsequently presented the students with a proclamation endorsing TeamSpirit.

- o Attendance by two TeamSpirit students at the monthly Drug Free Schools Advisory Council meetings. The students do needs assessments at their club meetings and advise the adults on the Council of the particular needs at each school.
- o Meet with a Community Advisory Group and are involved in the planning of activities.
- o Drug-free presentations, including videos, songs and skits, to pre-school, elementary and middle school students. They have also visited the children's wing of a hospital.
- o A TeamSpirit sponsored band during lunch at one high school.
- o Developed promotions for a drug-free prom, including tshirts with the slogan, "I survived graduation...I didn't drink and drive."
- o Participated in conducting an alcohol-free community fair/fundraiser in conjunction with the Bayou Cane Volunteer Fire Department. Two more alcohol-free fairs are planned.

In keeping with the intent of TeamSpirit to develop a community-wide identity as well as a school-wide identity, three community-wide TeamSpirit events have been conducted in Terrebonne Parish: 1) A drug-free youth rally, involving 4000 youth; 2) A Dance Party in conjunction with MADD; 3) A Positive Attitude Dance for junior high school students.

This site has more than accomplished its goal to have year round events to keep interest and enthusiasm high. TeamSpirit has a definite presence in the community and has already touched thousands of students and citizens. The success of their alcohol free fairs in this community where fairs traditionally have an abundance of alcohol provides the best testimony for the impact of TeamSpirit in Houma.

Future Plans

Fundraising efforts continue for the Second Annual TeamSpirit Conference which is planned for June 17-20, 1991. Based on last

year's experience, this conference will add Peer Leadership Training to the curriculum as well as expanded Action Planning sessions. Participants will do Action Planning in three separate stages during the conference. On the final day of the conference, TeamSpirit graduates from last year will be invited to participate in the last stage of Action Planning so that plans can be developed in School Teams.

Terrebonne Parish has enjoyed their TeamSpirit experience so much so that they will present a workshop on how implement TeamSpirit at the upcoming Drug-Free Schools and Communities statewide coordinators conference where all 66 parishes in the state will be represented. TeamSpirit manuals will be provided for workshop participants.

Bismarck, North Dakota

Sponsors

The primary sponsoring agency is the Center for Adolescent Development (CAD), a local youth service agency which manages a number of programs addressing youth problems, including substance abuse and DUI. The TeamSpirit Coordinators from CAD, Karen Scott and Julie McKenzie, brought a great deal of enthusiasm and experience to the project. The North Dakota Highway Traffic Safety Department also played a central role in planning the project and provided all of the funding.

The Center organized a TeamSpirit Coordinating Committee, comprised of representatives of a number of local agencies, organizations and individuals who assisted with the conference planning. They included the police and sheriff's departments; T.V. and radio stations; a local traffic safety task force; a local youth group; the ambulance service and several state agencies including the state highway patrol; state division of alcoholism and drug abuse; state prevention resource center.

Coordinators identified alcohol as the major drug of abuse in this community. Given the rural nature of North Dakota and the long distances between most points of travel, drunk driving is a particular problem. Further, heavy drinking among adults is an accepted way of life in many parts of the community.

The coordinators had the experience of conducting several other youth conferences under their belts. This gave them a great advantage. They developed a number of working committees to handle various aspects of the conference planning. Given their experience, the Center staff and the committee adapted the

TeamSpirit curriculum to suit the needs and interests of their youth. This site also had the advantage of having a cadre of very capable teens who had participated in previous CAD trainings. They played central roles in planning and conducting the conference.

Conference

This TeamSpirit conference was also shorter at this site than that outlined in the TeamSpirit Manual. Again, this was necessitated by the short time line between the Coordinator Training Workshop and the summer conference. Nonetheless, the TeamSpirit Conference was packed with activities and provided an impactful experience for all who attended. The conference was attended by approximately 150 students and seven adults from seven different communities. Given the rural nature of the areas surrounding Bismarck, a couple communities bussed their TeamSpirit participants over long distances.

The conference was characterized by much creative, youthful energy by CAD staff and the student Team Leaders. The Team Leaders played key roles in the preparations for the conference and throughout the conference. They designed and conducted several of conducted most of the recreational general sessions, activities, led Color Team meetings, and they even designed and conducted some of the workshops. One of the creative aspects of this conference was a general session conducted by the North Dakota Coordinator/Occupant Protection Specialist, participants divided into groups and came up with various drunk driving campaign ideas for the state department of transportation. These ideas are presently being used by the department to develop a statewide ad campaign. Another general session involved a surprise visitor -- the U.S. Congressman who represents the state, Byron Dorgan. The Congressman expressed his support for TeamSpirit and his views on drug and alcohol abuse. He and his aide then took questions and challenges from an intrigued audience. The final general session involved another surprise when students were surprised to find their parents waiting to share in the closing ceremonies of the conference.

As was the case in Louisiana, the North Dakota site had some difficulty during the pre-conference training and conference training with Action Planning. While at the conference, PIRE staff and the Worcester coordinator developed a simplified training for Action Planning. Based on the experiences at both sites, there appears to be a need to simplify the Action Planning Process and make adjustments to the recommendations in the TeamSpirit manual. This will be addressed in a later section of this report.

Post-Conference De-Briefing

Post-conference suggestions for next year included:

- o A motivating key-note address on the first day of the conference.
- o A more structured pre-conference training, including a strong emphasis on Action Planning.
- o More direction and assistance to Team Leaders in their planning efforts. They appeared to be over-burdened with roles and duties and needed some additional guidance.
- o More focus to overall conference theme. Make conference mission (Action Plans for upcoming school year) and TeamSpirit mission clear and carry theme throughout the conference.
- o Add workshops for adults. Meet with adults on first day of conference to "enroll" them and to define their role during and after the conference.
- o Workshops lasting 55 minutes rather than 75 minutes.
- o Procedures to ensure that workshop presentations are consistent with goals of conference and TeamSpirit mission.
- o More free time for participants.

The coordinators did an excellent job of evaluating their own efforts. They met with all groups involved in the planning of the conference and incorporated their comments and suggestions and the results from the conference evaluations forms into a report. They took a critical look at their results and made plans to make specific improvements.

Results/Activities

The CAD reports that they receive phone calls from "TeamSpirit Kids" on a regular basis, requesting materials and information to implement their Action Plans. Activities thus far include:

- o "Ghost Out" events were conducted at four schools, affecting approximately 4,000 students.
- o A mini-camp (weekend training) conducted by Teen Institute and TeamSpirit kids for junior high students.

- o Several cross-age tutoring and safety belt presentations were conducted in the four participating Bismarck/Mandan and two Dickinson schools.
- o The four high schools in the Bismarck/Mandan area participated in "3-D" week, where 5000 orange antenna balls were distributed to the schools and community to remind people to " Have a Ball, But Party Drug Free and Buckle Up"
- o Members of the Dickinson TeamSprit team were trained and carried out safety belt surveys for the for a Traffic Safety Task Force.

The site coordinators did report a lack of support from adult sponsors in all communities which has hampered the implementation of more activities. Conducting the adult workshop track in the TeamSpirit curriculum at the conference may have helped to prevent this problem by providing support and investment for the adults. It is also noted that only seven adult sponsors were recruited to participate in the conference.

Future Plans

TeamSpirit is well on its way to being institutionalized in North Dakota. As a result of the popularity and demand for the project, the CAD and the North Dakota Department of Transportation are sponsoring or helping to develop four TeamSpirit conferences in 1991. The communities of Bismarck, Minot, and Dickinson will each hold their own local, two-day TeamSpirit Conferences in 1991. They are working to customize the conference to suit their needs and desires for partnerships in prevention activities. They plan to expand to 3 and 4 day conferences in future years. A regional TeamSpirit conference, spearheaded by CAD, will be held in Grand Forks, North Dakota, also in 1991. The CAD also functions as a regional technical assistance provider for the NHTSA and will bring TeamSpirit to Montana in 1992. True to their creative and enthusiastic nature, the CAD staff hope to adapt TeamSpirit for use with a high-risk population of youth.

Worcester, Massachusetts

Sponsors

The primary sponsoring agency in Worcester is Tri-Prevention First, a regional prevention center for central Massachusetts. The TeamSpirit Coordinator and Director of the Tri-Prevention First, Kirsten Martin, has put a great deal of intelligent and careful planning into this effort under adverse circumstances. Other

sponsors and members of the TeamSpirit Steering Committee include the Emergency Nurses C.A.R.E., the Worcester Public Schools, the local JCs, a hospital that specializes in substance abuse, the Mayors office, the Office of Planning and Community Development, the state Department of Public Health, Division of Substance Abuse Services, the Governor's Alliance Against Drugs, the Governor's Highway Safety Representative, Worcester Family Health and Pregnancy Collaboration, Girl Scouts, Girls Clubs, Campfire Inc. and the Worcester Fights Back Committee (administers a large foundation grant which is designed to coordinate substance abuse prevention efforts in the community)

This urban community presents a more complex picture than that of the other two sites in this project. Worcester, a suburb of Boston, has the availability of many street drugs, has racial tensions, gangs, and violence. School surveys reveal that alcohol is still the major drug of abuse, followed by marijuana. However, many of the students have experimented with a variety of drugs such as cocaine and amphetamines. In addition, the dire financial situation facing the state government in Massachusetts added uncertainties for Tri-Prevention First and other state sponsors of the TeamSpirit project

Project Planning

Prospect House, a local outpatient substance abuse services organization and ENCARE were originally selected to coordinate TeamSpirit in Worcester. The project planning process went smoothly in its initial stages and TeamSpirit had wide support in terms of people and funds. Somewhat unexpectedly, problems began to surface around who would be the lead agency in this collaborative effort. The need for a lead agency arose because of the need to clarify the roles and coordinate the efforts of the many players. This issue was forced by the state agencies which had committed funds to the program. They needed to know which organization would serve as fiscal agency. A meeting was called to discuss this issue. At the invitation of the local sponsors PIRE's Project Director attended that advisory board meeting.

At that meeting, an ENCARE representative asked that that agency be recognized as the lead agency for the TeamSpirit effort. The other representatives present agreed to that request. Unfortunately, that decision did not prove to be long lived. During the following weeks, committee members felt uncomfortable with ENCARE in the lead role. Many felt that ENCARE lacked the experience and interagency linkages required to direct a collaborative community effort such as this. The other agency representatives preferred that a solid, stable community agency, with a track record in dealing with young people, play the lead role.

At a subsequent Steering Committee meeting, the group agreed to appoint Tri-Prevention First as the lead agency. ENCARE was to be a co-facilitator, playing a significant role at the national level where it would advocate for the program, help fund raise with sponsors, secure name speakers and figures/entertainers to appear at the Conference, and establish a As of this writing, liaison with Federal and State agencies. however, ENCARE's role in the project has been minimal. The other agency initially selected to sponsor TeamSpirit--Prospect House-has dropped out participation altogether. The original contact person is no longer with Prospect House.

Unfortunately, these turf issues caused a delay of six vital weeks in planning the conference. Until the issue of who would function as lead agency was resolved, the conference organizers were unable to make definite plans. This made it uncomfortably late to recruit youth and adult sponsors, as well as to identify a conference facility and negotiate an acceptable contract.

Consequently, the TeamSpirit Steering Committee decided to change the program's timetable by postponing the summer conference until 1991. All agencies pledged their continued support and the Mayor became a committed supporter.

In preparation for the 1991 conference, Worcester TeamSpirit Coordinator (and Director of Tri-Prevention First), Kirsten Martin, and Janet Lasserman, ENCARE, attended the TeamSpirit Conference in North Dakota in August 1990. Their participation provided a wealth of experience for in preparation for their 1991 TeamSpirit Conference.

The site coordinator reports using the TeamSpirit Manual quite extensively to plan their conference. They have added some of their own innovations, however. Their student Team Leaders were selected in 1990 and have been meeting on a monthly basis since January 1991. Most of these team leaders have had previous prevention training or are involved with student council or housing project youth programs. Their meetings include team building exercises and conference planning tasks. The youth are integrally involved in planning the conference. They have supplemented the TeamSpirit curriculum with topics of particular interest to them such as AIDS and sexuality; suicide and depression; communication; cultural differences and prejudice. One of their free time activities will involve cultural sharing among the different races (Hispanic, African/American, and Caucasian) that participating. Prior to recruiting TeamSpirit participants in the schools, the Team Leaders started recruiting with flyers in local shopping malls during Spring Break. These youth have so much ownership of this project that they opted to design their own TeamSpirit logo rather use the one provided by this project.

Given some of the circumstances in Worcester, some challenges have surfaced. The coordinator must provide transportation for some of the Team Leaders who live in housing projects and often have no transportation. Their attendance at the monthly planning meetings is sometimes prohibited by babysitting and other responsibilities at home. Finding adult advisors in the schools during a time when funding for teachers in the state has been severely cut, has been difficult. As an alternative, the coordinator has been recruiting from the Boys and Girl Scouts, a young singles volunteer group, and members of a recovery group.

The 1991 Worcester TeamSpirit Conference is scheduled for August 5-8th. Plans are progressing well with 150 registrants. The Mayor participated in a recent press conference announcing the TeamSpirit project, with coverage from both the newspapers and television.

Future Plans

Tri-Prevention First plans to again spearhead a TeamSpirit Program in 1992. The Worcester Fights Back Project has included TeamSpirit in their program plan for next year. In addition, TeamSpirit has been included in a community prevention proposal submitted to the federal Office of Substance Abuse. As there are many prevention efforts for youth in this community, there are no plans to expand beyond one TeamSpirit Program. TeamSpirit will continue to collaborate with other youth substance abuse prevention efforts in the region.

LESSONS LEARNED

All users of the TeamSpirit Manual seem to agree on its usefulness and comprehensiveness. However, experiences at each of the sites suggest some ideas for improvement and adaptation of the manual in innovative ways. These merit discussion for inclusion in a recommended second edition of the TeamSpirit Manual.

o Community-wide Involvement

The TeamSpirit Manual discusses joint sponsorship of the TeamSpirit project and some of the special challenges involved such as the need to clarify lines of authority and responsibility and the need for collaborating agencies to discuss their expectations and limitations in detail. The manual also discusses the need to set up a planning process and structure for communicating among The manual stops here, however, and does not cover the of developing a community-wide planning merits committee. each of the three sites developed TeamSpirit Interestingly, steering committees with representatives from a wide range of community agencies and interests. These representative included not only those willing help fund the conference in some way, but others who were simply interested in being involved in an exciting community project that seeks prevent substance abuse and drunk driving among young people. In North Dakota for example, representatives of the media were asked to participate in the conference planning committee and as a result, the conference received excellent television and newspaper coverage. Worcester, the Robert Wood Johnson Foundation "Fighting Back" Project and the Mayor's office were invited to participate in the TeamSpirit Steering Committee. As a result, TeamSpirit is enjoying financial and political support from important sources. Depending on the level of experience of the site coordinators, some sites were more successful than others in setting up steering committees and a subcommittee structure for division of tasks. In the final analysis, the site coordinators in North Dakota and Louisiana were left doing the lion's share of the tasks. It is to be expected that the main sponsoring agency will do a majority of the work but it would have been helpful for the sites to have some guidance from the manual about the most efficient way to organize a steering They could also benefit from warnings about the checks and balances that need to be in place to insure that tasks are completed on time.

Another, sometimes inevitable, problem is "turf." Turf issues can undermine a collaborative effort as they did in Worcester. These were fortunately eventually successfully resolved in that community. Some guidance on this topic in the manual could serve to prevent such dilemmas in other communities who want to initiate

TeamSpirit.

o Youth Involvement

All three sites integrally involved youth in the TeamSpirit conference planning process. This important element was overlooked in the manual. A second edition of the manual could include a chapter on ways to involve youth, expectations when working with teenagers, ways to empower youth, some do's and don'ts based on the experiences in the three site communities. One site, for example, added a great amount of youthful creativity and ownership to the conference by giving the Team Leaders a huge amount of responsibility. Although the Team Leaders had previous experience with conferences, they needed more direction and planning assistance from the adults involved.

o Pre-Conference Training

The manual suggests one day of pre-conference training just prior to the conference to orient conference staff, train Team Leaders, and finish last minute tasks for the Conference. The central task is to prepare the Team Leaders to assume their role as peer leaders during the Conference. Given the difficulties the sites had with the Action Planning process, it is advisable to have several days of training for team leaders and staff during the month prior to the conference. The Worcester site has opted to have several meetings with their selected Team Leaders prior to the conference where they participate in team building exercises, conference planning tasks, and action planning practice. This plan may have helped alleviate some of the difficulties with Action Planning experienced in North Dakota and Louisiana.

The sites also had difficulty with the role of Color Teams. A fuller explanation of their purpose and some examples of Color Team agendas would improve a second edition of the manual.

o Action Planning

The concepts of action planning, especially program design (detailing goals, objectives, and tasks) are difficult for many if not explained in a simple way. Adults and youth alike are intimidated by it. Staff and Team Leaders need to be comfortable and proficient with the process and this fact should be emphasized in the manual. This may require technical assistance from an experienced trainer, depending on the sophistication of the site coordinators. While participating in the North Dakota conference, PIRE staff worked with the site coordinator from Worcester who was in attendance, to develop a simplified way to explain Action

Planning. This simplified explanation seemed to help de-mystify the process.

The Louisiana site has opted to teach Action Planning at its second annual conference in stages throughout the conference so that the action planning steps do not seem like an overwhelming process to learn all at once. This is an excellent idea and should also help to break up a task that can seem awfully boring to youth.

During the Coordinator Training Workshop, PIRE staff used a Problem Analysis Grid to assist communities in conducting a needs assessment. This grid (originally developed for the Systemwide Strategies project) walks participants through identifying the "who, what, when, where, and how" of responses to each particular drug and alcohol problem. Adding this to the manual would also help improve the Action Planning process.

o Activity Manual

A TeamSpirit Activity Manual for conference participants to take home would serve several purposes. It could contain activity ideas with implementation steps, action planning guidance and forms, an activity log with activity completion report forms to be submitted to coordinators for the purpose of compiling results, ideas for fundraising and accessing resources, and a section for youth to insert resource materials received at the conference. Currently, participants take home their conference notebook which is no longer useful except for the section on Action Planning. In most instances however, blank action planning forms will have been used up at the conference. Participants also walk away with a loose collection of materials and fact sheets obtained at workshops and from the resource room at the conference.

o Adaptation and Dissemination

Currently, NHTSA has funded the dissemination of TeamSpirit through the National MADD offices. MADD is working with five or six potential sites to develop the program. The original plan was for MADD to subcontract with PIRE for the two-day coordinator training. However, the funds from NHTSA were not received in time for the training to be useful. Consequently, some MADD sites were forced to postpone the conference. As of this writing, only one site (Rhode Island) feels it can proceed and a coordinator training workshop has not been scheduled. PIRE staff strongly recommended that the site coordinator from Rhode Island attend the second annual TeamSpirit Conference in Houma, LA in June in preparation for her conference planned for August.

NHTSA also has disseminated the TeamSpirit Manual to the Governor Highway Safety Representatives and to its newly developed

network of state youth coordinators.

In addition, NHTSA recently printed a 13-page TeamSpirit pamphlet which provides an overview of the program and invites interested communities to contact NHTSA or PIRE for a TeamSpirit Manual. Under a separate contract, PIRE authored this pamphlet for NHTSA. These will be distributed to the NHTSA mailing list. PIRE staff will also suggest distributing the pamphlets to the Drug Free Schools and Communities regional and state contacts.

There has been some discussion of further disseminating TeamSpirit through another joint OJJDP/NHTSA effort--involving National 4-H and the Department of Agriculture Extension Service. National 4-H is adapting the Systemwide Strategies process and providing training in several communities with the assistance of the Pacific Institute, which originally developed the project. PIRE is in a unique position to also provide technical assistance to the 4-H communities for implementation of TeamSpirit as part of their systemwide planning effort.

Given the experience in Dallas, some more refined site selection criteria need to be developed. Potential sites should have a need for this type of youth leadership program. Sites that already have an abundance of similar youth activities may not be suitable. Care should also be taken to ensure that the main sponsoring agency or agencies are committed to post-conference activities. Providing assistance with Action Plans to the School Teams, compiling results from individual teams, supporting community-wide events, and planning subsequent conferences are all vital to the success of TeamSpirit.

The 1991 TeamSpirit Conference in Worcester, MA will test the adaptation of the model to high-risk populations. Participants from this urban site are from low-income families and the majority are from minority groups. North Dakota plans to adapt the model for high risk youth as well.

PROGRAM EVALUATION

An additional chapter in the TeamSpirit Manual on evaluation to assist users to evaluate their own efforts would be useful.

An evaluation of the TeamSpirit model has never been funded. Clearly a process and outcome evaluation would be helpful. Upcoming MADD/TeamSpirit projects would provide opportunities for evaluation to take place.