

FIGHTING BACK

Three elements continue to surface in successful *Fighting Back* strategies.

Leadership

Fighting Back strategies require a dynamic interplay of *leadership*. Neighborhood leaders, police chiefs, school superintendents and principals, clergy, business and labor leaders, and criminal justice officials have shared responsibilities on a rotating and consistent basis. They bring to the table a diverse array of leadership skills, creativity, vision and courage.

Linkages

Fighting Back strategies have provided forums for the development of new relationships and ways to work together. *Linkages* between hospital emergency rooms, treatment facilities, job training and placement agencies are just a few of the innovative collaborations brought together through Fighting Back strategies.

Local Data

Fighting Back communities must have comprehensive local statistics to accurately represent *their* community's substance abuse problems. Police data, health data, school data, employment statistics, criminal justice data, and emergency room admission data all come together to create a comprehensive picture of substance abuse in a community. Effective local strategies can only be developed after a thorough assessment and analysis of these data to determine the most pressing substance abuse problems. Fighting Back communities have learned that *their local data* often paints a different picture than the data from national averages and aggregates. This ability to collect, track and gather comprehensive local data is directly linked to a community's individual capacity to orchestrate all its systems effectively to reduce its substance abuse problems.

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New Haven, CT
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San Antonio, TX
Santa Barbara, CA
Vallejo, CA
Washington, DC
Worcester, MA

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*requires these communities through a single unified initiative to address their substance abuse problems by orchestrating the efforts of their many public, private, and voluntary organizations.**

For more information on other communities' strategies visit Join Together online
www.jointogether.org

FIGHTING BACK communities are

- ✓ fighting juvenile and adult drug crime in Kansas City and Little Rock
- ✓ expanding access to treatment in New Haven, Vallejo, Washington, D.C. and San Antonio
- ✓ tackling substance abuse among youth in San Antonio, Vallejo, and Santa Barbara
- ✓ safeguarding public housing developments in New Haven and Washington, D.C.
- ✓ creating job opportunities to discourage drug trafficking and help people sustain recovery in Vallejo, Little Rock, and Washington, D.C.



From 1997 to 2000, seven Fighting Back cities are implementing comprehensive strategies to achieve *measurable* changes in their most important substance abuse problems. In doing so, they are drawing upon the investments they made in mobilizing their communities since beginning the Fighting Back Project in 1989.

Kansas City San Antonio
 Little Rock Santa Barbara
 New Haven Vallejo
 Washington, DC

Fighting Back is asking for something that few, if any, communities in this country have successfully achieved in response to any issue in recent times.*

Ultimately, the success or failure of the community approach will depend largely on the willingness and ability of local leaders – both establishment and grassroots – to achieve consensus and mobilize a broad spectrum of local interests and organizations.*

*Paul Jellinek and Ruby Hearn
 The Robert Wood Johnson Foundation

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Fighting Back has given Kaiser (the nation's largest nonprofit Health Maintenance Organization) the push we needed to provide chemical dependency services for all of our subscribers in Vallejo, including those on Medicaid.

Dr. Steve Allen, Director
 Chemical Dependency Recovery Program,
 Kaiser Permanente,
 Vallejo

San Antonio *Fighting Back* has assisted our department with collaborative programs in giving neighborhoods back to the community.

Al A. Philippus, Chief of Police
 City of San Antonio Police Department
 San Antonio

Project Neighborhood's *Fighting Back* strategy has helped us reach beyond traditional criminal justice roles and incorporate strategies that combat substance abuse as a broader community health problem.

Bob Beaird, Jackson County Prosecutor
 Kansas City

Fighting Back provides the vehicle for the whole community to connect to issues related to alcoholism and illegal drug use.

Peter MacDougall, President
 Santa Barbara City College
 Santa Barbara

We have more people involved in trying to make New Haven a better place . . . as the result of the *Fighting Back* initiative.

Rev. Bonita Grubbs, Executive Director
 Christian Community Action, Inc.
 New Haven

Fighting Back has served as an important catalyst to get public sector agencies involved in its efforts...It also worked with Providence Hospital to build a much-needed treatment center in the area.

LaRah Payne, ScD, Medical Policy Analyst
 District of Columbia Department of Health
 Medical Assistance Administration
 Washington, DC

Little Rock *Fighting Back* has put the emphasis on healing the community, not just healing the addict.

Jim Dailey, Mayor
 Little Rock