

# The Indiana Commission to Combat Drug Abuse



*Behavioral Health Division*

## Comprehensive Community Plan

County: Elkhart  
LCC Name: Elkhart County Drug-Free Partnership  
LCC Contact: Jessica Koscher  
Address: P.O. Box 919  
City: Bristol  
Phone: 574-903-1407  
Email: [elkhartdrugfree@gmail.com](mailto:elkhartdrugfree@gmail.com)

County Commissioners: Mike Yoder, Suzanee Wierick, Frank Lucchese  
Address: 117 North Second Street  
City: Goshen  
Zip Code: 46526

## **Vision Statement**

What is your Local Coordinating Council's vision statement?

All people in Elkhart County are aware of the harm in abusing and misusing alcohol and drugs, know where to get help if they are addicted, and have an accurate understanding of youth use.

## **Mission Statement**

What is your Local Coordinating Council's mission statement?

The Elkhart County Drug-Free Partnership exists to bring stakeholders together in a voluntary effort to reduce the prevalence of substance misuse and other unhealthy behaviors.

<b>Membership List</b>					
<b>#</b>	<b>Name</b>	<b>Organization</b>	<b>Race</b>	<b>Gender</b>	<b>Category</b>
1	Sharol Alexander	New Beginnings	Caucasian	Female	Treatment
2	Virginia Aparicio	Purdue Extension	Caucasian	Female	Health
3	Richard Brewton	Elkhart County Prosecuting Attorney's Office	Caucasian	Male	Law Enforcement
4	Anita Brooks		Caucasian	Female	Treatment
5	Joe Brown		Caucasian	Male	Parent
6	Sharon Burden	AARC	Caucasian	Female	Treatment
7	Erin Cataldo	St. Vincent de Paul School	Caucasian	Female	School
8	Erika Contreras-Padilla	Tobacco Control of Elkhart County	Latina	Female	Health
9	Sonny Cruz	Plan It Possible Addiction & Recovery Services	Latina	Male	Treatment
10	Michael Culp	Elkhart County Sheriff's Department	Caucasian	Male	Law Enforcement
11	Deborah Cutler		Caucasian	Female	Citizen
12	Dan Danen	retired	Caucasian	Male	Citizen
13	Teresa DeMauro	Goodwill Industries	Caucasian	Female	Social Services
14	Jeff Dolson	Indiana State Police Dist. #21	Caucasian	Male	Law Enforcement

15	Chris Geyer	PAL. Parents of Addicted Loved Ones	Caucasian	Female	Support Group
16	Jim Geyer	PAL. Parents of Addicted Loved Ones	Caucasian	Male	Support Group
17	Nicki Green	Center for Problem Resolution	Caucasian	Female	Treatment
18	Gloria Guadarrama	None	Latina	Female	Treatment
19	Karen Gugel	Recovery Journey	Caucasian	Female	Treatment
20	Michelle Haas	Oaklawn	Caucasian	Female	Mental Health
21	James Hargrove	Self	Caucasian	Male	Citizen
22	Dana Hollar	City of Nappanee	Caucasian	Male	Civic Leader
23	Sean Holmes	Elkhart County Sheriff's Office	Caucasian	Male	Law Enforcement
24	John Hulewicz	Elkhart County Health - Health Education	Caucasian	Male	Health
25	Jess Koscher		Asian	Female	Business
26	Anna Miller	Recovery Journey	Caucasian	Female	Treatment
27	Jose Miller	Goshen Police Department	Caucasian	Male	Law Enforcement
28	Sheila Miller	Life Treatment Centers	Caucasian	Female	Treatment
29	Jan Noble	ARC	Caucasian	Male	Treatment
30	Courtney Papa	Senator Todd Young	Caucasian	Female	Civic Leader

31	Craig Pontius	Pontious Logistics Solutions, LLC	Caucasian	Male	Business
32	Mark Potuck	IU Health Goshen Hospital	Caucasian	Male	Health
33	Janelle Roberts	Oaklawn	Caucasian	Female	Mental Health
34	Tina Robertson	Oaklawn	Caucasian	Female	Mental Health
35	Jeff Siegel	Elkhart County Sheriff's Office	Caucasian	Male	Law Enforcement
36	Sarah Snyder	Heart City Health	Caucasian	Female	Health
37	James Starkey	Retired	Caucasian	Male	Citizen
38	Adrienne Thomas	Elkhart County Health Department - Tobacco Control	Caucasian	Female	Social Services
39	Meg Waddell	LAKE CITY BANK	Caucasian	Female	Business
40	Carrie Zickefoose	SPA Women's Ministry Homes	Caucasian	Female	Social Services

**LCC Meeting Schedule:**

Please provide the months the LCC meets throughout the year:  
February, April, June, August, October, and December

## Community Needs Assessment: Results

*The first step in developing an effective substance use and misuse reduction plan is to assess your community. A community assessment tells you about your community's readiness to implement prevention, treatment, and justice-related programs to address substance use and misuse. An assessment also provides an overview of the risk and protective factors present in the community, helping your coalition plan more effectively.*

### Community Profile

County Name Elkhart County
County Population 205,032
Schools in the community We have several school corporations including: Baugo, Concord, Fairfield, Goshen, Elkhart, Wa-Nee, Northridge
Medical care providers in the community (hospitals, health care centers, medical centers/clinics, etc.) We have two major health systems: Beacon Health and Goshen Health Systems We also have the Elkhart Clinic and Heart City Health
Mental health care providers in the community (hospitals with psychiatric/behavioral health units, mental health clinics, private/public providers, etc.)  Oaklawn
Service agencies/organizations  Faith Mission, Salvation Army, Boys & Girls Club, Big Brothers Big Sisters, Jr. Achievements, 4-H, Guidance Ministries, Church Community Services, Ryan's Place
Local media outlets that reach the community  Goshen News, Elkhart Truth, WNDU-TV, WSBT-TV, WNIT, WSJV, WBND-LD, WHME-TV, WMYS-LC, WCWW-LD
What are the substances that are most problematic in your community?  Alcohol, methamphetamine, marijuana and synthetics
List all substance use/misuse services/activities/programs presently taking place in the community

Outpatient treatment and 12 step groups

## Community Risk and Protective Factors

Use the list of risk and protective factors to identify those present in your community. Identify the resources/assets and limitations/gaps that exist in your community related to each. The lists are not all-inclusive and others may apply.

**Risk Factors Examples:** trauma and toxic stressors; poverty violence; neighborhood characteristics; low neighborhood attachment; community disorganization; community norms and laws favorable toward drug use, firearms, and crime; availability of alcohol and other drugs; weak family relationships; family substance use; peer substance use; mental health problems; families frequently moving from home to home; limited prevention and recovery resources.

**Protective Factors Examples:** strong family relationships; neighborhood economic viability; low childhood stress; access to health care; access to mental health care; community-based interventions; restricted access to alcohol and other drugs including restrictive laws and excise taxes; safe, supportive, and connected neighborhoods; meaningful youth engagement opportunities; local policies and practices that support healthy norms and child-youth programs; positive connection to adults.<sup>1</sup>

Risk Factors	Resources/Assets	Limitations/Gaps
1. Misinformation regarding alcohol and substance use/misuse impacts community behaviors.	1. Youth prevention activities that focus on social norming 2. Easy medicine disposal programs that help inform the community about unused medications 3. Prevention and treatment programs are available to adults and youth.	1. 2. 3.
2. Limited treatment options for individuals struggling with alcohol or substance misuse/abuse.	1. Outpatient providers exist 2. 12 step groups 3. Drug Court	1. Lack of inpatient treatment, sober living or detox in the county. 2. Funding is a barrier for some individuals who seek treatment. 3. Limited resources for people who have issues around childcare or transportation to treatment.
3. Diversified county with urban and very rural areas.	1. Multiple LEA cover the county.	1. Limited funding for special LEA focused programs that would span the county.

<sup>1</sup>Risk and protective factors extracted from IUPUI Center for Health Policy Community Conditions Favorable for Substance Use, April 2018.



	<p>2. Distinct urban areas have resources and services available.</p> <p>3. County organizations work to collaborate to serve the entire county.</p>	<p>2. Most services are located in either Elkhart, Goshen, or Nappanee. Transportation is a barrier.</p> <p>3. Cross services can cause a lag in assistance while everyone tries to assist.</p>
<b>Protective Factors</b>	<b>Resources/Assets</b>	<b>Limitations/Gaps</b>
<p>1. Strong social supports</p>	<p>1. There is help available for people if they seek it out</p> <p>2. Organizations are used to collaborating and working together to find creative solutions</p> <p>3. Court services works closely with social service agencies to link families to services when appropriate.</p>	<p>1. Some services are limited due to location and lack of transportation</p> <p>2. Lack of diversity with big organizations providing the only service (i.e., mental health)</p> <p>3. Long waitlists and limited availability</p>
<p>2. Strong collaborative relationships between county agencies (i.e. law enforcement, county government, etc.)</p>	<p>1. Police departments collaborate and work together across jurisdictions.</p> <p>2. Health Department and court services work together with law enforcement and social service agencies.</p> <p>3. Cross-training and organizations speaking the same "language" are common. (i.e., strengths-based or trauma-informed)</p>	<p>1. Individuals assistance can be held up due to bureaucracy</p> <p>2. Duplication happens with so many agencies involved. We have weak ways of tracking between agencies.</p> <p>3. Collaboration takes time, and systems are not always flexible or agile.</p>
<p>3. Steady employment</p>	<p>1. Ample work for people wanting employment.</p> <p>2. Employee assistant programs are available in many worksites.</p> <p>3. Additional training opportunities available.</p>	<p>1. Jobs available are in manufacturing primarily for unskilled labor</p> <p>2. Manufacturing work is known to have environments that foster substance use.</p> <p>3. Lack of financial planning in the workforce. Tend to be feast or famine.</p>

## Making A Community Action Plan

*Now that you have completed a community assessment and have identified the risk and protective factors that exist, you can develop a plan of action. The Comprehensive Community Plan (CCP) is a systematic and community-driven gathering, analysis, and reporting of community-level indicators for the purpose of identifying and addressing local substance use problems.*

Step 1: Create problem statements, and ensure problems statements are in line with statutory requirements

Step 2: Ensure your problem statements are evidence-informed, then prioritize

Step 3: Brainstorm what can be done about each

Step 4: Prioritize your list, and develop SMART goal statements for each

Step 5: List the steps to achieve each goal

### Step 1: Create + Categorize Problem Statements

*Create problem statements as they relate to each of the identified risk factors.*

Risk Factors	Problem Statement(s)
<p>1. Misinformation regarding alcohol and substance use/misuse impacts community behaviors.</p>	<p>1. The perception that everyone uses/abuse substances negatively impact actual use.</p> <p>2. Misinformation around substance use/misuse directs attention to the wrong areas.</p> <p>3. Misunderstanding of the impact of substance use/abuse limits proactive responses in the county.</p>
<p>2. Limited treatment options for individuals struggling with alcohol or substance misuse/abuse.</p>	<p>1. Limited treatment options are prohibitive to the successful recovery for individuals struggling with addiction.</p> <p>2. The lack of diversity in treatment options negatively impacts recovery success.</p> <p>3. Multiple barriers, including treatment options, lack of transportation, and lack of financial resources, negatively impacts successful recovery.</p>
<p>3. Diversified county with urban and very rural areas.</p>	<p>1. The lack of coordination between county agencies negatively impacts successful interventions.</p> <p>2. Limited resources in LEA's negatively impact cross-county coordination and specialized interdiction programming.</p>

	3. Having numerous LEA with varying resources causes a fragmented interdiction impact countywide.
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## Step 2: Evidence-Informed Problem Statements

*Identify your top three problem statements using local or state data. Ensure that there is a problem statement for each co-equal funding category (e.g., prevention/education; intervention/treatment; and criminal justice services and activities).*

Problem Statements	Data That Establishes Problem	Data Source
1. The perception that everyone uses/abuse substances negatively impact actual use.	When asked, middle school students in Elkhart County perceived 38% of their peers had used marijuana when only 6% had. We have found similar results for alcohol, vaping, etc.	2017 Social Norming Survey conducted with Elkhart County Middle School Students
2. Multiple barriers, including treatment options, lack of transportation, and lack of financial resources, negatively impacts successful recovery.	Barriers to treatment include lack of sober living communities, lack of funding for family/individual counseling, and recovery coaches. Individuals are 80% more likely to be successful in recovery with the help of a recovery coach.	Treatment professionals from Elkhart County on a panel during Lunch & Learn on February 3 2020.  Represented: Oaklawn Community Mental Health, SPA Women's Ministry, Addiction Recovery Centers, and Center for Problem Resolution
3. Limited resources in LEA's negatively impact cross-county coordination and specialized interdiction programming.	Lack of funding for LEA's has caused the limited use of special patrols like FACT team, which provided coordinated county services.  LEA's are performing these tasks now as funding permits and within their own departments instead of cross-county.	Local Law Enforcement Agencies feedback for the past 3 years

### Step 3: Brainstorm

*Consider the resources/assets and limitations/gaps that were identified for each risk factor, and list what actions can be taken for each identified problem statement.*

Problem Statements	What can be done (action)?
<p>1. The perception that everyone uses/abuse substances negatively impact actual use.</p>	<p>1. Youth driven social norming activities to help normalize the perceptions of use.</p> <p>2. Improved communication and training for school personnel about actual youth use in their buildings.</p> <p>3. Education for parents of youth to understand the actual use/misuse of teens in Elkhart County.</p>
<p>2. Multiple barriers, including treatment options, lack of transportation, and lack of financial resources, negatively impacts successful recovery.</p>	<p>1. Scholarships for recovery coaches to be used with treatment.</p> <p>2. Funding for additional individual/family counseling to supplement outpatient programs.</p> <p>3. Support for sober living communities and alternative living facilities for individuals in recovery.</p>
<p>3. Limited resources in LEA's negatively impact cross-county coordination and specialized interdiction programming.</p>	<p>1. Funding for additional patrols or interdiction programming like FACT team.</p> <p>2. Financial support for special interdiction programs to account for overtime hours for officers who are interested in working in interdiction.</p> <p>3. Support for equipment needed for interdiction projects that are not funded by other sources.</p>

## Step 4: Develop SMART Goal Statements

*For each problem statement, prioritize your list of what can be done. Choose your top two actions for each. Then, develop goal statements that demonstrate what change you hope to achieve and by when you hope to achieve it.*

<b>Problem Statement #1</b>
<p><b>Goal 1</b> The LCC will work with 95% of Elkhart County's middle school students monthly on understanding the normative use of substances (most kids are not using) and will decrease the gap between youth perceived use and actual. Success will be measured by comparing youth survey results from 2017, 2020, and 2022 by using the Indiana Youth Survey. If a decrease between perception and reality is not apparent, the LCC will reevaluate their approach.</p> <p>*Random mini-surveys are performed with students throughout the year. These are popcorn surveys that are used to check-in, generate conversation, and guide the program staff in discussing the most relevant topics.</p>
<p><b>Goal 2</b> The LCC will work with 95% of Elkhart County's high school students monthly on understanding the normative use of substances (most kids are not using) and will decrease the gap between youth perceived use and actual. Success will be measured by comparing youth survey results from 2017, 2020, and 2022 by using the Indiana Youth Survey. If a decrease between perception and reality is not apparent, the LCC will reevaluate their approach.</p> <p>*Random mini-surveys are performed with students throughout the year. These are popcorn surveys that are used to check-in, generate conversation, and guide the program staff in discussing the most relevant topics.</p>
<b>Problem Statement #2</b>
<p><b>Goal 1</b> The LCC will increase the amount of treatment dollars that are allocated to Recovery Coaching, individual/family counseling, and other alternative treatment supports for individuals in local treatment by 1% within one year. This will be known at year-end. If a 1% increase is not achieved within one year, the LCCs approach will be reevaluated.</p>
<p><b>Goal 2</b> The LCC will provide treatment funding for individuals whose barriers to treatment would prohibit them from participating in treatment with the goal of serving 50 individuals annually. Success will be known at year-end. If 50 individuals are not assisted within one year, the LCC's approach will be reevaluated.</p>
<b>Problem Statement #3</b>
<p><b>Goal 1</b> The LCC will increase interdiction activities directed toward alcohol consumption within Elkhart County by 1% as measured by the amount of Elkhart County (geographically), which is impacted. Success will be known at year-end with LEA reporting. If interdiction activities</p>

directed toward alcohol are not increased by 1% within one year, the LCC's approach will be reevaluated with feedback from LEA.

**Goal 2**

The LCC will increase interdiction activities directed toward substance misuse/abuse within Elkhart County by 1% as measured by the amount of Elkhart County (geographically), which is impacted. Success will be known at year-end with LEA reporting. If interdiction activities directed toward alcohol are not increased by 1% within one year, the LCC's approach will be reevaluated with feedback from LEA.

**Step 5: Plans to Achieve Goals**

*For each goal, list the steps required to achieve each*

Problem Statement #1	Steps
<p>Goal 1 The LCC will work with 95% of Elkhart County's middle school students monthly on understanding the normative use of substances (most kids are not using) and will decrease the gap between youth perceived use and actual. Success will be measured by comparing youth survey results from 2017, 2020, and 2022 by using the Indiana Youth Survey. If a decrease between perception and reality is not apparent, the LCC will reevaluate their approach.</p>	<p>1.Prevention/Education: Meet with administrative staff for each public middle school in Elkhart County. Educate them on Social Norming and Positive Community Norming data/philosophy.</p> <p>2.Prevention/Education: Create student group engagement at each local middle school.</p> <p>3.Prevention/Education: Fund youth social norming activities for middle school students in school and in the community. Focus on youth-led initiatives.</p>
<p>Goal 2 The LCC will work with 95% of Elkhart County's high school students monthly on understanding the normative use of substances (most kids are not using) and will decrease the gap between youth perceived use and actual. Success will be measured by comparing youth survey results from 2017, 2020, and 2022 by using the Indiana Youth Survey. If a decrease between perception and reality is not apparent, the LCC will reevaluate their approach.</p>	<p>1.Prevention/Education: Meet with administrative staff for each public high school in Elkhart County. Educate them on Social Norming and Positive Community Norming data/philosophy.</p> <p>2.Prevention/Education: Create student group engagement at each high school.</p> <p>3.Prevention/Education: Fund youth social norming activities for high school students for in-school and in the community. Focus on youth-led initiatives.</p>

Problem Statement #2	Steps
<p>Goal 1 The LCC will increase the amount of treatment dollars that are allocated to Recovery Coaching, individual/family counseling, and other alternative treatment supports for individuals in local treatment by 1% within one year. This will be known at year-end. If a 1% increase is not achieved within one year, the LCCs approach will be reevaluated.</p>	<p>1. Intervention/Treatment: Determine parameters around successful recovery coaching. (i.e., licensing)</p> <p>2. Intervention/Treatment: Support intervention and/or treatment efforts focused on supplemental counseling for individuals in treatment.</p> <p>3. Intervention/Treatment: Support the use of recovery coaching in existing treatment programs for individuals in treatment.</p>
<p>Goal 2 The LCC will provide treatment funding for individuals whose barriers to treatment would prohibit them from participating in treatment with the goal of serving 50 individuals annually. Success will be known at year-end. If 50 individuals are not assisted within one year, the LCC's approach will be reevaluated.</p>	<p>1. Intervention/Treatment: Continue discussing with local treatment agencies the barriers to treatment their clients are experiencing.</p> <p>2. Intervention/Treatment: Support solutions that will address barriers to treatment through collaboration and funding.</p> <p>3. Intervention/Treatment: Fund scholarships for treatment for individuals whose barriers to treatment prohibit them enrolling in treatment programs. Treatment will include outpatient services and group counseling.</p>
Problem Statement #3	Steps
<p>Goal 1 The LCC will increase interdiction activities directed toward alcohol consumption within Elkhart County by 1% as measured by the amount of Elkhart County (geographically), which is impacted. Success will be known at year-end with LEA reporting. If interdiction activities directed toward alcohol are not increased by 1% within one year, the LCC's approach will be reevaluated with feedback from LEA.</p>	<p>1. Justice Services/Supports: Meet with local law enforcement leadership to discuss their hesitancy to request funding.</p> <p>2. Justice Services/Supports: Discuss with LEA cross-county interdiction services that are missing due to the lack of funding.</p> <p>3. Justice Services/Supports: Fund interdiction services that are directed</p>

	toward alcohol consumption in Elkhart County.
<p>Goal 2  The LCC will increase interdiction activities directed toward substance misuse/abuse within Elkhart County by 1% as measured by the amount of Elkhart County (geographically), which is impacted. Success will be known at year-end with LEA reporting. If interdiction activities directed toward alcohol are not increased by 1% within one year, the LCC's approach will be reevaluated with feedback from LEA.</p>	<ol style="list-style-type: none"> <li>1. Justice Services/Supports: Meet with local law enforcement leadership to discuss county interdiction needs focusing on substance misuse/abuse.</li> <li>2. Justice Services/Supports: Fund interdiction services that are focused on substance abuse/misuse in Elkhart County.</li> <li>3. Prevention/Education: Support the education and removal of unused prescription medications across the county.</li> </ol>



## Fund Document

The fund document allows the LCC to provide finances available to the coalition at the beginning of the year. The fund document gauges an LCC's fiscal wellness to empower their implementation of growth within their community. The fund document also ensures LCCs meet the statutory requirement of funding programs within the three categories of (1) Prevention/Education, (2) Treatment/Intervention, and (3) Criminal Justice Services and Activities (IC 5-2-11-5).

## Funding Profile

Amount of funds deposited into the County Drug-Free Community Fund from fees collected last year (\$100.00): \$247,183.00		
Amount of unused funds that rolled over from the previous year (\$100.00): \$10,257		
Total funds available for programs and administrative costs for the upcoming year (2020) (\$100.00): \$257,440.00		
Amount of funds granted the year prior (2019) (\$100.00): \$155,346.00		
How much money is received from the following entities (if no money is received, please enter \$0.00): \$0.00		
Substance Abuse and Mental Health Services Administration (SAMHSA):		
Bureau of Justice Administration (BJA):		
Office of National Drug Control Policy (ONDCP):		
Indiana State Department of Health (ISDH):		
Indiana Department of Education (DOE):		
Indiana Division of Mental Health and Addiction (DMHA):		
Indiana Family and Social Services Administration (FSSA):		
Local entities:		
Other:		
<b>Funding allotted to prevention/education; intervention/treatment; and criminal justice services and activities (\$100.00):</b>		
Prevention/Education: \$64,360	Intervention/Treatment: \$64,360	Justice: \$64,360
<b>Funding allotted to Administrative costs:</b>		
<i>Itemized list of what is being funded</i>		<i>Amount (\$100.00)</i>
Accounting & Financial Services Fees		\$ 13,050
Staffing Expense (40 hours per month)		\$17,856
Office Supplies/ Subscriptions/ Technology		\$8,500
Meeting Expenses (Board, Lunch & Learn, Community)		\$21,900
Liability Insurance		\$800.00
Staff Training		\$2,254
<b>TOTAL</b>		<b>\$64,360</b>

<b>Funding allotted by Goal per Problem Statement:</b>		
<b>Problem Statement #1</b>	<b>Problem Statement #2</b>	<b>Problem Statement #3</b>
Goal 1: \$32,180	Goal 1: \$16,090	Goal 1: \$16,090
Goal 2: \$32,180	Goal 2: \$48,270	Goal 2: \$48,270