

MUNICIPAL ALLIANCE PLANNING

Planning is a process of developing a logical sequence of strategies and steps leading to community-level alcohol and other drug reduction outcomes that move alliances closer to achieving their vision for healthier communities.

While there is no one perfect planning process model here are a few key tips to help:

- Build a broad base of community support first
- Your alliance and its planning process should be inclusive & culturally diverse
- The process should be open to everyone who is interested
- Active citizen participation is vital
- Strength is not solely in numbers
- Everyone doesn't need to be involved in every part of the planning process, but everyone should have an opportunity for input
- Establish clear expectations for each person's role
- Gather consensus at each step of the process
- Engage volunteers so everyone benefits from the process
- Members should feel that they are making a difference
- Members should be out in the community getting people excited about the upcoming plan
- Be sure to document progress

Municipal Alliance Strategic Planning Process

1. Create/revisit your Vision (Form 2) —the dream—how your community will be when all the outcomes are met

- Understood & shared by the community
- Comprehensive enough to encompass diverse local perspectives
- Inspiring & uplifting to everyone involved in the effort
- Easy to communicate (short enough to fit on a t-shirt)
- Example: Alcohol & drug-free community

2. Create/revisit your Mission (Form 2) —what are you trying to accomplish & why

- More concrete & more action-oriented than the vision
- Gives a suggestion of what you might do to fix the problem
- Concise, outcome oriented, and inclusive
- Example: To develop an alcohol & drug-free community through collaborative planning, community action, and policy advocacy

3. Develop your Alliance Action Plans (Form 7) based on your Logic Model —what kind / how much change do you want to see

- Develop a goal statement for each root cause
 - The goal explains what the community wishes to accomplish or change about the root cause. It sets direction for the intermediate outcome to be achieved after year three.
- Develop an objective for each local condition

- The objective should address the local condition and break down the goal into smaller parts that provide specific, measurable actions through which the goal will be accomplished. Objectives are meant to set direction for the intermediate term outcomes after year two.
- Identify the specific intervention(s) (program/activity) that the Alliance will implement to achieve the objective.
 - The difference between environmental change activities and programs:
 - Programs measure change in individuals, families, and groups; environmental changes measure change at the community level
 - Programs focus on one strategy; environmental change involves multiple strategies
 - Environmental change involves community support
- Select a strategy/ies that the intervention will address to achieve the goal and objective from CADCA's Seven Strategies for Community Change (see Appendix). Multiple strategies may be selected for each intervention.
- Example:
 Root Cause: Availability/Access
 Goal- To reduce the availability of alcohol to minors

Local Condition: Merchants are not carding or they are accepting fake identification.
 Objective- Increase the number of merchants carding and knowledge of identifying fake identification.

Intervention: Responsible Beverage Server Training (RBST)

Strategy: Enhancing Skills, Changing Consequences, Modifying/Changing Policy

*** RBST can be offered as a program and only cover the strategy of enhancing skills. However, if the Alliance works with the establishments to make it a policy for all servers to be trained in RBST, it becomes an intervention that incorporates environmental change by modifying/changing policy.***

General Requirements and Restrictions for Interventions

All DEDR and Cash Match funding must be utilized to address the problem sequence (problem statement, root cause and local conditions) identified in the logic model. The following requirements must be followed to be eligible for funding:

1. **Selecting Strategies:** Each Municipal Alliance must work to create measurable community-level change by incorporating environmental strategies and programs into their strategic plan. Measurable community-level change will be evidenced by collecting data annually to demonstrate outcomes.

These programs/interventions must incorporate one or more of the following strategies listed below (note: these are the first three strategies listed on CADCA's Seven Strategies for Community Level Change). Whenever possible, the Alliance should incorporate activities into their programs that will affect a larger part of the community (i.e. HS Peer Leadership program can participate in a sticker shock campaign). The Municipal Alliance Committee should ask if and how a program can reach a larger part of the community.

- Providing information
- Enhancing skills
- Providing support

The programs / interventions must also incorporate at least two of the following environmental strategies (note: these are the last four strategies listed on CADCA's Seven Strategies for Community Level Change):

- Enhancing access/ reducing barriers
- Changing consequences (incentives/disincentives)
- Changing physical design
- Modifying/changing policies

Note: The greater the number of the seven strategies utilized, the greater the likelihood for comprehensive community-level change. Implementing one or two strategies alone will not be effective.

Collaboration with the Regional Coalitions is encouraged. As the Municipal Alliances progress through the grant cycle, it is expected that there will be an increase in use of the four environmental strategies listed above. This will be addressed through the annual strategic plan update.

For Municipal Alliances choosing to implement an evidence-based program, program selection needs to be from Substance Abuse and Mental Health Services Administration's (SAMHSA) National Registry of Evidence-based Programs and Practices (NREPP) list found at <http://www.nrepp.samhsa.gov/>

All programs/interventions selected must be comprehensive in nature and not a one-time event. Funding will be considered for events if those activities (1) are part of municipal-sponsored special event(s); (2) held in observance of alcohol/drug awareness months/weeks; (3) conducted as an integrated part of an ongoing prevention program for a specific target population. GCADA believes that one-time events/performances/activities which are not part of a broader context of a coordinated continuum of prevention strategies, programs and projects have only limited impact; therefore, the one-time event/performance/activity will not be funded unless it falls into one of three categories listed above. Multiple meetings leading up to a one-time event do not count as part of the coordinated continuum of activities.

- 2. Program Coordination Expenses:** A maximum of 15% of a Municipal Alliance DEDR award may be utilized for expenses related to the administration of the funding, such as a Coordinator's salary, fringe benefits, travel, printing, office and meeting supplies. This limit applies specifically to Municipal Alliance program coordination and administration expenses

and does not apply to direct program services. For example, if a paid Municipal Alliance Coordinator (having appropriate credentials) provides direct services by implementing individual programs, a portion of the expense could be program consultant costs.

- 3. Equipment Purchases:** A maximum of \$500 of Municipal Alliance funds may be utilized annually for the purchase of equipment, which must be used for the sole purpose of the support and performance of DEDR-funded programmatic activities. Equipment is defined as an article of tangible property that has a useful life of more than two years.
- 4. Acknowledgement of DEDR Funding:** Any materials developed for distribution, publication or advertisement using DEDR funds must contain a statement acknowledging the Governor's Council on Alcoholism and Drug Abuse as the funding source. All such materials shall have affixed or imprinted the official GCADA name and/or logo.
- 5. Criteria for Utilizing Service Providers:** Service providers (e.g. agencies or consultants) may be engaged to implement a prevention program or activity for a Municipal Alliance. However, such a fee for service program must be part of an active, comprehensive Municipal Alliance program and may not, in and of itself, constitute the Municipal Alliance program. Service providers must be identified, along with their qualifications and credentials.

When considering programmatic expenditures for prevention services or programs, priority is to be given to utilizing the most local resources. Products or services available within the municipality are to be considered first, services within the county second, and the services within the state third. Speakers or facilitators from out of state will be considered only if local, county and state resources are not available and the rates are reasonable. Traveling out of state for training or programs will not be considered unless it is part of a Community Anti-Drug Coalitions of America (CADCA) sponsored event.

Furthermore, priority for program service providers is to be given to not-for-profit organizations. If the desired prevention services or programs are not available from a not-for-profit agency, the MAC may request to use the services of a for-profit organization.

A. Prohibited Use of Funds

- 1. Supplantation:** The legislation creating the Alliance program strictly prohibits the use of program funds to supplant local funds that would have otherwise been made available for alcoholism and drug abuse initiatives. Consistent with the stature, Alliance program funds may not be utilized to pay for services or activities that would normally be funded by other sources (e.g. supplanting school district funding of the salary and expenses of school-based student assistance coordinators performing prevention related activities during school hours). The Council will strictly enforce this mandate against supplantation.

2. **Treatment Services:** Municipal Alliance funds are to be used solely on programs for the public education and prevention of alcoholism and drug abuse. Funding ATOD abuse treatment services with Alliance funds is prohibited. Treatment is defined as three or more counseling sessions.
3. **Capital Expenditures/Improvements:** DEDR funds cannot be used for capital expenditures which are the costs of facilities and other capital assets, and repairs which materially increase the value or useful life of capital assets.
4. **Gifts and Prizes:** Municipal Alliance DEDR and Cash Match funding cannot be used to purchase prizes or gift cards, make cash awards, or award cash scholarships. Incentive purchases can only be made if it is a requirement of an evidence-based program from SAMHSA's NREPP list that requires the incentive as part of maintaining fidelity to the program model.
5. **Drugs, Alcohol, and Gambling:** Participation in and funding for events serving or promoting drugs, alcohol, and gambling is prohibited.

B. Alliance Program Matching Funds Requirements

Each Municipal Alliance is required to provide a 100% match of their Municipal Alliance award with local resources. The matching requirement must be fulfilled with a minimum of a 25% cash match and a 75% in-kind services match. The municipal government is responsible for overseeing that the matching requirement is met. A plan detailing the Municipal Alliance's fund matching strategy must be submitted as part of the strategic plan.

The Municipal Alliance Committee is encouraged to establish a fundraising subcommittee responsible for developing a strategy to fulfill the matching requirement and/or to raise additional funds for the Municipal Alliance. The subcommittee may also consider strategies for raising additional cash and in-kind services beyond the minimum matching requirement, to be used for ATOD education and prevention activities.

Cash Match- All Cash Match funding must be utilized to address the problem sequence (problem statement, root cause and local conditions) identified in the logic model. The 25% Cash Match funding must be expended on approved activities. The Cash Match funds must be differentiated from the DEDR account and the designated trust account. (For more information, please see the Program Income section below.)

Examples of acceptable practices may include:

- Direct appeals to the community by mail or day collecting in front of stores;
- Solicitations to business and industry for donations;
- Grants or awards from foundations or governmental agencies other than GCADA;
- Activities to raise funds that have the potential for bringing significant number s of community members together, such as runs, walks, bake sales and car washes.

In-Kind Match- The In-Kind match is the value of goods or services (other than cash) provided to the Alliance that must meet 75% of the annual DEDR allocation.

- The donation of the use of a property at a fair market value to the project;
- Time, as reflected by salary and wages, of municipal and private sector employees who perform services in accord with the project or volunteer hours at the standard rate for volunteers.
- Complimentary (i.e. public service) advertising in local communications media, such as newspapers, radio and cable television, above the level of standard public service requirements;
- Organized community benefits focused on the Alliance, which utilize celebrities, sports figures or experts in the field of addictions, who donate their services;
- Donated goods and services, such as catering and the use of equipment; and
- The donation of printing and other mass reproductions of materials designed to bring the anti-alcohol and drug abuse message to the community.

Program Income

All program income, beyond the 25% Cash Match, must be utilized at the discretion of the Municipal Alliance to carry out its mission. All funds raised for the Municipal Alliance must be deposited into a designated municipal trust account which must be differentiated from the DEDR and Cash Match. Contact your municipal CFO to establish a designated municipal trust account.

Cultural Competency

When developing the strategic plan including selecting interventions, the demographic, cultural and ethnic composition of the community must be represented and taken into consideration.

Sustainability

Sustaining a Municipal Alliance requires creating a strong group that brings together a community to develop and carry out a comprehensive strategic plan to achieve population-level change. Start to work on sustainability as you are planning. The more thorough you are in developing your plan; the more likely you are to attract funders and local support for future work.

CADCA's Seven Strategies for Community Change

1. *Providing information* – Educational presentations, workshops or seminars or other presentations of data (e.g., public announcements, brochures, dissemination, billboards, community meetings, forums, web-based communication).
2. *Enhancing Skills* – Workshops, seminars or other activities designed to increase the skills of participants, members and staff needed to achieve population level outcomes (e.g. training, technical assistance, distance learning, strategic planning retreats, curricula development).
3. *Providing Support* – Creating opportunities to support people to participate in activities that reduce risk or enhance protection (e.g., providing alternative activities, mentoring, referrals, support groups or clubs).
4. *Enhancing Access/Reducing Barriers* – Improving systems and processes to increase the ease, ability and opportunity to utilize those systems and services (e.g., assuring healthcare, childcare, transportation, housing, justice, education, safety, special needs, cultural and language sensitivity).
5. *Changing Consequences (Incentives/Disincentives)* – Increasing or decreasing the probability of a specific behavior that reduces risk or enhances protection by altering the consequences for performing that behavior (e.g., increasing public recognition for deserved behavior, individual and business rewards, taxes, citations, fines, revocations/loss of privileges).
6. *Physical Design* – Changing the physical design or structure of the environment to reduce risk or enhance protection (e.g., parks, landscapes, signage, lighting, outlet density).
7. *Modifying/Changing Policies* – Formal change in written procedures, by-laws, proclamations, rules or laws with written documentation and/or voting procedures (e.g., workplace initiatives, law enforcement procedures and practices, public policy actions, systems change within government, communities and organizations).

Note: the first 3 strategies are more programmatic in nature and the last 4 strategies are environmental strategies.