



MUNICIPAL ALLIANCE IMPLEMENTATION

The planning phase of the Strategic Prevention Framework is designed to assist the Municipal Alliance in selecting appropriate interventions, also known as programs or activities, to meet the needs of the community. The implementation phase is now putting that plan into action by operationalizing the action plan (Form 7's) according to the Alliance's Strategic Plan. This includes maintaining an active Municipal Alliance to guide your community through a problem solving process, implementing multiple strategies that address the needs of the community, and monitoring and reporting on the progress of the interventions selected.

Role of the Municipal Alliance Committee in implementation:

The Municipal Alliance Committee must support and maintain the Municipal Alliance's strategic plan. This includes helping to guide the community through continuous program development, implementation of programs, and measuring outcomes. Municipal Alliance meetings are a place where implementation issues need to be discussed, ideas shared to target the challenged areas, and changes proposed when a component is not effective.

In order to maintain an active Municipal Alliance that will support the implementation process, the Municipal Alliance Committee will need to conduct regular meetings (at least four a year), develop workgroup/sub-committee meetings as needed, and maintain a structure to achieve components required for successful strategic planning and implementation.

The Municipal Alliance should review and revise its capacity at least annually to make sure it is still representative of the community and its actions and intentions.

Implementing strategies and interventions (programs/activities) according to the strategic plan:

As the implementation process begins, it will be important to document the process to identify if, when and how interventions are being implemented according to the strategic plan. If interventions are not implemented as planned, it is important to document and understand what did not work. This will inform the Municipal Alliance Committee on how to proceed with selecting another intervention or component of an intervention to achieve maximum effectiveness. To implement effectively, several steps should be followed:

1. Confirm community partnerships and implement the "Improvement Plan" section of the Municipal Alliance Committee Capacity Assessment Tool. This includes ensuring that the Municipal Alliance Committee has regular meetings and is

striving to meet membership goals. This step will ensure a smoother transition into the remaining steps.

2. Implement the activities and strategies designated in the Municipal Alliance Strategic Plan. This includes direct service programs and community-level change activities. It is important to take cultural competency and sustainability practices into consideration.
3. Begin to identify where improvements can be made at the start of the program implementation to ensure maximum effectiveness in reaching the targeted goal. This includes a review of the resources leveraged, media related to the events and stakeholder involvement.
4. Report on the programmatic outcomes and fiscal expenditures utilizing the GCADA reporting forms as required by the grant. Identify any areas requiring technical assistance throughout the process and keep the County Alliance Coordinator informed of key concerns.
5. Evaluate the progress of implementation (see Municipal Alliance Evaluation section) and make changes as need to ensure the greatest benefit to the people the intervention is designed to serve. Keep detailed records of what did and did not work or what you could not implement and why. These notes will be helpful in completing the evaluation forms provided by GCADA as required in the grant reporting process.

Additionally, it is important to note the effectiveness of the strategies selected. This will allow for timely adjustments that will better address the needs of the community. The goal is to implement multiple strategies to effectuate community level change. If the intended results are not met, then review the logic model components to see what needs to be modified. For further information on evaluation and outcomes, see the Municipal Alliance Evaluation document.

Evaluation worksheets (see Form 10A) monitor the intervention's progress and fidelity to the strategic plan. This allows the Municipal Alliance to track the progress of the individual components that make up one intervention. The worksheets are then combined to account for the evaluation information on Form 10B, which is intended to measure the process and short term outcomes of the identified intervention.

At the end of this process, you will have a good record of what you did and did not implement, the challenges you faced, and how you overcame them including the resources necessary to complete the tasks.

Reporting on the fiscal and evaluation outcomes of the strategic plan implementation:

Reporting on the fiscal and evaluation outcomes of the plan is an important part of the implementation process. It fosters accountability and transparency with the community and the funder. All Municipal Alliances are required to provide fiscal reports to the county office on a quarterly basis. The deadlines for each quarter are two weeks following the end of the quarter with the exception of the 4th quarter, which is due 30 days after the end of the 4th quarter. The dates are as follows:

Quarter 1- Due October 14

Quarter 2- Due January 14

Quarter 3- Due April 14

Quarter 4- Due July 31

All fiscal and evaluation reports are required to be filed using the forms provided by GCADA. All fiscal reports must be completed using the “Quarterly Expense Report” (Form 9). Evaluation forms must be completed using the evaluation and program plan forms (Forms 10A, 10B, 11 and 12). Questions about the forms or the process can be directed to the County Alliance Coordinator.

When completing the fiscal reports, it is important to provide acceptable documentation to support the Municipal Alliance’s expenses. The following section outlines the acceptable quarterly reporting back-up documentation that must be provided in order for reimbursement to occur.



Acceptable Quarterly Reporting Back-Up Documentation

DEDR and Cash Match Purchase Order Expenditures

All expenses must be fully paid by the municipality before submitting to the County for reimbursement (except in the final quarter when purchase orders may be submitted that are encumbered but not yet paid).

- All DEDR and Cash Match expense financial back-up must include a purchase order and invoice or receipt supporting the expense. All purchase orders must include a vendor signature.
- All purchase orders should use the provided labels to indicate which corresponding Municipal Alliance program the purchase order relates to so that expenses and respective purchase orders can be matched. All purchase order labels should be clearly marked if the expense was paid through DEDR funding or through Cash Match funds.

Example: Purchase order is for \$100.00

On the purchase order, the label states the following:

PROGRAM: Sticker shock campaign

DEDR: \$50.00

CASH MATCH: \$50.00

OR (using 2 labels)

Label #1: PROGRAM: Sticker shock campaign; DEDR: \$50.00

Label #2: PROGRAM: Parents who Host Program; DEDR \$50.00

- A detailed budget expenditure report, such as an Edmunds report or audit trail, may be included as additional back-up.
- Purchase orders cannot be submitted as documentation without a corresponding

invoice and/or receipt supporting the expense.

- A “blanket” or estimated purchase order cannot be submitted for a program without invoices/receipts to show that actual costs met or exceeded the amount of the purchase order.

Coordination

- If there is a paid Alliance Coordinator, back up documentation must be provided. The Coordinator must follow the municipality’s rules for what back up documentation must be provided (timesheets, etc).
- Any payment that the Coordinator receives for grant coordination only, (as personnel or by salary), as reflected in Form 6, may be provided through an annual letter (in the first quarter) from the Municipality’s Administration citing the amount paid quarterly for grant coordination.
- *FOR PROGRAM IMPLEMENTATION BY COORDINATOR:* Any payment the Coordinator receives specific to programs, as listed on the Form 7’s, should be tracked hourly on the invoice or timesheet. If a timesheet or invoice is not available, then the Alliance Coordination Form must be used. It is not necessary to complete the Alliance Coordination Form if all of the required information (Coordinator name, rate of pay, date and number of hours of service, Coordinator signature) is provided on the timesheet or invoice.
- Proof of payment must be included as back-up. Proof of payment may include a detailed budget expense report, such as an Edmunds report or audit trail, or copy of payment / direct deposit.

Program Personnel/Consultant

- Any payment to personnel/consultant receives specific to programs, as listed on the Form 7’s, should be tracked hourly on the invoice or timesheet. If a timesheet or invoice is not available, then the Personnel/Consultant Form must be used. It is not necessary to complete the Personnel/Consultant Form if all of the required information (Personnel/Consultant name, rate of pay, date and number of hours of service, Personnel/Consultant signature) is provided on the timesheet or invoice.

- Proof of payment must be included as back-up. Proof of payment may include a detailed budget expense report, such as an Edmunds report or audit trail, or copy of payment / direct deposit.
- General ledger printouts and printouts of check registers from the municipal accounting system, alone, are not sufficient documentation.

Cash Match

- All Cash Match expenses must be clearly marked on the purchase order labels provided, and all cash match purchase orders must be submitted with appropriate back-up (dates, rate of pay, and hours worked).
- *CASH MATCH USED FOR PERSONNEL/CONSULTANT*: The Cash Match section of the Personnel/Consultant Form must be used as back up documentation if dates, rate of pay, and hours worked are not clearly marked on the identified back up documentation such as purchase order or timesheets.
- *CASH MATCH USED FOR EXPENSES OTHER THAN PERSONNEL/CONSULTANT*: Cash Match expenses submitted without an approved purchase order and invoice or receipt to support the Cash Match amount reported will not be accepted.

In-Kind

- The documentation must be reported on the In-Kind Form provided in the quarterly expense excel document and submitted with the quarterly expense report. Reasonable back-up documentation for in-kind expenses should be kept on file at the Municipal Alliance office and be made available for review during monitoring.
- Reasonable back-up documentation for rental costs should include the facility used, dates rented, and the market rate of the facility should the Alliance have had to pay for the rental.
- The In-Kind rate of pay for professionals can be calculated based upon their salaries, i.e. the in-kind hours for a pharmacist giving a presentation can have their in-kind hours valued at their professional rate of pay; however all other

volunteer hours are valued at \$25/hour.

- Reasonable back-up documentation for volunteer hours (include a memo listing names of volunteers, dates of service and hours of service by program) should be kept on file at the Municipal Alliance office and be made available for review during site monitoring. Please note that program totals for in-kind services are listed on the quarterly expenditure report in the quarterly sheets and on the cumulative page.

Cultural Competency (adapted from CADCA's Implementation Primer: Putting Your Plan into Action, 2009)

Working toward community level change requires that all sectors of the community are represented to maintain a wide sphere of influence. Building a strong Municipal Alliance Committee reflective of the community's cultural composition, holding productive meetings, and attracting influential people can all contribute to generating positive community change.

Sustainability (adapted from CADCA's Implementation Primer: Putting Your Plan into Action, 2009)

Before and during the implementation phase, the Municipal Alliance Committee should be working on plans to sustain the initiatives under way. Sustainability planning involves key stakeholders, organization partners, and residents to mobilize and educate the community. Sustainability also requires institutionalizing successful policies, practices and procedures within the community. Planning for sustainability is both cost effective and offers effective time management since it strategizes and identifies changes early on. CADCA's Implementation Primer offers the following tips on investing in sustainability planning early on (2009, pg. 28):

- Give your Alliance the time it needs to solve the problem you have identified. It is unlikely that the priority problem that the Municipal Alliance is targeting will be resolved in one to two years. Often a full solution may not occur for quite some time and the Municipal Alliance will want to be around to see it through.

- Figure out how to get from having an initiative with little structure and an uncertain future to a well-respected and reliable initiative with the structure and legitimacy it needs to keep it going for many years.
- Focus on the steps necessary to achieve an initiative that has lasting impact.

By developing strong partnerships, establishing and generating resources, and thoughtful planning, the Municipal Alliance can develop a healthy and safe community.

