

MUNICIPAL ALLIANCE GUIDELINES



Following the Strategic Prevention Framework:

ASSESSMENT

CAPACITY

PLANNING

IMPLEMENTATION

EVALUATION

it doesn't get more local



Alliance to Prevent Alcoholism and Drug Abuse
creating healthy & safe communities

MUNICIPAL ALLIANCE ASSESSMENT

As the first step in the Strategic Prevention Framework, the assessment process involves the collection of data to define the problems, resources and readiness of a community to address needs and gaps in service. The assessment process involves the following four steps:

1. Create and maintain partnerships that will assist you throughout the assessment process.
 - This includes bringing key community stakeholders to the table.
2. Assess the community's substance abuse needs and resources.
 - Build on the community's history of providing substance abuse prevention resources.
 - Collect *qualitative* data from community forums, focus groups, listening sessions, key informant interviews, and surveys.
 - Collect *quantitative* data from various community partners and state resources.
 - Data sources selected must be retrievable in an updated form in the following time range:
 - Problem statement- data must be retrievable again in 5 years.
 - Root cause- data must be retrievable again in 2-4 years.
 - Local conditions- data must be retrievable again in 6 months-2 years.
3. Analyze the problems and community readiness.
 - Discuss the data in the context of emerging risk and protective factors. This also includes reviewing personal and environmental causes contributing to the community problem.
 - Ensure that the data is triangulated for the greatest credibility. According to Purdue University, "Data triangulation is when a piece of data, a finding, or a generalization is able to be verified with several different research methods. This helps add to your credibility and makes your findings stronger." (Retrieved from <http://owl.english.purdue.edu/owl/resource/559/09/> on March 25, 2013). Having multiple qualitative and quantitative data sources to support your findings will ensure a more accurate picture of the community's needs.



- Prioritize the problems based on the level of need substantiated through strong data as well as the community's readiness to take on the problem. The following questions can assist you in the prioritization process:
 - Are other local or county groups working on this issue? If so, who are they and will they become a partner?
 - Are local data sources available to get information?
 - How can the Municipal Alliance get access to data?
 - If there are no existing data sources, is the Municipal Alliance willing to utilize resources to conduct firsthand data collection such as interviewing key people and conducting focus groups?
 - Can the Municipal Alliance get data that covers the grant cycle in a timely fashion?
 - Is the problem related to substance abuse?
- 4. Develop a logic model as a framework for community change.
 - As a requisite for funding, each Municipal Alliance is required to complete one logic model. Only one logic model per Municipal Alliance will be accepted by GCADA. This logic model will be used as the basis for developing the Municipal Alliance's interventions.
 - There are four priorities that the Municipal Alliances must choose from. These priorities were determined through the analysis of statewide data by the Division of Mental Health and Addiction Services Prevention Planning Committee which supported the identification of the following four priorities:
 - Reduce Problem Drinking/Binge Drinking/Underage Drinking
 - Reduce the Use of Illegal Substances
 - Reduce Medication Misuse
 - Reduce the Use of New and Emerging Drugs of Abuse
 - The priorities mentioned above are not to be confused with the development of a problem statement. The problem statement must correlate to the priority by providing a more clear statement of how the priority is manifesting in the community. The logic model framework provided by GCADA allows for the identification of one problem statement, up to two root causes, and up to six local conditions.



Logic Model Development

Identifying a problem statement

Through the data analysis process, the Municipal Alliance has identified problem areas in its community. Now the time has come to determine which problem the community is going to address by utilizing the following criteria:

- Only identify one problem that the Municipal Alliance will address.
- Do not place blame.
- Do not identify specific solutions in the problem statement.
- Define the problem by the behaviors and conditions that affect it.
- Ensure the problem is specific enough to be measureable.
- Ensure that the community concerns discussed through the analysis are reflected.

Identifying the root cause

- Understanding the cause of the symptoms is the next step in completing the logic model by asking, "But why?". This is where the Municipal Alliance will brainstorm why the problem is occurring.
- The logic model will allow for up to two root causes to be identified from the following risk factors:
 - Availability/Access
 - Community Norms
 - Low Enforcement
 - Low Perception of Risk
 - Parental Attitudes Favorable to Use
 - Peer Influence
 - Price
 - Promotion
 - Social Norms



Identifying the local conditions

- By asking the question “But why here?”, the Municipal Alliance will identify and address how the root cause is manifesting in the community. Local conditions are very specific and are tangible areas that one can capture in a photograph.
- The logic model will allow for up to six local conditions to be identified.
- Once the local conditions are identified, they must be correlated back to the root causes that they address. Each local condition can only target one root cause. However, each root cause may have multiple unique local conditions (up to six). Under each root cause is a box titled, “LC” where the numbers of the identified local conditions will be placed. Please see the example provided for details.

Cultural Competence

A Municipal Alliance has much to gain by committing to increase its cultural competence. An Alliance’s ability to communicate effectively within a diverse cultural environment brings new perspectives, ideas and strategies to the table and can deepen trust and cooperation among community members. An authentic community assessment validates indigenous knowledge and includes feedback and involvement of those who are most affected by the problem. Culturally competent Alliances are more likely to be effective Alliances. (CADCA’s Coalition Institute- Assessment Primer: Analyzing the Community, Identifying Problems, and Setting Goals, 2010)

Sustainability

Sustainability goes well beyond finding funding sources to support a community’s prevention efforts. Sustainability is a process, not a result, denoting action, not maintaining the status quo. Your Municipal Alliance is the backbone of your prevention efforts, and needs to be tended to. Building a strong coalition infrastructure to support prevention initiative is crucial. Sustaining the interest of coalition members over time means working on current problems and continuing to collect and assess current data and trends in the community. Working toward sustainability as you progress through each phase of the Strategic Prevention Framework takes a lot of intentional effort but is well worth the effort, and can make all the difference in the success of your efforts. (CADCA’s Coalition Institute- Assessment Primer: Analyzing the Community, Identifying Problems, and Setting Goals, 2010)



MUNICIPAL ALLIANCE CAPACITY

What is Capacity?

According to Substance Abuse and Mental Health Services Association (SAMHSA) *Strategic Prevention Framework (SPF)*, “capacity refers to the various types and levels of resources available to establish and maintain a community prevention system that can identify and respond to community needs.” While this definition focuses on resources, the SPF goes on to state that capacity also depends on the readiness of both the organization and the broader community to actually commit their resources to addressing the identified problem(s).¹

A resource which is at the center of the Municipal Alliance Program is the Municipal Alliance Committee (MAC). The committee is both the driving force behind the Municipal Alliance programs and activities as well as an organization that fosters a supportive and collaborative relationship with other community ATOD prevention partners.

The mission* of the Municipal Alliance to be a “mechanism for implementing policies to reduce alcoholism and drug abuse (and) support appropriate county and municipal-based alcohol and drug abuse education and public awareness activities” (NJSA 26:BB-7a) requires that the committee membership is diverse and broad enough to collectively 1) possess a thorough knowledge of the substance abuse needs and resources of the community, 2) recruit and recognize community volunteers, 3) develop and maintain community partnerships, and 4) successfully implement prevention strategies to meet its goals.

Throughout the history of the Municipal Alliance program the Committee’s goals and objectives have been to provide successful prevention programs and public awareness activities. Beginning with the new cycle, the committee will incorporate environmental strategies into the prevention plan. Implementing environmental strategies will affect the current structure of the Municipal Alliance Committee.

“Implementing environmental strategies requires more community involvement than individual strategies and requires participation of those most affected for crafting and carrying out



solutions...the strategies and tactics needed to bring about environmental change differ from those required to select and implement programs for individuals.”²

The structure and make-up of Municipal Alliance Committee is dynamic. It is formed and developed over time and open to growth and change to best reflect the needs and characteristics of the community.

* See Community Anti-Drug Coalitions of America “Capacity Primer” p. 12-18

Municipal Alliance Committee

For participation in the Alliance Network to Prevent Alcoholism and Drug Abuse, the governing body of a municipality must appoint a Municipal Alliance Committee (MAC), or join with one or more municipalities to form an Alliance consortium to which they appoint municipal representatives. The heart of each community’s local prevention effort is its grass roots volunteers and representatives that form a broad based community coalition called the Municipal Alliance Committee (MAC). This committee brings together representatives from government agencies, public and nonpublic schools, health care organizations, law enforcement agencies, business and civic groups, parents, youth and the community at large. The MAC is responsible for overseeing the Strategic Prevention Framework process in their community. Membership on a MAC must include broad representation from the local community to make and influence change. Membership (Form 3) should include, but is not limited to:

1. Mayor and/or members of the governing body (or designee);
2. The chief of police (or designee) and other Law Enforcement agencies
3. School District Administrative Staff and/or School Board Member
4. Student assistance coordinator or other student support services staff member;
5. A representative of the Parent-Teacher Association or other home-school association;
6. Parents and/or Guardians
7. A representative from Youth Servicing Organizations
8. A representative of the Chamber of Commerce or Local Business;

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9. Representatives of local civic or volunteer groups.
10. Representatives of local faith-based organizations;
11. Private citizens with interest or experience in issues concerning alcohol or drug abuse, addiction or juvenile delinquency.
12. Youth representatives.
13. Older Adult Representative.
14. Individuals who have been affected by alcoholism or drug abuse, including individuals who have been directly affected by their own, or family's member's abuse or addictions;
15. Health and Human Service Agencies/Professionals; especially health care professionals including pharmacists, physicians or therapists, etc.
16. Representatives of the local communications media; or Public Relations
17. Representatives of public and private organizations involved in the prevention or treatment of alcoholism and drug abuse and/or the Regional Coalition.

There is no limitation on the number of members who may be appointed to the MAC. However, it is required that there is broad representation from across the community in order to ensure representative programming, sustainability and cultural competency. The membership of the MAC should represent the cultural composition of the community. The committee should include members who have the skills, knowledge and resources the Alliance needs*. A complete list of MAC members, with their addresses and email addresses, must be annually provided to the GCADA as part of the strategic planning process.

Residency Requirements, Terms and Appointment/Election of Officers

At a minimum, fifty percent of the members must reside in the municipality. Members must be appointed for specific terms. Officers may either be appointed by the governing body or elected by the Committee, whichever method the municipality chooses.

Every Alliance must have a Chairperson who is different than the Alliance Coordinator. The Chairperson is responsible for running Alliance Committee meetings and for providing leadership through the Alliance committee to formulate local policies and procedures. The Alliance Coordinator is responsible for the administrative duties of the of the Alliance such as



completing required reports and applications for alliance funding, scheduling consults and providing support to the Municipal Alliance Committee (a Municipal Alliance Coordinator job description is on file in the municipality). The Chairperson is a voting member of the committee; the Coordinator is not a voting member.

Establishing the Municipal Alliance and Meeting Requirements

MACs must be established by municipal ordinance or resolution, and the committee must adopt bylaws. If a municipality chooses to use resolutions they must be adopted annually in order to be in effect. At a minimum, Committee meetings must be held quarterly. MACs must operate in full compliance with the State's open public meetings laws. There must be public notice of MAC meetings. Minutes must be kept of all Committee meetings, and a quorum of Committee members is required for action to be taken by the Committee (e.g., approval of plan or modifications). A quorum is 50 percent of the official Committee membership plus one.

Conflict of Interest

A conflict of interest may exist if a MAC member can reasonably expect that their conduct will directly result in a personal or financial benefit to themselves, their family members, business associates, employers, or to businesses that the member represents. In situations where a conflict of interest may exist, the MAC member must recuse him or herself. Recusal means that the individual is not participating in deliberations or debates, making recommendations, giving advice, considering findings, voting or in any other way assuming responsibility for or participating in any aspect of the decision making regarding the matter. Consultants or providers who are directly or indirectly involved in providing prevention services to the Municipal Alliance are also subject to the recusal requirement.

Municipal Alliance Committee Functions

The Municipal Alliance Committee is responsible for:

- A. Creating a coalition of community leaders, private citizens, and representatives of public and private education, health and human service agencies who will make a comprehensive and coordinated effort to promote and support community-wide drug and alcohol prevention, education, public awareness, environmental programs and related activities.



- B. Implementing the Strategic Prevention Framework in order to perform local assessments, build local prevention capacity, plan and implement effective community strategies and programs, and evaluate the MAC's efforts for outcomes that includes:
1. Conducting an assessment of their community to determine the needs of the community in regard to drug, alcohol and prevention issues;
 2. Identifying existing strategies, programs, services, activities and resources designed to prevent and reduce alcoholism and drug abuse;
 3. Developing a logic model which includes *Problem Statement*, *Root Cause*, and *Local Conditions* to prioritize the needs of the community;
 4. Implementing documented evidence-based programs, practice-based programs, and environmental strategies at the municipal level which have been demonstrated to be effective or participating in regionally developed programs that accomplish the purpose of the Municipal Alliance effort;
 5. Establishing an evaluation process to measure the outcome of programs and practices in order to understand their effectiveness and identify needed changes; evaluation findings should serve as key factors at each step of the Strategic Prevention Framework;
- C. Assisting any programs specifically developed for the prevention of delinquency, teen pregnancy, truancy and school drop out to acquire alcoholism and drug abuse prevention resources, such as educational and awareness information.
- D. Assisting the municipality in acquiring funds for Municipal Alliance programs, including the establishment of a permanent, standing subcommittee on fundraising.
- E. Support, collaborate, and promote local ATOD prevention efforts involving schools, law enforcement, business and civic groups and other community organizations.
- F. Collaborating with local school districts, charter schools and nonpublic schools in the review of their K-12 comprehensive programs for alcohol, tobacco and other drug abuse



prevention, intervention, referral for evaluation, referral for treatment and continuity of care, pursuant to the requirements at *N.J.S.A. 18A:40A-1 et seq.* and *N.J.A.C. 6A:16-3*, which can be found at <http://www.state.nj.us/education/code/current/>.

G. Completing the MAC capacity assessment tool to evaluate and help strengthen the current capacity of the Municipal Alliance (Form 5).

Cultural Competency³

Cultural Competency must be incorporated throughout implementation of the Strategic Prevention Framework (SPF) process. The U.S. Department of Health and Human Services defines

cultural competence as a “set of behaviors, attitudes and policies that come together in a system, agency or program or among individuals, enabling them to function effectively in diverse cultural

interactions and similarities within, among and between groups.”⁴

Sample methods to incorporate and promote Cultural Competency into Capacity:

- Know the history and current cultural make-up of the community.
- Include broad representation from across the community on the Municipal Alliance Committee to ensure the cultural composition of the community is represented.
- Include cultural sub-groups in all aspects of the SPF (i.e. assessment, planning, implementation, evaluation, etc.) to insure cultural relevance.
- Provide opportunities for Cultural Competency training to members of the committee and prevention partners.

Sustainability

Sustainability is the likelihood of a strategy (*or program or committee*) to continue over a period of time, especially after specific funding ends.⁵

Sample methods to incorporate and promote Sustainability into Capacity:



- Build-up broad stakeholder representation on the Municipal Alliance Committee to garner support from the community.
- Complete Community Resource Directories to provide service information to the community and build community partnerships.
- Recognize Committee and Community prevention supporters on an annual basis.
- Track outcomes and provide current ATOD information to community partners.
- Support, collaborate, and promote local ATOD prevention efforts in the community.

^{1,3} New Jersey Regional Workshop, *“What is Strategic Prevention Framework”* August, 2008
Center for Substance Abuse Prevention (CSAP), Northeast Center for the Application of
Prevention Technologies (CAPT).

²*The Coalition Impact: Environmental Prevention Strategies, Pages 14-15;* Community Anti-Drug
Coalitions of America

^{4,5}*Cultural Competence Primer: Incorporating Cultural Competence into Your Comprehensive
Plan, Page 11 and Glossary;* Community Anti-Drug Coalitions of America



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 measureable community-level change by incorporating environmental strategies and programs into their strategic plan. Measureable 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

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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

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).

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).

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).

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).

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).

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).

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.



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):

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- 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.



MUNICIPAL ALLIANCE EVALUATION

Evaluation is the Alliance's planned and careful use of information to understand the Alliance's work and its relationship to its goals. Evaluation can be used to show the Alliance members and community stakeholders, the challenges, successes, and accomplishments achieved in the community. It strengthens accountability and promotes sustainability.

In order to evaluate the Alliance's interventions for its effectiveness, it is important to understand the different elements of evaluation and the connection to the Alliance's logic model. There are five elements to evaluation: process, short-term, intermediate, long-term outcomes and long-term impact evaluation. All elements are necessary to achieve long-term effectiveness and sustainability over the course of the grant cycle.

Reviewing the Five Elements of Evaluation

Process Evaluation (Start of the program to year 1):

Process evaluation looks at the delivery of the intervention. It is used to determine if the target audience was reached, if the Alliance stakeholders were engaged, and if the intervention/program was delivered as intended. This is the first step in evaluating an intervention's effectiveness since it is conducted as the program is occurring. Questions that process evaluation should answer are:

- Who delivered the program? Was it the person originally identified to run the program?
- Was the program delivered as planned? Did it run for the intended number of sessions?
- Was the target audience reached?
- Were Alliance stakeholders engaged? Did they have input into the intervention/program?
- Were the participants satisfied with the intervention/program?

Ways to measure this information may include:



Program and direct service change:

Community-level change:

<ul style="list-style-type: none"> • Attendance logs for each session 	<ul style="list-style-type: none"> • Survey for Alliance members to ensure the Alliance structure is sound and able to provide the intervention
<ul style="list-style-type: none"> • Alliance meeting minutes 	<ul style="list-style-type: none"> • Survey Alliance members to ensure they feel they have a real and equitable voice
<ul style="list-style-type: none"> • Participant satisfaction surveys 	<ul style="list-style-type: none"> • Key informant interviews

Short Term Outcomes (during year 1 through year 5):

Short-term evaluation determines if the intervention/program has met its intended goal of changing attitudes, knowledge or skills within the population it is serving. The data used to determine short-term outcomes should be accessible within 1-3 years of the intervention's start date. Questions that short-term evaluations should answer are:

- Did the intervention/program change attitudes, knowledge or skills of the participants?
- Was the change as expected prior to the program start?
- Is the intervention/program doing what it intended to do?

Ways to measure this information may include:

Program and direct service change:

Community-level change:

<ul style="list-style-type: none"> • Interviews/focus groups with instructors and participants 	<ul style="list-style-type: none"> • List policy changes that have occurred
<ul style="list-style-type: none"> • Pre/Post tests or questionnaires 	<ul style="list-style-type: none"> • List any community change practices that have occurred
<ul style="list-style-type: none"> • Photographs documenting the change (i.e. changes in physical design) 	<ul style="list-style-type: none"> • List resources generated and media outlets that have been utilized



Intermediate Outcomes (after year 2 and through year 5):

Intermediate evaluation determines if the intervention is making a difference in the problems detailed in the Alliance's local conditions identified on the logic model. The data used to determine intermediate outcomes should be accessible by year two of the intervention's start date. Questions that intermediate evaluations should answer are:

- Is there a positive result in achieving the intended objective outlined for the local condition being addressed by this intervention/program?
- Is the local condition improving? If so, how?
- Do the data sets defining the local conditions show the results of the positive outcomes?

Ways to measure this information must include:

- Comparing the data used to substantiate the local condition with the most current data available from that same data source (i.e. 2012 data from the Substance Abuse Overview detailing the number of juveniles seeking treatment for alcohol compared with 2014 data from the Substance Abuse Overview detailing the same).

Long Term Outcomes (After year 3 through year 5):

Long-term evaluation determines if the changes in the local conditions are affecting the root cause and ultimately reducing the problem as identified in the problem statement on the Alliance's logic model. This includes evaluating the goal stated for the root cause by retrieving the current version of the data used to substantiate the root cause. This data should be accessible by year five of the Alliance's origination of the logic model.

Long-term outcomes will not be tied to any one intervention/program but should be the result of multiple interventions/programs targeting the same root cause. Questions that long-term evaluations should answer are:

- Is there a positive result in achieving the intended goal outlined for the root cause?
- Is the root cause improving? If so, how?
- Do the data sets defining the root cause show the results of the positive outcomes?

Ways to measure this information must include:



- Comparing the data used to substantiate the root cause with the most current data available from that same data source (i.e. 2012 data from the Substance Abuse Overview detailing the number of juveniles seeking treatment for alcohol compared with 2014 data from the Substance Abuse Overview detailing the same).

Long Term Impact (After year 5):

Long-term impact identifies if a change has been made in the problem and the priority as detailed on the Alliance's logic model. Long-term impact occurs over a 5-10 year period and considers the long-term health and social consequences to the community. Long-term impact is determined when the Alliance conducts another needs assessment process in preparation for the next grant cycle.

Questions to determine long-term impact are:

- Is there a positive result in tackling the problem identified in the problem statement?
- Has the problem improved? If so, how?
- Do the data sets defining the problem show the results of the positive impact?

Ways to measure this information must include:

- Comparing the data used to substantiate the problem with the most current data available from that same data source (i.e. 2012 data from the Substance Abuse Overview detailing the number of juveniles seeking treatment for alcohol compared with 2014 data from the Substance Abuse Overview detailing the same).

Cultural Competency

According to the American Evaluation Association, "Cultural competence... represents the intentional effort of the evaluation team to produce work that is valid, honest, respectful of stakeholders, and considerate of the general public welfare." (Retrieved from <http://www.eval.org/p/cm/ld/fid=92> on July 24, 2013). Evaluation must take into account the diversity of the community and produce measurement tools that are culturally relevant to the population being served. The American Evaluation Association recommends taking the following into consideration (see citation above for reference):

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- Ensure that the members of the evaluation team collectively demonstrate cultural competence in the context for each evaluation.
- Select or create data collection instruments that have been (or will be) vetted for use with the population of interest.
- Use intermediaries to assist with collecting data from persons whose participation would otherwise be limited by language, abilities, or factors such as familiarity or trust.
- Engage and consult with those groups who are the focus of the evaluation in the analysis and interpretation of data, to address multiple audience perspectives.

Sustainability

Evaluation results that show successes can be used to promote the intervention/program and engage the residents-at-large in maintaining a healthy and safe community. However, often times what is proposed isn't how things turn out. Evaluations are meant to give the Alliance an opportunity to change components of the intervention/program to better meet the needs of the community. Understanding what makes the intervention/program successful is vital in determining how it is impacting the community.

Information for the evaluation section was retrieved from www.samhsa.gov and the Community Anti-Drug Coalitions of America as provided through the New Jersey Coalition Academy.

