# 2015 – 2017 CPWI Coalition Strategic Plan Update Instructions

As stated in the Community Coalition Guide, by June 15, 2015, coalitions will need to submit an update of their Strategic Plan. This update should include changes to goals, objectives, strategies, programs, and/or activities based on the coalition’s review and discussion of evaluation information, new assessment information, or enhanced/decreased capacity. Coalitions will need to do an update to their needs and resources assessment based on new HYS and other assessment data available.

Coalitions will need to determine what other updates/revisions are needed in each section of their Plan to reflect changes made to coalition functioning, goals, objectives, strategies, programs, and/or activities. Coalitions are not expected to re-write their Plans at this time. Simply review new information and update the Plan as needed and make note of why update was not needed if applicable.

The following steps will help guide your coalition through the process to review and update current strategic and action plans, make revisions, and submit all related materials to the Division of Behavioral Health and Recovery (DBHR).

## 1) Review and Make Decisions

The most important required annual and biannual tasks to complete while preparing the two year update of the Strategic Plan for 2015–2017 and the one year Action Plan for June 15, 2015 – June 15, 2016 are included under “Sections to Review” in this packet.Use the steps in each section to review and revise the Strategic Plan and Action Plan. The materials have been edited from the Community Coalition Guide, September 2014 version. Please see pages 17 – 25 of the Community Coalition Guide for a complete list that includes all annual and ongoing requirements as well.

## 2) Edit and Revise

Title the updated plan: ***Community Prevention and Wellness Initiative*** ***Strategic Plan 2015 – 2017*, followed by your coalition’s name (and logo if you like).** After you’ve completed the update and revision process with your coalition, edit the existing plan by making all changes under the appropriate section. Make sure you revise all related templates or attachments such as the logic model and resource assessment. Within the edited plan use the yellow highlighter function to identify the paragraph where a new item has been added or there has been a revision of any kind. *It is advised to include brief justification of why changes were not made to required sections after review of data/ information in the Strategic Plan narrative in the appreciate section as well to document your findings and conclusions even if changes to the plan were not made.*

* ***Example:*** *Healthy Youth Survey results show increased use of alcohol by 7th grade students. Other data confirms this is linked to an increase in the risk factor favorable attitudes towards use. This change in noted and highlighted in yellow in the needs assessment section of the plan as well as the logic model.*

## 3) Document Completed Plan and Submit

When revisions and edits to the Strategic and Action Plans are complete, fill out the template titled “Summary of Strategic and Action Plan Updates” (last page of this packet, pg. 7). Check a box next to each section to indicate the following: “Change” or “No Change”. If no changes have been made to required sections, provide brief justification of information reviewed and conclusions reached. Indicate the page number(s) for all revisions or new text of any kind.

* ***Example:*** *To document the changes made in the example above, under the section titled Assessment on the Summary of Strategic and Action Plan Updates, the check box following “Changes Made” is marked, and add the page number to the list of other pages under Assessment in which revisions were made*.

# Sections to Review

**A. Capacity Section**: (From Community Coalition Guide)

Recruit and retain membership. Coalition will recruit and maintain membership and participation consistent with CPWI requirements, strategic plan, demographics, and culture of the community.

* *(Required – Ongoing and Update every 2 years)* Develop and implement membership recruitment and retention strategies including minimum participation rules. Include plan for ‘membership recruitment and retention’ in Strategic Plan, update as needed but at a minimum every two years. Recruitment and retention must include elements of cultural competency.

**Update Process:** Go over current membership list and attendance; ensure eight separate sectors are filled as required and that recruitment strategies are in place. If not, identify new sector representatives to meet minimum requirement at least. Describe any new recruiting strategies if relevant.

***Example:*** *Review of attendance by sector representatives over past year reveals that the youth-serving representative has only been able to attend 50% of coalition meetings. The recruitment committee decides based on this and other factors to develop alternate sector representatives so there will be two sector representatives for each sector as a way to enrich the coalition and maintain momentum. They also decide to expand membership to 12 sectors. They revise recruitment plan to include both changes.*

Establish and maintain coalition structure. **(From Community Coalition Guide)**

* *(Required - Ongoing and Update every 2 years)* Coalition will establish and maintain, at a minimum, the following:
  + A meeting schedule and structure to achieve components required for strategic planning and implementation.
  + A mission statement. Include ‘mission statement’ in Strategic Plan.
  + A decision-making model to be used. Include ‘decision-making processes in Strategic Plan.
  + Procedures for communication. Include ‘communication procedures’ in Strategic Plan.

**Update Process**: Review each of these areas with coalition. Use data such as results of Coalition Assessment Tool to drive discussion with coalition and decide if changes to any of these areas related to coalition organization are required. If so, after discussion and decision-making, revise as needed and document in strategic plan in appropriate sections.

***Example***: *The coalition determines that their current schedule of monthly coalition meetings and workgroup meetings as needed are not sufficient to effectively implement* *the strategic plan. They decide to change full coalition meetings from one to two hours each month, including an hour of training in each, and to hold workgroup meetings a minimum of once each month as well. These changes are documented in the Strategic Plan and added to the coalition by-laws.*

B. Assessment Section: **(From Community Coalition Guide**)

Conduct Needs AssessmentThe coalition will make data-informed decisions and define problem statements using archival, Healthy Youth Survey, and local indicator data. The needs assessment is completed by the coalition, with support from the community coalition coordinator, using workgroups as needed to review and discuss data in detail. The coalition will regularly update the needs assessment to make adjustments based on progress towards meeting goals and objectives and to meet the needs of the community. Assessment will be updated as needed but at a minimum every two years.

* + *(Required – New and Updated every 2 years)* Coalition will establish a process to compile data, review the information, and ensure data is reflective of community demographics. Include explanation of processes in Strategic Plan.
  + *(Required – New and Updated every 2 years)* Coalition (or workgroup) will collect, compile, and review data.
  + Review data provided in ‘Community Needs Assessment Data Book’ provided by DBHR. Discuss implications for the community and the work of the coalition.
  + Identify gaps in the data, and possible sources of more precise local data to fill those gaps.
  + Collect those local data and add to assessment. (including Annual Community Survey results)
  + Identify important and/or significant data that demonstrates areas to focus substance abuse efforts to include in Strategic Plan. Include ‘significant data’ in Strategic Plan.

*Note: The coalition may choose to use a workgroup for this part of the needs assessment. It is recommended to have 3-5 people for the workgroup. There should be some members from the coalition to help guide the work of the workgroup but not all members need to be coalition members. Invite people in the community who have expertise and/or interest in data relating to youth risk and protective factors, substance use, and related community indicators of problem behaviors to join workgroups.*

* + *(Required – New and Updated every 2 years)* Coalition will prioritize outcome for long-term consequences, behavioral health problems, intervening variables/risk and protective factors, and contributing factors to include in Strategic Plan. Include ‘priorities’ in Strategic Plan.

**Update Process:** As described above, review new data to identify whether prioritized issues are still the same or have changed. Make revisions to prioritized outcomes, behavioral health problems you will try to change, intervening variable/risk and protective factors you may focus on and contributing factors as appropriate. Identify changes in logic model as well as within narrative.

***Example:*** *The 2014 HYS data reinforced by local MIP data and youth focus group results as well as key stakeholder interviews with school staff, the P/I, local treatment providers, law enforcement personnel, and parents reveal that more alcohol is being used by 7th grade students than in previous years. The coalition therefore decides to expand their priority to preventing and reducing use of alcohol in a younger population of children.*

Conduct Resources Assessment. Following the Needs Assessment, the resources assessment is completed by the coalition, with support from the Community Coalition Coordinator, using workgroups as needed to review and discuss information in detail. The coalition will regularly update the resources assessment to make adjustments based on progress towards meeting goals and objectives and to meet the needs of the community. Assessment will be updated as needed but at a minimum of every two-years.

* + *(Required – New and Updated every 2 years)* Coalition will establish a process to collect, compile, and review resource data. Include ‘explanation of processes in Strategic Plan.
  + *(Required – New and Updated every 2 years)* Coalition (or workgroup) will collect, compile, and review resource data.
  + Collect and compile information about the providers and prevention-related services in the community related to the prioritized outcomes for long-term consequences, behavioral health problems, intervening variables/risk and protective factors, and contributing factors.
  + Identify important and/or significant information that demonstrates areas to focus substance abuse efforts to include in Strategic Plan. Include ‘significant information’ in Strategic Plan.

*Note: The coalition may choose to use a workgroup for this part of the resources assessment. It is recommended to have 3-5 people for the workgroup. There should be some members from the coalition to help guide the work of the workgroup but not all members need to be coalition members. Invite members of the coalition who have knowledge of a wide range of providers of prevention related services to participate.*

* + *(Required – New and Updated every 2 years)* Coalition will review results of the resources information and integrate results into strategies and activities. Include ‘results’ in Strategic Plan.

**Update Process:** Based on identification of needs, look for and identify new resources to address priorities. A team approach works well, with outreach to a variety of organizations, stakeholders, and providers in the community who have common interests achieving the same prioritized outcomes. If there aren’t any changes to the priorities, an assessment will identify new resources as well as update information about those already identified.

***Example:*** *Since serving younger kids was identified as a new priority aligned with the risk factor of increased favorable attitudes towards use in that group, the resource team’s task was to find others in the community who would be resources to reduce favorable attitudes towards use. In the previous biennium the same risk factor had been identified in the coalition’s logic**model and plan and applied to older middle school and high school students. But now that the HYS had revealed increased and alarming use of alcohol in 7th graders, new resources were sought who could help influence favorable attitudes in younger kids. Potential resources were added to the resource directory, invited to coalition meetings, and considered in terms of providing services and participating in relevant strategies.*

**C. Planning Section: (From Community Coalition Guide)**

## Select and update goals, objectives, strategies, and programs/activities.

* *(Required – New and Updated every 2 years)* Coalition determines goals, and objectives. Include ‘goals and objectives’ in Strategic Plan.
* *(Required – New and Updated annually)* Coalition determines ‘strategies, and programs/activities’ and identifies who will receive services and what services they will receive. Include ‘Action Plan’ in Strategic Plan.

**Develop and update Prevention Strategic Plan.**

* *(Required – New and Updated every 2 years)* Coalition will develop, write, and submit a strategic plan, including a logic model, to DBHR for approval according to the schedule below, using the Strategic Plan Requirements. The coalition will regularly update strategic plan to make adjustments based on progress towards meeting goals and objectives and to meet the needs of the community. Plan will be updated as needed but at a minimum according to the schedule below. The Strategic Plan includes the coalition’s process, decisions, and plan for each of the following steps:
  + - Organization development and building capacity.
    - Conduct needs and resource assessments.
    - Set goals, objectives, and strategies.
    - Establish implementation steps and timelines.
    - Plan for reporting and evaluating progress on outcomes.

**Update Process:** This step summarizes the changes being identified throughout the plan. The coalition reviews recommendations to date. Based on new information and decisions that result in changes to priorities and strategies, coalition makes necessary updates and revisions.

***Example:*** *Both Strategic Plan and Action Plan goals and objectives are updated to reflect the decision to increase coalition recruitment and identify alternate sector members. An objective was also added to decrease favorable attitudes towards use in 7th grade students. The coalition adds strategies and activities to achieve these new goals and objectives.*

Confirm partnerships for implementation of strategies and programs/activities.

Coalition will ensure that necessary relationships are established and permissions obtained so that strategies can be implemented effectively. Coalition identifies partnership gaps and plans outreach and recruitment strategies to fulfill needs.

* *(Required – New and Updated annually)* Coalition will confirm lead organization/responsible party for implementation of activities/programs in Strategic Plan. Include ‘Action Plan’ in Strategic Plan. .If needed, MOU is signed to ensure partnerships for implementation of services.

**Suggested Process**: Coalition staff and leadership meet with providers of ongoing and/or new programs and activities to make sure they are committed to providing services.

***Example*:** *Coalition members have decided to add Life Skills Training for 7th grade to its current offering of Life Skills Training in grades 8 – 9. They met with the program facilitators who agreed to train two more staff members to provide the expanded program and signed an MOU to confirm their commitment.*

**D. Implementation** **Section: (Revised from Community Coalition Guide to focus on Strategic and Action Plan Updates)**

**Structural Support for Implementation.**

* Provide a summary of how the activities/programs operate and identify feature critical to implementation.
* Describe the role of coalition staff, members, volunteers, and partnering agencies in implementing the coalition’s plan as described in the previous section.

**Suggested Process**: After completed update to goals, objectives, strategies and activities, make any related changes to the narrative describing how the revised or new activities and programs will operate. Also include a description of the role of staff, members, volunteers and partnering agencies if any changes have occurred.

***Example:*** *Narrative includes description of how expansion of Life Skills Training program to 7th grade students will occur; that training of facilitators will take place within specific timeframe, that parents will receive notification of training at beginning of school year, etc. The description identifies who will be responsible for each key milestone in moving forward: coalition staff will ensure facilitators are trained, school staff will ensure parents are informed, volunteers will share information about expanded program within sectors, media sector representative will post on Facebook page and in other social media.*

**Budget. Required**

* Attach the coalition’s updated budget using the template provided as a separate Excel document with your updated Strategic Plan. If there are no changes, submit the previous budget with the heading 2015 – 2016 CPWI Budget.

E. Reporting and Evaluation **Section:** (Revised from Community Coalition Guide to focus on Strategic and Action Plan Updates)

Develop reporting and evaluation strategies. Include ‘evaluation strategies’ in Strategic Plan.

* + *(Required – New and Updated every 2 years)* Determine coalition’s intended major outcomes, impacts, and changes expected for goals and objectives.
  + *(Required – New and Updated every 2 years)* Determine how evaluation information will be shared within the coalition and used by the coalition to make adjustments as well as communicated with the community and key leaders.

Review and analyze output and outcome information with coalition according to Strategic Plan. Coalition will make necessary changes based on data and performance.

* + *(Required - Annually)* Coalition will use the ‘Coalition Assessment Tool’ report to evaluate coalition capacity building efforts.
  + *(Required - Annually)* Coalition will review effectiveness of message dissemination into community.
  + *(Required - Annually)* Coalition will use the PBPS reports, state data, and other local reports to monitor and evaluate progress towards goals and objectives.

**Suggested Process:** Because the Strategic Prevention Framework is circular, reviewing evaluation results most effectively takes place while needs assessment results are also being analyzed and discussed. As gaps are identified, emerging issues come up, and contributing factors are linked to problems. Evaluation results are data that will help the coalition make decisions about which strategies and activities to continue, which need adjustments, and which strategies to add.

***Example:*** *Before the coalition confirmed adding Life Skills Training program for 7th grade students to their service delivery, they reviewed the results they had achieved with the program for 8th and 9th grade students over the past year. The pre and post survey outcome report from PBPS was positive, showing a decrease in favorable attitudes towards use by 68 % of the participants in the 8th and 9th grade classes. They also read the evaluation reports submitted by the facilitators that described the high level of engagement students showed during Life Skills sessions.*

# Summary of Strategic and Action Plan Updates

# Checklist

**Name of Coalition**:       **Updated Strategic Plan Submission Date:**

Check one box for each section to mark either **Change** or **NO Change** made during update. If no change, provide brief justification of the information/ data that was reviewed and conclusions reached by the coalition. (This information should also be reflected in the Strategic Plan narrative for future reference.)

Note the page numbers in which the revisions occurred / new text added.

**Submit this page with updated Strategic Plan**.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Changes Made to Section |  | **NO Changes Made to Section** |  | Page Numbers of Revisions |
| Capacity Building |  | Capacity Building Brief justification of information reviewed and conclusions reached: |  |  |
| Assessment |  | Assessment Brief justification of information reviewed and conclusions reached: |  |  |
| Planning |  | Planning Brief justification of information reviewed and conclusions reached: |  |  |
| Implementation |  | Implementation Brief justification of information reviewed and conclusions reached: |  |  |
| Evaluation & Reporting |  | Evaluation & Reporting Brief justification of information reviewed and conclusions reached: |  |  |
| Budget |  |  |  |  |
| Action Plan |  |  |  |  |
| Appendices (i.e., Org Chart, Roster, Sector Rep Agreements, Logic Model) |  | Appendices (i.e., Org Chart, Roster, Sector Rep Agreements, Logic Model) |  |  |