

**Solano County Reducing Rates of Alcohol, Tobacco and other Drugs  
Coalition**

**3 Year Strategic Plan**

## Executive Summary

A Strategic Planning Committee of the Solano County Reducing Rates of Alcohol, Tobacco and other Drugs Coalition (RRC) conducted a series of meetings with the goal of updating the current strategic plan.

The RRC's mission is to act with a comprehensive approach to reduce the rates of use among its population, and also reduce the terrible impacts of alcohol, tobacco and other drugs (ATOD) on Solano County residents and communities. After evaluating the progress of the Coalition over the last three years, the Strategic Planning Committee developed recommendations in the following five areas.

### Recommendations

- 1) **The Planning Function:** Initiate a planning function that supports RRC partners in selecting and implementing prevention efforts that are appropriate for the communities in which they reside.
- 2) **Prevention Acumen:** All partners involved in the RRC must have the opportunity to increase their knowledge of best practices related to the prevention of alcohol, tobacco and other drugs. In addition, their increase in prevention knowledge must be applicable to their plans to implement their prevention activities. RRC partners must also capture data to be able to evaluate their efforts.
- 3) **Coalition and Partner Relationships:** All constituencies involved in and impacted by the RRC must be able to work together. It is vital that the roles and responsibilities of all the partners are clear and understood by the Coalition members, City Teams and the various subcontractors. In addition, the Strategic Planning initiatives and goals must have the support of RRC partners
- 4) **Ability to Leverage Reducing Rates Funding:** There is an opportunity to leverage the County's funding of the RRC efforts. Many private and public entities are interested in funding efforts that include partnerships, evidence-based strategies, evaluation and some type of matching funds. The implementation of a Strategic Plan that addresses these issues will attract external funding.
- 5) **Awareness in the Community:** ATOD is a County-wide problem that necessitates a coordinated approach from a broad range of community constituencies. It is important that the community develop an awareness and, ultimately, support for ATOD prevention strategies as a means of addressing the County's ATOD problems.

The recommendations were used by the Strategic Planning Committee to formulate Guiding Strategic Principles. The principles *facilitate decisions that determine the nature and direction of the Coalition.*

**Solano County Reducing Rates**  
**Guiding Strategic Principles**

**Provide evidence-based prevention strategies based on the Strategic Prevention Framework to address the development of a full and comprehensive continuum of services as defined by the Institute of Medicine<sup>1</sup>.**

The Strategic Prevention Framework utilizes a 5-step approach to the effective selection and implementation of prevention programs. The 5 steps include: 1) assessment; 2) capacity; 3) planning; 4) implementation; and 5) evaluation. An entity's degree of rigor when utilizing the Framework is dependent upon its resources and existing partnerships.

**Collaborate with partners that value and utilize best practice standards to ensure a comprehensive continuum of services.**

Collaborative partners must value the use of best practice standards. Best practice may be broadly defined, but must ultimately include evidenced-based strategies and evaluation as core values. Partnerships should include entities across a community's system of care.

**Support training and technical assistance for entities involved in the Reducing Rates effort.**

Successful selection and implementation of prevention efforts requires in-depth knowledge of best practices. The Coalition will support entities in assessing their degree of prevention acumen. It will also facilitate training in deficient areas.

**Leverage Reducing Rates funding to increase resources, ensuring the sustainability of prevention efforts.**

Entities that utilize multiple funding sources can increase the scope and sustainability of their prevention efforts. They are encouraged to form partnerships to jointly pursue funding and create social capital. In this context, social capital is anything that facilitates individual or collective action, generated by networks of relationships, reciprocity, trust, and social norms.

**Heighten the awareness of ATOD prevention as a means for community wellness.** Broad community support of prevention is vital for the successful implementation and increased resources for prevention efforts. Entities receiving Reducing Rates funds should advocate for the prevention of alcohol, tobacco and other drugs and at all levels in their community.

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<sup>1</sup> In a 1994 report on prevention research, the Institute of Medicine (IOM 1994) proposed a new framework for classifying prevention based on Gordon's (1987) operational classification of disease prevention. The IOM model divides the continuum of care into three parts: prevention, treatment, and maintenance. The prevention category is divided into three classifications – universal, selective and indicated prevention interventions, which replace the confusing concepts of primary, secondary, and tertiary prevention. (Source: Western Center for the Application of Prevention Technologies [WestCAPT])

These principles became the basis for the creation of major initiatives. The initiatives are necessary to determine the activities that will move the coalition forward to successfully address its mission. Initiatives are broad statements, covering a 3-year time period, using a format similar to the Guiding Strategic Principles. Initiatives differ from strategic statements because they are operational and direct a specific measurable action.

### **Major Initiatives**

- Develop an infrastructure that is capable of implementing and sustaining the Reducing Rates Strategic Plan.
- Enhance the technical capacity of the Reducing Rates partners to plan, implement and evaluate effective programs and practices.
- Ensure that needed evidenced-based ATOD prevention services are offered and accessed across the continuum.
- Maximize the collection and use of data to understand Solano County’s needs and to achieve accountability in addressing those needs.
- Educate the community on the efforts of the Reducing Rates Coalition.

Lastly, the committee developed goals for each of the next three years that support the initiatives. This will allow the Coalition to measure its progress each year in successfully addressing the initiatives, and ultimately, the mission of the RRC.

### **Acknowledgements**

The following are the names of the Strategic Planning Committee. These members represented a cross-section the Reducing Rates Partners and were integral to evaluating the progress of the Coalition and updating the strategic plan.

Linda Bosma, Reducing Rates Evaluator  
Greg Gomez, Staff Analyst  
Curtis Hunt, City Team Cordinator  
Edward Kaufman, LCSW, RRC Secretary  
Steve Padilla, RRC Coalition Member

Cecile Kazami, City Team Representative  
Gina Merrell, MSA Project Manager  
Don Mort, RRC Vice Chair  
Del Royer, RRC Coalition Member

And special thanks to the Leadership and Facilitation of Paul Nolfo, Nolfo Consulting.

## **Major Initiatives and Goals**

**Develop an infrastructure that is capable of implementing and sustaining the Reducing Rates Strategic Plan.**

### **YEAR 1**

- Ensure Reducing Rates partners are knowledgeable of the current roles and responsibilities of the various entities involved in the Reducing Rates effort. If appropriate, develop recommendations and implement changes and/or additions to those roles and responsibilities.
- Produce a development plan for the Reducing Rates Coalition.

### **YEAR 2**

- Review roles and responsibilities of the various entities involved in the Reducing Rates effort. If appropriate, develop recommendations and implement changes and/or additions to those roles and responsibilities.
- Implement the development plan for the Reducing Rates Coalition.
- Complete a feasibility study to determine the efficacy of a 501(c)3 status for the Coalition.

### **YEAR 3**

- Review roles and responsibilities of the various entities involved in the Reducing Rates effort. If appropriate, develop recommendations and implement changes and/or additions to those roles and responsibilities.
- Revisit, update and implement the development plan for the Reducing Rates Coalition.
- Update the Strategic Plan to address the next three years.
- Determine 501(c)3 status.

**Enhance the technical capacity of the Reducing Rates partners to plan, implement and evaluate effective programs and practices.**

**YEAR 1**

- The Coalition will conduct a thorough needs assessment of the Reducing Rates partners to determine where there are gaps in knowledge and skills that hinder the work of the partners.
- Endorse and provide training on the Strategic Prevention Framework for the Reducing Rates partners. With support from the Coalition, Reducing Rates partners will determine the necessary and appropriate degree of rigor when utilizing the Strategic Prevention Framework.

**YEAR 2**

- Begin initial implementation of the Strategic Prevention Framework.
- Based on the needs assessment, the Coalition will facilitate targeted training and technical assistance for the Reducing Rates partners.
- Produce year-end evaluation of the training and technical assistance program.

**YEAR 3**

- Full implementation of the Strategic Prevention Framework.
- Review and adapt training plan to address emerging gaps.

**Ensure that needed evidenced-based ATOD prevention services are offered and accessed across the continuum.**

**YEAR 1**

- Compile and classify both Reducing Rates and other community services related to the continuum of services.

**YEAR 2**

- Allocate Reducing Rates funding and seek additional resources based on analysis of the continuum of services.

**YEAR 3**

- Continue to identify needs in the continuum of services and allocate funds accordingly.

**Maximize the collection and use of data to understand Solano County's needs and to achieve accountability in addressing those needs.**

**YEAR 1**

- Introduce Reducing Rates partners to CalOMS Prevention<sup>2</sup> and train them how to use it.

**YEAR 2**

- Collect, analyze and interpret key process and outcome data of projects funded by the Reducing Rates Coalition.
- Incorporate CalOMS data in the Strategic Prevention Framework.
- Align Reducing Rates data collection with equivalent State, County and City measures.
- Compare Solano County indicators with State-wide and comparable county indicators.

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<sup>2</sup> California Outcomes Measurement Service for Prevention (CalOMS Prevention) is a fully web-based data collection service for primary prevention service/activity data funded with the Substance Abuse Prevention and Treatment (SAPT) block grant dollars via the Department of Alcohol and Drug Programs. (Source: California Department of Alcohol and Drug Programs [ADP])

**Educate the community on the efforts of the Reducing Rates Coalition.**

**YEAR 1**

- Build community awareness about Reducing Rates activities.

**YEAR 2**

- Produce an annual report on Reducing Rates activities and Solano County community indicators. Ensure that interpretation of the data in non-technical language is included in the report.
- Continue to build community awareness about Reducing Rates activities.

**YEAR 3**

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- Continue to build community awareness about Reducing Rates activities.