

## MassCALL3 Part B Strategic Plan Development Guide

This template outlines the sections and content of the strategic plan deliverable that must be submitted to BSAS. All Massachusetts Collaborative for Action, Leadership, and Learning 3 (MassCALL3) Part B grantees are expected begin working on their strategic plan beginning in July 2021 and to continue working on it until it has been approved by BSAS. **Grantees must have a fully approved strategic plan before implementing any prevention strategies as part of this grant initiative.**

Please note that the process outlined below is both **iterative** and **collaborative**.

- We do *not* expect your planning team to sit in a room and create a plan, in isolation, which you then submit to BSAS for approval.
- We *do* expect you to engage in a thoughtful, collaborative planning process that you revise and refine during the first year of your funding cycle, based on feedback from your Center for Strategic Prevention Support (CSPS) technical assistance liaisons (TAL) and BSAS contract managers.

We have identified critical decision points when you will be required to share your planning processes and progress with us—either verbally or in writing. At these junctures, your TAL will provide initial feedback, and your BSAS contract manager will provide recommendations for improvement and final approvals. These required check-ins will help to ensure fidelity to the SPF planning process and ultimately increase the likelihood that your prevention efforts are successful.

**Unless otherwise noted, sections of the strategic plan (including the full final draft) must be submitted to your TAL in advance of sending them to your BSAS Contract Manager.**

The final strategic plan **must not exceed 45 pages**, including the information and tables outlined in this document. There is no page limit on any supporting materials or appendices that you choose to submit.

### Statement of Grant Intent

The MassCALL3 initiative is intended to replace and build upon the foundation established through previous BSAS prevention grants. As part of MassCALL3, BSAS made grant awards to three types of applicants: Part A – Community Engagement and Capacity Building, Part B – Comprehensive Strategy Implementation, and Part C – Innovation and Promising Practices.

**This document is intended for Part B grantees.**

Part B of MassCALL3 was awarded to grantees with existing capacity, infrastructure, and experience implementing a systematic public health planning process and/or implementing a comprehensive set of evidence-based/informed prevention programs, policies, and practices with youth, and the

environments in which they live. The goal of Part B is to prevent youth misuse of substances of first use (e.g., alcohol, nicotine, cannabis).

To achieve this goal, Part B grantees are expected to: (1) use the Strategic Prevention Framework (SPF) to develop a comprehensive strategic plan that guides community-based prevention initiatives, and (2) incorporate into their plans a restorative prevention framework that embraces the following eight principles:

- Principle 1. Racial Equity
- Principle 2. Trauma-informed service provision
- Principle 3. Positive Youth Development
- Principle 4. Intersectionality
- Principle 5. Cultural Humility
- Principle 6. Restorative Justice
- Principle 7. Collective Impact
- Principle 8. Build and sustain the leadership of people of color

Additional information on the SPF can be accessed here: [\*A Guide to SAMHSA's Strategic Prevention Framework\*](#).

Full descriptions of the eight principles of Restorative Prevention can be found in Attachment A of the MassCALL3 Request for Proposals (RFR) in COMMBUYS under Bid Number: [BD-21-1031-BSAS0-BSA01-54407](#).

## Strategic Plan Outline

All MassCALL3 Part B grantees are **required** to use this strategic plan template and the section and sub-section headings identified on pages 3-8 of this document. The main sections of the strategic plan, the review and approval processes, and a rough anticipated timeframe for each phase of the process are outlined below. Any questions about the strategic plan sections or deliverables should be directed to your BSAS contract manager.

**Note:** This outline includes activities corresponding to Steps 1-3 of the SPF. Your strategic plan should not include any activities completed, or that you plan to complete, related to Pre-Assessment/Capacity Building. We do recognize, however, that you will continue to engage in many of these capacity-building activities as you continue through the SPF process.

Phase 1 (3-5 months): Implement SPF Steps 1 and 2, track progress, present oral presentation to CSPS/BSAS

Phase 2 (2-3 months): Respond to CSPS/BSAS feedback on oral presentation, develop and submit written plan (draft) for Steps 1 and 2 for review/approval.

- SPF Step 1: Assessment
  - 1.1. Assessment Data on Youth Substance Misuse and Other Related Factors
  - 1.2. Assessing Intervening Variables on Youth Substance Misuse and Other Related Factors
  - 1.3. Equity in Assessment
  - 1.4. Technical Assistance Needs Related to Assessment
  
- SPF Step 2: Capacity Building
  - 2.1. Community and Key Stakeholder Involvement
  - 2.2. Structure and Functioning
  - 2.3. Core Planning Committee
  - 2.4. Capacity-Building Needs Related to Youth Substance Misuse
  - 2.5 Proposed Process for Strategic Planning
  - 2.6. Technical Assistance Needs Related to Capacity

Phase 3 (2-4 months): Complete SPF Step 3 and submit written plan (draft) for Step 3 to CSPS and BSAS for review/approval

- SPF Step 3: Strategic Planning
  - 3.1. Planning Process
  - 3.2. Planning to Address Youth Substance Misuse
  - 3.3 Logic Model
  - 3.4. Technical Assistance Needs Related to Strategic Planning and Logic Models

Phase 4 (1-3 months): Submit full draft of all sections (including summary) to CSPA and BSAS for review/approval

- Step 4: Implementation
  - 4.1. Implementation of Youth Substance Misuse Strategies
  - 4.2. Technical Assistance Needs Related to Implementation
  
- Step 5: Evaluation
  - 5.1. Existing and Planned Youth Surveys and Evaluation Support
  - 5.2. Technical Assistance Needs Related to Strategic Planning and Logic Models
  
- Summary/Abstract

## Pre-Assessment/Capacity Building

**Note:** Section 1.0 is expected to take approximately 3-5 months to complete. Grantees should not proceed to formally writing the SPF Step 1 and 2 sections until after having a site visit and presenting findings to BSAS for review, feedback, and approval. This section will not be included as part of the strategic plan deliverable—it is a *process* through which you are expected to generate information for the parts of the plan related to SPF Steps 1 and 2.

### **1.0. Establishing a Strong Foundation**

The supplemental [MassCALL3 Part B Guidance Document](#) will provide grantees with a wealth of tools and resources to support the establishment or enhancement of a foundation that will be capable of supporting a strategic plan over the life of the grant. It is expected that grantees will use this resource throughout the development of their strategic plan beginning with this pre-assessment phase.

It is essential that grantees actively engage a broad cross-section of stakeholders across your community/cluster from start to finish of the strategic planning process. From day one of the grant, grantees should be developing their understanding of the value of collaboration, embracing the principles of collaboration, and identifying and engaging potential partners ahead of convening their initial coalition meetings to begin strategic planning.

Cultural responsiveness and sustainability are central to every aspect of the SPF process, not just the implementation of strategies.

- **Cultural Responsiveness** promotes an understanding of culture, ethnicity, and language. It acknowledges that it is impossible to attain all the skills and views needed to work with culturally diverse communities and assumes that practitioners begin their work with the willingness and openness to adapt to the cultural needs of those with whom we work or serve.
- **Sustainability** is the capacity of a community to produce and maintain meaningful prevention outcomes after the initial funding period. To maintain meaningful outcomes, communities will want to sustain an effective strategic planning process as well as those programs and practices that produced meaningful prevention results.

Grantees must be considering both from the start of their assessment. How, for example, do both you and the members of your coalition define and understand what cultural responsiveness means in relationship to the SPF process? Is equity centered as you begin and proceed through the SPF? As you begin to collect data from multiple sources across your community(ies) what are you doing to ensure ongoing data collection and access to data, address gaps, and establish relationships and processes that will endure beyond the duration of the grant? This is an ongoing process that began in your community well prior to the initiation of MassCALL3 and will continue over the life of your grant. It is of

particular importance that you do not sacrifice the foundational principles of collaboration, equity, cultural responsiveness, and sustainability for the ease or expediency of the completion of your strategic plan.

Required Activity: During the Pre-Assessment/Capacity Building step, you and your partners will be conducting assessment and capacity-building activities using the tools and resources provided in the [MassCALL3 Part B Guidance Document](#) and outlined in Steps 1.1 to 2.6. below. You will be supported by your BSAS Contract Manager and CSPA TAL throughout this process. **You should not include activities related to the Pre-Assessment/Capacity Building step in your strategic plan.**

## SPF Step 1: Assessment

**Note:** Completing SPF Steps 1 and 2 should take approximately 4-6 months. Grantees should not proceed to SPF Step 3 until after submitting these two sections to CSPA and BSAS for approval.

### **1.1. Assessment Data on Youth Substance Misuse and Other Related Factors**

Describe the process you used to collect data on youth substance misuse/substances of first use within your cluster, large individual municipality, or large individual municipality neighborhood cluster:

- What data sources and techniques for data collection did you use (e.g., focus groups, surveys, key informant interviews)? Include numbers/rates/percentages demonstrating your best source(s) of evidence related to what youth substance misuse use looks like in your catchment area.
- Identify the source(s) of information for any quantitative (numerical) and qualitative (narrative) data.
- Are any subpopulations of youth disproportionately affected by misuse of substances in your catchment area? If so, please identify these subpopulations, the nature of the disparity, and the data/evidence that were used to make this determination.
- Note any gaps in the available data on youth substance misuse that may limit your understanding of the issue, and how you plan to address these gaps moving forward.
- Add any additional information that you think would help the reader understand how the assessment of youth substance misuse data was conducted.

### **1.2. Assessing Intervening Variables on Youth Substance Misuse and Other Related Factors**

Describe the process you used to collect data on intervening variables related to youth substance misuse:

- What data sources and techniques for data collection did you use (e.g., focus groups, surveys, key informant interviews)?
- List all intervening variables related to youth substance misuse (particularly substances of first use) that you investigated, including data (quantitative and qualitative) on each variable and the source(s).
- Note any gaps in the available data on intervening variables related to youth substance misuse that may limit your understanding of the issue, and how you plan to address these gaps moving forward.

- Add any additional information that you think would help the reader understand how the assessment of the data on intervening variables related to youth substance misuse was conducted.
- How are you integrating cultural responsiveness and sustainability into the Assessment step of the SPF process (e.g., how will data collection be sustained, how often do you plan to re-assess, what is in place to guarantee ongoing access to data, what are the baselines that progress will be measured against)?

### ***1.3. Equity in Assessment***

Describe the steps taken to promote equity during the assessment of youth substance misuse and intervening variables – including, but not limited to, how decisions were made about which data were used (or not used), the individuals involved (or not involved) in the review and interpretation of data, and the extent to which traditionally marginalized populations were represented in these data and involved in interpretation of findings.

### ***1.4. Technical Assistance Needs Related to Assessment***

What assistance do you anticipate needing from BSAS, CSPA, or other sources related to the Assessment step of the SPF once your strategic plan has been approved?



## **SPF Step 2: Capacity Building**

### **2.1. Community and Key Stakeholder Involvement**

- List the key sectors (e.g., municipal government, education, prevention, treatment, health care, law enforcement, social service) currently collaborating with you on MassCALL3 and describe their role.
- Describe how, if at all, you intend to collaborate with local colleges and/or universities located within your catchment area.
- Explain how members of the general community are or will be engaged in MassCALL3.
- Describe how you will engage key stakeholders and other individuals from sectors not yet represented.
- Describe the steps taken to promote equity and a restorative prevention framework during community and key stakeholder involvement – with an emphasis on any steps taken to involve traditionally marginalized populations.

### **2.2. Structure and Functioning**

- Provide an organizational chart of the governing structure of the MassCALL3 Part B project within your catchment area, including any subgroups or workgroups.
- How are the various stakeholders and other representatives within the catchment area functioning together as a team? For example, communication methods, meeting frequency, team-building activities.
- What is the decision-making process in your catchment area? Include a description of the process, how it is facilitated, who facilitates this process, who is involved in final decision-making, and what communities and sectors decision-makers represent.
- What challenges have you encountered so far related to the functioning of your team and what are you doing to overcome these challenges?
- Describe the steps taken to promote equity and a restorative prevention framework within the structure and functioning of your MassCALL3 Part B grant (e.g., involvement of traditionally marginalized populations in decision-making, building and sustaining leadership of people of color).

**2.3. Core Planning Committee**

- List the membership of the core planning committee responsible for guiding the strategic planning process. Include professional title (where applicable), sector, and community that they are representing.
- What challenges have you encountered related to the functioning of your core planning committee and what are you doing to overcome these challenges?
- Describe the steps taken to promote equity and a restorative prevention framework within the core planning committee (e.g., direct representation, active solicitation of feedback, education on cultural humility and restorative justice).

**2.4. Capacity-Building Needs Related to Youth Substance Misuse**

- Describe the strengths within your catchment area to address youth substance misuse (e.g., existing capacity, current prevention efforts, recent prevention efforts, groups already working on this issue).
- Describe areas in which your group needs additional support to address youth substance misuse more effectively – including the process used to identify these capacity needs and who was involved in the identification process. Indicate whether these needs are specific to the coordinator, core planning committee, specific parts of your catchment area, stakeholders, sectors, or the entire coalition.
- Describe areas of growth in your catchment area that will need to be addressed to promote equity, social and racial justice, and the eight restorative prevention principles – include the process used by the coalition to identify these capacity needs and who was involved. Indicate whether these needs are specific to the coordinator, core planning committee, specific parts of your catchment area, stakeholders, sectors, or the entire coalition.
- How are you integrating cultural responsiveness and sustainability into this step of the SPF process?
- Include a capacity-building action plan to address your identified areas of growth and capacity needs. The capacity building action plan should include the following elements:

<b>Area of Growth/ Capacity Need</b>	<b>How It Will Be Addressed</b>	<b>Who Is Responsible</b>	<b>Timeline</b>	<b>Measure of Success</b>

## 2.5 Proposed Process for Strategic Planning

Describe the process the coalition *proposes* to use to facilitate discussions and decision-making related to the prioritization and selection of the final subset of Intervening Variables from the full list identified in Section 1.2—including who will facilitate the process, who will be involved (including the community and sectors they represent), and steps to promote equity and broad representation across your catchment area.

## 2.6. Technical Assistance Needs Related to Capacity

What assistance do you anticipate needing from BSAS, CSPA, or other sources related to the Capacity Building step of the SPF once your strategic plan has been approved?



**Deliverable:** Following initial completion of the assessment and capacity building work and identification by the coalition of an initial comprehensive list of Intervening Variables (as outlined in the MassCALL3 Part B Guidance Document and Steps 1.1 to 2.6 below), but prior to writing or submitting parts 1 and 2 of the strategic plan, grantees must present on both the process and progress of their assessment and capacity building work as part of a semi-structured virtual site visit. It is expected that all or most members of your Strategic Planning Team will be a part of this presentation—including key stakeholders, sector partners, and community or cluster representatives.

Grantees will be provided with additional details on logistics, scheduling, expectations, and a presentation template from their BSAS contract manager shortly following the grant award.

You will be expected to refine your assessment and capacity-building processes based on CSPA/BSAS feedback on your presentation. You may then proceed to writing Sections 1.1 to 2.6 of the strategic plan.



**Deliverable:** After your group has written Sections 1.1 to 2.6 of the strategic plan, this document must be submitted to your TAL at CSPA for initial review and feedback. Your BSAS contract manager will not accept any drafts that have not been pre-reviewed by CSPA.



**Deliverable:** After your group has received and considered the feedback provided by CSPA, you must submit Sections 1.1 to 2.6 to your BSAS contract manager for final review.

Once your BSAS contract manager has determined that Sections 1.1 to 2.6 have been successfully completed, you may proceed to the next step of the SPF and begin writing Sections 3.1 to 3.5 of the strategic plan.

## SPF Step 3: Strategic Planning

**Note:** SPF Step 3 is expected to take approximately 2-4 months to complete. Grantees should not proceed to SPF Steps 4 and 5 until after submitting this section to CSPA and BSAS for review, feedback, and approval.

### 3.1. Planning Process

Describe the *actual* process that was followed to facilitate discussions and decision-making related to the prioritization and selection of the final subset of Intervening Variables from the full list identified in Section 1.2 – including who facilitated the process, who was involved (including the community and sectors they represent), and steps taken to promote equity and broad representation across your catchment area.

### 3.2. Planning to Address Youth Substance Misuse

Describe your plan to address youth substance misuse in your catchment area:

- Using the guidance provided in the *MassCALL3 Part B Logic Model Development Guide*, list the Local Manifestation of the Issue/Need statements related to youth misuse of substances of first use (e.g., alcohol, nicotine, cannabis) and your group’s data-informed rationale for each statement.
- The final set of Intervening Variable(s) from Section 1.2 that you selected – including how this list was selected (prioritized) from among the larger list of variables examined by your group.
- The specific centered population(s) for youth substance misuse (including any centered subpopulations).
- The list of strategies you propose to implement to address youth substance misuse and the area(s) within your catchment areas in which they will be implemented (e.g., communities, neighborhoods).

For each selected strategy, describe:

- The conceptual and practical fit of the strategy within your catchment area. Why it was chosen.
- The evidence-base, link to research, or supporting information demonstrating that this is an evidence-based or evidence-informed strategy.
- How, if at all, the strategy promotes equity, social and racial justice, and/or aligns with one or more of the eight restorative prevention principles.

- The *primary implementing partner* and their relationship to the coalition – including their involvement in the prioritization and decision-making process to select the strategy and their current/future level of commitment to implementation.
- Why you feel this strategy will be sustainable in the catchment area in which it will be implemented.

### **3.3 Logic Model**

Using the [MassCALL3 Part B Logic Model Development Guide](#), attach your logic model. The logic model should cover the period from **July 1, 2022**, to **June 30, 2023** (regardless of your actual implementation start date, which is expected to vary +/- 3 months relative to the needs of each unique community). You are required to review and, if necessary, revise your logic model **annually**.

### **3.4. Technical Assistance Needs Related to Strategic Planning and Logic Models**

What assistance do you anticipate needing from BSAS, CSPS, or other sources related to the Strategic Planning and Logic Model step of the SPF once your strategic plan has been approved?



**Deliverable:** After your group has written Sections 3.1 to 3.4 of the strategic plan and completed a draft of the logic model, this document must be submitted to CSPS for initial review and feedback. Your BSAS contract manager will not accept any drafts that have not been pre-reviewed by CSPS.



**Deliverable:** After your group has received and considered the feedback provided by CSPS, you must submit Sections 3.1 to 3.4 (including the logic model) to your BSAS contract manager for final review.

Once your BSAS Contract Manager has determined that Sections 3.1 to 3.4 and the logic model have been successfully completed, you may proceed to the next step of the SPF and begin writing Sections 4.1 to 5.2 of the strategic plan.

## Step 4: Implementation

**Note:** SPF Steps 4 and 5 are expected to take approximately 1-3 months to complete. Grantees must submit to CSPA and BSAS for review, feedback, and approval a full draft of the strategic plan (including the Summary/Abstract) before proceeding to any strategy implementation.

### 4.1. Implementation of Youth Substance Misuse Strategies

For each strategy, describe your youth substance misuse strategy implementation plans in depth, using the format below. Be specific. For example, how many training sessions will be offered, for how many participants, and how long each session will last. When the intervention will begin and end. The scope of implementation (e.g., single municipality, multiple municipalities, sub-municipal units).

**Strategy Name:**

Action Steps	Who Is Responsible	Timeline	Measure of Success

### 4.2. Technical Assistance Needs Related to Implementation

What assistance do you anticipate needing from BSAS, CSPA, or other sources related to the Implementation step of the SPF once your strategic plan has been approved?

## Step 5: Evaluation

### **5.1. Existing and Planned Youth Surveys and Evaluation Support**

For each municipality in your cluster, large individual municipality, or large individual municipality neighborhood cluster, answer the following:

- Has there been a student health survey administered since January 2018 among public school students in grades 6–12 that includes questions about youth substance misuse, particularly substances of common first use (alcohol, nicotine, and marijuana)? If so, when was the survey last implemented, when is it expected to be implemented again, and at which grade levels?
- If there has not been a student health survey administered since January 2018 among public school students in grades 6-12, are there plans in place to do so before December 2023? If so, at what grade levels? Is the survey expected to include questions about youth substance misuse, particularly substances of common first use (alcohol, nicotine, and marijuana)? What is the anticipated timing of the next survey implementation?
- Does your project plan to contract with an evaluator using MassCALL3 Part B funds? If so, include a completed scope of work including evaluation plan from the identified evaluator.

### **5.2. Technical Assistance Needs Related to Strategic Planning and Logic Models**

What assistance do you anticipate needing from BSAS, CSPA, or other sources related to the Evaluation step of the SPF once your strategic plan has been approved?

## Summary/Abstract

**Note:** The summary/abstract may not exceed one page.

As part of the final draft of a full strategic plan, programs will provide a one-page summary of your plan that includes the following:

- A brief description of your catchment area (including any demographic information, or other information related to cultural or environmental factors, that is relevant to youth substance misuse).
- The Local Manifestation of the Issue/Need statements from your logic model.
- The intervening variable(s) your group has selected.
- The strategies you will implement (including the location[s] within your catchment area in which each strategy will be implemented).



Deliverable: After your group has written Sections 4.1 to 5.2 of the strategic plan, a full draft of the strategic plan must be submitted to CSPS for initial review and feedback. Your BSAS contract manager will not accept any drafts that have not been pre-reviewed by CSPS.



Deliverable: After your group has received and considered the feedback provided by CSPS, you must submit a full draft of the strategic plan to your BSAS Contract Manager for final review.

Once your BSAS contract manager has determined that the full strategic plan has been successfully completed, you may proceed to full implementation.