

Methamphetamine

Building Community-wide
Solutions

Developing Your Strategy

Comprehensive, Strategic Systems Approaches

What do we mean?
What's the advantage?

Comprehensive vs. Single Strategy Approaches

- Single Strategy: seeks to address a complex problem with a single remedy
- VS.
- Comprehensive Strategy: seeks to include every system that can bring remedy to a problem

Comprehensive

- Prevention
- Intervention
- Enforcement
- Treatment
- Community Mobilization

Strategic

- Planning
- What are the key factors to impact?
- Who has an interest? Who's affected?
- Who makes change happen in this arena?
- Who has resources?
- Who has regulatory or enforcement responsibilities?

Environmental Change Strategies

**Changes in policy, practice,
or procedure that affect the
environment in which
crime, violence, or drug
abuse can occur.**

Systems Approaches

The dilemma:

If you have \$50,000 to solve a problem, do you use it to serve 25 individuals at \$2,000 each or use it to change the system so that 5,000 individuals are benefited?

Systems Approaches

- **Agency**
- **Municipal**
- **County**
- **State**
- **Federal**

Layers of Collaboration

- **Single Sector**
- **Multi-Sector**
- **Public/Private**
- **Community Mobilization**

Layers of Collaboration

- **Communication**
- **Cooperation**
- **Collaboration**
- **Comprehensiveness**
- **Systems Integration**

Organizing Structures

- Issue
- Sector
- Domain

Issue Specific

The strategy focuses on a specific goal or problem

Examples:

- Methamphetamine
- Gangs
- Telemarketing

Issue Specific

Advantage: a clear statement of purpose up front

Disadvantage: Local issues evolve and other issues may move to higher priority. Your structure could become outdated, unresponsive, or worse, irrelevant.

Sector

**Strategies involving resources,
authority, and action by
function**

**Examples: Law Enforcement,
Health, Treatment, Courts**

Sector

Advantage: Simplicity

Disadvantage: Does not cope well with overlap

Domain

**The strategy focuses on
arenas or systems**

**Examples: Criminal Justice
System, Youth, Family**

Domain

Advantage: Recognizes that systems and the environment intersect in many community sectors and local government agencies

Disadvantage: The complexity of these systems makes refinement or control of priorities difficult to resolve

Components of a Comprehensive Methamphetamine Strategy

Enforcement

Prosecution

Civil Abatement

Child Protection

Coalition

Clean-up

Public Health

Treatment

Drug Courts

Public Awareness

Training

Medical
Community

Combining Approaches

- **Issue:** Methamphetamine Task for or Working Group
- **Sector:** Subcommittees to create integrated approaches vertically
- **Domain:** Specific tasks where sectors collaborate to solve a problem horizontally (i.e., child protection)

Current Status

- Who convenes your meth efforts?
- Who's at the table?
- What are the components of your meth strategy? What's missing?
- What's working?
- What isn't? What are the barriers?
- What are the opportunities?

Ten Admonitions of Coalition Building

Coalition-a mutually beneficial and well defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone.

The relationship includes a commitment to: a clear definition of mutual goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and a sharing of resources and rewards.

Coalitions

- Servant Leadership Model
- Members share a stake in both process and outcome
- Clear roles and responsibilities are developed
- Flexibility
- Adaptability
- Equal decision-making authority (per member—not based on rank or authority)

Membership

- Appropriate cross section of members
- Mutual respect, understanding, and trust
- Members see coalition as in their best interest
- Ability to compromise

Many years ago, the philosopher Thucydides was asked "When will justice come to Athens?" The philosopher replied "Justice will not come to Athens until those who are not injured become as indignant as those who are injured."

Building Support

- Know who already supports you
- Determine who can be persuaded
- Understand their self-interests
- Speak to them in their language

**Organize
Around
Inclusivity**

- Who is the 'community of interest?' or the 'community of concern?'
- Who makes change happen?
- Who has the authority to allocate resources?
- Who has the authority to change policy, practice, or procedure?
- Who might have an interest outside of the *usual suspects*?

- County employees and agencies
- Community organizations
- Youth groups
- Cultural Associations
- Faith-based groups
- ?
- ?

**Organize
Top Down-
Bottom Up**

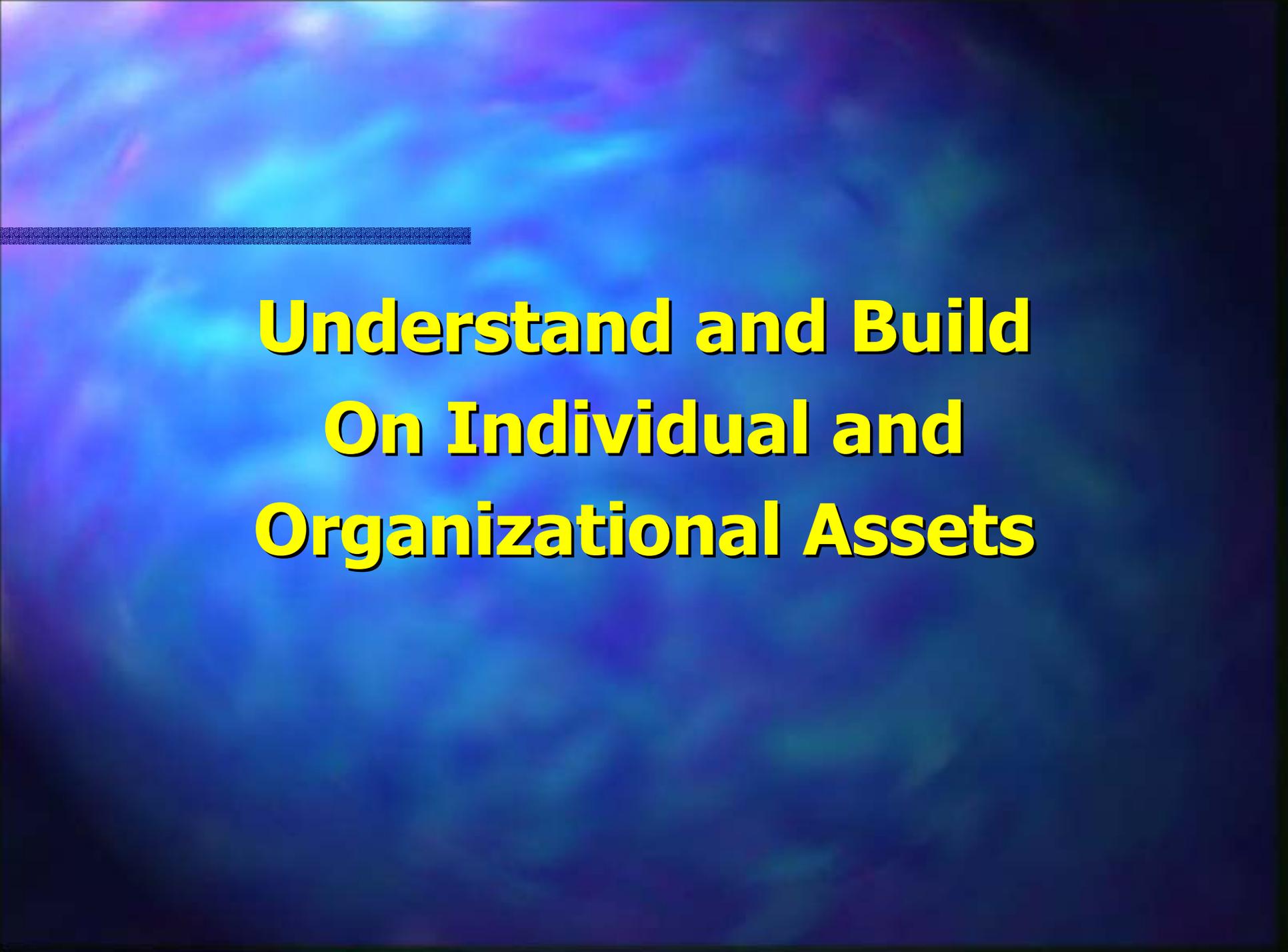
*Effective coalitions have a
broad mix of grassroots
individuals and power
brokers.*

- Enlist those who are passionate
- Develop a shared vision
- Insist on open and frequent communication
- Disclose self-interests as an official part of first meeting
- Decide on concrete, attainable goals and objectives
- Clearly define roles, commitments
- Use a skilled, unbiased convener

- Learn to become non-judgmental
- Select specific strategies
- Bring as many stakeholders to the table as possible
- Create a sense of ownership
- Develop an operational plan
- Learn to *effectively* listen

Operate in the Light

-
- Always have open, public meetings
 - Invite people to attend
 - Announce in advance
 - Avoid any perception of secrecy



**Understand and Build
On Individual and
Organizational Assets**

Strengths vs. Non-strengths

- Whenever possible, have people do what they do best
- Use and build upon our strengths. Manage our non-strengths.
- Determine our “clearly identifiable skills”
- Think creatively, push the envelope, and think ‘outside the box.’

**Comprehensive
Vertical and
Horizontal Planning
Around Sectors of
Community Change**

**Evaluate
Long-term Outcomes
And
Short-term Interventions**

Getting at Outcomes

- Meeting Outcomes
 - Be clear about the purpose of every meeting
- Community Change Outcomes
 - What has visibly changed
- Health and Safety Outcomes
 - Long term changes in the problem
 - Arrests, treatment, use rates



**Build Programs
Around
Science-Based
Practice and
Research**



**Engage
Multiple Media
Strategies—The
Media is Our Friend**

-
- Move beyond the adversarial relationship
 - Be proactive—don't wait until you want something
 - Cultivate the relationship
 - Develop a trusting relationship

**Recognize
Leadership and
Affirm Coalition
Successes**

Leadership, Management, or Title??

- Not everyone wants to be a leader, and some who are called leaders don't lead at all!
- Some want to lead , but have no idea how.
- Age, rank, position, or title are not necessarily indicative of leadership
- Leaders can be found and created at all levels of an organization

Affirm and reward success!

- Thank people early and often
- Give away the credit
- Come up with unique ways to thank people
- Tell the story of the success, over and over again
- Always acknowledge and reward those who made it possible

**Celebrate
Victories
Early and
Often**

Why is celebration important?

- Give individuals and groups confidence
- Enables broader learning
- Motivates them—makes them want to continue
- Empowers individuals and groups
- Reinvigorates team and produces more change

What is Life?

"This is true joy—to serve a purpose recognized by yourself as a mighty one! To be a force of nature rather than a feverish, selfish little clod of ailments and grievances complaining that the world will not devote itself to making me happy. I am of the opinion that my life belongs to the whole community, and as long as I live, it will be my privilege to do for it whatever I can. I want to be thoroughly used up when I die. For the harder I work, the more I live. I rejoice in life for its own sake. Life is no brief candle to me. It is a sort of splendid torch which I've got to hold up for the moment, and I want to make it burn as brightly as possible before handing it on to future generations."

George Bernard Shaw

Principles of Prevention

Evidence-Based Principles for
Substance Abuse Prevention

Address Risk and Protective Factors

1. Define the target population

- Age
- Sex
- Race
- Geography
- Institution

Address Risk and Protective Factors

2. Assess levels of risk, protection, and substance abuse for that population
 - Risk and Protective Factors: genetic, biological, social, psychological, contextual, economic, and cultural
 - Relevance to: individuals, family, peers, school, workplace, and community

Address Risk and Protective Factors

3. Focus on all levels of risk

- Focus on all levels of risk
- Special attention to those exposed to high risk and low protection
- Population assessment can sharpen the focus of prevention efforts

Use Evidence-Based Approaches

4. Reduce the availability of illicit drugs and alcohol and tobacco for the under-aged
 - Community-wide laws and policies
 - Target availability and access

Use Evidence-Based Approaches

5. Strengthen anti-drug attitudes and norms

- Consistent messages: family, school, sports, church, job, social events, media
- Sharing accurate information
- Drug/alcohol free activities
- Enforcing laws and policies

Use Evidence-Based Approaches

6. Strengthen life skills and drug refusal skills

- Teach life skills and drug refusal skills
 - Home
 - School
 - Church
- Use interactive techniques
 - Critical thinking skills
 - Communication skills
 - Social competency

Use Evidence-Based Approaches

7. Reduce risk and enhance protection in families

- Setting rules
- Clarifying expectations
- Monitoring behavior
- Communicating regularly
- Providing social support
- Modeling positive behaviors

Use Evidence-Based Approaches

8. Strengthen Social Bonding

- Community Approaches
 - Pay attention to community cohesiveness, social capital
- Targeting the Individual
 - Caring Relationships
 - Strong standards against substance abuse
 - Structured recreational activities
 - Greatest risk factor: Unsupervised time

Use Evidence-Based Approaches

9. Ensure interventions are appropriate for the population being addressed
 - Age appropriate
 - Match the needs and motivations of audience
 - Culturally appropriate
 - Involve the target audience in developing the prevention interventions

Intervene Early and Appropriately

10. Intervene at key developmental stages and life transitions
 - Puberty, adolescence, graduation, college
 - Crisis: Death of a loved one, divorce, arrest, incarceration
 - Biological, psychological, and social circumstances

Intervene Early and Appropriately

11. Reinforce interventions over time

- Repeated exposure
 - Scientifically accurate
 - Age appropriate information
 - Across community domains:
 - Home, school, sports, community events, church, work

Intervene Early and Appropriately

12. Intervene in appropriate settings and domains that most affect risk and protection

- Identify specific opportunities for intervention:
 - School problems
 - Arrest, incarceration
 - Social Service interventions
 - Warning signs

Manage Programs Effectively

13. Ensure consistency and coverage of programs and policies

- Consistent, compatible, appropriate
- Across all sectors of the community
- Beyond community consistency:
 - County
 - State
 - National

Manage Programs Effectively

14. Train staff and volunteers

- Builds consistency
- Cross train: understand other sector efforts
- Builds unified approach
- Seen as part of a grander vision

Manage Programs Effectively

15. Monitor and Evaluate Programs

- Identify intended outcomes
- Identify measures for outcomes
 - Short term
 - Long term
- Use local resources (higher ed.) to help with designing evaluations
- Make adjustments based on learnings