

September 28, 2017

Ricardo Gasca,
Program Director
Renz Addiction Center
One American Way
Elgin, IL 60120

RE: Site Visit Report (Grant Recipient #SP020971 - 02)

Dear Mr. Gasca:

On behalf of the Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Substance Abuse Prevention (CSAP), I want to thank the Renz Addiction Counseling Center and members of the Coalition for a Safe and Healthy Elgin, for the opportunity to meet all of you on my recent visit as part of the Drug-Free Communities (DFC) program site visit August 20 and 21, 2017. The visit provided insight of the Coalition for a Safe and Healthy Elgin, its members and staff, and assisted in learning about your vision and the role that DFC plays in making it a reality within the community.

As discussed, SAMHSA/CSAP supports the Office of National Drug Control Policy (ONDCP), Executive Office of the President in administering the DFC program. Site visits are an important strategy in assisting almost 700 DFC grants nationwide. Specifically, the purpose of this site visit was to:

- A. Learn more about the community and its needs.
- B. Learn about the coalition and its efforts.
- C. Explore ways CSAP can support the work of the coalition.
- D. Identify innovative strategies, policies, and practices that can be shared nationwide.
- E. Confirm compliance with DFC requirements.

This letter serves as a follow-up to the discussions and information gathered during the site visit and is the official report for the grant award. The information in this report is meant to help strengthen the grant and further build coalition capacity. Please note that any technical assistance (TA) recommendations presented in this report are offered to assist the coalition in achieving its goals and objectives. However, required follow-up actions focus on grant compliance issues, and for those, the coalition must respond within 30 days of receipt of this letter.

The Technical Assistance Visit Summary Chart on the following page(s) provides a quick overview of any required follow-up actions that the coalition needs to work on.

**Coalition for a Safe and Healthy Elgin
 Site Visit Summary Chart**

I. Administrative Requirements	Meets Requirement	Coalition needs to address area	Recommendations	Required Follow-up Actions
DFC funds support a coalition	X		X	
Administration - MOU	X		X	
Addresses DFC goals		X		X
Targets multiple drugs	X			
Representatives from 12 sectors (reflects geographic area served)		X	X	X
Progress report submissions	X			
Developed sustainability plan in Year 3 or Year 7	X			
Collects required core data measures (every 2 years)	X			
II. Project Management Requirements	Meets Requirement	Coalition needs to address area	Recommendations	Required Follow-up Actions
Assessment	X		X	
Capacity Building		X	X	X
Strategic Planning		X	X	X
Implementation		X	X	X
Evaluation	X			
Cultural Competence	X			
Sustainability	X		X	

The remainder of this report focuses on findings, technical assistance (TA) recommendations, and required follow-up actions within the topic areas of community needs assessment, capacity building, strategic planning, implementation, evaluation, sustainability, and cultural competence.

Program Operations

Findings:

As a result of the site visit and based on observations at the time of the visit a number of programmatic operational highlights were identified and should be noted. These include:

- The Coalition for a Safe and Healthy Elgin is in its 2nd year of DFC funding.
- The Renz Addiction Counseling Center also has STOP Act funding as well.
- There is a Memorandum of Understanding to administer the Drug-Free Communities Support Program.
- The Renz Addiction Counseling Center is responsible for the financial system of accounting and expenditures, including tracking match requirements of the award.
- The Coalition for a Safe and Healthy Elgin staff are employees of the Renz Addiction Counseling Center and subject to its personnel policies.
- The coalition appears staffed by committed and professional individuals who are diligently striving to reduce alcohol and marijuana use.
- Observation further suggests sector collaboration efforts among members and community partners is low, as it's reported that no activities have occurred in the past six months prior to this visit.

TA Recommendations:

Grants awarded through the DFC Support Program are intended to support established community-based youth substance use prevention coalitions capable of effecting community-level change. DFC grant award recipients, also referred to as 'recipients', are expected to conduct the day-to-day operations of the grant program. Coalitions receiving DFC funds are expected to work with leaders in their communities to identify and address local youth substance use problems and create sustainable community-level change through the use of the Seven Strategies for Community Level Change. Therefore, in an effort to bring both the award recipient and the coalition in line with the "expectations" of the grant award, the following is recommended:

- Review “Other Requirements for All DFC Grant Award Recipients (coalitions or outside agents)”.
- Review “Statutory Eligibility Requirements for DFC-Funded Coalitions (if you are the grant award recipient for a separate coalition, you are still responsible for ensuring all eligibility criteria are met by the coalition).”

This information may be found in the Drug-Free Communities Handbook – 2016 edition; page 12.

Required Follow-up Actions:

The recipient must meet the following Statutory Eligibility Requirements

- The recipient must continue the implementation of the specific goals and objectives outlined in the approved application for DFC funding.
- The recipient must use the Strategic Prevention Framework (SPF), a five-step evidence-based process for community planning and decision-making.
- The recipient must plan and implement Environmental Prevention Strategies (see Overview of Environmental Prevention Strategies) as part of his/her Strategic and Action Plans.
- The coalition must have at least one representative from each of the required 12 sectors, as outlined in the Terms and Conditions, FOA, and the Drug-Free Communities Act of 1997.
- The coalition must maintain meeting minutes that demonstrate that it is a unique entity that has substantial involvement from its members and is working toward the two goals of the DFC Program.

Administrative and Management

Findings:

- The recipient organization that administers and oversees the DFC federal grant award is the Renz Addiction Counseling Center.
- The Coalition for a Safe and Healthy Elgin staff are employees of the Renz Addiction Counseling Center and subject to its personnel policies.
- The Renz Addiction Counseling Center is also responsible for the financial system of accounting and expenditures, including matching requirements of the award.

TA Recommendations:

- The Coalition for a Safe and Healthy Elgin would benefit from developing/including policy indicating the source from which the dollar value of volunteer match is calculated to ensure compliance within allowable guidelines under the Drug-Free Communities Support Program.

Required Follow-up Actions:

- **None required at this time.**

Record Keeping

Findings:

- During this visit, requested documentation/records were available for review. Agendas, minutes, and sign-in sheets include dates of specified events.
- Six sets of meeting minutes were requested prior to the date of the site visit but were not in chronological order.
- The coalition maintains records of volunteer hours which were available and presented during this visit.
- The most recent semi-annual progress report had been recorded and submitted in the DFC Me system as required.

TA Recommendations:

- It's recommended that the award recipient and coalition organizations follow precise instruction/guidance of governmental personnel in preparation for site visits and/or program reviews.

Required Follow-up Actions:

- **None required at this time.**

ASSESSMENT

Findings:

- The Coalition for a Safe and Healthy Elgin reports that its most recent community needs assessment/community profile was completed in 2015 and submitted with its

application.

- Based on documentation submitted and reviewed for this site visit, assessments are based on qualitative and quantitative data gathered through the Kane County Community Health Assessment and Improvement Plan. The coalition addresses alcohol and marijuana use.
- The Illinois Youth Survey is used to report DFC Core Measure data. Results from the survey were available at the time of this visit and reported in the most recent semi-annual progress report.

TA Recommendations:

- The coalition would benefit from conducting a community needs assessment of the city of Elgin to include, quantitative and qualitative data. The community needs assessment will provide data on perceptions and/or merging trends, specifically, within the city of Elgin and its impact on Kane County, Illinois.

Required Follow-up Actions:

- **None required at this time.**

CAPACITY BUILDING

Findings:

- While there is a listing of the 12 sectors, this visit, along with submitted documentation, including, observation and interviews, indicates that the Coalition for a Safe and Healthy Elgin does not have representation of all 12 sectors as required by the “Statutory Requirements and Terms and Conditions” of the Drug-Free Communities Support Program.
- There is a list of coalition members which were available for review at the time of this visit.
- There are Policies and Procedures for coalition leadership, staff and/or volunteers which were available for review at the time of this visit.
- There is an organizational chart and was made available for review at the time of this visit.

TA Recommendations:

- The Coalition for a Safe and Healthy Elgin would benefit by developing an independent organizational chart from that of the Renz Addiction Counseling Center and other inter-agency subcommittees. This task would help clarify the roles, responsibilities and decision making processes of the coalition and its members.
- The coalition would also benefit by having sign-in sheets reflect sector representation by participants of meetings as appropriate. The current sign-in sheet lacks clarification as to which of the 12 sectors is represented by the individual in attendance.
- The coalition would further benefit by seeking opportunities to keep current and potential sector/coalition members engaged through technology, e.g., social media/go-to-meeting, conference calling, etc., to help ensure community engagement and program eligibility requirements continue to be maintained.
- The coalition should consider reviewing CADCA's *Capacity Primer: Building Membership, Structure, Leadership and Culture Competence* which are located at: <http://www.cadca.org/resources>, to assist the community and its efforts to further develop the coalition and its capacity building and retention strategies.

Required Follow-up Actions:

Coalitions receiving DFC funds are expected to work with leaders in their communities to identify and address local youth substance use problems and create sustainable community-level change through the use of the Seven Strategies for Community Level Change. Therefore, in an effort to bring the coalition in line with the “expectations” of the grant award, the following is required:

- The coalition must have at least one representative from each of the required 12 sectors, as outlined in the Terms and Conditions, FOA, and the Drug-Free Communities Act of 1997.
- The coalition must maintain meeting minutes that demonstrate that it is a unique entity that has substantial involvement from its members and is working toward the two goals of the DFC Program.

This information may be found in the Drug-Free Communities Handbook – 2016 edition; page 12, “Statutory Eligibility Requirements for DFC-Funded Coalitions”.

STRATEGIC PLANNING

Findings:

- The Coalition for a Safe and Healthy Elgin appears to have an excellent concept of the Strategic Prevention Framework (SPF) as a general framework for community planning and decision-making.
- The coalition has developed a logic model to address one of its two substances targeted which are underage drinking and marijuana use.

TA Recommendations:

Grants awarded through the DFC Support Program are intended to support established community-based youth substance use prevention coalitions capable of effecting community-level change. DFC grant award recipients, also referred to as ‘recipients’, are expected to conduct the day-to-day operations of the grant program. Coalitions receiving DFC funds are expected to work with leaders in their communities to identify and address local youth substance use problems and create sustainable community-level change through the use of the Seven Strategies for Community Level Change. Therefore, in an effort to bring both the award recipient and the coalition in line with the “expectations” of the grant award, the following is recommended:

- Review “Other Requirements for All DFC Grant Award Recipients (coalitions or outside agents)”.
- Review “Statutory Eligibility Requirements for DFC-Funded Coalitions (if you are the grant award recipient for a separate coalition, you are still responsible for ensuring all eligibility criteria are met by the coalition).”

This information may be found in the Drug-Free Communities Handbook – 2016 edition; page 12.

- The coalition would benefit from developing a logic model for marijuana use. The logic model would assist in the planning and implementation of strategies to address marijuana misuse.

Required Follow-up Actions:

The recipient must meet the following Statutory Eligibility Requirements:

- The recipient must continue the implementation of the specific goals and objectives outlined in the approved application for DFC funding.

- The recipient must use the Strategic Prevention Framework (SPF), a five-step evidence-based process for community planning and decision-making.
- The recipient must plan and implement Environmental Prevention Strategies (see Overview of Environmental Prevention Strategies) as part of his/her Strategic and Action Plans.
- The coalition must have at least one representative from each of the required 12 sectors, as outlined in the Terms and Conditions, FOA, and the Drug-Free Communities Act of 1997.
- The coalition must maintain meeting minutes that demonstrate that it is a unique entity that has substantial involvement from its members and is working toward the two goals of the DFC Program.

IMPLEMENTATION

Findings:

- It's reported by the Coalition for a Safe and Healthy Elgin staff that no DFC activities have occurred in the past six months prior to this site visit. In accordance to the coalition's 12 month action plan, activities are designed to address the two goals of the program, including, alcohol and marijuana use.

TA Recommendations:

Grants awarded through the DFC Support Program are intended to support established community-based youth substance use prevention coalitions capable of effecting community-level change. DFC grant award recipients, also referred to as 'recipients', are expected to conduct the day-to-day operations of the grant program. Coalitions receiving DFC funds are expected to work with leaders in their communities to identify and address local youth substance use problems and create sustainable community-level change through the use of the Seven Strategies for Community Level Change. Therefore, in an effort to bring both the award recipient and the coalition in line with the "expectations" of the grant award, the following is recommended:

- Review "Other Requirements for All DFC Grant Award Recipients (coalitions or outside agents)".
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- Where possible, the coalition should look for opportunities to tie strategies to local conditions in an effort to reduce risk and increase protective factors, especially, when developing area/state-wide campaigns. Broad-based understanding of local conditions and community engagement will support community buy-in as the coalition further its efforts to address substance misuse issues in the city of Elgin and the state of Illinois.
- The coalition should consider reviewing CADCA's *Coalition Impact: Environmental Prevention Strategies and other Primers* which are located at: <http://www.cadca.org/resources>, to assist the community and its efforts to further develop the coalition and its environmental impact strategies. CADCA's Technical Assistance Manager, Jackie Rhodes, may assist with this and other coalition TA needs. She may be reached at the following: 703.706.0650 ext. 240 or training@cadca.org.

Required follow-up actions:

The recipient must meet the following Statutory Eligibility Requirements:

- The recipient must continue the implementation of the specific goals and objectives outlined in the approved application for DFC funding.
- The recipient must use the Strategic Prevention Framework (SPF), a five-step evidence-based process for community planning and decision-making.
- The recipient must plan and implement Environmental Prevention Strategies (see Overview of Environmental Prevention Strategies) as part of his/her Strategic and Action Plans.
- The coalition must have at least one representative from each of the required 12 sectors, as outlined in the Terms and Conditions, FOA, and the Drug-Free Communities Act of 1997.
- The coalition must maintain meeting minutes that demonstrate that it is a unique entity that has substantial involvement from its members and is working toward the two goals of the DFC Program.
- The coalition must address multiple (more than one) drugs per year in its 12-Month Action Plan for each year of funding.

This information may be found in the Drug-Free Communities Handbook – 2016 edition; page 12.

EVALUATION

Findings:

- The Coalition for a Safe and Healthy Elgin has developed both an evaluation and data collection plan designed to collect, evaluate, and share information with community stakeholders.
- The coalition currently has an evaluator.

TA Recommendation:

- None

Required follow-up actions:

- None required at this time.

CULTURAL COMPETENCE

Findings:

- Upon observation of submitted documentation, the Coalition for a Safe and Healthy Elgin appears to represent the cultural make-up of its targeted community.

TA Recommendations:

- None

Required follow-up actions:

- None Required

SUSTAINABILITY

Findings:

- Sustaining outcomes appear to be a main consideration of the Coalition for a Safe and Healthy Elgin's strategies. These are evidenced by items identified in its sustainability plan along activities designed to reduce substance misuse/abuse issues in its targeted area.

TA Recommendations:

- The Coalition for a Safe and Healthy Elgin should continue to utilize CADCA, as well as, seek additional resources in guiding its sustainability planning and implementation efforts.
- As the Coalition for a Safe and Healthy Elgin moves forward with implementing its sustainability plan, it's recommended that the plan be periodically reviewed, revised and developed as a guiding instrument to further the coalition's objectives and strategies.

Required follow-up actions:

- **None required at this time.**

Should you have any questions or comments, please contact me directly via email at jerry.campbell@samhsa.hhs.gov or you can reach me by telephone at (240) 276-0117. I look forward to our continued work together on this project.

Sincerely,

Jerry Campbell
Public Health Advisor
DHHS/SAMHSA
Center for Substance Abuse Prevention
Division of Community Programs

CC:

Zekiea Jones – Grants Management Specialist
Tonia Schaffer – SAMHSA/CSAP State Project Officer