

NC OPIOID SETTLEMENTS:

Exhibit C Collaborative Strategic Planning Worksheets for Option B Report and Recommendations



North Carolina
Association of
County Commissioners



www.ncacc.org/ostat
www.ncopioidsettlement.org

BACKGROUND

Under the North Carolina Memorandum of Agreement (MOA) governing opioid settlement funds, a local government must spend opioid settlement funds on opioid remediation activities authorized under Option A and/or Option B.

Under Option A, a local government may fund one or more strategies from a shorter list of approved high impact strategies listed in Exhibit A of the MOA.

Under Option B, a local government must first undertake the following steps:

1. Engage in a collaborative strategic planning process described in Exhibit C;
2. Draft a report and recommendations, including all of the contents described in the right-hand column of Exhibit C;
3. Present the report and recommendations to the local governing body, such as the county board or city council;
4. Submit the report and recommendations to CORE-NC within 90 days of the date the report and recommendations were presented to the local governing body.

Once the report and recommendations have been submitted to the local governing body for consideration, the local governing body may decide to fund one or more strategies from the shorter list of approved strategies listed in Exhibit A and/or the longer list of strategies from the national settlements in Exhibit B.

Exhibit C and the collaborative strategic planning worksheets appear on the following pages.

**EXHIBIT C to NC MOA:
COLLABORATIVE STRATEGIC PLANNING PROCESS UNDER OPTION B**

	ACTIVITY NAME	ACTIVITY DETAIL	CONTENT OF REPORT & RECOMMENDATIONS
A	Engage diverse stakeholders	Engage diverse stakeholders, per "ITEM A DETAIL" below, throughout the collaborative strategic planning process	Report on stakeholder engagement per "ITEM A DETAIL" below
B	Designate facilitator	Designate a person or entity to facilitate the strategic collaborative planning process. Consider a trained, neutral facilitator.	Identify the facilitator
C	Build upon any related planning	Build upon or coordinate with prior or concurrent planning efforts that address addiction, drug misuse, overdose, or related issues, including but not limited to community health assessments.	Report any related planning efforts you will build upon or coordinate with
D	Agree on shared vision	Agree on a shared vision for positive community change, considering how strategic investments of Opioid Settlement Funds have the potential to improve community health and well-being and address root causes of addiction, drug misuse, overdose, and related issues	Report on shared vision for positive community change
E	Identify key indicator(s)	Identify one or more population-level measures to monitor in order to gauge progress towards the shared vision. (The NC Opioid Action Plan Data Dashboard contains several such measures.)	Report on the key indicators selected
F	Identify and explore root causes	Explore root causes of addiction, drug misuse, overdose, and related issues in the community, using quantitative data as well as stakeholder narratives, community voices, the stories of those with lived experience, or similar qualitative information	Report on root causes as described
G	Identify and evaluate potential strategies	Identify potential strategies to address root causes or other aspects of the opioid epidemic; identify these strategies (by letter or number) on EXHIBIT A or EXHIBIT B, and consider the effectiveness of each strategy based on available evidence	Identify and evaluate potential strategies
H	Identify gaps in existing efforts	For each potential strategy identified (or for favored strategies), survey existing programs, services, or supports that address the same or similar issues; and identify gaps or shortcomings	Report on survey of and gaps in existing efforts
I	Prioritize strategies	Prioritize strategies, taking into account your shared vision, analysis of root causes, evaluation of each strategy, and analysis of gaps in existing efforts	Report on prioritization of strategies
J	Identify goals, measures, and evaluation plan	For each strategy (or favored strategy), develop goals and an evaluation plan that includes at least one process measure (How much did you do?), at least one quality measure (How well did you do it?), and at least one outcome measure (Is anyone better off?)	Report on goals, measures, and evaluation plan for each chosen strategy
K	Consider ways to align strategies	For each potential strategy identified (or for favored strategies), consider opportunities to braid Opioid Settlement Funds with other funding streams; develop regional solutions; form strategic partnerships; or to pursue other creative solutions	Report on opportunities to align strategies as described
L	Identify organizations	Identify organizations and agencies with responsibility to implement each strategy; and identify the human, material, and capital resources to implement each strategy	Identify organizations and needs to implement each strategy

M	Develop budgets and timelines	Develop a detailed global budget for each strategy with anticipated expenditures, along with timelines for completing components of each strategy	Report budgets and timelines for each strategy
N	Offer recommendations	Offer recommendations to local governing body (e.g., the county board, city council, or other local governing body)	Report recommendations to governing body

ITEM A DETAIL: STAKEHOLDER INVOLVEMENT

	STAKE-HOLDERS	DESCRIPTION	CONTENT OF REPORT & RECOMMENDATIONS
A-1	Local officials	County and municipal officials, such as those with responsibility over public health, social services, and emergency services	Report stakeholder involvement (who and how involved in process)
A-2	Healthcare providers	Hospitals and health systems, addiction professionals and other providers of behavioral health services, medical professionals, pharmacists, community health centers, medical safety net providers, and other healthcare providers	same as above
A-3	Social service providers	Providers of human services, social services, housing services, and community health services such as harm reduction, peer support, and recovery support services	same
A-4	Education and employment service providers	Educators, such as representatives of K-12 schools, community colleges, and universities; and those providing vocational education, job skills training, or related employment services	same
A-5	Payers and funders	Health care payers and funders, such as managed care organizations, prepaid health plans, LME-MCOs, private insurers, and foundations	same
A-6	Law enforcement	Law enforcement and corrections officials	same
A-7	Employers	Employers and business leaders	same
A-8	Community groups	Community groups, such as faith communities, community coalitions that address drug misuse, groups supporting people in recovery, youth leadership organizations, and grassroots community organizations	same
A-9	Stakeholders with "lived experience"	Stakeholders with "lived experience," such as people with addiction, people who use drugs, people in medication-assisted or other treatment, people in recovery, people with criminal justice involvement, and family members or loved ones of the individuals just listed	same
A-10	Stakeholders reflecting diversity of community	Stakeholders who represent the racial, ethnic, economic, and cultural diversity of the community, such as people of color, Native Americans, members of the LGBTQ community, and members of traditionally unrepresented or underrepresented groups	same

WORKSHEETS

The following worksheets were developed for local governments engaging in a collaborative strategic planning process to determine use of the National Opioid Settlement funds awarded to their communities.

The worksheets can be used to capture the results of various collaborative strategic planning activities and document each required step outlined in Exhibit C of the MOA. These completed worksheets can then be included as part of your required Report and Recommendations (R&R) Report to be submitted to CORE-NC within 90 days of presenting the results of the planning process and recommendations to your governing Board or Council.

Exhibit C was provided so that those local governments that choose Option B would understand the required activities and related results that are part of the collaborative strategic planning process. Those activities are:

- A. Engage diverse stakeholders
- B. Designate facilitator
- C. Build upon any related planning
- D. Agree on shared vision
- E. Identify key indicator(s)
- F. Identify and explore root causes
- G. Identify and evaluate potential strategies
- H. Identify gaps in existing efforts
- I. Prioritize strategies
- J. Identify goals, measures, and evaluation plan
- K. Consider ways to align strategies
- L. Identify organizations
- M. Develop budgets and timelines
- N. Offer recommendations

The activities have been organized into the following three sections:

- **Section One: Preliminary Planning** includes activities A-H
- **Section Two: Priority Planning** includes activities I-L
- **Section Three: Operational Planning** includes activities M and N

The North Carolina Association of County Commissioners (NCACC) strives to assist and support NC counties in planning for and utilizing national opioid settlement funds, managing strategic health initiatives, and maximizing resources and impact through outreach, education, and collaboration. The members of the Strategic Member Services (SMS) Opioid Settlement Technical Assistance Team (OSTAT) hope you find these worksheets useful. For additional questions or suggestions, please email opiodsettlement@ncacc.org.

[NAME OF NC LOCAL GOVERNMENT/Letterhead]

Collaborative Strategic Planning Report and Recommendations

SECTION ONE: PRELIMINARY PLANNING

A. Engage diverse stakeholders

Table A.1

Stakeholders	List Role/Position of each Stakeholder	Please circle how often the people in the role/position were engaged in the planning process.				
Local officials		Never	Rarely	Sometimes	Usually	Always
Healthcare providers		Never	Rarely	Sometimes	Usually	Always
Social service providers		Never	Rarely	Sometimes	Usually	Always
Education and employment service providers		Never	Rarely	Sometimes	Usually	Always
Payers and funders		Never	Rarely	Sometimes	Usually	Always
Law enforcement		Never	Rarely	Sometimes	Usually	Always
Employers		Never	Rarely	Sometimes	Usually	Always
Community groups		Never	Rarely	Sometimes	Usually	Always
Stakeholders with lived experience		Never	Rarely	Sometimes	Usually	Always
Stakeholders reflecting diversity of community		Never	Rarely	Sometimes	Usually	Always

B. Designate facilitator

Facilitator's Name:

Facilitator's Email Address:

Facilitator's Organization/Agency Name:

C. Build upon any related planning

Plans:

D. Agree on shared vision

Vision statement:

E. Identify key indicator(s)

Key indicator(s):

F. Identify and explore root causes

Summary of root causes:

G. Identify and evaluate potential strategies

Table G.1

What is the root cause or aspect of Opioid Epidemic to be addressed? See Opioid Crisis: No Easy Fix to Its Social and Economic Determinants for ideas.			
Exhibit A or Exhibit B	Number or Letter	Strategy Name	How do you know that this strategy will be effective at addressing the root cause/aspect mentioned above?

Table G.2

What is the root cause or aspect of Opioid Epidemic to be addressed? See Opioid Crisis: No Easy Fix to Its Social and Economic Determinants for ideas.			
Exhibit A or Exhibit B	Number or Letter	Strategy Name	How do you know that this strategy will be effective at addressing the root cause/aspect mentioned above?

H. Identify gaps in existing efforts

Table H.1

Exhibit A or Exhibit B	Number or Letter	Strategy Name	What other programs, services or supports are working on this strategy? What gaps exist?

SECTION TWO: PRIORITY PLANNING

I. Prioritize strategies, and,

J. Identify goals, measures, and evaluation plan

Table J.1

Exhibit A or B:	Number or Letter:	First Strategy Name:
Why was this strategy prioritized?		
What is the goal for this strategy?		
Evaluation Questions	What measure(s) will be used to answer evaluation question?	Where will you get the information to answer the evaluation question?
How much did you do?		
How well did you do it?		
Is anyone better off?		

Table J.2

Exhibit A or B:	Number or Letter:	Second Strategy Name:
Why was this strategy prioritized?		
What is the goal for this strategy?		
Evaluation Questions	What measure(s) will be used to answer evaluation question?	Where will you get the information to answer the evaluation question?
How much did you do?		
How well did you do it?		
Is anyone better off?		

Table J.3

Exhibit A or B:	Number or Letter:	Third Strategy Name:
Why was this strategy prioritized?		
What is the goal for this strategy?		
Evaluation Questions	What measure(s) will be used to answer evaluation question?	Where will you get the information to answer the evaluation question?
How much did you do?		
How well did you do it?		
Is anyone better off?		

Table J.4

Exhibit A or B:	Number or Letter:	Fourth Strategy Name:
Why was this strategy prioritized?		
What is the goal for this strategy?		
Evaluation Questions	What measure(s) will be used to answer evaluation question?	Where will you get the information to answer the evaluation question?

How much did you do?		
How well did you do it?		
Is anyone better off?		

Table J.5

Exhibit A or B:	Number or Letter:	Fifth Strategy Name:
Why was this strategy prioritized?		
What is the goal for this strategy?		
Evaluation Questions	What measure(s) will be used to answer evaluation question?	Where will you get the information to answer the evaluation question?
How much did you do?		
How well did you do it?		
Is anyone better off?		

K. Consider key ways to align strategies

Table K.1

Exhibit A or B:	Number or Letter:	First Strategy Name:
Is there an opportunity to:		
braid Opioid Settlement Funds with other funding streams? If yes, describe.		
develop regional solutions? If yes, describe.		
form strategic partnerships? If yes, describe.		
pursue other creative solutions? If yes, describe.		

Table K.2

Exhibit A or B:	Number or Letter:	Second Strategy Name:
Is there an opportunity to:		
braid Opioid Settlement Funds with other funding streams? If yes, describe.		
develop regional solutions? If yes, describe.		
form strategic partnerships? If yes, describe.		
pursue other creative solutions? If yes, describe.		

Table K.3

Exhibit A or B:	Number or Letter:	Third Strategy Name:
Is there an opportunity to:		

braid Opioid Settlement Funds with other funding streams? If yes, describe.	
develop regional solutions? If yes, describe.	
form strategic partnerships? If yes, describe.	
pursue other creative solutions? If yes, describe.	

Table K.4

Exhibit A or B:	Number or Letter:	Fourth Strategy Name:
Is there an opportunity to:		
braid Opioid Settlement Funds with other funding streams? If yes, describe.		
develop regional solutions? If yes, describe.		
form strategic partnerships? If yes, describe.		
pursue other creative solutions? If yes, describe.		

Table K.5

Exhibit A or B:	Number or Letter:	Fifth Strategy Name:
Is there an opportunity to:		
braid Opioid Settlement Funds with other funding streams? If yes, describe.		
develop regional solutions? If yes, describe.		
form strategic partnerships? If yes, describe.		
pursue other creative solutions? If yes, describe.		

L. Identify organizations

Table L.1

Exhibit A or B:	Number or Letter:	First Strategy Name:
What organization is responsible for implementing the strategy?		
What human resources are needed?		
What material resources are needed?		
What capital resources are needed?		

Table L.2

Exhibit A or B:	Number or Letter:	Second Strategy Name:
What organization is responsible for implementing the strategy?		
What human resources are needed?		
What material resources are needed?		
What capital resources are needed?		

Table L.3

Exhibit A or B:	Number or Letter:	Third Strategy Name:
What organization is responsible for implementing the strategy?		
What human resources are needed?		
What material resources are needed?		
What capital resources are needed?		

Table L.4

Exhibit A or B:	Number or Letter:	Fourth Strategy Name:
What organization is responsible for implementing the strategy?		
What human resources are needed?		
What material resources are needed?		
What capital resources are needed?		

Table L.5

Exhibit A or B:	Number or Letter:	Fifth Strategy Name:
What organization is responsible for implementing the strategy?		
What human resources are needed?		
What material resources are needed?		
What capital resources are needed?		

SECTION THREE: OPERATIONAL PLANNING

M. Develop budgets and timelines

Table M.1

Exhibit A or B:		Number or Letter:				First Strategy Name:							
STRATEGY TIMELINE													
	2022				2023				2024				
Implementation Activity	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	
1.													
2.													
3.													
4.													
5.													
6.													
7.													
STRATEGY BUDGET													
Line Item	Amount	Description											
Personnel/Fringe													
Operating Costs													
Contracted Services													
Other													
TOTAL													

Table M.2

Exhibit A or B:		Number or Letter:				Second Strategy Name:							
STRATEGY TIMELINE													
	2022				2023				2024				
Implementation Activity	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	
1.													
2.													
3.													
4.													
5.													
6.													
7.													
STRATEGY BUDGET													
Line Item	Amount	Description											
Personnel/Fringe													
Operating Costs													
Contracted Services													
Other													
TOTAL													

Table M.3

Exhibit A or B:		Number or Letter:				Third Strategy Name:							
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STRATEGY TIMELINE												
	2022				2023				2024			
Implementation Activity	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June
1.												
2.												
3.												
4.												
5.												
6.												
7.												
STRATEGY BUDGET												
Line Item	Amount	Description										
Personnel/Fringe												
Operating Costs												
Contracted Services												
Other												
TOTAL												

Table M.4

Exhibit A or B:				Number or Letter:				Fourth Strategy Name:				
STRATEGY TIMELINE												
	2022				2023				2024			
Implementation Activity	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June
1.												
2.												
3.												
4.												
5.												
6.												
7.												
STRATEGY BUDGET												
Line Item	Amount	Description										
Personnel/Fringe												
Operating Costs												
Contracted Services												
Other												
TOTAL												

Table M.5

Exhibit A or B:				Number or Letter:				Fifth Strategy Name:				
STRATEGY TIMELINE												
	2022				2023				2024			
Implementation Activity	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June
1.												

2.												
3.												
4.												
5.												
6.												
7.												

STRATEGY BUDGET												
Line Item	Amount	Description										
Personnel/Fringe												
Operating Costs												
Contracted Services												
Other												
TOTAL												

N. Offer recommendations

Recommendations:

Date that recommendations will be provided to your local governing body: