



**2009 Strategic Plan  
Executive Summary**



Got Outcomes! Coalition of Excellence  
COALITION OF THE YEAR

## Background

In early 2009, North Coastal Prevention Coalition (NCPC) was honored with national recognition as the 2008 Community Anti-Drug Coalitions of America (CADCA) Got Outcomes! Coalition of Excellence and Coalition of the Year. This represented the culmination of 15 years of innovation and programmatic distinction that was the result of the tireless commitment of our organization's staff, volunteers and members.

As a national best practices leader, it is crucial that we recognize this achievement as a celebration of our past and current accomplishments. Of equal importance, the CADCA recognition has provided a platform from which we will look towards the future with a new and reinvigorated strategy that recognizes and expands our individual and collective strengths, addresses our limitations, and lays out a road map for continuing to redefine excellence in community-based prevention. The 2009 Strategic Plan is that roadmap.

This Strategic Plan was developed through the efforts and leadership of our entire membership. The process encompassed many meetings over a period of one year. However, this approach was essential as it allowed us to generate well-developed ideas and member buy-in. This resulting plan will allow us to creatively address ways to accomplish our Mission and realize the Vision of the organization.

**Our Mission:** To reduce the harm of alcohol, tobacco, marijuana and other drugs in the cities of Carlsbad, Oceanside and Vista through community action, education, support and collaboration.

**Our Vision:** All residents and the public and private sectors of Carlsbad, Oceanside, and Vista are empowered to create healthy communities free from problems associated with alcohol, tobacco, marijuana and other drugs.

## Executive Summary

This executive summary is intended to provide a broad overview of the strategic plan, which encompasses three concentration areas (Committees), and the goals and action plans/activities (short, medium and long term) developed for each.

Committees concentrate on the following areas:

Committee 1: Membership Recruitment and Fundraising

Committee 2: New and Existing Programs

Committee 3: Media and Communications

## **Committee 1: Membership Recruitment and Fundraising**

**Goal:** *By June 2010, recruit 10 members and solicit \$5,000 in donations for NCPC.*

To achieve this goal, the committee set short term goals of contacting both school districts and law enforcement agencies, providing them with information about NCPC and inviting them to attend a meeting. Another short term goal includes conducting fundraising events in conjunction with local restaurants such as Rubios or Souplantation.

Medium term goals include business or service club sponsorship for NCPC and its various events. NCPC has enjoyed the support of various companies over the years—this expands on that opportunity to increase membership and funding opportunities. Membership from the faith community was deemed an important medium term goal as well. NCPC members have strong ties in various churches locally and will encourage faith leaders and church members to become actively involved in our efforts. As leaders in the health community, it is important that local hospitals also play a role in our efforts. Their foundations can also be sources of needed grants. Hospitals and health systems will be contacted and encouraged to be part of NCPC. Finally, NCPC will pursue funds through traditional sources such as private foundations, as well as through the development of an annual fundraising event (both medium term activities).

NCPC's long term goal to address membership and fundraising need is to identify and pursue grants through governmental agencies.

## **Committee 2: New and Existing Programs**

**Goal:** *By June 2010, NCPC will reach 2,000 people through outreach and activities.*

In order to achieve this goal, the committee has set short term activities such as increasing NCPC's presence at community events like Chamber of Commerce events, health fairs, and faith-based and school events. Schools will play an important role in another short term goal—communicating with students through announcements at high schools. For instance, NCPC will show public service announcements at local schools.

NCPC has reached many people through its successful sticker shock campaign. An expansion of this program, through collaborative partnerships with other prevention organizations such as MADD San Diego, will allow us to reach even more people and expand our capacity to prevent underage drinking. The final short term goal under New and Existing Programs is the development of a Social Host Ordinance (SHO) for the City of Carlsbad. This project has been in the works for some time but has suffered a number of set-backs. Passing a SHO in Carlsbad is a top priority for NCPC.

NCPC's ongoing successful programs such as supporting law enforcement DUI checkpoints and holding townhall forums on underage drinking will be expanded.

Checkpoints are an important method for encouraging responsible behavior and distributing information about the dangers of drunk driving. It is also a great way for our Youth Coalition members to interact with the community and law enforcement officials. We will increase the number of DUI checkpoints through collaborations with local law enforcement agencies.

In early 2009, NCPC held two very successful forums on underage drinking (one in English, one in Spanish). NCPC will continuously pursue these events to reach out to the public. By forming strategic partnerships with organizations such as Boomers! and local businesses and media outlets, NCPC will use the annual *420 Remix: A Celebration of Sober and Drug Free Life Choices* event to reach more young people, their parents, local elected and business leaders, and media outlets.

Our capacity to continue to attract young people to these events relies on our ability to offer educational opportunities in a fun and enjoyable way. One method for making each year's event more interesting than the last is to recruit professional athletes to attend these events and speak to the attendees about the importance of sober and drug free living. This is a very important long term activity for the committee.

Additionally, the committee will develop a speaker's bureau that will be available to convey our message to community groups and businesses. By identifying interesting and timely topics, and appropriate presenters, we can conduct community outreach in a more coordinated manner thereby maximizing our efficiency and extending our reach.

### **Committee 3: Media and Communications**

**Goal:** *By January 2010, NCPC will increase hits to website by 10%; increase Spanish language media and develop a minimum of 12 news stories.*

An essential short term activity for this committee is a dedicated commitment to regular contact with elected officials who cover NCPC's region at the local, state and federal level. Communicating with these elected officials about and encouraging their participation in NCPC activities will result in both better media coverage of activities, but also legislative/policy support for various NCPC initiatives.

Other short term activities identified by the committee include various electronic media efforts including developing an updated and user-friendly website, using the established NCPYC Myspace page for greater youth recruitment and pursuing other online venues. These social media are used by millions of people and organizations to communicate with their friends, customers and core constituencies. NCPC must take part in this simple, cost effective and innovative opportunity.

Also, NCPC will ensure that Board members and staff are outfitted with professional business cards—an activity that is complete for current members and staff but is ongoing as turnover occurs. Additionally, NCPC will hold media training events to prepare NCPC members to address the media effectively on a variety of topics.

The committee's medium term activities will involve contacting and developing relationships with reporters from across various media outlets. This activity is essential to NCPC's long term success in promoting its activities and reaching diverse audiences throughout the community. It is also very important to the organization's ability to fundraise and build business partnerships. With these solid relationships, NCPC can prepare stories for TV and newspapers (including Spanish news) that will allow the organization to develop a narrative about current or emerging substance abuse issues, rather than NCPC only being an agency that responds to stories generated by the activities of others.

Long term activities under Media and Communications include sponsoring more billboard, public service announcement, movie theatre, and bus ads with prevention messages. This can be a relatively expensive endeavor so fundraising and grant funding is vitally important, as is our ability to develop collaborative relationships with these businesses and agencies.

## Conclusion

Strategic planning can be a time-consuming task, but it is vitally important to advancing our organization's capability to accomplish our Mission and realize our Vision.

It is that Mission—to reduce the harm of alcohol, tobacco, marijuana and other drugs in the cities of Carlsbad, Oceanside and Vista through community action, education, support and collaboration—that drives everyone of us in our activities with NCPC.

Like any journey, there are a number of ways to reach our destination. This "road map" provides one set of directions. The process by which these directions were created allowed us to think strategically about our future. However, the key to success includes not only that strategic thinking but the flexibility to recognize and act on opportunities when they arise.

I am looking forward to 2010 and the years beyond as NCPC continues to empower young people to make healthy decisions and civic leaders to provide safe and drug free communities in which we all can prosper.

Respectfully submitted,



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President, Board of Directors