

**SANTA BARBARA COUNTY  
BOARD AGENDA LETTER**



Clerk of the Board of Supervisors  
105 E. Anapamu Street, Suite 407  
Santa Barbara, CA 93101  
(805) 568-2240

**Agenda Number:**  
**Prepared on:** 8/30/02  
**Department Name:** Alcohol, Drug & Mental Health  
**Department No.:** 043  
**Agenda Date:** 9/10/02  
**Placement:** Administrative  
**Estimate Time:** 30 minutes  
**Continued Item:** NO  
**If Yes, date from:**

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**TO:** Board of Supervisors

**FROM:** James Broderick, Ph.D., Director  
Alcohol, Drug and Mental Health Services (ADMHS)

**STAFF CONTACT:** Al Rodriguez, Manager  
Alcohol and Drug Program

**SUBJECT:** Alcohol and Drug Program Strategic Plan

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**Recommendation(s):**

That the Board of Supervisors set a hearing for Tuesday, September 24, 2002 to accept the Alcohol & Drug Program's "Strategic Plan" outlining service priorities for alcohol and drug prevention, early intervention, treatment and recovery support beginning FY 02-03 through FY 06-07.

**Alignment with Board Strategic Plan:**

The recommendation(s) are primarily aligned with Goal No. 2. A Safe and Healthy Community in Which to Live, Work, and Visit.

**Executive Summary and Discussion:**

In 1997, your Board directed the transfer of the Alcohol and Drug Program (ADP) from the Public Health Department to Mental Health Services to form the new department of Alcohol, Drug and Mental Health Services (ADMHS). Shortly thereafter, assistance was provided by the County Administrators Office in conducting a "Search Conference". The two-day conference was designed to increase collaboration and communication among public and private stakeholders in the County's alcohol and drug service system and identify service priorities to be used by ADP in determining resource acquisition and allocation. While many of the priorities have been implemented, the process and Search Conference Plan was a short term approach to the broader planning needs for ADP.

In 2001, in response to local concerns regarding the integration of ADP within ADMHS, ADP was charged with 1) developing a plan that would outline how the Department would give greater visibility to alcohol and drug issues, 2) seeking input from local advocates and county residents on the needs for alcohol and drug services, and 3) providing ADMHS Administration and the Board of Supervisors with a framework for prioritizing needed services.

In February 2001, a project charter was developed and fifteen representatives of key stakeholder groups were invited to serve as the Strategic Planning Steering Committee. ADP, committed to ensuring broad community representation, sought out representatives from a variety of stakeholder groups: members of community-based organizations, County departments, advocates from the recovery community, the Chair of the Advisory Board on Alcohol and Drug Problems, a member of the Mental Health Commission, and a Program Manager from Adult Mental Health. ADP staffed the Steering Committee and the Work Group which was charged with developing the draft strategic plan.

A critical element of this process was finding consensus on the significant issues facing the Alcohol and Drug Program. This resulted in the identification of seven inter-related strategic issues: Comprehensive Service System, Access, Coordination, Prevention, Advocacy, Funding and Administration. Another part of the planning process involved the Steering Committee sponsoring Town Hall meetings in Santa Barbara, Lompoc and Santa Maria. With over 400 people in attendance, the meetings far surpassed expectations and appeared to reflect broad community interest in the development of appropriate strategies to address alcohol and other drug-related problems.

The next challenge will be its implementation and ongoing evaluation. While the plan may appear to be ambitious, the Steering Committee recognized that successful implementation of the goals and objectives are tied to available resources and local support. ADMHS Administration and ADP management staff have committed to the implementation of the service priorities and to establishing a regular reporting process for the Advisory Board on Alcohol and Other Drug Problems. In addition, the Strategic Plan Steering Committee structure will be maintained and while it's membership will undoubtedly change over time, it will meet on an annual basis through June 2007 for status reports and to assist in revising and updating the plan.

#### **Mandates and Service Levels:**

No additional mandates are required, however, this Strategic Plan calls for a growth in alcohol and drug service levels and prioritizes seven strategic issues for the division. Prevention, for example, was acknowledged as having a critical role in the plan. ADP has already provided funding in Santa Maria and Carpinteria for the development of policy panels to reduce underage access to alcohol. The Strategic Plan also calls for an increase in detox and residential services. As of July 1<sup>st</sup>, ADP has provided additional funding with Proposition 36 revenue to expand detox services in Santa Maria and is seeking to expand residential capacity within the county. Integration of alcohol, drug and mental health dual diagnosis services is also being addressed. ADP will develop a plan that would further integrate, when appropriate, these services. In addition, the Plan reflects the need for ADP to allocate appropriate staff resources for the ongoing management and evaluation of the report.

#### **Fiscal and Facilities Impacts:**

In order to expand service levels and priorities outlined in ADP's Strategic Plan, this recommended action will require the Alcohol and Drug Program to further develop state and federal funding streams, such as increasing Medi-Cal claiming, Healthy Families, client fee collection and other such approaches. At this time, there is no direct request for County support regarding the implementation of this Plan. While there is recognition of the County's significant indirect support for alcohol and drug services, the uncertainty of the State budget may necessitate an interest to increase other funding mechanisms, including the County's contribution. Should the State budget negatively impact alcohol and drug services, this plan could also be useful for prioritizing needed services should retrenchment need to occur.

As the Plan is implemented and prevention and treatment services are expanded, ADP, its Providers, and the community will look towards your Board for support on the siting of local treatment facilities and the adoption of local prevention policies.

**Special Instructions:**

Please return two copies of the minute order to Administrative Office and one copy to Alcohol and Drug Program, ADMHS, 315 Camino del Remedio, Santa Barbara, CA 93110.

**Concurrence:**

N/A