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Community Prevention and Wellness Initiative (CPWI) [Coalition Name] Strategic Plan

[Coalition Logo]

[Date]

*Instructions: Use this Template to aid your efforts in completing your Strategic Plan. You may use this Template as a fill-in-the-blank or use it as a guide using the template of your choice. Regardless of if you use this Template provided by DBHR or a different template, please ensure that you include a Cover Page, Table of Contents, Appendix, and each of the bolded sections (i.e. “Executive Summary;” “Organizational Structure, Organization, and Development (Getting Started);” “Capacity Building - Collaboration and Partnership”) clearly outlined. Each prompt must also be responded to clearly. Please delete the prompts (or reframe as shorter sub-headers when appropriate) as well as any instructional text in italics. Reminder, this Plan is a living document. At the time of writing the Plan you may capture information to document your current “point in time” that is subject to change.*

# Table of Contents

[Executive Summary](#_Executive_summary) 4

[Organizational Structure, Organization, and Oevelopment (Getting Started)](#_Organizational_structure,_organizat) 5

[Capacity Building](#_Capacity_building) 7

[Collaboration and Partnership](#_Collaboration_and_partnership) 7

[Building Prevention Knowledge](#_Building_prevention_knowledge) 7

[Health Equity and Sustainabilty](#_Health_equity_and) 7

[Assessment](#_Assessment) 8

[Needs Assessment](#_Needs_Assessment) 8

[Resource Assessment](#_Resource_Assessment) 8

[Health Equity and Sustainabilty](#_Health_Equity_and_1) 9

[Planning](#_Planning) 10

[Goals and Objectives](#_Goals_and_Objectives) 10

[Health Equity and Sustainabilty](#_Health_Equity_and_2) 11

[Implementation](#_Implementation) 12

[Implementation Monitoring](#_Implementation_Monitoring) 12

[Budget](#_Budget) 12

[Health Equity and Sustainabilty](#_Health_Equity_and_3) 12

[Reporting and Evaluation](#_Reporting_and_evaluation) 13

[Expected Outcomes](#_Expected_Outcomes) 13

[Health Equity and Sustainabilty](#_Health_Equity_and_4) 13

[Appendix](#_Appendix) 14

[Organizational Chart](#_Organizational_chart_(optional)) 14

[Decision-Making Model](#_Decision-making_model_(optional)) 14

[List of Coalition Members and Sectors Represented](#_List_of_coalition) 14

[Logic Model](#_Logic_model) 14

[Budget](#_Budget_1) 14

# Executive Summary

*Instructions: The executive summary will repeat information contained in other sections of the Plan but should be a higher-level summary and shorter in length. Sub-headers (i.e. “what we are about” or “mission statement”) are recommended but not required. 1-2 pages recommended.*

* What we are about:
  + Mission statement
* Who we are:
  + *Instructions: Use the templated language below regarding the CPWI Strategic Planning Framework. You may add to this language but please retain this language in this section.*

[Coalition Name] is a part of the Community Prevention and Wellness Initiative (CPWI) funded through the Washington State Health Care Authority’s (HCA) Division of Behavioral Health and Recovery (DBHR). The foundation of CPWI's strategic planning process is an adaptation of both the Substance Abuse and Mental Health Services Administration’s (SAMHSA) Strategic Prevention Framework (SPF) and the Communities That Care (CTC) planning model. In this document, you will find descriptions of how the community, including school-based services, have come together to form a Coalition and how the Coalition has built and plans to continue to build capacity to prevent substance use disorder as well as promote health and wellbeing throughout the community. You will also find descriptions of the data used to assess the community needs, resources, and gaps. Then, the plan to leverage identified assets to address those needs. Finally, there is a description of how the plan will be implemented, measurements to evaluate progress, and ways to inform future decisions.

* + Describe the makeup of the Coalition including key partners.
  + Define the area being served including the name of the community, the School District being served, where the Coordinator’s workstation is located within the community, and the school(s) being served by the Student Assistance Professional (SAP). Please also name the fiscal agent for the CPWI Coalition and the fiscal agent for school-based services.
* What we do:
  + Briefly describe the intended outcome(s) of the Coalition and the impact the efforts are expected to have to benefit the community.
  + *Instructions: Use the format below to add each goal and objective with the identified program(s) that correspond to each. Please delete the example provided. Copy and paste as needed.*
  + **Goal:** *For example, Reduce community disorganization.*
  + **Objective:** *For example,* *By December 1, 2026, increase community capacity to address ATOD as measured by the Coalition Assessment Tool.*
  + **Strategy:** *For example, Community-Based Process.*
  + **Program:** *For example, Community Coalition.*
  + **Goal:**
  + **Objective:**
  + **Strategy:**
  + **Program:**

# Organizational Structure, Organization, and Development (Getting Started)

*Instructions: 2-3 pages recommended.*

* **What we are about:** 
  + Mission statement
  + *Note: You may also include any vision statements or values in your narrative.*
* **Who we are:** 
  + *Instructions: Use the templated language below regarding the CPWI Strategic Planning Framework. You may add to this language but please retain this language in this section.*
  + [Coalition Name] is a part of the Community Prevention and Wellness Initiative (CPWI) funded through the Washington State Health Care Authority’s (HCA) Division of Behavioral Health and Recovery (DBHR). The foundation of CPWI's strategic planning process is an adaptation of both the Substance Abuse and Mental Health Services Administration’s (SAMHSA) Strategic Prevention Framework (SPF) and the Communities That Care (CTC) planning model. In this document, you will find descriptions of how the community, including school-based services, have come together to form a Coalition and how the Coalition has built and plans to continue to build capacity to prevent substance use disorder as well as promote health and wellbeing throughout the community. You will also find descriptions of the data used to assess the community needs, resources, and gaps. Then, the plan to leverage identified assets to address those needs. Finally, there is a description of how the plan will be implemented, measurements to evaluate progress, and ways to inform future decisions. Describe the makeup of the Coalition including key partners and sector representatives.
  + Define the area being served including the name of the community, the School District being served, and the school(s) being served by the SAP.
  + Describe the roles and responsibilities of the fiscal agent for the Coalition and for School-Based Services, the Coalition Coordinator, the SAP, the Coalition, and subcommittees/workgroups.
* **Our structure:** 
  + Describe the relationship between the fiscal agent for the Coalition and for School-Based Services, the Coalition Coordinator, the SAP, the Coalition, and subcommittees/workgroups.
  + *Note: While the narrative portion is required, you may also include an Organizational Chart as a separate document attached in the Appendix.*
* **Our decision-making process:** 
  + Explain the decision-making process of the Coalition.
  + *Note: While the narrative portion is required, you may also include a decision-making model as a separate document.*
* **Who is a member:** 
  + Explain the rules for membership including who is considered a member, what is required to become a member, and who has decision making abilities / gets to vote.
  + Explain and define any others who engage and/or have decision making abilities in the Coalition (i.e. guests, leadership team, etc.).
  + Explain how the Coalition Assessment Tool (CAT) will be implemented to Coalition members and used as an evaluative tool to inform membership.
  + *Instructions: Create a List of Coalition members and sectors represented using a table or other format of your choosing and attach as part of the Appendix.*
* **Recruitment:**
  + Describe the Coalition’s recruitment strategies including how the Coalition will obtain and maintain a minimum of eight (8) of the required twelve (12) sectors.
* **Health equity and sustainability:** 
  + *Note: Health equity and sustainability continue to be documented in the Plan in a separate portion under each section. However, we know these concepts are not separate from the work you are leading in each section. With that, these prompts may be answered in full or in part as you respond to other prompts within this section. Please ensure you are still responding to these prompts within each health equity and sustainability portion of each section but if previously answered, you may keep this portion shorter.*
  + Explain how the Coalition is representative of the community being served.
  + Explain how community voice is active in the Coalition including in decision making.
  + Explain how the Coalition ensures that engaging in the Coalition, including attending Coalition meetings, is accessible.
  + Describe how the fiscal agent for the Coalition and the fiscal agent for school-based services will work together to create a foundation within their organization(s) to support the continued implementation of CPWI over time.

# Capacity Building

*Instructions: 3-4 pages recommended.*

#### Collaboration and Partnership

* Describe the current capacity of the community, Coalition, school-based services, etc. to implement prevention strategies.
* List the organizations and partners the Coalition is collaborating with to build and maintain the work of the Coalition.
* Describe the strategies the Coalition took to build these relationships.
* Describe the Key Leader Event and how this will be held annually to involve key leaders and other stakeholders to provide input, promote, and expand the Coalition’s efforts.

#### Building Prevention Knowledge

* Describe how prevention knowledge will be increased for the Coalition coordinator to ensure they have the prevention knowledge to lead the Coalition and obtain/maintain the Certified Prevention Professional (CPP).
  + *Note: In the Planning portion, you will list the required training and this portion of the Plan is meant to be conceptual and provide a high-level overview.*
  + *Note: While the narrative portion is required, you may also include a copy of a sample training plan as a separate document.*
* Describe how prevention knowledge will be increased for the Coalition and other community members to raise their capacity to address prevention priorities in your community.
  + *Note: In the Planning portion, you will list the trainings and this portion of the Plan is meant to be conceptual and provide a high-level overview.*
* Describe how the fiscal agent including the Contract Contact and fiscal staff, the Educational Service District for school-based services, the Coordinator, and any other required personnel will engage in required HCA/DBHR meetings and trainings including the Learning Community Meeting, the Annual Contractor Meeting, the Provider Meeting/Prevention Summit, the Coalition Leadership Institute, etc. and how that knowledge will be shared with the Coalition to help raise their capacity to support prevention initiatives.

#### Health Equity and Sustainability

* Describe how the organizations, partnerships, and key leaders are diverse, and representative of the community being served.
* Describe how building prevention knowledge includes training related to understanding the Culturally and Linguistically Appropriate Services (CLAS Standards) and promotes a health equity lens.
* Describe how building capacity including building new partnerships and maintaining the current partnerships, increasing prevention knowledge through training, and the Key Leader Event will continue to be a focus of the Coalition to further sustain efforts over time.

# Assessment

*Instructions: 3-4 pages recommended.*

#### Needs Assessment

* List the sources of data used from Data Book, Community Survey, any local community data, and any others.
* Summarize the process the Coalition took to complete the needs assessment including:
  + Listing who was involved in collecting and/or reviewing data and the role they held.
  + How data was collected and compiled.
  + Any training/presentations provided.
  + How the Coalition decided which results were most important and significant to consider.
* What’s the problem? List the prioritized long-term consequences (outcomes) to include School Performance, Youth Delinquency, and Mental Health; and for each, describe how these are locally relevant.
  + *Note: Update the Logic Model template column corresponding to this item. Decide if any additional long-term consequences should be added and if so, add these to both to this narrative portion as well as the Logic Model template.*
* Why is this a problem? List the prioritized behavioral health problems (consumption) which may include, depending on your assessment and funding through CPWI, Underage Drinking, Underage Problem and Heavy Drinking, Opioid / Rx Misuse, Cannabis Use, Vaping / E-Cigarette Use, and for each, describe how these are locally relevant.
  + *Note: Update the Logic Model template column corresponding to this item to include removing any that were not prioritized. Decide if any additional behavioral health problems should be added and if so, add these to both this narrative portion as well as the Logic Model template.*
* Why is this a problem here? List the prioritized intervening variables (risk / protective factors). For example, Low Neighborhood Attachment / Community Disorganization, Availability (Retail or Social Access), Community Laws and Norms (Policies, Enforcement, and Regulations), and Favorable Attitudes Towards the Problem Behavior, and for each, describe how these were derived from your assessment.
  + *Note: Update the Logic Model template column corresponding to this item. Decide if any additional risk and protective factors should be added and if so, add these to both this narrative portion as well as the Logic Model template.*
* But why is this a problem specifically in our community? List the prioritized local conditions and contributing factors and for each, describe how these were derived from your assessment.
  + *Note: Update the Logic Model template column corresponding to this item.*

#### Resource Assessment

* Summarize the process the Coalition took to complete the resource assessment including:
  + Listing who was involved in collecting and/or reviewing data and the role they held.
  + How data was collected and compiled.
  + Any trainings / presentations provided.
  + How the Coalition decided which results were most important and significant to consider.
* List the existing resources identified in your community that impact your prioritized intervening variables and/or contributing factors.
* List the gaps identified in your community that help highlight areas to focus efforts on.

#### Health Equity and Sustainability

* Describe how input from diverse members of the community was a part of your assessment process including gathering additional data (i.e. adding additional questions to the Community Survey), reviewing the data, and making decisions based upon the data.
* Describe how the assessment process will be updated over time, key staff engaged even if not part of the Coalition ongoing.

# Planning

*Instructions: 3-5 pages recommended.*

#### Goals and Objectives

* Summarize the process the Coalition took to create a goal statement and objective(s) then identify a program(s) for each of the prioritized intervening variables to include how the Center for Substance Abuse Prevention (CSAP) Principles of Effectiveness was utilized as a resource to inform program selection particularly for creation or review of any innovative programs.
* Describe the plan to ensure that programs selected met fund source requirements and contractual obligations including evidence-based program (EBP) requirements.
* List the prioritized intervening variables (risk/protective factors) and for each, provide the following information:
  + Provide a goal statement that explains what the community plans to accomplish or change about the intervention variable that sets the direction for the intermediate outcome (2-5 years) to be achieved.
  + Provide at least one objective for each goal that addresses the local condition and breaks down the goal into smaller parts that provide specific, measurable actions through which the goal will then be accomplished that sets the direction for the short-term outcome (6 months – 2 years) with realistic targets.
  + Provide at least one program for each goal and objective with the following information listed:
    - Brief description of the program.
    - Which fund source(s) will be used to support the program.
    - Lead organization / responsible party (ies) who are responsible to ensure this program occurs as well as who is facilitating the program and collecting data.
    - Partner engagement including any permissions obtained (i.e. school district approval to implement school-based services and collect data).
    - Who will be served by this program.
    - When, in month(s)/year (s), this program is to be implemented.
    - How many implementations are done during those month(s)/year(s).
    - *Note: You may also include programs not funded through CPWI or programs the Coalition would like to implement if funding becomes available. Please document these programs as either “other [insert fund source name/description]” or “seeking additional funding.”*
* Community Engagement/Coalition Development
  + In addition to the program(s) described above, summarize opportunities for the community to be engaged with the Coalition. Include engagement in a variety of settings (i.e. Coalition meetings, during strategic planning, at events within the community, etc.) and in a variety of different capacities whether as a formal member, guest, etc.
* Public Awareness/Information Dissemination
  + In addition to the program(s) described above, summarize the Coalition’s communication plan including how Coalition members including subcommittees/workgroups, the Coalition and school-based services fiscal agent(s), decision makers within the community and the broader community, and any others who should be informed are informed about the work of the Coalition including opportunities for engagement like the Key Leader Event.

Direct Services

* + In addition to the program(s) described above, describe how the Coalition will ensure direct services in both a community and school-based setting will be prioritized to ensure an annual delivery of services.
  + Describe how those engaged in direct service program selection, implementation, and evaluation are trained and knowledgeable about these direct services to include program design, adaptation, implementing to fidelity (including creating a fidelity monitoring plan for both EBPs and innovative programs), and familiar with CSAP Principles of Effectiveness.
  + Describe the plan for data collection to further detail the plan for how those responsible to collect the data will ensure permission is obtained and the proper data is planned to be collected (i.e. reviewing surveys in advance, seeking permission from the school, etc.).
* *Note: Update the Logic Model template column corresponding to these items.*

#### Health Equity and Sustainability

* Describe how input from diverse members of the community was a part of the planning process to include decision-making on programs.
* Describe how these programs help to decrease health disparities within the community.
* Describe what strategies will be taken to decrease barriers to access and increase participation in these programs.
* Describe how the programs selected will be sustained over time including leadership and administrative support, financial support, provider selection, and provider training/implementation support.
* Describe any currently unfunded programs or strategies that the Coalition is seeking additional resources for and planned action steps to secure these resources.

# Implementation

*Instructions: 2-3 pages recommended.*

#### Implementation Monitoring

* Describe the infrastructure and support system to ensure successful implementation of these programs to include the role of the Coalition and other partners in the implementation process and how the Coalition will remain updated on implementation.
* Summarize the process taken to create and implement a fidelity monitoring plan for each program implemented to include any innovative programs.
* Summarize the process taken to adapt and monitor any programs including outreach to developers.
* Describe the process and plan to adjust implementation as needed to include in circumstances where there are no expected participants or implementation cannot occur as regularly scheduled due to unforeseen circumstances like weather conditions. Also include how any changes will ensure that fund source requirements and any EBP requirements are met.

#### Budget

* List the resources allocated to support the Coalition’s efforts including funding allocated by HCA/ DBHR and any other financial or other in-kind resources provided. For non-HCA/DBHR resources, please also provide a narrative portion to describe how these resources were obtained.
  + *Note: Using the template provided, include the Coalition’s Budget as a separate attachment in the Appendix.*
* Describe how the Coalition’s budget was created by the Coalition in collaboration with the fiscal agent (and any associated fiscal staff) to include how the budget will be reviewed and updated as needed with the support of the Coalition.
* Describe how the Coalition will ensure funding is expended appropriately.

#### Health Equity and Sustainability

* Describe how programs will be monitored to ensure the intended population is being served appropriately.
* Describe the resources and areas of focus (i.e. funding, staffing, positive outcomes of programs, policies, integration of programs into existing community organizations, etc.) the Coalition will prioritize to sustain the implementation of these programs.
* Explain how the Coalition will solicit additional funding and in-kind services and goods to further sustain (and expand) prevention initiatives in the community.

# Reporting and Evaluation

*Instructions: 2-3 pages recommended.*

#### Expected Outcomes

* Describe the Coalition’s intended outcomes, impacts, and changes for the short-term (6 months – 1 year), immediate (2-4 years), and long-term (5+ years).
* *Using the table below, list the process and outcome measures for each program and for each, list which tools/instruments will be used to collect information. Please delete the example provided in italics and copy / paste the table as needed.*

|  |  |
| --- | --- |
| **Program Name:** |  |
| *Community Coalition.* |  |
| **Process Measures** | **Tool/instrument** |
| *Participation*  *Sector Representation* | *Monthly meeting Sign-in Sheets*  *Primary Sectors represented in Minerva* |
| **Outcome Measures:** |  |
| *Increased community readiness to address ATOD* | *Coalition Assessment Tool and*  *Annual Community Survey* |

Data Collection and Reporting

* Describe how the Coalition will ensure timely and accurate proper reporting to HCA / DBHR for both community and school-based services, including those implemented by the Student Assistance Professional.
* Describe how the Coalition will be engaged in the data collection and the evaluation process to ensure performance-based measures are met to include the following:
  + How data and program evaluation information will be shared with the Coalition.
  + How often data and program evaluation information will be shared with the Coalition.
  + How data and program evaluation information will be used by the Coalition to make adjustments, as needed, to implementation.
* Describe how the broader community will be engaged in the data collection and the evaluation process to include the following:
  + Who, including key leaders/stakeholders, can help support data collection.
  + Who, including key leaders/stakeholders, will want to have data and program evaluation information shared with them and what purpose it will have to share this information with them.
  + Any formal reports/presentations that can help disseminate this information and how this information will be shared including through public platforms as appropriate.

#### Health Equity and Sustainability

* Explain the considerations the Coalition has made in preparing for and completing data collection and the evaluation process, including survey content and methods for conducting surveys in a sensitive and inclusive manner, that meet the needs of the community and support them in understanding as well as responding to the survey.
* Explain what policies and procedures are in place to ensure ongoing data collection and evaluation efforts.

# Appendix

## Organizational Chart (*optional*)

## Decision-Making Model (*optional*)

## List of Coalition Members and Sectors Represented

## Logic Model

## Budget